

**Serbia, Bosnia and Herzegovina, Montenegro**  
**The Project on Establishment and**  
**Promotion of Mentoring Service**

**The Project on Establishment and**  
**Promotion of Mentoring Service for**  
**Small and Medium Enterprises**  
**in the Western Balkans**

**Project Completion Report**

**Appendix I**

**May 2016**

**Japan International Cooperation Agency (JICA)**

**Nomura Research Institute Co. Ltd.**  
**Kijiku Consulting k.k.**

<b>IL</b>
<b>JR</b>
<b>16-041</b>

Republic of Serbia : Ministry of Economy (MOE), Development Agency of Serbia (RAS)  
Bosnia and Herzegovina : Ministry of Foreign Trade and Economic Relations (MOFTER),  
Sarajevo Economic Region Development Agency (SERDA)  
Montenegro : Directorate for Development of Small and Medium-sized Enterprises (DDSME)

**Serbia, Bosnia and Herzegovina, Montenegro**

# **The Project on Establishment and Promotion of Mentoring Service**

## **The Project on Establishment and Promotion of Mentoring Service for Small and Medium Enterprises in the Western Balkans**

### **Project Completion Report**

#### **Appendix I**

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## Appendix 1

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## **別添資料 A：PDM 修正経緯**

### **Appendix A : PDM: Process of change**

The target indicators of PDM were examined since the start of Project and some indicators have been changed through the discussion between the implementation agency and JICA Consultant. Those changes are authorized by 2015 JCC of each county.

Major reason of change on each indicator is explained as follows. Kindly refer those description comparing with “Comparison Table of Target Indicator of New PDM” and “New PDM” (after change) shown in the succeeding pages.

#### **1. Overall Goal**

- (1) Target Area: Some client of client SMEs were locating outside the target area.
- (2) Increased % of recipient SMEs: This figure was scheduled to determine by country during the project period.
- (3) % of SMEs improved their business through Mentoring: This figure was scheduled to be determined by country during the project period.
- (4) % of Survival Rate Higher than National Average: Deleted. Statistical data on survival rate is difficult to obtain and the comparison seemed not to be practical because C/P agencies are recruiting only financially healthy clients through public announcement.

#### **2. Project goal**

- (1) % of mentors improved their skill through mentoring system: This figure was scheduled to be determined by country during the project period.

#### **3. Output 2: Cultivating Mentors**

- (1) 2.1 Number of Newly trained mentors increased: This figure was scheduled to be determined by country during the project period.
- (2) 2.2 Number of Newly trained Mentor Trainers increased: This figure was scheduled to be determined by country during the project period.
- (3) 2.3 % of Mentor Trainers are goodly evaluated: This figure was scheduled to be determined by country during the project period.

#### **4. Output3: Provision of Mentoring Service**

- (1) 3.1 Number of SMEs received Mentoring Service: This figure was scheduled to be determined by country during the project period.
- (2) 3.2 % of SMEs received Mentoring Service: Deleted. The denominator (# of entire SMEs) are so large (> 500,000) and there could be not be obvious % changed because the increase of numerator is minimal compared to the denominator.

#### **5. Output 4: Sharing Mentoring Info.**

- (1) 4.2 Method to share info among mentors: This figure/method was scheduled to be determined by country during the project period.
- (2) Frequency and method of Good Practice introduced to SMEs: Through the discussion with C/P agencies, “Frequency” was deleted, and added “media appearance” as one of methods of introduction.

表 対象3カ国の新 PDM の成果指標の比較

Comparison Table of Target Indicator of New PDM.

The table highlights the change of target indicators by country and those indicators are compared horizontally. New PDM is shown by country in the succeeding pages. The texts in red color depict changed/modified part from old PDM.

Part	Item #	Indicator	Target Indicator		
			Serbia	BiH	Montenegro
<b>Overall Goal</b>	<b>1</b>	Target Area	Mentoring services are continuously available in the once targeted area.	Mentoring services are continuously available in the once targeted area <b>and beyond the targeted area.</b>	
	<b>2</b>	Increased % of Recipient SMEs	<b>100%</b> compared to <b>2013</b> achievement	<b>200%</b> compared to <b>2015</b> achievement.	<b>100%</b> compared to <b>2015</b> achievement
	<b>3</b>	% of SMEs improved their business through Mentoring	<b>75%</b>	<b>80%</b>	<b>70%</b>
	<b>4</b>	% of Survival Rate Higher than National Average	Deleted	Deleted	Deleted
<b>Project Goal</b>	<b>1</b>	% of Mentors Improved their Skill through mentoring system	<b>75%</b>	<b>80%</b>	<b>70%</b>
	<b>2</b>	CP Agencies can manage/modify mentoring System by themselves.	No Change	No Change	No Change
<b>Output 1</b> Institutional Improvement / Development	<b>1.1</b>	Strategy/Plan, Guideline, Curriculum etc. are developed/Improved.	No Change	No Change	No Change
	<b>1.2</b>	<b>(Serbia only)</b> Mentor Qualification is developed.	No Change	NA	NA
<b>Output 2</b> Cultivating Mentors	<b>2.1</b>	Number of Newly Trained Mentors Increased	<b>50</b>	<b>10</b>	<b>8</b>
	<b>2.2</b>	Number of Newly Trained Mentor Trainers Increased	<b>10</b> ※New MTs are selected from Jan.2015	<b>12</b>	<b>5</b>
	<b>2.3</b>	% of Mentor Trainer are Goodly Evaluated	<b>80%</b> ※New MTs are selected from Jan.2015	<b>80%</b>	<b>70%</b>
<b>Output3</b> Provision of Mentoring Service	<b>3.1</b>	Number of SMEs received Mentoring Service	<b>&gt;550</b>	<b>&gt;30</b>	<b>&gt;30</b>
	<b>3.2</b>	% of Entire SMEs received Mentoring Service	Deleted	Deleted	Deleted
<b>Output4</b> Sharing Mentoring Info	<b>4.1</b>	Three(3) countries' Meeting at Once in a Year	No Change	No Change	No Change
	<b>4.2</b>	Method to share info among mentors	<b>More than 80%</b> of mentored cases are stored in the data base.	<b>All mentors meeting</b> is being held every year.	
	<b>4.3</b>	Mentoring case is accessible by mentors and CP agency	No Change	No Change	No Change
	<b>4.4</b>	Frequency and method of Good Practice introduced to SMEs	Frequency is deleted. Added " <b>media appearance</b> " as one of methods of introduction.		

## PROJECT DESIGN MATRIX (Serbia)

**Project Title:** Project on Establishment and Promotion of Mentoring service for Small and Medium Enterprises in Western Balkans (Serbia, Bosnia and Herzegovina, and Montenegro)

**Implementing Agencies:** NARD

**Project duration:** 3 years

**Project Sites:** Serbia

**Target Group:** NARD, DDSME, SERDA, RA/C, RDA, BC and SMEs

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>&lt;Overall Goal&gt;</b> The mentoring service for small and medium enterprises (SMEs) is maintained and expanded in Western Balkan region (Serbia, Bosnia and Herzegovina (BiH), and Montenegro), and SMEs in the region continue to survive and expand.	1. Mentoring services are continuously available in the once targeted area. 2. Number of SMEs receiving the mentoring services has increased by 100% in each country compared to 2013 achievement. 3. More than 75 % of SMEs which received the mentoring services evaluate that their business has been improved through the services. 4.	1. Mentoring records 2. Mentoring records 3. Evaluation records by SMEs, NARD's annual external and independent evaluation	
<b>&lt;Project Purpose&gt;</b> With the establishment of the mentor system and its implementation, target SME support organizations <sup>1</sup> improve their SME support capacities.	1. Compared to the starting year of the Project, more than x75% of the mentors improved mentoring ability by implementing mentor system. 2. JICA Evaluation Team evaluate that the target SME support organizations are capable of modifying the mentoring system strategy/plan, mentoring implementation guideline, training curriculum and evaluation method for mentors by organizations themselves.	1. Questionnaire to mentors, mentor's performance evaluation system 2. Questionnaire to Japanese experts	1. Qualified mentors continue to work as mentors.  2. The relationship between the Ministry of Economy and NARD is stable and the position of regional agencies and regional centers within the institutional infrastructure is stable.
<b>&lt;Output&gt;</b> 1. According to the situation of SMEs in Serbia, mentor system is improved.  2. Mentors who provide solutions for SMEs and mentor trainers are produced in Serbia.	1.1 Improved mentoring system strategy/plan, mentoring implementation guideline, training curriculum and evaluation method for mentors are developed. 1.2 Revised version of qualification system for mentor is developed.  2.1 More than 50persons are newly trained to acquire the ability of conducting mentoring services. 2.2 More than 10 are newly trained to be mentor trainers. 2.3 More than 80% of mentor trainers, who are newly assigned from Jan. 2015, are evaluated by the management/trainees that their ability is high enough to train mentors.	1. Documents produced by Implementation bodies  2.1 Training and qualification records, questionnaire to Japanese experts 2.2 Training and qualification records 2.3 Evaluation records by the management/trainees  3.1 Mentoring records,	1. Government policy on supporting SMEs by mentoring continues.  2. Policy on supporting SMEs by mentoring at target SME support organizations continues.  3. Budget to keep

<sup>1</sup> SME support organizations here means the organizations which provide and/or conduct the mentoring services.

<p>3. The mentoring service is practiced in Serbia.</p> <p>4. Information and knowledge for strengthening mentor service is accumulated and shared among mentors, implementation bodies and SMEs.</p>	<p>3.1 More than 550 SMEs received the mentoring services, from the start of the project.</p> <p>4.1 Meetings for sharing experience among the 3 countries are conducted at least once a year.</p> <p>4.2 More than 80 % of mentored cases are stored in the data base.</p> <p>4.3 Stored mentored cases accessed by mentors and authorized personnel of implementing bodies on the regular basis.</p> <p>4.4 Good practices of mentoring cases are introduced to SMEs through publications, seminars, lectures and media.</p>	<p>NARD's annual reports, External Evaluator's reports</p> <p>4.1 Meeting records</p> <p>4.2 Viewing data base</p> <p>4.3 Counter of the accessing within the application</p> <p>4.4 List of publications, seminars, lectures and media appearances</p>	<p>mentors is available at target SME support organizations</p>
<p>&lt;Activities&gt;</p> <p>1-1 To organize a support team for BiH and Montenegro (NARD, Mentor trainers, JICA, etc.)</p> <p>1-2 To conduct studies of SMEs and SME support institutions on their situation and capacity (including other donor support programs) in Serbia</p> <p>1-3 To identify and analyze the problems and to study the good practices of Serbia's current mentor system</p> <p>1-4 To sort out the related activities of SME mentoring in Serbia, such as support from EU and other organizations, and tools for SME development</p> <p>1-5 To organize seminar/workshop for designing mentor system for BiH and Montenegro</p> <p>1-6 To assist the development and the revision of the strategy/plan for mentor service, implementation guideline for mentoring, and the training curriculum for the mentors in Bosnia and Herzegovina, Montenegro</p> <p>1-7 To revise Serbia's strategy/plan for the mentor system in Serbia</p> <p>1-8 To revise the implementation guideline for the mentoring in Serbia</p> <p>1-9 To revise the training curriculum and textbooks for training mentors in Serbia, and to develop the textbooks for the new mentoring area</p> <p>1-10 To develop revised qualification system for mentors in Serbia</p> <p>2-1 To conduct the lectures for training mentors in Serbia</p> <p>2-2 To conduct OJT of mentoring through practicing the mentoring services in Serbia</p> <p>2-3 To select the candidate of mentor trainers from the trained mentors in Serbia</p> <p>2-4 To conduct the trainings for mentor trainers in Serbia</p> <p>2-5 To cooperate conducting lectures for Montenegro and BiH</p> <p>3-1 To select the SMEs which receives OJT of mentoring in Serbia</p> <p>3-2 To practice the mentoring service based on output 1</p>	<p>&lt;Input&gt;</p> <p>(1) Japanese Side</p> <ul style="list-style-type: none"><li>● Dispatch of Experts</li><li>● Travel expenses and allowance for Counterpart Training in Japan and other countries</li><li>● Travel expenses and allowance for Japanese experts</li><li>● Necessary Equipment and material</li><li>● Cost for organizing class room training, on-the job training, and seminar/workshop(s)</li><li>● Cost for local consultants</li><li>● Cost of expenses of mentor trainers (RA/C and RDA) in BiH and Montenegro</li></ul> <p>(2) West Balkans Side (Serbia)</p> <ul style="list-style-type: none"><li>● Services of counterpart personnel and administrative personnel and their cost</li><li>● Suitable office space with furniture and utility cost for Japanese experts</li><li>● Training venue of class room training for mentors</li><li>● Available data (including maps and photographs) and information related to the Project</li><li>● Travel expenses and allowance for C/P personnel for travel within country</li><li>● Cost of mentoring services and trainings by mentor trainers within the country</li></ul>		<p>&lt;Pre-condition&gt;</p> <ol style="list-style-type: none"><li>1. Candidates for mentors are clarified</li><li>2. Time and budget for the candidates to take trains and provide mentoring services are secured.</li></ol>

<p>3-3 To conduct evaluation of mentoring services from companies which received the service</p> <p>4-1 To share the experience and evaluation of Mentoring services of each country</p> <p>4-2 To establish the database of mentoring services in Serbia</p> <p>4-3 To facilitate mentors and mentor trainers to utilize the database</p> <p>4-4 To collect good practices of mentoring services in Serbia, BiH and Montenegro</p> <p>4-5 To share the good practices of mentoring services to the public</p>		
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## PROJECT DESIGN MATRIX (Bosnia and Herzegovina)

**Project Title:** Project on Establishment and Promotion of Mentoring service for Small and Medium Enterprises in the Western Balkans (Serbia, Bosnia and Herzegovina, and Montenegro)

**Implementing Agencies:** Sarajevo Economic Region Development Agency (SERDA)

**Project duration:** 3 years

**Project Sites:** Sarajevo Economic Region in BiH

**Target Group:** SERDA, SMEs in Sarajevo Economic Region

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>&lt;Overall Goal&gt;</b> The mentoring service for small and medium enterprises (SMEs) is maintained and expanded in Western Balkan region (Serbia, Bosnia and Herzegovina (BiH), and Montenegro), and SMEs in the region continue to survive and expand.	5. Mentoring services are continuously available in the once targeted area and <b>beyond the targeted area</b> . 6. Number of SMEs receiving the mentoring services has increased by <b>200%</b> in each country <b>compared to 2015 achievement</b> . 7. More than <b>80%</b> of the SMEs which received the mentoring services evaluate that their business has been improved through the services.	1. Mentoring records 2. Mentoring records 3. Evaluation records by SMEs	
<b>&lt;Project Purpose&gt;</b> With the establishment of the mentor system and its implementation, target SME support organizations <sup>2</sup> improve their SME support capacities.	3. More than <b>80%</b> of the mentors improved mentoring ability by implementing mentor system compared to the starting year of the Project. 4. <b>JICA experts</b> evaluate that the target SME support organizations are capable of modifying the mentoring system strategy/plan, mentoring implementation guideline, training curriculum and evaluation method for mentors by the organizations themselves.	1. Questionnaire to mentors 2. Questionnaire to <b>Japanese experts</b>	1. Qualified mentors continue to work as mentors. 2. The economic situation is not extremely worsen.
<b>&lt;Output&gt;</b> 1. According to the needs and situation of SME in BiH, mentor system is developed and improved.  2. Mentors who provide solutions for SMEs and mentor trainers are produced in BiH.  3. The mentoring service is practiced in BiH.	1. Mentor system strategy/plan, mentoring implementation guideline, training curriculum and evaluation method for mentors are developed and revised.  2.1 More than <b>12 persons</b> are newly trained to acquire the ability of conducting mentoring services 2.2 More than <b>10</b> are newly trained to be mentor trainers. 2.3 More than <b>80%</b> of mentor trainers are evaluated by the management/trainees that their ability is high enough to train mentors.  3.1 More than <b>30 SMEs</b> received the mentor services.  4.1 <b>Meetings for sharing experience among 3 countries are</b>	1. Documents produced by implementation bodies  2.1 Questionnaire to Japanese experts 2.2 <b>Training records</b> 2.3 Evaluation records by the management/trainees  3.1 Mentoring records  4.1 <b>Meeting records</b>	1. Government policy on supporting SMEs by mentoring continues 2. Policy on supporting SMEs by mentoring at target SME support organizations continues. 3. Budget to keep mentors is

<sup>2</sup> SME support organizations here means the organizations which provide and/or conduct the mentoring services.

4. Information and knowledge for strengthening mentoring service is accumulated and shared among mentors, implementation bodies and SMEs.	<p>conducted at least once a year.</p> <p>4.2 All mentors meeting is being held every year.</p> <p>4.3 Stored mentored cases can be accessed by mentors and implementation bodies.</p> <p>4.4 Good practices of mentoring cases are introduced to SMEs through publications, seminars or lectures and media.</p>	<p>4.2 Meeting records</p> <p>4.3 Access method</p> <p>4.4 List of publications, seminars or lectures and media appearances</p>	available at target SME support organizations
<p>&lt;Activities&gt;</p> <p>1-1 To conduct studies of SMEs and SME support institutions on their situation and capacity (including other donor support programs) in BiH</p> <p>1-2 To participate in the seminar/workshop organized in Serbia</p> <p>1-3 To develop and modify strategy/plan for mentoring service in BiH through discussions with stakeholders</p> <p>1-4 To develop and revise the implementation guideline for mentoring in BiH</p> <p>1-5 To develop and revise the training curriculum for mentors in BiH</p> <p>1-6 To develop textbooks in BiH</p> <p>1-7 To consider the qualification system for mentors in BiH</p> <p>2-1 To participate in the lectures for training mentors by the project team and NARD</p> <p>2-2 To conduct OJT of mentoring through practicing the mentoring services in BiH</p> <p>2-3 To select the candidate of mentor trainers from the trained mentors in BiH</p> <p>2-4 To conduct the trainings for mentor trainers in BiH</p> <p>3-1 To select the SMEs which receives OJT of mentoring in BiH</p> <p>3-2 To practice the mentoring service based on output 1</p> <p>3-3 To conduct evaluation of mentoring services from companies which received the service</p> <p>4-1 To share the experience and evaluation of mentoring services of each country</p> <p>4-2 To establish the database of mentoring services in BiH</p> <p>4-3 To facilitate mentors and mentor trainers to utilize the database</p> <p>4-4 To collect good practices of mentoring services in Serbia, BiH and Montenegro</p> <p>4-5 To share the good practices of mentoring services to the public</p>	<p>&lt;Input&gt;</p> <p>(1) Japanese Side</p> <ul style="list-style-type: none"> <li>● Dispatch of Experts</li> <li>● Travel expenses and allowances for Counterpart Trainings to Japan and other countries</li> <li>● Travel expenses and allowance for Japanese experts</li> <li>● Necessary Equipment and material</li> <li>● Cost for organizing class room training, on-the job training, and seminar/workshop(s)</li> <li>● Cost for local consultants</li> </ul> <p>(2) West Balkans Side (BiH)</p> <ul style="list-style-type: none"> <li>● Services of counterpart personnel and administrative personnel and their cost</li> <li>● Suitable office space with furniture and utility cost for Japanese experts</li> <li>● Training venue of class room training for mentors</li> <li>● Available data (including maps and photographs) and information related to the Project</li> <li>● Travel expenses and allowance for C/P personnel for travel within country</li> <li>● Cost for mentoring services and trainings by BiH's mentor trainers within the country</li> </ul>		<p>&lt;Pre-condition&gt;</p> <p>3. Candidates for mentors are clarified</p> <p>4. Time and budget for the candidates to take trains and provide mentoring services are secured.</p>

## PROJECT DESIGN MATRIX (Montenegro)

**Project Title:** Project on Establishment and Promotion of Mentoring service for Small and Medium Enterprises in the Western Balkans (Serbia, Bosnia and Herzegovina, and Montenegro)

**Implementing Agencies:** DDSME

**Project duration:** 3 years

**Project Sites:** Montenegro (Podgorica, Bar, Cetinje and others if necessary)

**Target Group :** DDSME, BC and SMEs at the project sites

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>&lt;Overall Goal&gt;</b> The mentoring service for small and medium enterprises (SMEs) is maintained and expanded in Western Balkan region (Serbia, Bosnia and Herzegovina (BiH), and Montenegro), and SMEs in the region continue to survive and expand.	8. Mentoring services are continuously available in the once targeted area and <b>beyond the targeted area.</b> 9. Number of SMEs receiving the mentoring service has increased by <b>100%</b> in each country <b>compared to 2015 achievement.</b> 10. More than <b>70%</b> of SMEs which received the mentoring service evaluate that their business has been improved through the service.	4. Mentoring records 5. Mentoring records 6. Evaluation records by SMEs	
<b>&lt;Project Purpose&gt;</b> With the establishment of the mentor system and its implementation, target SME support organizations <sup>3</sup> improve their SME support capacities.	5. More than <b>70%</b> of the mentors improved mentoring ability by implementing mentor system compared to the starting year of the Project. 6. JICA experts evaluate that the target SME support organizations are capable of modifying the mentoring system strategy/plan, mentoring implementation guideline, training curriculum and evaluation method for mentors by organizations themselves.	3. Questionnaire to mentors 4. <b>Questionnaire survey and interview s by Japanese experts</b>	1. Qualified mentors continue to work as mentors. 2. The economic situation is not extremely worsen.
<b>&lt;Output&gt;</b> 1. According to the needs and situation of SME in Montenegro, mentor system is developed and improved.  2. Mentors who provide solutions for SMEs and mentor trainers are produced in Montenegro.  3. The mentoring service is practiced in Montenegro.  4. Information and knowledge for strengthening mentoring service is accumulated and shared among mentors,	2. Mentor system strategy/plan, mentoring implementation guideline, training curriculum and evaluation method for mentors are developed and revised.  2.1 More than <b>8 persons</b> are newly trained to acquire the ability of conducting mentoring service 2.2 More than <b>5</b> are newly trained to be mentor trainers. 2.3 More than <b>70 %</b> of mentor trainers are evaluated by the management/trainees that their ability is high enough to train mentors.  3.2 More than <b>30 SMEs</b> received the mentor service.  1.1 Meetings for sharing experience among 3 countries are conducted at least once a year.	2. Documents produced by implementation bodies  4.1 Questionnaire to Japanese experts 4.2 Training records 4.3 Evaluation records by the management/trainees  3.1 Mentoring records  4.1 Meeting records	4. Government policy on supporting SMEs by mentoring continues. 5. Policy on supporting SMEs by mentoring at target SME support organizations continues. 6. Budget to keep mentors is available at target SME support organizations

<sup>3</sup> SME support organizations here means the organizations which provide and/or conduct the mentoring services.

implementation bodies and SMEs.	<p>2.1 All mentors meeting is being held every year.</p> <p>3.1 Stored mentored cases can be accessed by mentors and implementation bodies.</p> <p>4.1 Good practices of mentoring cases are introduced to SMEs through publications, seminars or lectures and media.</p>	<p>4.2 Meeting records</p> <p>4.3 Access method</p> <p>4.4 List of publications, seminars or lecture and media appearance.</p>	
<p>&lt;Activities&gt;</p> <p>1-1 To conduct studies of SMEs and SME support institutions on their situation and capacity(including other donor support programs) in Montenegro</p> <p>1-2 To participate in the seminar/workshop organized in Serbia</p> <p>1-3 To develop and modify strategy/plan for mentoring service in Montenegro through discussions with stakeholders</p> <p>1-4 To develop and revise the implementation guideline for mentoring in Montenegro</p> <p>1-5 To develop and revise the training curriculum for mentors in Montenegro</p> <p>1-6 To develop textbooks in Montenegro</p> <p>1-7 To consider the qualification system for mentors in Montenegro</p> <p>2-1 To participate in the lectures for training mentors by the project team and NARD</p> <p>2-2 To conduct OJT of mentoring through practicing the mentoring service in Montenegro</p> <p>2-3 To select the candidate of mentor trainers from the trained mentors in Montenegro</p> <p>2-4 To conduct the trainings for mentor trainers in Montenegro</p> <p>3-1 To select the SMEs which receives OJT of mentoring in Montenegro</p> <p>3-2 To practice the mentoring service based on output 1</p> <p>3-3 To conduct evaluation of mentoring service from companies which received the service</p> <p>4-1 To share the experience and evaluation of mentoring service of each country</p> <p>4-2 To establish the database of mentoring service in Montenegro</p> <p>4-3 To facilitate mentors and mentor trainers to utilize the database</p> <p>4-4 To collect good practices of mentoring service in Serbia, BiH and Montenegro</p> <p>4-5 To share the good practices of mentoring service to the public</p>	<p>&lt;Input&gt;</p> <p>(1) Japanese Side</p> <ul style="list-style-type: none"> <li>● Dispatch of Experts</li> <li>● Travel expenses and allowance for Counterpart Trainings to Japan and other countries</li> <li>● Travel expenses and allowance for Japanese experts</li> <li>● Necessary Equipment and material</li> <li>● Cost for organizing class room training, on-the job training, and seminar/workshop(s)</li> <li>● Cost for local consultants</li> </ul> <p>(2) West Balkans Side (Montenegro)</p> <ul style="list-style-type: none"> <li>● Services of counterpart personnel and administrative personnel and their cost</li> <li>● Suitable office space with furniture and utility cost for Japanese experts</li> <li>● Training venue of class room training for mentors</li> <li>● Available data (including maps and photographs) and information related to the Project</li> <li>● Travel expenses and allowance for C/P personnel for travel within country</li> <li>● Cost for mentoring service and trainings by Montenegro's mentor trainers within the country</li> </ul>		<p>&lt;Pre-condition&gt;</p> <p>5. Candidates for mentors are clarified</p> <p>6. Time and budget for the candidates to take trains and provide mentoring service are secured.</p>

## **別添資料 B：業務フローチャート（実績）**

### **Appendix B : Flow of Achieved Activities**

The major important activities achieved through the Project are glanced in the figure of next page. Each activity is recognized as the result of collective actions specified in the PDM.

From the beginning of the Project, JICA Consultant has been followed “Work Plan” specified by country. This work plan has sometimes changed (advanced or postponed) as the result of discussion with the client. Therefore, there are several outstanding differences of work schedule of between “plan” and “achieved” (refer to “Work Plan/Achievement” by country as attached in the succeeding pages).

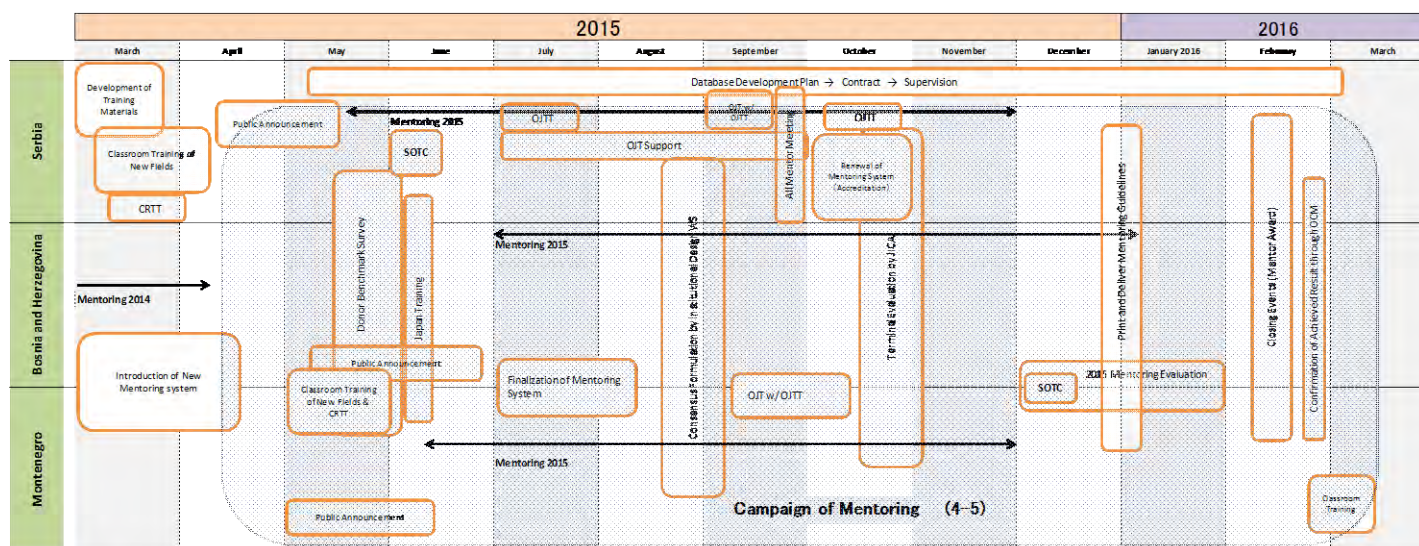
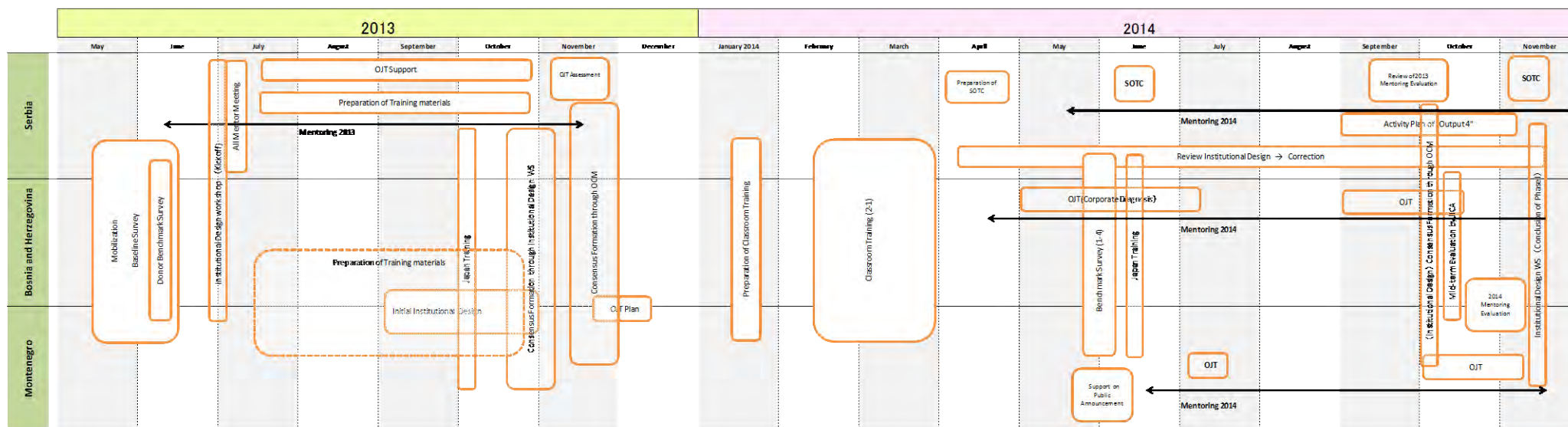
Generally speaking, the deference of work schedule is occurred in the activates of Output 1 and Output 4 due to the reason below;

#### **i) Output 1**

A big difference of work schedule was seen in Serbia. Since JICA Consultant observed the existing mentoring system of Serbia carefully in 2013, the improving of existing system has stated after 2014. Thus, the main activities relating to preparing of guidelines and manual were put behind after 2015.

#### **ii) Output 4**

JICA Consultant firstly focused on “deal information system” by mentors and came to the decision that the most effective way is to face-to-face communication among them and the systematic database should be used as the secondary supporting tool. To share such information, common event among three countries was set namely, “All Mentor Meeting” and “Mentoring Award”. Likewise, by redesigning of planned activities, new events for sharing information was set. Also the uncertainty of new organization setup in Serbia affected the designing the DB system requirement in the later part of project period.



**Fig. Activity Flow on "The Project on Establishment and Promotion of Mentoring Service for Small and Medium Enterprises in the West Balkans"**  
 ~ Activity Flow Chart of Serbia, Bosnia and Herzegovina and Montenegro ~

## Work Plan/Achievement (Serbia)

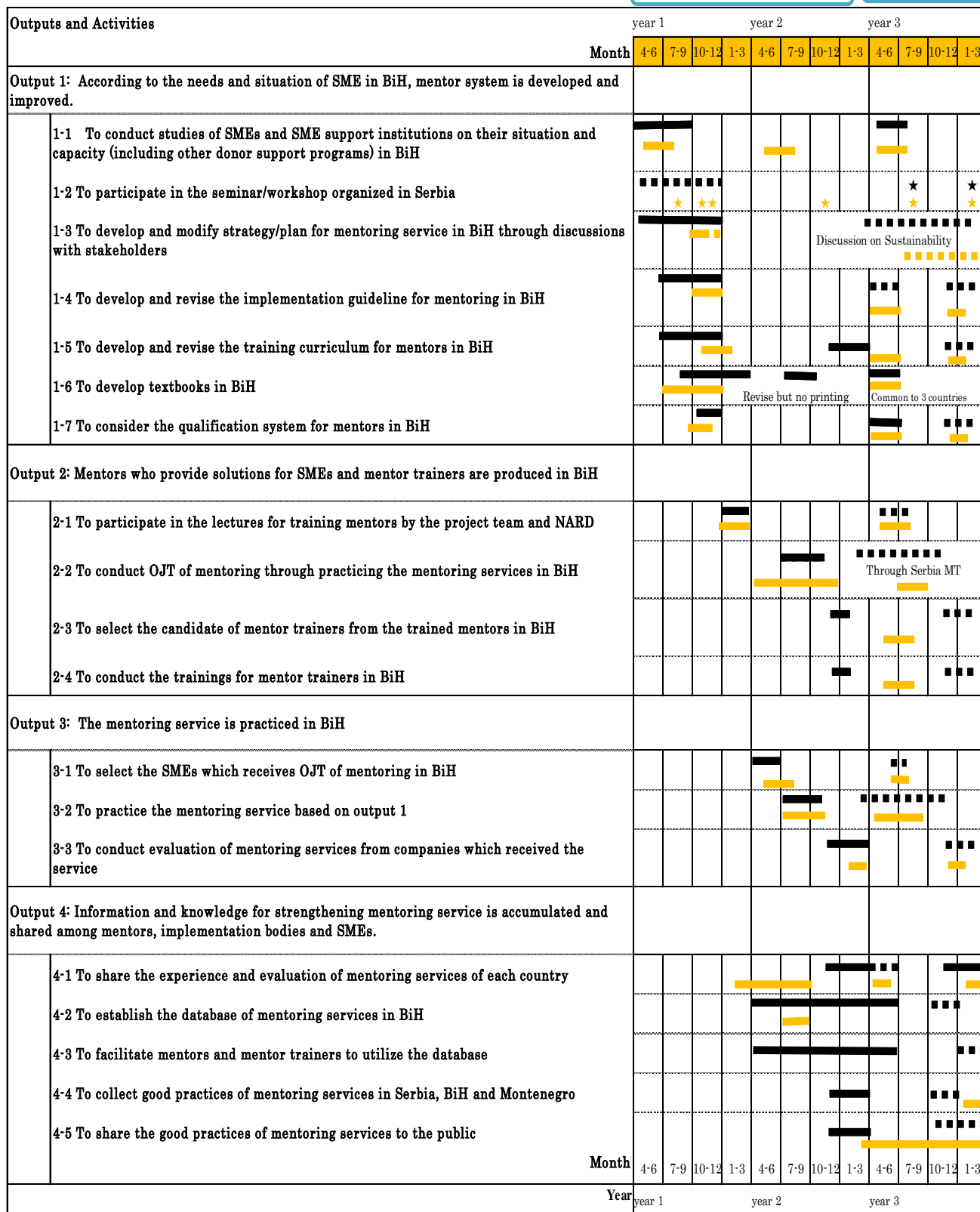
■ Plan at the Start of Phase I  
■ Achievement

		Phase I												Phase II											
Outputs and Activities		year 1				year 2				year 3															
Month		4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3
<b>Output 1: According to the situation of SMEs in Serbia, mentor system is improved.</b>																									
1-1 To organize a support team for BiH and Montenegro (NARD, Mentor trainers, JICA, etc.)		■	■																						
1-2 To conduct studies of SMEs and SME support institutions on their situation and capacity (including other donor support programs) in Serbia		■	■	■																					
1-3 To identify and analyze the problems and to study the good practices of Serbia's current mentor system		■	■	■																					
1-4 To sort out the related activities of SME mentoring in Serbia, such as support from EU and other organizations, and tools for SME development		■	■	■			■							■	■										
1-5 To organize seminar/workshop for designing mentor system for BiH and Montenegro		■	■	■	■																				
1-6 To assist the development and the revision of the strategy/plan for mentor service, implementation guideline for mentoring, and the training curriculum for the mentors in Bosnia and Herzegovina, Montenegro		■	■	■																					
1-7 To revise Serbia's strategy/plan for the mentor system		■	■				■	■						■	■										
1-8 To revise the implementation guideline for the mentoring		■	■	■			■	■	■	■	■	■	■	■	■	■	■								
1-9 To revise the training curriculum and textbooks for training mentors, and to develop the textbooks for the new mentoring area		■	■	■			■	■	■	■	■	■	■	■	■	■	■								
1-10 To develop revised qualification system for mentors in Serbia					■		■	■																	
<b>Output 2: Mentors who provide solutions for SMEs and mentor trainers are produced in Serbia.</b>																									
2-1 To conduct the lectures for training mentors in Serbia					■	■								■	■	■									
2-2 To conduct OJT of mentoring through practicing the mentoring services		■	■	■			■	■	■	■	■	■	■	■	■	■	■								
2-3 To select the candidate of mentor trainers from the trained mentors in Serbia				■						■	■														
2-4 To conduct the trainings for mentor trainers in Serbia										■	■	■	■	■	■	■	■								
2-5 To cooperate conducting lectures for Montenegro and BiH					■	■								■	■										
<b>Output 3: The mentoring service is practiced in Serbia.</b>																									
3-1 To select the SMEs which receives OJT of mentoring in Serbia		■	■			■	■			■	■			■	■										
3-2 To practice the mentoring service based on output 1		■	■	■			■	■						■	■	■									
3-3 To conduct evaluation of mentoring services from companies which received the service				■	■																				
<b>Output 4: Information and knowledge for strengthening mentor service is accumulated and shared among mentors, implementation bodies and SMEs.</b>																									
4-1 To share the experience and evaluation of Mentoring services of each country						■	■	■		■	■	■	■	■	■	■	■								
4-2 To establish the database of mentoring services in Serbia		■	■	■						■	■	■	■	■	■	■	■								
4-3 To facilitate mentors and mentor trainers to utilize the database		■	■	■						■	■	■	■	■	■	■	■								
4-4 To collect good practices of mentoring services in Serbia, BiH and Montenegro				■	■					■	■	■	■	■	■	■	■								
4-5 To share the good practices of mentoring services to the public				■	■					■	■	■	■	■	■	■	■								
Month		4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3
		year 1				year 2				year 3															


## Work Plan/Achievement (Bosnia and Herzegovina)

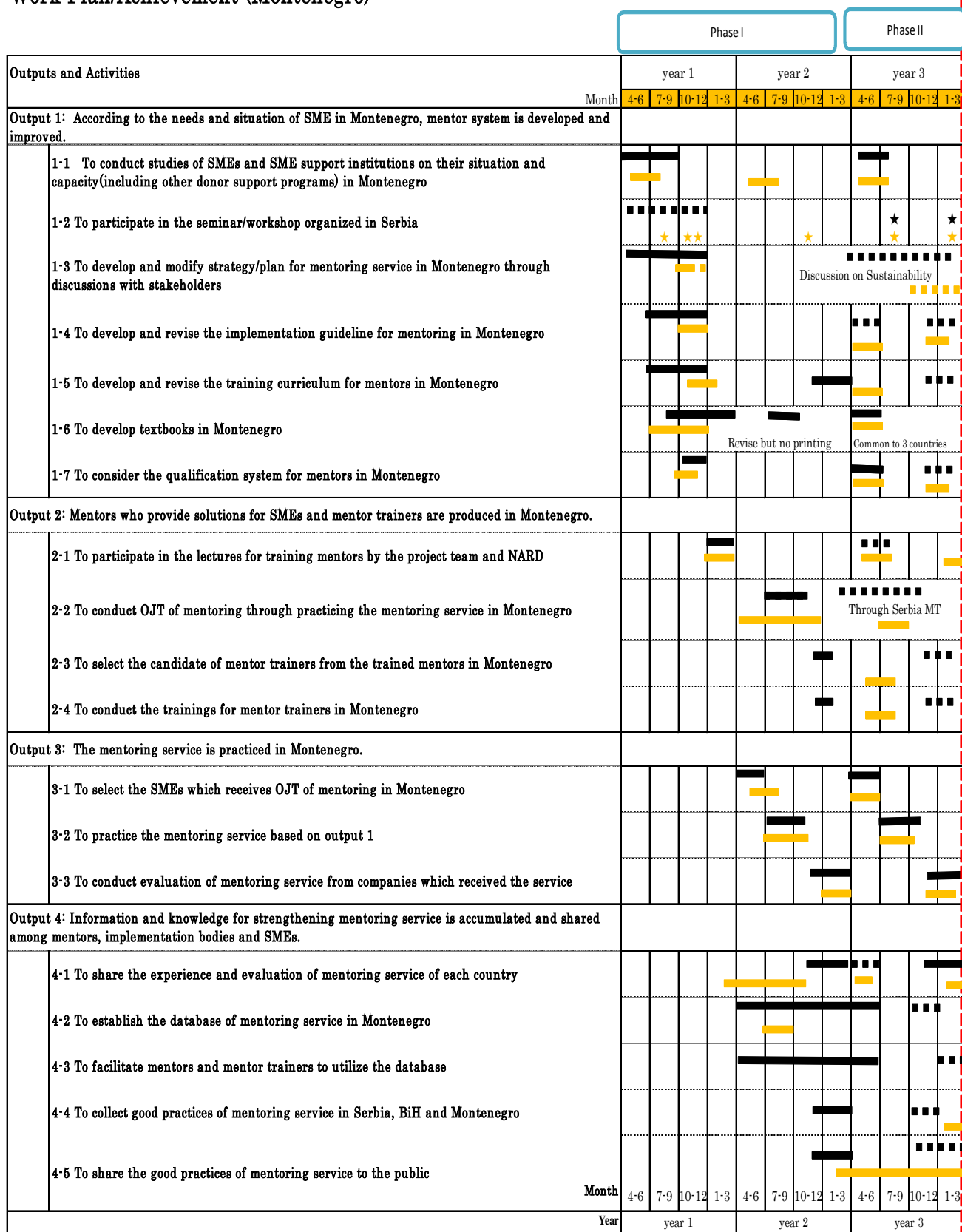
Phase I

Phase II



## Work Plan/Achievement (Montenegro)

 Plan at the Start of Phase I

 Achievement


## 別添資料 C: プロジェクトへの投入実績

### Appendix C : Achievement of Input

#### a) Achievement of Consultants' dispatch

Dispatching of JICA Consultant was undertaken based on the Work Plan, which was prepared by JICA Consultant and submitted to counterpart agencies in three countries after authorized by JICA HQ.

“Plan” and “Achievement” of such dispatch are shown in the succeeding pages.

As for the first contract period (May 2013 to November 2014) , the Work Plan indicated that the Consultant dispatch at 43.25 mom-months, while the achievement was at 45.16 man-months or increase by 2.11 man-months from the plan. The major reason of increase is attributed to the requirement of man-power at Japan Training held two times in 2013 and 2014, where two JICA Consultants needed to work per event to treat more than 15 trainees dispatched from three countries at once. Thus, JICA Consultant discussed with JICA and was favored from JICA that the assignment of two JICA Consultants was accepted for 2015 Japan Training.

The Work Plan for the second contract period (March 2015 to March 2016) was produced allowing for the lesson learned from the first contract period. The Consultants' dispatch was planned at 31.28 man-months and the achievement was at the same.

Input of Japanese Experts (Upper: Plan, Lower: Achievement) 業務従事者の従事計画・実績表

The 1st Contract period

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

Field	rank	# of Flight	2013												The 1st Contract Period												Total Days	Total MM						
			2013												2014																			
			5	6	22	7	21	8	9	10	11	23	12	21	1	8	2	3	15	4	20	5	20	6	8	15			7	8	9	21	10	25
Work in Balkan Countries	Masashi TAKANO (Team Leader)	Plan	9	11	14	22	21		7	17	19	23	21		8	12	15		20	20	20	8	22	15				21	25	11	29		292	9.73
		Achievement	9	11	14	22	14		17	17	29	23	21		12	12	15		16	27	27	22	1				27	31	11	21		291	9.70	
	Takashi KIMURA (Asst. TL/ Production Management)	Plan	8	11	14	22	21		7	17	19				20	12	15			11	10	29	15				21	11	24	8		248	8.27	
		Achievement	10	11	14	27	26		14	14	26	3	14		18	9	8		16	14	25	13				27	17	4	21		250	8.33		
	Naoya SAKAMOTO (Corporate Diagnosis)	Plan	8	11	1	22	21			13	2	23	21		1	1	15		20	20	27	15					12	8				223	7.43	
		Achievement	9	11	1	29	28			13	2	26	21		15	15			3	8	1	29					4	16	29	15		225	7.50	
	Masashi YAMANAKA (Human Resource Dev./Project Coordination)	Plan	7						22	19					20	2	23	15		20	3	21	10				21	11	7	29		142	4.73	
		Achievement	7						28	25					20	2	24	20		24	7	28	3				6	21	18	21		139	4.63	
	Alexander Silnitsky (Institutional Support)	Plan	10	12	1	23	13		8	14	22	28	13	19		10	15	2	15		4	10					21	11				119	3.97	
		Achievement	8	12	1	23	13			13	23		9	18		9	1			25	7						21	11	18	31	15	20	118	3.93
	Toru ISHIOROSHI (Training/Support of StartUps)	Plan	6			10	21			13	2	23	21		8		15			1	28						1	29				155	5.17	
		Achievement	6						14	25	13	2	23	21		9		16		11	7							12	9			155	5.17	
																											Sub-total	Plan	1,179	39.30				
																											Achievement	1,178	39.26					
Work in Japan	Masashi TAKANO (Team Leader)	Plan	2	7	10	17	21	22																							10	0.50		
		Achievement	2	7	10	17	21		8																				24	28		15	0.75	
	Takashi KIMURA (Asst. TL/ Production Management)	Plan	3	7	10	17	21	22																								10	0.50	
		Achievement	3	7	10	17	21		20																					24	27		14	0.70
	Masashi YAMANAKA (Human Resource Dev./Project Coordination)	Plan	4																															
		Achievement	4																											24	26		3	0.15
	Chine KOGA (Support from Japan)	Plan	5						13	17	26	30	21														18	24	1	21			59	2.95
		Achievement	5						13	17	26	30	21							19	28	16					12	21					86	4.30
																											Sub-total	Plan	79	3.95				
																											Achievement	118	5.90					
																											Total	Plan	43.25					
																											Achievement	45.16						
Report			△	IC/R									△	PR/R																△	F/R			

# Input of Japanese Experts (Upper: Plan, Lower: Achievement) 業務従事者の従事計画・実績表

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

The 2<sup>nd</sup> Contract period

	Field	Name	rank		# of Flight	The 2nd Contract Period														人・月		
						2015								2016					Total Days	Total MM		
						3	4	5	6	7	8	9	10	11	12	1	2				3	
Work in Balkan Countries	Team Leader	Masashi TAKANO	2	Plan	6																	
				Acheiveme nt	4																	
				Days																		
	Asst. TL/ Production Management	Takashi KIMURA	3	Plan	7																	
				Acheiveme nt	6																	
				Days																		
	Human Resource Dev./Project Coordination	Masashi YAMANAKA	4	Plan	7																	
				Acheiveme nt	6																	
				Days																		
	Corporate Diagnosis	Naoya SAKAMOTO	2	Plan	4																	
				Acheiveme nt	3																	
				Days																		
	Institutional Support	Alexander Silnitsky	3	Plan	5																	
				Acheiveme nt	4																	
				Days																		
	Training/Support of StartUps	Toru ISHIOROSHI	4	Plan	2																	
Acheiveme nt				2																		
Days																						
Project Coordination/Mark eting	Chine KOGA	5	Plan	5																		
			Acheiveme nt	3																		
			Days																			
Sub-total											Plan				794	26.46						
											Acheivement				794	26.46						

Work in Japan	Team Leader	Masashi TAKANO	2	Plan																15	0.75	
				Achievement																	15	0.75
				Days																		
	Asst. TL/ Production Management	Takashi KIMURA	3	Plan																19	0.95	
				Achievement																19	0.95	
				Days																		
	Human Resource Dev./Project Coordination	Masashi YAMANAKA	4	Plan																4	0.2	
				Achievement																4	0.2	
				Days																		
	Overseas/Japan Training	Jerardin SAKAMOTO	5	Plan																31	1.55	
				Achievement																31	1.55	
				Days																		
	Overseas/Japan Training	Tomomi ARIMURA	5	Plan																31	1.55	
				Achievement																31	1.55	
				Days																		
Sub-total														Plan				96	4.80			
														Achievement				96	4.80			

Report	▼ Work Plan		▼ Progress4		▼ Progress5		▼ Final Report			
<div><div></div></div> Work In West Balcan Countries	Total				Plan		890	31.26		
					Acheivement		890	31.26		

 Work In West Balcan Countries  
 Work In Japan

## b) Achievement of Japan Training

### (1-1) 2013 Schedule

Date	Day	Time schedule	Contents	Presenter or representative of the place where we will visit to			Language	Location
				Name	Division and Title	Phone number		
6/14	Sat		Departure from each country					
6/15	Sun		Arrival to Japan					
6/16	Mon	9:30 ~ 11:30	Explanation regarding the regulation of Japan training				Japanese	JICA Tokyo
		11:30 ~ 12:30	Explanation regarding of the training program.	Masashi Takano	Nomura Research Institute JICA Consultant Team Leader	03-5533-2724	Japanese	JICA Tokyo
		14:00 ~ 16:30	■The Small and Medium Enterprise Agency <a href="http://www.chusho.met.go.jp/sme_english/index.html">http://www.chusho.met.go.jp/sme_english/index.html</a>	Yasuhiro Ito	International Affairs Office Advisor	03-3561-0000	Japanese	Tokyo
6/17	Tue	10:00 ~ 12:00	■Machida Technology Park <a href="http://www.mtp.or.jp/">http://www.mtp.or.jp/</a>	Hideaki Kanno	Secretary General	042-798-5105	Japanese	Tokyo
			■Waikoh Co., Ltd. <a href="http://www.waikoh-hl.co.jp/">http://www.waikoh-hl.co.jp/</a>	—	—	042-798-7353	Japanese	Tokyo
		13:00 ~ 18:00	■Japan Cell Co., Ltd. <a href="http://www.jpccell.co.jp/en/">http://www.jpccell.co.jp/en/</a>	—	—	042-798-4621	Japanese	
			■Development farm of "Machida Silk Melon" <a href="http://www.mtp.or.jp/pdf/machidasilkmelon.pdf">http://www.mtp.or.jp/pdf/machidasilkmelon.pdf</a>	—	—	—	Japanese	Tokyo
6/18	Wed	9:30 ~ 12:00	■Japan Chamber of Commerce and Industry (JCCI) <a href="http://www.jcci.or.jp/english/">http://www.jcci.or.jp/english/</a>	Akio Hanyu	Director of SMEs support division	03-3483-7001	Japanese	JICA Tokyo
		13:30 ~ 15:30	■Makoto Investments, Ltd. <a href="http://makoto-investments.com/">http://makoto-investments.com/</a>	Sanja Trigonovic	Project Manager	03-5579-8705	Serbian	JICA Tokyo
6/19	Thu		move (Tokyo → Kanagawa)					
		13:30 ~ 17:00	■Kagawa <a href="http://www.kagawa.co.jp/en/">http://www.kagawa.co.jp/en/</a>	—	—	0707-82-1111	Japanese	Kanagawa
6/20	Fri	9:30 ~ 12:00	■Kanagawa University Organization of Frontier Science and Innovation <a href="http://www.o-fs.kanagawa-u.ac.jp/en/">http://www.o-fs.kanagawa-u.ac.jp/en/</a>	Akinori Noguchi Naohiko Tanaka	Professor emeritus at Ishikawa University Shissai Inc. President	076-264-6091	Japanese	Kanagawa
		14:00 ~ 18:30	■Kanagawa City Tourism Exchange Division <a href="http://www.city.kanagawa.lshikawa.jp/index_e.html">http://www.city.kanagawa.lshikawa.jp/index_e.html</a>	Marisela Asola	Tourism Exchange Division	076-220-2154	Japanese	Kanagawa
6/21	Sat		Holiday					
6/22	Sun		Holiday					
6/23	Mon	9:30 ~ 12:00	■F-ku (Fujii SMEs support center) <a href="http://www.f-ku.jp/">http://www.f-ku.jp/</a>	Muneki Koide	Center Director	0545-30-6363	Japanese	Shizuoka
		14:30 ~ 17:00	■The Shizuoka Chamber of Commerce and Industry <a href="http://www.shizuoka-cci.or.jp/">http://www.shizuoka-cci.or.jp/</a>	Masumi Ishikawa	Consultation Office Center Director	054-253-5113	Japanese	Shizuoka
6/24	Tue	9:30 ~ 12:00	■CPA Firm Sakamoto & Partner <a href="http://www.met-bp.co.jp/">http://www.met-bp.co.jp/</a>	Koji Sakamoto	Representative	053-437-7117	Japanese	Hamamatsu
		15:00 ~ 16:00	■Hamamatsu "UNAGI-PIE" Factory Tour <a href="http://www.shunkado.co.jp/language/en/">http://www.shunkado.co.jp/language/en/</a>	—	—	053-482-1765	Japanese	Hamamatsu
6/25	Wed	10:00 ~ 12:30	■Kanagawa Science park (KSPL) Inc. <a href="http://www.ksp.or.jp/en/">http://www.ksp.or.jp/en/</a> Introduction of Incubation Center	① Hirohisa Uchida ② Kei Inuma	① President ② Incubation and Investment Manager	044-825-2700	Japanese	Kanagawa
		14:30 ~ 17:00	■Kanagawa Federation of Small Business Association <a href="http://www.chuokai-kanagawa.or.jp/">http://www.chuokai-kanagawa.or.jp/</a>	Masahiko Inaba	Business Development Director	045-633-5133	Japanese	Yokohama
6/26	Thu	9:30 ~ 12:00	■Shinkin central Bank <a href="http://www.shinkin-central-bank.jp/en/index.html">http://www.shinkin-central-bank.jp/en/index.html</a>	Tohru Sukekawa	Research Institute Joint General Manager	03-5202-7673	Japanese	Tokyo
		14:00 ~ 18:30	■Organization for Small and Medium Enterprises and Regional Innovation, Japan (SMRI) <a href="http://www.smrj.go.jp/english/index.html">http://www.smrj.go.jp/english/index.html</a>	Kazuki Nishina	Deputy Manager for International Cooperation Division, International Center	03-5461-1800	Japanese	Tokyo
6/27	Fri	10:00 ~ 12:00	■Communication Skill for SME's Management Consultant	Tomomi Arimura	Kijiku Consulting JICA Consultant	03-5789-5787	Japanese	JICA Tokyo
		13:00 ~ 14:30	■Japanese SME's Management Consultant	Chieko Koga	Kijiku Consulting JICA Consultant	03-5789-5787	Japanese	JICA Tokyo
		15:00 ~ 17:30	■Saitama business creation foundation <a href="http://www.sao-saitama.or.jp/">http://www.sao-saitama.or.jp/</a>	Yoshio Watanabe	Support and Finance Division	048-651-6652	Japanese	JICA Tokyo
6/28	Sat		Holiday					
6/29	Sun		Holiday					
6/30	Mon	9:30 ~ 12:00	■Revon Inc. <a href="http://www.revon.jp/corporate/">http://www.revon.jp/corporate/</a>	Hidehiro Kamada	CEO & Owner	042-786-0373	Japanese	Sagamihara
		14:30 ~ 16:30	Wrap up Meeting	Eniko Ohma	Industrial Development and Public Policy Department	03-5236-8064		JICA Tokyo
7/1	Tue		Departure from Japan					

## (1-2) 2013 Participants List

<u>Bosnia and Herzegovina</u>		
No.	First name/ Surname	Institution
1	Dragan Milovic	Assistant Minister Ministry of Foreign Trade and Economic Relations MOFTER
2	Ivan Orlic	Ambassador for Ministry of Foreign Affairs of BiH and National coordinator for Adriatic and Ionian Region- EUSAIR Ministry of Foreign Affairs of BiH
3	Ahmet Egrlić	President Foreign Trade Chamber of BiH
4	Ševkija Okerić	Director SERDA
5	Sanela Dževlan	Senior Program Manager SERDA
6	Slaviša Čeranić	Senior Program Manager SERDA
<u>Montenegro</u>		
No.	First name/ Surname	Institution
1	Goran Scepanovic	Deputy Minister for Multilateral and Regional Trade Cooperation and Economic Foreign Relations Ministry of economy
2	Milica Scepovic	Head of Multilateral and Regional Cooperation Ministry of economy
3	Nina Vukotic	Head of cabinet Ministry of finance
4	Mrs.Sanja Varajic	Adviser for Communication (CP Agency) DDSME
5	Ljiljana Belada	Adviser for Communication, National EEN Coordinator (CP Agency) DDSME
<u>Serbia</u>		
No.	First name/ Surname	Institution
1	Ms. Ana Žegarac	Assistant Director, Head of Directorate for regional development National Agency for Regional Development NARD
2	Mr. Nebojša Žugić	Assistant Director, Head of Directorate for legal and financial affairs National Agency for Regional Development NARD
3	Mr. Srdjan Beljan	Head of Department for International and Interregional Cooperation, education and mentoring National Agency for Regional Development NARD

## (2-1) 2014 Schedule

Date	Day	Time schedule		Contents	Presentator or representative of the place where we visit to learn.			Language	Location
					Name	Division and Title	Telephone		
8/31	Sat			Departure from each country					
9/1	Sun			Arrival to Japan					
9/2	Mon	10:00	~ 11:00	Explanation regarding the regulation of Japan training & the training program. Visitation to JICA.	Eriko Ohma	Industrial Development and Public Policy Department	03-5226-8064		JICA
		11:15	~ 11:45	■ JICA Special courtesy call to JICA administration officer			03-5226-8064		JICA
		15:00	~ 17:00	■ Nissin Precision Instruments Co., Ltd. <a href="http://www.nissin-precision.com/english/index.html">http://www.nissin-precision.com/english/index.html</a> Company outline, Product outline and management	Shiro Kato	Director and Advisor	03-5758-1901	Japanese	Tokyo
9/3	Tue	10:00	~ 12:00	■ Organization for Small and Medium Enterprises and Regional Innovation, Japan (SMRJ) <a href="http://www.smrj.go.jp/english/index.html">http://www.smrj.go.jp/english/index.html</a> The role of SMRJ under the framework	Chikatoshi Takayama	Director of Department for international cooperation, International Center	03-5470-2175	Japanese	Higashiyamato
		13:00	~ 15:30	■ Tokyo SME University The mission of SME University on cultivating registered management consultants.	Kazuhiko Takagi	Principal	042-565-1192	Japanese	Higashiyamato
9/4	Wed	10:00	~ 12:00	■ The University of Shimane The financial support for SMEs	Norio Kubota	Associate Professor	0854-0110-5919	Japanese	JICA Tokyo
		16:00	~ 18:00	■ Sunbridge Global Ventures (Private venture capital) <a href="http://eprints.lib.hokudai.ac.jp/dspace/bitstream/2115/39871/1/EJ38_001.pdf">http://eprints.lib.hokudai.ac.jp/dspace/bitstream/2115/39871/1/EJ38_001.pdf</a> Present situation of private venture capital in Japan	Ikuo Hiraishi	President	03-6808-2686	Japanese	Tokyo
9/5	Thu	10:00	~ 12:00	■ Japan Chamber of Commerce and Industry (JCCI) <a href="http://www.jcci.or.jp/english/JCCI's%20mission%20for%20developing%20SMEs">http://www.jcci.or.jp/english/JCCI's mission for developing SMEs.</a>	Daisuke Okamoto	Director of SMEs support division	03-3253-7124	Japanese	JICA Tokyo
		15:00	~ 17:30	■ TKC Tax Management Consultants' National Union No good English WEB site. <a href="http://www.tkc.jp/">http://www.tkc.jp/</a> The role of the union and services for the member consultant (How member consultant relates to client SMEs)	① Shinnosuke Maki ② Kentaro Matsuzaki	① Chairperson of the subcommittee for International Affairs in SMEs Support committee ② Vice-chairperson of SMEs Support committee	03-3253-2111	Japanese	Tokyo
9/6	Fri	9:30	~ 12:00	■ Yokohama Industrial Development Corporation (IDEC) <a href="http://www.idec.or.jp/eng.pdf">http://www.idec.or.jp/eng.pdf</a> Explanation regarding current status of support for SMEs in local area	Seiji Kato	Director of Business Support Department in Business Support Division	045-425-3711	Japanese	Yokohama
		15:00	~ 16:45	■ Kanagawa Science park (KSP), Inc. <a href="http://www.ksp.or.jp/en/">http://www.ksp.or.jp/en/</a> Introduction of Incubation Center	① Hirohisa Uchida ② Kei Iinuma	① President ② Incubation and Investment Manager	044-819-0701	Japanese	Kawasaki
9/7	Sat			Holiday					
9/8	Sun			Holiday					
9/9	Mon	10:00	~ 12:00	■ Japan Small and Medium Enterprises Management Consultants Association (J-SMECA) <a href="http://www.j-meca.jp/contents/018_english_contents.html">http://www.j-meca.jp/contents/018_english_contents.html</a> J-SMECA's role and services rendered for SMEs.	Naoya Suehiro	General Manager of International Affairs Division	03-5226-2111	Japanese	JICA Tokyo
		14:30	~ 16:30	Wrap up Meeting	Eriko Ohma	Industrial Development and Public Policy Department	03-5226-8064		JICA Tokyo
9/10	Tue			Departure from Japan					

**(2-2) 2014 Participants List**

<u>Bosnia and Herzegovina</u>		
<b>No.</b>	<b>First name/ Surname</b>	<b>Institution</b>
1	Aida Džamalića Duran	Sarajevo Economic Regional Development Agency
2	Asad Karišik	Sarajevo Economic Regional Development Agency
3	Armina Arslanagić Čengić	Sarajevo Economic Regional Development Agency
4	Siniša Obradović	Sarajevo Economic Regional Development Agency
5	Senad Hromić	Foreign Trade Chamber of Bosnia and Herzegovina
<u>Montenegro</u>		
<b>No.</b>	<b>First name/ Surname</b>	<b>Institution</b>
1	Sanja Varajic	Directorate for Development of Small and Medium-sized Enterprises
2	Natasa Batricevic	Directorate for Development of Small and Medium-sized Enterprises
3	Ljiljana Belada	Directorate for Development of Small and Medium-sized Enterprises
4	Pavle Simovic	Cetinje Businee Center
<u>Serbia</u>		
<b>No.</b>	<b>First name/ Surname</b>	<b>Institution</b>
1	Ivana Spasojevic	Regional Agency for Spatial and Economic Development of Raski nad Moravcki Districts
2	Boban Kostandinovic	Regional Development Agency Eastern Serbia – RARIS
3	Ivan Mihajlovic	Regional Development Agency South
4	Nikolina Pupavac	Regional Development Agency Backa Ltd.
5	Biljana Stojanovic	Regional Economy and Entrepreneurship Development Agency of Pcinja District VEEDA

## (3-1) 2015 Schedule

Date	Day	Time			Category	Contents
6/8	Mon	9:30	~	11:30		Briefing on Japan Training
		11:30	~	12:30		Program Orientation
		14:00	~	16:30	Lecture	Training on Production Management
6/9	Tue	9:30	~	12:00	Lecture	Case Study
		13:00	~	16:00	Practicum	Training on Production Management (Airplane Game)
6/10	Wed	9:30	~	12:30	Company Visit	Kohfu Company ① KITO Corp.
		14:00	~	17:00	Company Visit	Kohfu Company ② Chateraise Co., Ltd.
6/11	Thu	10:00	~	12:00	Company Visit	Mutsumikako, K.K.
		13:30	~	15:30	Company Visit	Ota Chapter Excellent Company Award awarding body Tokyo Chambers of Commerce and Industry <a href="https://www.tokyo-cci.or.jp/english/">https://www.tokyo-cci.or.jp/english/</a>
6/12	Fri	10:00	~	12:00	Company Visit	"Open Kitchen" from 10:00 (1.5Hr) Kewpie Corporation
		14:00	~	16:30	Practicum	Ishizaka Electric Industry Co., Ltd.
6/15	Mon	10:00		12:00	Practicum	Midterm Summary: Reflection & Team Discussion
		14:30	~	17:00	Practicum	Midterm Summary: Planning and Preparation of Action Plan
6/16	Tue	9:30	~	12:00	Company Visit	Re-tem Corporation
		14:00	~	16:00	Company Visit	Wakoh Co., Ltd.
6/17	Wed	10:00	~	12:30	Company Visit	Ota Techno Core Ota City
		13:00	~	16:00	Company Visit	Kitajima Shibori Seisakusho Co., Ltd.
6/18	Thu	9:30	~	12:00	Company Visit	Nitto Sangyo Co., Ltd.
		14:00	~	16:30	Practicum	Follow-up Training
6/19	Fri	9:30	~	12:00	Presentation	■ Finalization & Presentation of Action Plan
		15:00	~	17:00		Training Assessment & Wrap up Meeting

(3-2) 2015 Participants List

<u>Bosnia and Herzegovina</u>		
No.	First name/ Surname	Institution
1	Asmir Kosovac	Sarajevo Economic Regional Development Agency
2	Zlatan Saracević	Sarajevo Economic Regional Development Agency
3	Faruk Cerić	Sarajevo Economic Regional Development Agency
4	Amila Šehić	Foreign Trade Chamber of Bosnia and Herzegovina
5	Stanislava Sorajić	Foreign Trade Chamber of Bosnia and Herzegovina
<u>Montenegro</u>		
No.	First name/ Surname	Institution
1	Pavle Simović	Business Center Cetinje
2	Saša Jovanović	Bussines Start-Up Center Bar
3	Milo Vujanović	Old Royal Capital Cetinje
4	Savo Borozan	Old Royal Capital Cetinje
<u>Serbia</u>		
No.	First name/ Surname	Institution
1	Lazar Doroškov	Regional Center for Socio-Economic Development “Banat” Zrenjanin
2	Ljiljana Marković	Regional Agency for Development and European Integration of Belgrade
3	Milica Čukarić	Regional Economic Development Agency for Šumadija and Pomoravlje Kragujevac
4	Saša Dedeić	Regional Development Agency “Braničevo-Podunavlje” Požarevac

**c) Achievement of Machinery/Equipment Inputs**

The procurement of printers was conducted as follows.

(1) List of the procured printers

Table: Procured printers

Country	Name of Printer	Specification	Price	Rate
SRB	Develop Ineo+454e	Color copier, color printer, color scanner, scans via e-mail or network folder Include stand and GRATIS 100.000 black and white copies and 27.500 color copies	1,296,216 Yen	1€=141.2YEN
BiH	Lexmark MX 4100E MFP	Color copier, color printer, color scanner	59,882.62 Yen	1KM=69.635YEN
MNE	MFP M25DN	Color copier, color printer, color scanner	39,310.92 YEN	1€=132.36YEN

(2) Contractor, Condition, Due date of Delivery.

- a) Serbia
  - Compnay :Dikti Line d.o.o
  - Address :Alekse Nenadovica 24, 11000 Beograde, Serbia
  - Contact :+381 11-344-8085
  - Condition : Cash or Back wire transfer
  - Delivery : Within 2 weeks after payment
  - Check : 5.6.2015
  - Inspector : Masashi Yamanaka
  - Location :NARD
  - User/Manager :NARD
- b) Bosnia and Herzegovina
  - Compnay :Emado
  - Address :Kemala Kapetanovića bb, Sarajevo, Bosnia and Herzegovina
  - Contact :+387 33 610-650
  - Condition :Cash
  - Delivery : Within one week after payment
  - Check : 7.7.2015
  - Inspector : Takashi Kimura
  - Location :SERDA
  - Use/Manager :SERDA
- c) Montenegro
  - Company :ENTER
  - Address :ul. Moskovska bb, Podgorica, Montenegro
  - Contact :+382 20 238 672

- Condition : Cash
- Delivery : On the day of payment
- Check :4.11.2015
- Inspector :Takashi Kimura
- Location :DDSME
- User/Manager:DDSME

(3) Selection Method

- SRB : JICA consultant selected the distributor with NARD, comparing the estimation from three companies.
- BiH : JICA consultant selected the distributor with SERDA, comparing the estimation from three companies.
- MNE : JICA consultant selected the distributor with DDSME, comparing the estimation from three companies.

**d) Achievement of other financial inputs in the field**

There were certain amount of OPE (out of pocket expenses) spent for the activities of JICA Consultant which includes hiring personnel, car and facilities rent, transportation of JICA Consultants and the staff from C/P agencies, etc.

The budget of such OPE at the 1<sup>st</sup> Contract amounted to about Yen 11 million (Euro 87,000) and the 2<sup>nd</sup> Contract at Yen 19 million (Euro 150,000), respectively. While, actual financial input was at Yen 7.5 million (Euro 59,500: 68% of planned amount) for the 1<sup>st</sup> Contract and at Yen 15.2 million (Euro 120,500: 80% of planned amount) for the 2<sup>nd</sup> Contract, respectively. It was really difficult to estimate the number of travel needed for JICA Consultant and C/Ps to other country for workshop and other related meetings because the availability of participation was usually determined based on the circumstances at last-minutes. Travelling cost such as airfare and bus charge were fluctuated by time of booking. Therefore for the financial safeties of the Project, the budget of OPE for each contract phase can not help overestimating compared to actual expense.

Input of "Out of Pocket Expense"(OPE) by JICA Consultant (一般業務費)						
Item (小項目)	The 1st Phase (第1次契約)			The 2nd Phase (第2次契約)		
	Plan	Acheivement	Difference	Plan	Acheivement	Difference
Expert Hiring (一般業務費)	0	0	0	0	0	0
Special Human Resource Hiring (特殊備人費)	5,786,590	4,348,397	1,438,193	7,226,004	3,916,000	3,310,004
Car Rent (車両関連費)	2,893,120	392,470	2,500,650	237,958	254,000	-16,042
Rent Space (賃料借料)	144,660	440,615	-295,955	2,291,172	457,000	1,834,172
Facility Maintenance (施設・機材保守管理費)	0	0	0	0	0	0
Consumables (消耗品費)	0	0	0	0	0	0
Transportation/Trip (旅費・交通費)	1,898,765	1,840,834	57,931	6,959,137	4,408,000	2,551,137
Communication (通信・運搬費)	0	0	0	0	0	0
Materials Production (資料等作成費)	0	472,371	-472,371	1,946,028	796,000	1,150,028
Utilities (水道光熱費)	0	0	0	0	0	0
Other Misellaneous (雑費)	0	0	0	0	700,000	-700,000
<b>Total</b>	<b>10,723,000</b>	<b>7,494,000</b>	<b>3,229,000</b>	<b>18,660,000</b>	<b>10,531,000</b>	<b>8,129,000</b>
Note: Figures in gray area are estimated amount.						

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

Three Countries Overview  
July 2013

JICA Consultant Team

Nomura Research Institute Co. Ltd.  
Kijiku Consulting k.k.

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

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## **Chapter I Outline of Previous Project**

### **1.1 Track record of NARD-JICA joint project**

"The Project on Institutionalization of Mentoring System for Small and Medium-sized Enterprises" that had become the model of this large area project was implemented between 2008 and 2011 aiming to establish a mentoring system of the country through the quality enhancement and the standardization of the mentoring service that had been performed on ad hoc basis in Serbia so far. Practically, the project chose 5 RA/C (Regional Agency/Regional Center (RA/C)) out from 14 existing regional agencies and centers within the country (existing in that period of time), and aimed to establish the mentor system as a pilot project. The project was implemented by planning three phases: 1) the design of the mentoring system, 2) the training of mentors and 3) the implementation of the pilot project, but finally, new phase of "4) the expansion of the mentor system" was added.

#### **1) Design of the mentoring system (September 2008～March 2009)**

The design of the mentoring system aimed to establish an original system which fits with present situation of Serbia though it was based on the baseline survey and referred to the system of Japan's business management instructor and others. In reality, JICA Expert has checked the government organization which seems to relate to the mentoring system in September, 2008. Then he visited 5 RA/C which participated to the project and investigated the capacity of mentor candidates and the implementing capability of RA/C (including financial situation) from October to November 2008. He also visited recipient SMEs and surveyed the progress of mentoring service, needs of SME, and so on. After that, the seminar concerning the business management instructor system of Japan was executed in December, 2008 and this system was actually observed through Japan training in January, 2009. The origins of members that participated to Japan training were: one from Ministry of Finance (Finally, could not participate), one from Ministry of Economy and Local Development, three from National Agency For Regional Development (NARD), and one from each 5 RA/C. After coming back from Japan, two-day workshop was implemented in February 2009 by NARD and RA/C staff that participated to Japan training. At this workshop "Implementation Guideline for Mentoring", the main document of the project was created. This document was based on the matters discussed during the workshop, such as stakeholders, role of mentor, system image, and necessary subjects for classroom training etc. After the consensus among the participants, the document was prepared by the initiative of JICA Expert. This guideline was approved in Joint Coordination Committee (JCC) in March, 2009.

#### **2) Mentor training (April 2009～April 2010)**

### 【Classroom lesson】

The guideline on classroom lessons defines mentor's qualification; he/she have to participate at classroom training on five subjects-modules (Financial Management, Marketing, Production Management, Enterprise Diagnosis, Business Plan for Commercial Banks); after each module participants had an exam which they had to pass. Also, additional learning materials were created by Serbian consultants for relevant fields: SME Support Programs, How to work with Bank, Business Environment in Serbia, Basic Tax for Business, and Basic Law for Business. As for the classroom training, the subject of Business Plan for Commercial Bank took one day, while the other four subjects were held within three days (but later on, the duration changed to just two days since the lecturer changed to Serbian trainer who does not need translation). The contents of classroom training were mainly for provision of tools which the mentor can practically utilize. The classroom training was carried out in each 5 RA/C accepting the participation of adjacent RA/C.

Initially, it was planned that Japanese expert provide the lessons for Enterprise Diagnosis and Production Management while the other subjects would have been lectured by Serbian Consultants, however finally, Japanese expert conducted the lessons of Financial Management and Enterprise Diagnosis, while Serbian Consultants were in charge of others (but in the stage of mentor trainer fostering, the Japanese Expert also conducted the training for Production Management).

Since RA/C which hold multitasking work was so hectic, it was necessary to arrange training schedule more than one month and also, it took more than one month to conduct the training as well ( 3 days x 5 RA/C). The training was implemented as follows:

Financial Management (June 3rd - July 3rd of 2009), Marketing (September 15th - October 15th of 2009), Production Management (November, 2009), Enterprise Diagnosis (January 25th - February 26th of 2010), and Business Plan for Commercial Bank (13th - 22nd in April of 2010).

### 【OJT】

Although mentors' prequalification was fulfilled by undergoing the 5 classroom subjects mentioned above, the previous JICA Project conducted OJT, which seemed to promote essential abilities of the mentor. At first, the OJT was concentrated only to corporate diagnosis, but production management and factory diagnosis were, in the end, added since the necessity of these fields was admitted during the OJT operation.

It was executed by the schedule on May 18th - July 13th of 2010, when OJT of company diagnosis was conducted first by each day visiting one company (5 companies x 5 RA/C =25 companies). In this first OJT, based on "Enterprise Diagnosis Guideline", accurate grasping of the enterprise outline, understanding business nature and identifying

problems by observing and interviews to the factory was aimed.

Second OJT of production management and the factory diagnosis was executed by the schedule on September 19th - November 1st of 2010. Four big companies among the enterprises that underwent previous OJT were chosen taking into consideration the scale of the manufacturing division, and the OJT was executed for four days in each enterprise (2 day x twice). The idea of kaizen, the diagnostic approach of the factory was lessened through the interview to the employees. The lessons and experiences acknowledged on this OJT was brought together and provided as a standard of the factory diagnosis, named "Factory Diagnosis Guideline".

#### **【Lecture by short-term consultant】**

To improve mentor's practical power, a short-term consultant was assigned. To supplement and to strengthen OJT in the site, the consultant who worked with mentor for 1- 2 days was employed in the fields that mentor could not cope with or the fields that consultant had a very high skill. This kind of support was executed in about 20-30 percent of the mentor services of which each RA/C took charge.

#### **【Fostering of mentor trainer】**

In a series of training mentors, fostering of mentor trainers was also implemented and several mentor trainers were promoted by all of the five indispensable subjects. The requirement for the mentor trainer was assumed to be "The classroom training is enforceable for the mentor candidate based on the experience by the site with classroom training teaching materials developed by the project". The reason why the higher degree of professionalism is not requested to the mentor trainer is that classroom training was valued to be able to explain the usage of the tools, which was developed based on the experience and lesson obtained in the site.

### **3) Implementation of Pilot project (May 2010 ~November 2010)**

Implementation started in May 2010 when 50 companies were chosen according to the selection based on the applications collected through public call. Companies demonstrating interest in mentoring system were selected based on public call and have accomplished screening by RA/C and finally approved by NARD in compliance with Guideline and procedure. Implementation of the project on approved companies began after signing three-party contract with RA/C and NARD.

#### **【Providing the services】**

The service was provided within 6 months period (from the middle of May until the middle of November), accounting for 50 hours. 44 companies participated in the Pilot

Project, and 25 of those were the subject of OJT. RA/C was receiving payment after fulfilling the obligation to create database after the service is provided and to submit both hard and digital copies of the database to NARD.

**【Evaluation of the services】**

“Evaluation Report: Pilot Project of Mentoring” was made in February-March’11 based on the research hearings completed as a result of visiting 40 out of 44 companies participated in the Pilot Project. The result of report is below,

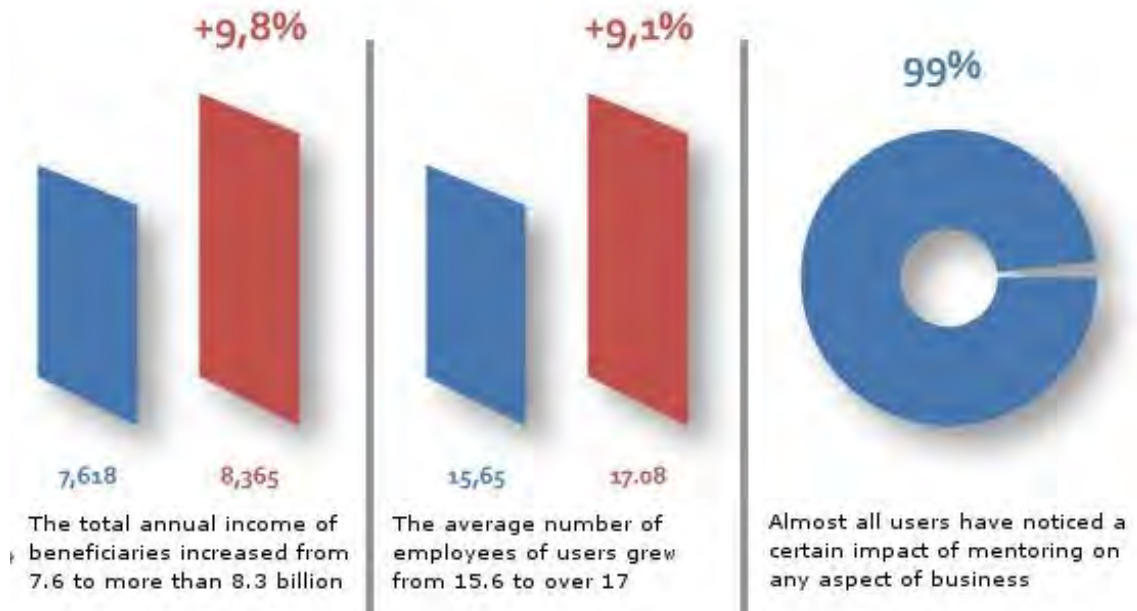
Attitude/ behavior	Knowledge/ Experience	Efficiency	Output	Customer Satisfaction
5.0	4.3	4.2	3.5	4.4

The above-mentioned table is a mean value to which 40 companies graded each item as one (1) at the lowest and five (5) at the highest. Customer satisfaction has been marked at 4.4 and it shows high satisfaction. Others are behavior/attitude at 5.0, knowledge/experience at 4.3, effectiveness at 4.2, and result at 3.5. The figures show that mentor's support is appreciable although the result doesn't adhere yet. The evaluation report indicate regarding the result that 1) it has time lag between the activity and the result, 2) there is a gap to the result between the mentor and the customer (The customer is expecting the increase of sales and productivity, though the mentor thinks suggestions for improvement or participation in the fair to be a result), 3) the customer's expectation is too high.

Moreover, the customer pointed out three effectiveness of the mentor service that: 1) having opportunity to discuss with mentor and to introduce neutral insight, 2) having knowledge and information which improve business, 3) appropriate suggestions and execution for improvement. When the size of the company is small, it is not enough to only provide suggestions, step wise execution for improvement is sought, however, as company size gets bigger, the customer places much more importance on finding problems and tips of improvement through exchanging opinion and providing the perspective of an outsider. According to the methodology and scheme, NARD envisioned the evaluation of the mentoring service each year; thus, the first complete external evaluation of the program was conducted in 2012, for the mentoring support program completed in 2011. The evaluation made one year after the mentoring service completion was considered representative for the observation of the results. Detailed evaluation results were collected in a single document and they are publicly available. The evaluation report consists of three parts: overview of the mentoring services, analysis of mentoring beneficiaries and the evaluation of mentors` activities. Also, already for 2012 the methodology for evaluation was created and adopted.

At the time this report is being created the evaluation of the program completed in 2012 is still being performed.

The graphic from below illustrates some of the achievements of the mentoring program conducted in 2011:



#### 4) Expansion of the Mentoring System (March 2011 ~ August 2011)

The expansion of the mentoring system to all regions of the country was discussed in the summer of 2010, and the budget was approved in 2011. Most of the activities were executed by using the budget and human resources of Serbia.

The second mentor training in 2011 was made by using Serbian mentor trainers. The classroom training took place in Belgrade and mentor candidates from 10 (ten) RA/C participated. Four subjects were taught using two days for each (only one day for Business Plan for Commercial Bank) and the training was completed in 6 (six) weeks from 11<sup>th</sup> of April until 18<sup>th</sup> of May 2011. As a result, the second mentoring service started from mid-May with candidates from 15 RA/C (out of 18) and a total 135 enterprises were chosen as recipients. The Project provided one-month OJT for strengthening the capability of mentors who were belonging to 10 RA/C that had newly joined. This OJT was undertaken by the experts of enterprise diagnosis (JICA expert) and Production control/interpreter (Serbian consultant).

### 1.2 Passing through large area cooperation

The support /proposal for the new project with JICA was presented by NARD at the terminal evaluation of previous project in June 2011, and simultaneously, the request for

cooperation concerning the promotion of mentor system was raised by the enterprise support organization in Bosnia and Herzegovina and Montenegro. NARD indicated a strong intention to cooperate with the two neighboring countries utilizing training guidelines, materials, and mentors trained through the previous JICA assisted project. As a result of the discussion between Japan Embassy and JICA at the terminal evaluation, it was confirmed that respecting ownership of NARD, JICA would subsequently examine the large area cooperation after the project because it seemed to be able to promote the result of Serbian project to neighboring countries both efficiently and effectively.

Afterwards, NARD invited the SME support organizations of neighboring countries (BiH, Montenegro, and Macedonia) during the previous project period, and held the seminar that introduced the Serbian mentoring system. In this time, the coordination of the request from three countries was made in order to implement the large area cooperation involving three countries.

In July, 2012, prior to implement the detail project formulation study on this Project, NARD invited SERDA (1person) and DDSME (2persons) to Beograd and discussed together on the activities of this large area project in the presence of JICA Balkan office.

## **Chapter II Current situation and problems of SMEs**

### **2.1 SERBIA**

#### **2.1.1 Government Policy, Actions and Related Organizations**

##### **(1) Government Policy and Actions**

As it was already mentioned, Serbian government recognized the importance of the development of SMEs as it influences improvement of life quality, increasing employment rate, and plays a significant role in the economic development. Therefore, all the mentioned measures were implemented.

Government policy for SMEs was defined by the existing SME Strategy 2008-2013 and it has been developing in compliance with the document until now. The outline of the strategy is as following.

“Development of economy based on knowledge and creativity of entrepreneurs, shall increase competitiveness and export potential of SME and significantly contribute to the raise of the life standards of the Republic of Serbia.” Following results are to be achieved to pursue the mentioned idea.

- Increasing the number of start-up companies surviving the initial business period
- Accelerate growth and development of the whole sector of SME by providing dynamic transformation from micro companies into small companies and small companies into medium-sized companies.
- Export growth shall improve and adjust trade balance
- Employment rate of high qualified professionals shall increase
- Well balanced regional development is accelerated.

To achieve these results, 5 items below were set as the pillars of implementing the strategy:

1. Promotion and support for entrepreneurial spirit and entrepreneurship
2. Provide human resources for developing competitive SMEs
3. Improve transaction on financial and taxation matters for SMEs
4. Strengthen competitiveness of SMEs on export markets
5. Establish institutional setup and business environment for SME

The Strategy emphasizes the necessity of active discussion especially between public sector and SMEs in the process of defining and implementing SMEs’ development policy. Moreover, this also shall include activities exercised on donor’s funding. The strategy is to be implemented in compliance with annual plan, otherwise it shall be amended.

However, after the elections held in July 2012, the political power changed and some ministries and governmental organizations were reformed. Current SMEs' strategy 2008-2013 is expected to be substituted by SME strategy 2013-2018 this year.

## (2) Institutional Setup of Project related agencies

The political power changed after the elections that took place in July, 2012, and restructuring of government ministries and agencies was carried out. Department and section restructuring are being made inside the ministry now, however, it is thought that the national policy will not be influenced by the result of these elections.

By this organizational restructuring, The Ministry of Economy and Regional Development has been split into 2 institutions: The Ministry of Finance and Economy (MFE) and The Ministry of Regional Development and Local Self-Government (MRDLSG). NARD is executing SMEs related projects under the above-mentioned two ministries now.

### ① Ministry of Finance and Economy (MFE)

As mentioned above, in 2012, the reorganization of the ex-Ministry of Economy and Regional development (MoERD) was finished; MoERD split and as a result the Ministry of Regional Development and Local Self-Government was established; also the sector in charge for SMEs was incorporated into new Ministry of Finance and Economy. By this reorganization, thus, regional development competence was established under new Ministry of Regional Development and Local Self-Government and SME competence was assigned to Ministry of Finance and Economy. MFE has responsibilities regarding economy, financial affairs, and SMEs support. In a short period of time, MFE is planning to release a new strategy (Small and Medium Enterprise Strategy 2013-2018). The new strategy identifies not only the activities of MFE but also the institutional strategy of SERBIA, taking into consideration the opinion of all stakeholders. However, the new strategy is not considered too different from the previous one and strengthening competitiveness still remains an important goal. Small and Medium Enterprise Strategy 2013-2018 is thought to incorporate the mentoring system and the government shows a continuous intention to prepare budget for promoting the mentoring system.

### ② Ministry of Regional Development and Local Self- Government(MRDLSG)

On the other hand, MRDLSG is in charge of improvement of the economic environment and infrastructure, and it is expected that there will be just a short change regarding regional development. MFE offers policy and actual SME promotion tools, while MRDLSG does local improvement of the economic environment, maintenance of infrastructure, and supports

development of RA/C, etc.

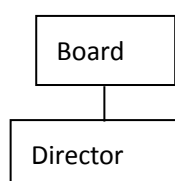
③ National Agency for Regional Development (NARD)

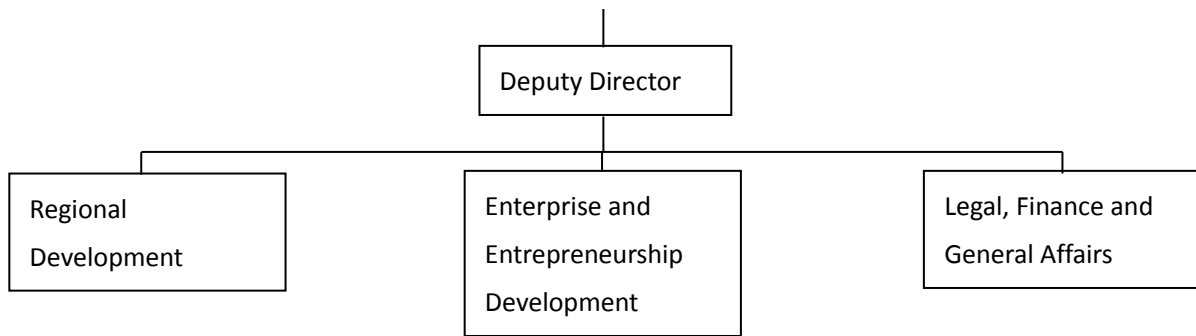
Serbian Agency for the Development of Small and Medium-size Enterprise and Entrepreneurship (SADSMEE) was created in 2001 and its aim was to support promotion of small and medium-sized enterprise. Afterwards, according to the provisions of new Law on Regional development which was adopted in July 2009, NARD was established, as a legal successor of SADSMEE, inheriting the role of promoting SME from SADSMEE, and also receiving the functions of regional development.

Major activities of NARD are as follows;

1. To participate to the development policy formulation of related field, and monitor the implementation
2. To execute projects related to infrastructure and SME development that is included in the regional development program
3. To accredit Regional Development Agencies (RDA) and evaluate their performances on annual level
4. To provide necessary advice and coordination to RDA regarding regional development
5. To formulate and conduct the program that aims to cultivate the lecturers and consultants who are involved in promoting SMEs.
6. To formulate regional development project which is needed by the Serbian Government and bridge it to international donors such as EU
7. To implement international cooperation and the regional cooperation within the given authority.
8. To implement other activities defined by related laws

The NARD's operation policy is decided by the management council that consists of four people. NARD consists of 65 staff members, headed by the Director and followed by Deputy Director and Assistant Director. NARD consists of Directorate of Regional Development (15 members), Directorate of Enterprise and Entrepreneurship Development (15 members), Directorate for Legal, Finance and General Affairs (15 members), and other support staff (8 members).





NARD has RSD 320 million own budget, but in addition to it, they are implementing subcontracted projects from several donors and also receiving much operation capital for many projects from related agencies especially from the former Ministry of Economy and Regional Development. Therefore, the operation capacity of NARD greatly exceeds their budget amount.

#### ④ RA/C • RDA

Mentor system is being implemented through RA/C and RDA which are based locally. The founders of RA/C and RDA include the local government, NGO and the enterprises; it is like joint public-private venture found in Japan as well. However, financial support from founder is limited and it is necessary to maintain the organization on the self-supporting accounting basis.

RA/C started receiving support from institutions such as EAR, GTZ, and ILO from 2001, as a regional hub of SME development. After this, RA/C came to bear the role of development of outlying regions among the EU-centered effort since 2007. As a result, RA/C that agreed to incorporate regional development into their activity voluntarily chose the road to become RDA. To be an RDA, RA/C needs to fulfill the requirements set by NARD and obtain the license. After receiving license, RDA can implement NARD's programs, so that there is a remarkable difference between activities which NARD orders to these two parties. Furthermore, because the activities on regional development increases, RDA can obtain the subsidy from EU for three years for the purpose of capacity development during that time. So far RA/C has to be involved in severe competitions, in order to obtain the project from various clients such as domestic and foreign donors, and national and local governments. However, some founders of RA/C gave up obtaining RDA title and would like to keep their position as it is, because if they promote to RDA, the territory restriction set by NARD gets tight and also political issues might come to the surface.

According to NARD, eleven (11) organizations out of 18 hold RDA title, while the remnants are still having RA/C status and they are forming a local network of NARD. Regarding the

relationship with the mentoring system, there are fostered mentors in all 18 regional agencies and centers.

Both RDA and RA/C have a management council by founders, and the implementing agency headed by Director is placed under that. In many cases, the organization of RDA is composed of mainly administrative sections such as regional development, finance and legal matters. On the other hand, RA/C sometimes do not accommodate the section on regional development. The number of employees varies from five (5) to eleven (11), and some organizations have one to two branch office. The number of mentors per each organization is about 1-3.

The organization has to deal with the financially self-supporting account. Sales from NARD accounts for 10-20%, while the remaining are coming from national/local government and the donor implemented projects. For the new RDA, the tendency to lean upon the subsidy can be seen since EU is providing it for already three years.

Most of staff members are university graduates and generally, they have been majored in economy, law, and management. The staff members are comparatively young and not so many have experience in working for enterprises.

According to the Law on Regional development, as well as according to relevant by-laws, NARD is in charge for accreditation of RDAs. There are certain criteria which have to be fulfilled in order to receive accreditation which last for two years. After this initial period of time, reaccreditation is needed and, as a result of positive evaluation of the activities, new accreditation can be given for a period of five years.

Meanwhile, NARD evaluates activities of RDAs on annual level and evaluation is conducted according to four fields of indicators: institutional, organizational, performance of activities aimed to support SMEs and regional development and promotional indicators.

### **2.1.2 Projects Supporting SME Sector**

The SME support project grasped by JICA Consultant is as follows.

#### **【NARD】**

##### **1. Entrepreneurial Service**

###### **- Financial Consulting:**

Provision of information and advice regarding various financial facilities which are provided by the government and donors, such as advice on eligibility on loan application, business plan and other document preparation for loan application

loan default and business matching.

- Legal Consulting:

Provision of information and advice regarding legal issues on business, such as advise on registration and licenses, inspections, taxes and tax reduction, and so on.

- Innovation and investment:

Provision of advice for specialist's support and technology transfer to the business that produces the innovation and the comparative advantage such as intellectual property rights and tie-up support with educational institution like universities and research agencies

## 2. Business Start-up Training

This is a free training consisting of three days aimed for the persons who want to establish a business in the future. The contents of training are the motive of establishment, business plan analysis and evaluation, basic legislation for business, tax and social security, methods to write business plans. Training completion certificate is given at the completion of the training. This certificate is necessary when trainee apply to start-up loan provided by Serbia Development Fund, as well as for the applications for start-up grants provided by National Employment Service.

	2008	2009	2010	2011
No. of Participants	3, 024	3, 217	2, 794	2, 911

## 3. Mentoring

This is overall and long-term support on the hovering and developing stage. Enterprise diagnosis is conducted to identify the problem, then formulate solution plan towards the problem and implement the plan. Implementing period is 6 months with 50 hours of mentoring service.

	2010	2011	2012
No. of Enterprises participated	46	135	135

## 4. Funding

### (1) SMEE Competitiveness Support Program

To strengthen the competitive edge of SME, a ceiling of 50% expense of consulting service is subsidized. Applicable fields include introducing of international quality standards and

business process, improving of product/service, and strengthening of human resource (achievement in 2012 was RSD 32 millions).

(2) SME Innovation Support Program

A ceiling of 50% of necessary capital (the capital includes machine purchase) is supported (achievement in 2012 was RSD 48 millions).

(3) Support measures for development of fast-growing enterprises

The enterprise which fulfills the following condition; i) more than three years operation, ii) more than eight employees, iii) more than 30% sales increase from 2008, iv) having no deficit for three years, is eligible to obtain the support either for technical project formulation (a ceiling at RSD 100,000-800,000) or for introduction of ITS (a ceiling at RSD 100,000-800,000). An achievement of 2012 was RSD 22.3 million.

(4) Program for Innovative Cluster Development

A ceiling of 50% of necessary capital is supported for strategic partnering in order to acquire technical development and innovation. A ceiling of support ranges RSD 200 thousands - RSD 2 millions for a new cluster, and RSD 1.0 – 10 million for an existing cluster, respectively. (Achievement in 2012 was RSD 12 millions)

(5) Assistance in applying for Business Start-up Loans

This is the application support provided for start-up financing implemented by Serbia Development Fund. Actually, the support includes making the application, preparing required documentation (business plan, statement of cash receipts and disbursement, and fixed and variable ratios, etc.) and confirming required documentation, etc.

	2007	2008	2009	2010
No. of loan acquirers	1, 522	2, 279	2, 824	1, 367

5. Project/program that receives support of EU

(1) Enterprise Europe Network (EEN)

EEN ties 50 countries in the world, and offers SMEs the information on business development and partnering. EEN supports Serbian enterprise to access to EU market, participate to EU programs, and accelerate partnering etc. Also, it assists technology transfer to the advanced enterprise, search of business partner, and provision of information concerning innovation, etc.

(2) Women's Entrepreneurship Network Serbia (WENS)

Ten female entrepreneur ambassadors were appointed aiming to promote the woman's establishment by supporting their talent and possibility. The activity promotes the woman's establishment through domestic educational institution, event, and media. Also they attend EU-sponsored international conferences etc. and maintain favorable environment for the woman establishment.

### (3) Women Entrepreneurship Mentors in Serbia (WEM)

It was established in 2011 to support women entrepreneurs. Ten female mentors who were doing business were chosen, and attended 30 hours of training. After the training, they provided 50 hours of direct support during 16 months of implementation period. Twenty companies have received support in 2012.

## **【Organizations - other than NARD】**

### 1. European Bank for Reconstruction and Development (EBRD)

Business Advisory Service (BAS) is a program provided by EBRD in order to support SMEs and it has already been implemented in 19 countries from areas such as Southeast Europe and Central Asia. BAS supports the projects which seem to generate a rapid result within 4 months by employing local consultants. Types of assistance that enterprises can receive through the projects: IT solutions, formulation of management strategy, market research and marketing plan, cost accounting and cost cutting, and accreditation service toward production control. In Serbia, the request toward the quality control such as accreditation ISO and HACCP is predominant.

BAS recommends the consultant who can diagnose the enterprise and solve the issue, and manages the progress of the project. BAS supports a ceiling of Euro 10 thousand or 25-75% of the project costs. As for the refund, the beneficiary company initially pays all the costs, and then the amount is refunded back after by BAS after providing all the necessary documentation.

### 2. Serbia Development Fund

Serbia Development Fund is in charge of government's institutional finance. Serbia Development Fund has a lot of institutional financing programs such as economy/regional development, SMEs support, export promotion, and high-tech development support, etc. One example of sole proprietorship support financing is as follows;

The condition: the sole proprietorship registered in Serbia, loaning amount RSD 500 thousand to RSD 3 million, interest rate 3%, loaning period at 4 years, quarterly repayment.

However, in most case, the borrower is requested a mortgage and the purpose of loan is limited to purchasing a machine etc. (the purchase of used goods and diversion to operating expense are usually not allowed).

The SME support measure shown here is the tool for mentoring service, and the mentor is requested to utilize these tools properly for the problem solving of SMEs.

### 3. Serbia Investment and Export Promotion Agency – SIEPA

One of the main stakeholders for SMEs in Serbia, SIEPA is a governmental agency in charge for promotion of Serbia as an investment location and it provides support to international investors in starting their business in Serbia. SIEPA also helps Serbian exporters to penetrate into foreign markets. Serbian exporters can receive SIEPA's experts' support through organization of their presentation at foreign fairs, but also can receive financial aid, as well as education and consulting in the field of export marketing.

#### 2.1.3 Current situation and problems of SMEs

##### (1) Current situation of SME

##### 【Entire feature of SME】

The distribution of SMEs in Serbia is as follows

According to the Serbian Law on Accounting and Auditing, SMEs are defined according to the three parameters:

- Number of employees: 1-250;
- Annual income: 2.5 – 10 mil. EUR;
- Average value of fixed assets: 1-5 mil. EUR

Regarding the number of employees, SMEs can be defined as micro, small and medium:

	Micro	Small	Medium
No. of Employees	1-9	10-49	50-250

SMEs play a leading role of expanding Serbian economy after the reform of economic system. Since government-own large enterprises dissolved, or were privatized to foreign companies, it has dramatically reduced the size after the system reform. The unemployed labor force generated by this process has been absorbed by SMEs. On the other hand, SMEs simultaneously seized good chance of economy shift and contributed to economic growth. The number of SMEs of 285,139 in 2004 increased to 318,540 in 2010, while large enterprises reduced their number from 769 to 504 during the same period.

As of 2010, there are 319,044 enterprises in Serbia, out of which large enterprises are at 504, and SMEs are numbered at 318,540. The SMEs accounts for 45.4% of employment, 43.9% of the investment, 44.5% of export, and 52.3% of the import and 33% of GDP of Serbia, respectively.

When a micro enterprise is compared with small and medium-sized enterprises, the former at 306,669 outnumbers the latter at 11,871. However, small and medium-sized enterprises play a very important role in: accounting for 66.4% of employment of this sector (814,585 people), 65.3% of sales (RSD 4,678 billion), 55.9% of added value (RSD817.4 billion), and 52.6% of investments (excluding investment from banking institutions).

#### Comparison by company size (RSD)

	Micro	Small	Medium-sized
No. of enterprises	306,669	9,614	2,257
No. of employee	385,440	194,450	234,695
Sales amount (billion)	1,879.3	1,396.6	1,401.9
Per company employee	1	20	104
Per company salary ('000)	580	650	730
Per company sales(million)	6.1	145.3	621.2

#### 【 Current situation by industry 】

As for the number of enterprises by industry, commerce (wholesale store, retail, and car repair) has the biggest share at 30.9%, followed by manufacturing at 17.0%, consulting at 10.8%, transportation at 9.7%, and construction at 8.5%, respectively. However, as the increase of big supermarkets and affiliate convenience store chain especially in urban area, many retails which were major part of micro-sized companies are going to be consolidated. Furthermore, the consolidation of commerce sector affects the manufacturing sector. Since the small-sized manufacturing companies have difficulty in penetrating into the large-sized wholesalers with tight purchasing condition, they are obliged to reduce market channel if such consolidation is accelerated.

#### 【 Present situation by region 】

As for areal distribution, Belgrade accounts for 30.3% and is the area where the highest number of enterprises is concentrated. After this, the northern part of country follows; such as prefecture of South Backa at 9.9%, South Banat at 4.3%, and afterwards, Nosava at 4.1% in the southwest prefecture continues. On the other hand, the prefectures with a lesser number of enterprises are Toplica at 0.8%, Pirot at 0.9%, Zaječar at 1.2%, Bor at 1.2%. Those are all located in the southwest prefecture. Likewise, there is a big regional

bias of industry. Generally, the northern part of the country has a rich agriculture basis and developing industry with number of enterprises, while the southern part is mountainous, less developed and with only a small number of enterprises. Although the government is making efforts to promote such regions, unfortunately, the effects have not appeared yet.

#### 【 Effects of the economic crisis 】

The worldwide economic crisis influences SMEs of Serbia. In 2009, decrease in employment (-7.2%), decline of sales (-14.7%), decrease in export (-24.2%) and decline in profit (-15.6%) etc. was recorded. In 2010, those figures were bottomed out but not heading for recovery. To stop the decrease of profit, enterprises are continuing restructuring and it shows the recovery of profit at 8.6%, however the decrease of employment is still continuing at -6.6%.

Moreover, number of new establishments in 2010 decreases to 3,700/month from 5,000/month in 2007. Also, consumer's buying intention decreased, and the distrust to economy creates difficulties in receiving financial support. As a result, the ratio of new establishment and closing business in 2007 showing at 6:1 worsen to 3:2 in 2010.

#### (1) Problem on Serbian SME

##### ①Deferred collection of accounts receivable.

By the balance of power between buyer side and seller side, the latter tends to defer payment to the former and it results in the stagnant of business transaction caused by a hitch of capital recovery. Also, it would be driven into bankruptcy in the worst case. Since the enterprise without income is obliged to defer paying to itself, a big delay of pay is regularly observed in business transactions. Especially small enterprises which are struggling in downstream of business hierarchy are affected.

##### ②Difficulty of receiving financing

The Serbian government is offering the institutional finance with 1-3% of low interest rate through Serbia Development Fund. However, the amount is not enough. Moreover, the finance allows investments in facilities, but second-hand goods are not admitted. Furthermore, since financing requires collateral, it is not accessible for SMEs. In case Serbia Development Fund is reluctant to lend money or when SMEs procure operating capital, they need to rely on commercial banks, however the financing is also tough because the interest rate of commercial bank is very high at around 20% in addition to stringent screening toward applicants. The lending by commercial bank is decreased after the economic crisis, and borrowing from the commercial bank is not easy. Also, there are

little domestic saving in Serbia most of finance by commercial bank is on a euro basis. By the rapid depreciation of Serbian Dinar, the balance of loan receivables is expanding.

### ③Unequal competition by Gray economy

Because of high taxes of consumption and tariff in Serbia, there are many enterprises or business transactions that do not pay taxes and or registry fees. Such dealings are called gray economy, and about 30% of GDP is said to be accounted for. Of course, there is a big difference in the price competitiveness between the enterprise that pays properly the consumption tax, tariff, employee's income tax and social security and those which does not. Regardless the effort of the enterprises, some are driven to the bankruptcy by such an injustice economical behavior. Especially after the economic crisis in 2008, due to the tendency to seek for cheap commodity among consumers, the gray economy is increasing.

#### 2.1.4 Current situation and problems of the mentoring system

The mentoring system established through the cooperation by JICA during the period of 2008 and 2011 is actively functioning. The achievement of the previous project since 2009 is summarized in the following table.

	2009	2010	2011	2012
Implementation by NARD's budget				
Allocated Budget (RSD)		5million	10million	10million
No. of recipient SME		46	135	135
No. of mentors fostered			12	
Implemented by JICA's budget				
No. of mentors fostered	32			
Mentor-trainer		6		

As shown in the table, JICA fostered 32 mentors and 2-5 mentor-trainers in each subject in the in the first year, but afterwards, the system has been managed by the budget of NARD, which has initially procured RSD 5million in 2010 for the implementation of the pilot mentoring project, and afterward RSD 10million constantly. Through this budgeting the mentoring service is being provided for 46 companies in 2010 and 135 companies both in 2011 and 2012. In 2011, NARD hired mentor trainer and newly fostered 12 mentors by their own budget. NARD is planning to provide RSD 10 million every year. Since this budget for implementing mentoring service is provided through original budget of NARD but not through former Ministry of Economy and Regional Development, it is thought that the implementation of mentoring service is not easily influenced by policy turnaround or by change of government.

Likewise, no big problem is found on the implementation of the mentoring system. Some

comments were sent through the interview to RA/C and RDA as follows.

① Guidance for new mentors

At the moment there are 18 RDA • RA/C, there are about 2-3 places where the mentoring service is not introduced, besides, some mentors quitted their job after receiving training in 2011, there are also RDA • RA/C not supplementing the system. Moreover, many of newly established RDAs participated in 2011 guidance training for mentors and therefore there are many sites with just a single mentor. There is a big demand for new mentors from these sites.

② Review of mentoring system

According to the existing system, mentors get certified after taking part in the training, and can use the certificate as long as they are performing mentoring activities both according to NARD's methodology and within NARD's scheme. However, real proficiency of the mentor cannot be confirmed without judging his practical activities. Therefore, mechanism to check mentoring system on a permanent basis is necessary. To preserve the quality of the system, mentors who do not meet the standards must be disqualified.

③ Strengthening mentors' capability

The quality of mentoring service system depends on the quality of the mentors; therefore it is essential to improve the quality of mentors' proficiency. To prevent routine in mentoring service it is necessary to increase the capability of mentors.

④ OJT

Taking into consideration the experience from the previous projects, carry out OJT, gather and analyze information if mentor should be accompanied by a specialist when visiting a client.

⑤ Mentoring training for entrepreneurs

In 2012 start-up projects also became subject of mentoring service. It was considered to be easy to handle as start-up projects were thought as the ones that had no information at all, however it is the opposite situation and responsibility in these cases is very high. Besides, there is a very limited capacity of using tools that are good for mentoring service in general for people that do not have accounting documents, or even where to do their job.

⑥ Sharing best practice of success and failures of mentors

It is very essential to learn from the experience of other mentors. Both successful

and unsuccessful experiences of other mentors can be great case studies for one who has not experienced such kind of practice. Therefore it is very important to create a platform to share the experience with other mentors. For example, it can be done during some workshops or by using websites.

#### ⑦ Implementing new trainings (classroom training, OJT)

There were some new topics that came out while implementing mentoring service. It is necessary to provide new training regarding these new topics. New topics discovered as a result of interviews, including kaizen, HR management (establishing creative labor relations), cost cut, and sales management; though do not cover opinion of all parties involved.

There are also many opinions of those who are not mentors, as well as many things are depending whether one has taken part in ICIP or not. Therefore it is necessary to implement a research and confirm the topics once the project has started.

## **2.2 BOSNIA and HERZEGOVINA (BiH)**

### **2.2.1 Industry Policy, Action and Related Organization**

#### **1) Policy and Actions**

After the signing of the Dayton Peace Agreement in 1995, international community has been assisting BH heavily for its rehabilitation process. 18 years have passed since then and the majority of the infrastructure was restored and the economic development is in focus. Additionally, the Dayton Accords established the Office of the High Representative (OHR) to oversee the implementation of the civilian aspects of the agreement. The Peace Implementation Council (PIC) at its conference in Bonn in 1997 also gave the High Representative the authority to impose legislation and remove officials, the so-called "Bonn Powers". The current government type can be described as emerging federal democratic republic.

Ministry of Foreign Trade and Economic Relations (MoFTER) prepared the SME Development Strategy in Bosnia and Herzegovina 2009-11, which already expired. Although it was supposed to create a state SME agency to coordinate the strategic framework, a Development and Entrepreneurship Fund and an SME Council, none of these have yet been realized. The Draft State-level Law on Entrepreneurship and SME Promotion was withdrawn from the parliamentary procedure, as were the draft amendments to the Law on the Foreign Investment Promotion Agency (FIPA).

Although the SME Development Strategy (2009-2011) already expired, the targets and

issues remain to be tackled. The outline is as follows;

The major issues that need to be solved for the enhancement of conditions for SME development in BH are:

- Creation of a consistent legal framework for SMEs
- Removal of barriers and improve retard starting and operation of businesses
- An SME definition in line with the EU recommendations and strengthening the statistics system.
- Organizational structure/institutional framework for business support
- Horizontal and vertical instruments for business development

Table 2.1 Definition of SME in BH

Criteria	Employee	Turn over (KM/year)
Micro	1 – 9	40.000
Small	10 – 49	400.000
Medium	50 – 249	4.000.000

Generally, the BH SME Development Strategy aims to:

- improve the business support environment (legal and financial environment, institutional business support infrastructure);
- harmonize strategic and institutional factors in SME development with the EU recommendations;
- stimulate increase of the SME sector's share of revenue and value-added contribution;
- stimulate growth through targeting support to high-growth, innovative and export-oriented SMEs;
- enable and actively support development of small enterprise “clusters”, networks and associations for cooperation, in order to create “the critical mass”, for instance, in the areas of research and technological development, procurement, marketing and exports;
- facilitate access of SMEs to financing of budgetary and commercial character;
- provide incentives to new businesses across all sectors of the economy;
- actively promote and facilitate promotion of an entrepreneurial culture in BH;
- improve competitiveness of SMEs on domestic and foreign markets;
- assist in development of the new educational system at the secondary level, associate-degree and university studies, with youth entrepreneurship would be prioritized, and which would educate new managers
- reduce the grey economy.

Implementation of the goals set forth in the period of 2009-2011 should have been

resulted in:

- Increase of the SME share in the GDP;
- Increase in the number of active SMEs;
- Increased number of jobs created by SMEs;
- Increased SME competitiveness;
- Faster creation of SMEs in the high—technology field;
- Mass retraining of labor force that is unskilled or whose skills are obsolete or ill-adjusted to the needs of the modern economy
- Broader application of the ICT in the work of SMEs.

## 2) Implementing Organization related to the Project

The national government has two entities: the Federation of Bosnia and Herzegovina (FBH) and Republika Srpska (RS). The Federation is divided into ten cantons, which are highly autonomous. Both entities have municipalities and cities. In addition to these, there is the special Brcko District, which has an independent status from both entities. Each of the entities and cantons also has its own constitution. This complex administrative system is illustrated in Figure 2.2.1.

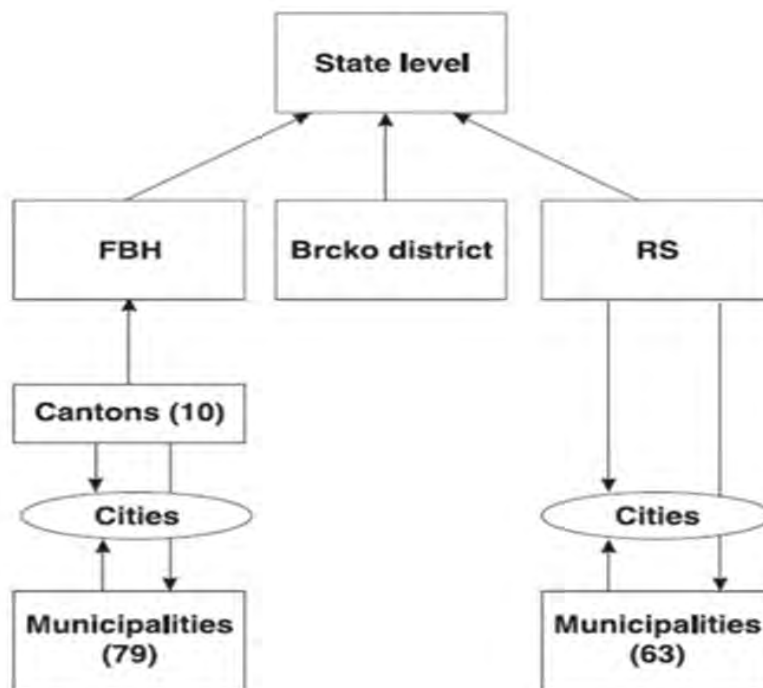


Figure 2.2.1 Overview of Administrative System in BH

(Source: Local Governance and Service Delivery in Bosnia and Herzegovina, World Bank, 2009)

### (1) Ministry for Foreign Trade and Economic Relations (MoFTER)

At the state level, SME policy is the responsibility of the Sector for Economic Development and Entrepreneurship of the Ministry for Foreign Trade and Economic Relations (MoFTER). The state-level SME strategy (2009-2011) expired in 2011 but the new strategy has not been adopted yet.

MoFTER has four (4) employees assigned to the SME sector and their role is limited on the coordination among related organizations in each Entity and international organizations. It has no budget to directly implement or promote activities for SME. Activities for SMEs are implemented by the governments of entity through Federal Ministry of Development, Entrepreneurship and Craft and Republic Srpska Government Ministry of Industry, Energy and Mining (previously Ministry of Economy, Energy and Development).

## (2) Federal Ministry of Development, Entrepreneurship and Craft

In FBH, the Department of Entrepreneurship and the Department of Crafts under the Ministry of Development, Entrepreneurship and Craft, elaborate and co-ordinate SME policy.

The department has limited budget and resources to implement its policy. According to the federal law, 2% of the whole budget can be allotted to the SME development, which is equivalent to 36-38 million KM. However, actual allocation is only around 10 million KM, as the federal budget varies each year and, for the Ministry, the priority of economic development is lower than social security. Most of the programs are implemented by independent Regional Development Agencies (RDAs), in assistance with external donor funds.

The programs implementing under the ministry include entrepreneurship development, industrial zone, business cluster, technological parks, and subsidy, loan, JV investment, including those from The BiH Federation Development Bank. As the Ministry does not have its own agency, SME development programs are implemented through budget allocation to Cantons and Cities, or subsidy to RDA, based on request from RDA on project basis. SERDA also received the subsidy in Incubator project and Business Development Center project, etc. The ministry retains a good working relationship with all the four RDAs and sometimes it becomes a joint investment partner with municipalities.

## (3) Republic Srpska Government Ministry of Industry, Energy and Mining

In RS, the Department for SMEs and Entrepreneurs works under the Ministry of Industry, Energy and Mining (previously Ministry of Economy, Energy and Development) and it is responsible for policy making, supervision and support on implementation of SME policy. As there are only five (5) employees assigned for the department and their budget is rather

limited (approximately KM 700 000 p.a.), their main role is on the coordination among related organizations.

In 2009, the government of RS established the Council for the Development of SMEs and Entrepreneurship with the aim of integrating entrepreneurial and competitive dimensions into existing and new policies and legislation. They adopted a new SME Strategy for the period 2011-13 as the previous strategy expired in 2010.

Activities are implemented through Republic Agency and not through RDAs.

#### (4) Sarajevo Economic Region Development Agency (SERDA)

Five (5) Regional Development Agencies (RDAs) were established under the assistance from EU, aiming the strengthening of mechanisms of BH accession to EU and the development of modern business environment taking into consideration the natural and economic conditions.

Sarajevo Regional Development Agency (SERDA) is one of those RDAs. It was established as a non-profit limited liability company governed by public law and founded by the Canton of Sarajevo, the City of Sarajevo, the City of East Sarajevo and 32 municipalities from the Sarajevo Macro Region (SMR).

The role of SERDA is to encourage and strengthen the regional development through the provision of financial support, education, business infrastructure development, capacity building, information services for foreign investors, and through implementation of inter-regional and international projects.

The harmonized dynamic economic development of SMR aimed to the strengthening of mechanisms of BIH accession to EU is the overall objective that SERDA strives to. SERDA implements projects, and performs activities directed towards achievement of the following strategic objectives as set in regional strategy document of SMR development:

- ✓ Development of economic activity in the region;
- ✓ Creation of impetus—providing business framework in region;
- ✓ Human resources development
- ✓ Strengthening competitiveness of the region

The Assembly of SERDA is its ultimate decision making body, which consists of the mayors of all 32 cities, Minister of Sarajevo Canton and the Mayor of Sarajevo City and East Sarajevo City. The assembly decides on organization, strategy and activities of SERDA. The Director is the chief operating officer and 21 staff members working under him. SERDA is composed of three department, namely Strategic Planning and Preparation and

Implementation of Project (8 members), Support Business Development (10 members: 3 are for Loan Guarantee Fund), and Administration, Legal and Finance (3 members).

Although founded by public organizations, SERDA operates itself as financially independent. It raises its funds mainly through implementation of projects of the government and international donors. Subsidies from partner municipalities had been reduced in accordance with IMF recommendation in 2009.

The budget of SERDA in 2012 is as follows (KM);

EU Grant	60.000
SERDA Fund	1.812.500
Planned Receipts from Projects	1.606.935
EU Delegation Partner in Project	1.786.107
Total	5.265.542

According to SERDA, the main source of staff's salary is the projects' implementation. SERDA Fund gathers the contributions of partner local government organizations in SMR and the deposit of EU IPA projects. SERDA can implement original projects utilizing this fund.

The allocation of resources of SERDA in SME Business development can be illustrated approximately as follows;

Financial support through Loan Guarantee Fund:	35%
Support of business incubator and industrial zone:	30%
Support of education at employment center:	15%
Implementation of subcontracted projects:	10%
Execution of voucher scheme:	5%
Information collection/dissemination on projects:	5%

All SERDA staff graduated universities, major in economy, business, law, business administration, agriculture, or engineering, and some have MBA. They exposed to private business activities at least 4 to 5 years through their own working experience in private entities or through various assistance to enterprises. Most part of training in SERDA is represented by OJT through implementation of various programs. Occasionally there are special trainings introduced on ecology, energy saving, budgeting and finance, etc.

## **2.2.2 Projects Supporting SME Sector**

Major projects supporting SME sector in BH encountered in our research are as follows;

## **【SERDA】**

### **Loan Guarantee Fund (LGF)**

LGF started in 2005 to support financial access of SMEs. The bank deposit of SERDA, totalizing 1 million KM, generates up to 4 times of credit line (approx. 4 million KM) to which start-ups of agribusiness and young entrepreneurs can apply for. So far 259 business projects were supported through the assistance of LGF.

### **Business Incubator (BI) - Finished**

SERDA operated BI from 2005 to 2012 to provide space and support to start-ups, including access to IT facilities. Major supports provided include seminar and workshop on business start-ups, management, marketing, IT, and standards such as ISO and HACCEP. Through this project, 125 companies were supported, having around 800 employees.

### **EUMETAL**

Support the competitiveness of SMEs in the metal industry through the introduction of new technologies and jobs, implementation of EU standards and strengthening export capacity. This is an EU assisted project aiming followings in the first phase ended in 2012;

- Implementation of EU standards and strengthening exporting capacity: 8 SMEs
- Support trade fair and business matching in EU: 22 SMEs
- Technical training in the metal industry: 70 employees and 200 unemployed persons. Provide internship to 53 unemployed persons in order for them to gain experience.

### **SME Voucher Scheme (VS) - Finished**

The primary objective of the SME Voucher Scheme was to increase the competitiveness of SMEs across BiH through consultancy and management training services, and through facilitating and subsidizing the costs of accessing these services. At the same time, the voucher scheme was intended to ensure an improvement in the quality of the services from the business service providers (BSPs) – through upgrading/training and accreditation – and also to stimulate growth in the BSP sector.

The expected results for the primary beneficiaries for whole BH were

- 110 SMEs with a full assessment of their current business situation and a prioritized set of actions for improvements and development (2 days consultation with 100% subsidy);
- 90 SMEs upgraded in specific areas related to their business activities, with half of these having improved their competitiveness and increased their capacity for growth (for SMEs established less than 2 years: up to 10 days consultation, subsidized 75%; for SMEs established more than 2 years: up to 15 days, subsidized 50%);
- 200 SME managers trained and provided with upgraded management and business skills

on demanded topics (subsidized 50%).

The expected results for the secondary beneficiaries (business support providers) were:

- 125 participants have completed one of the BSP training courses and had their skills upgraded;
- 78 consultants and trainers in total have been upgraded in one or more of the 3 training topics prepared for the Voucher Scheme;
- 60 consultants and trainers made application for accreditation;
- 50 consultants are accredited and are available for implementation of assignments in the Voucher Scheme

EU promoted the scheme to the state and entity governments for their financial support, but ended up failing to secure those. This scheme was terminated in October 2012.

#### Information Dissemination

SERDA is working as an information center for SMEs, in cooperation with Business Development Centers. SERDA usually refer inquire to BDCs, but provides business support information and advices to SMEs directly, if they visit SERDA.

#### **【Organizations - other than SERDA】**

##### Business Development Center (BDC)

17 BDC were incorporated in SMR by SERDA in cooperation with EU. After their operation was transferred to cities and municipalities, 3 centers remained active. 2 BDCs were newly set up. It provides information on business support, assistance on business registration and tax returns, business and marketing plan preparation support and consulting.

##### European Bank for Reconstruction and Development (EBRD)

EBRD provides two type of services to SMEs, namely EGP (Enterprise Growth Program) and BAS (Business Advisory Services). Both are the services to match a demand of an enterprise to an appropriate consultant, and to provide 25-75% of its consulting fee. EGP is dedicated for larger enterprises. EGP provides 14,000EUR to 17,000EUR in average per application for 12-18 months of consultation by an international consultant, while BAS provides 5,000EUR in average per application for 8-9 months of consultation done by a local consultant.

##### Foreign Trade Chamber of BH (FTC)

FTC is an NPO and a corporate association of BH. It is incorporated under the law of BH for the purpose of information and a promotional support to BH exporters. The activities of FTC are funded by membership fee and supports from donor agencies. There are 14.000



techniques, thus, the entering barrier is a reduced one. Manufacturing is the third largest group representing 13% of the total number of SMEs and also, metal and wood industries are the most expected for future development.

## **2.3 MONTENEGRO**

### **2.3.1 Government Policy, Action and Related Organization**

#### **2.3.1.1 Government Policy and Action**

Economic development and the creation of policies for development of entrepreneurship and SMEs, within the Government of Montenegro, is the responsibility of the Ministry of Economy and the Department for Development of Industry and Entrepreneurship. The Directorate for Development of Small and Medium-Sized Enterprises together with the Ministry of Economy is responsible for creating and implementing strategies and support programs for the SME sector.

The key institution for the implementation of the policy and providing support for SMEs is the Directorate for Development of SMEs which plays a dual role. Firstly, it provides support for SMEs at the executive level through the realization of activities and projects in the area of developing support institutions, promoting information flow with SMEs, providing necessary consultative business services and education, securing grants for SMEs, stimulating competitiveness and export, internationalization of SMEs, supporting research and also promotion. On the other side, it plays a leading role in coordinating the implementation of SME policy within the framework of other sector policies, in the parts which deal with the development of entrepreneurship and also in activities of other entities which, within their sphere of activities, support the development of SMEs.

A network of 11 regional and local business centers was formed for the purpose of establishing the necessary institutional infrastructure for supporting SME development. This network provides information and consulting services and also organizes trainings which will contribute to the acquisition of the necessary skills and knowledge for SMEs. They provide various types of business information, consulting and business services, as well as diagnosis, advisory, and procedure support regarding registration of company or taxes, etc. Also, under the Directorate for Development of SMEs, the European Information and Innovation Centre (EIIC) of Montenegro is fully operational, as part of the European Entrepreneurial Network. Furthermore, with the direct support of DDSME, two incubator centers have been opened, thereby establishing a significant segment of institutional support for business start-ups.

The SME policy of the Montenegrin Government is based on the **“STRATEGY FOR**

**DEVELOPMENT OF SMALL AND MEDIUM SIZED ENTERPRISES 2011-2015”,** document that was drafted by DDSME. The Directorate has a major role in coordinating the implementation of this Strategy, therefore DDSME plays an important role in the national policy regarding the development of small and medium-sized enterprises.

The “Strategy for Development of Small and Medium Sized Enterprises 2011-2015” aims achieving a more favorable business environment which would reflect positively in strengthening SMEs’ competitiveness, innovation and export, as well as leading to an increase in employment and uniform regional development. Also, this Strategy refers to the necessity of improving the capabilities of the institutions that provide support to SMEs, indicating SMEs’ need for support, in order for them to be able to survive in the currently fast changing socio-economic environment.

The summary of this strategy is presented below.

**“Create a developed market economy with a competitive SME sector which accepts the concept of development of an entrepreneurial economy based on knowledge, innovation and modernized technological capacities, which will contribute to the creation of an entrepreneurial society in Montenegro.”**

The realization of the Strategy should facilitate the achievement of the following strategic objectives:

- 1. Improvement of the business environment**
- 2. Improvement of financial support**
- 3. Strengthening SMEs’ competitiveness and promoting entrepreneurship**
- 4. Support for beginners in business - start-ups**

The Action Plan (5years) and the Annual Plan (1 year) are drafted based on these 4 strategic objectives. DDSME draws up and monitors the programs or projects conducted by national or local institutions, such as ministries, commercial chambers or business centers. The Action Plan (2011-2015) has set concrete indicators as below, aiming for its achievement until the end of 2015.

- 1. Increase of the total number of SMEs by 25%**
- 2. Increase of the number of employees within SMEs by 17%**
- 3. Increase of SMEs’ contribution to 35% of total exports**
- 4. SMEs achieving a 50% share of GDP, total investments, turnover, profits and gross added values**

### **2.3.1.2 Institutions involved in supporting SMEs' projects.**

#### **a. Ministry of Economy**

As mentioned above, the Department for Development Industry and Entrepreneurship of the Ministry of Economy issues and creates policies for development of entrepreneurship and SMEs. DDSME, as a body within the Ministry of Economy, is in charge for implementing the policies, therefore its role is a very important one.

#### **b. Ministry of Education**

The Ministry of Education supports SMEs' development, conducting an educational program for fostering entrepreneurs. For example, it recently developed a textbook presenting the entrepreneurial spirit, which is addressed to third and fourth grade students from a vocational training school and to an economics high school. The textbook presents comprehensive knowledge and tips for start-ups, though it is not focused on special industrial sections.

#### **c. Directorate for Development of Small and Medium-sized Enterprises(DDSME)**

DDSME is a governmental institution established by the Montenegrin legislation. Its main goal is supporting SMEs' development and enhancement of competitiveness. By the Decree on the Amendment to the Decree on the Organization and Operation of Public Administration of 1 December 2000, the Government of the Republic of Montenegro established the Agency for the Development of Small and Medium-Sized Enterprises ("Official Gazette of Montenegro, No. 59/00). In the session held on 29.07.2004, acting on the basis of Article 94 par. 6 of the Constitution of the Republic of Montenegro and in connection with Article 24 of the Law on State Administration ("Official Gazette of MN", No. 38/03), the Government of the Republic of Montenegro passed a Decree on the Organization and Operation of Public Administration ("Official Gazette of MN" No. 54/04). By this Decree, the Agency for the Development of Small and Medium-Sized Enterprises was renamed the Directorate for the Development of Small and Medium-Sized Enterprises. By the Decree on the Organization and Operation of Public Administration ("Official Gazette of MN", No. 5/2012 ,25/2012 and 61/2012, in the session held on 23.01.2012., acting on the basis of Article 16), DDSME has become a body within the Ministry of Economy.

Within DDSME operate 4 organization units / departments, with 16 persons, and each department has 3 to 4 persons, changing members on an ad hoc basis. Each department is briefly presented below.

**1. Department for development and strategic projects** (units for development projects,

for SME competitiveness and export, education and promotion). It is responsible for strategy drawing up and implementation, and also designing and implementing projects supported by donors.

**2. Department for regional and local institutional support.** Its purpose is to improve and expand the existing network of regional and local business centers in Montenegro, to strengthen the capacity of the officers in regional and local business centers (training, education, exchange of experience), improve the cooperation between centers and other institutions on both local and national level.

**3. European information and innovation centre (EIIC).** Provides companies with information regarding business in other countries and activities of the Enterprise Europe Network (EEN) and also acts like a facilitator for companies to meet a possible business partner.

**4. General and legal regulation service.**

DDSME employs 16 high educated professionals dealing with: defining the strategy for SME; preparing and realizing SME development projects and programs; realizing the aims according to EU standards; preparing educational programs; special programs for SME development (tech parks, incubators etc).

The budget of DDSME for year 2011 was 400 000 EUR and with this budget the institution managed to cover both human resources costs and the necessary costs for the projects that were implemented. During 2002-2010, DDSME has provided financial support to SMEs in cooperation with commercial banks. From 2011, DDSME does not provide the programs of financial support and continues to provide only non-financial support. Due to consequences of the economic crisis which had led to a drop in the level of economic activity in Montenegro bringing about a decline in several macro-economic indicators, the Government of Montenegro has brought a set of savings measures including reduction of budget of governmental institutions. According to these measures, DDSME's budget was also reduced: 220.000 EUR for 2013.

Staff members are college graduates specialized in business, law and administration. Main educational program for employees is OJT, but they also have many chances to join seminars or trainings organized by donors.

Besides being audited by The Department of Industry and Entrepreneurship, belonging to the Ministry of Economy, DDSME can be considered nearly as an independent institution. Basically, the Ministry of Economy draws up a policy and after that DDSME is in charge of its implementation. But actually, DDSME is the institution that draws up the SME strategies. Regarding annual budget, like every governmental body, DDSME receives the

budget from the Ministry of Finance. The Vice Minister of Economy, who is in charge with SMEs' strategies, says: "Even though DDSME has to provide several kinds of documents to the ministry, the role of the ministry is to just check it and comment on it." The DDSME representative says: "At The Ministry of Economy, the departments which are in charge of developing SMEs are focused on developing industries, but DDSME is the institution that actually draws up strategies regarding start-ups and SMEs' development."

#### **DDSME Tasks:**

The "Strategy for Development of Small and Medium Sized Enterprises for 2011-2015" defines the realization of the following tasks:

1. Creating a stimulating environment for development of SMEs
2. Regulating the system for statistical monitoring of the SME sector
3. Strengthening the institutional support for the SME sector
4. Strengthening the financial support for SME development
5. Stimulating competitiveness and export of SMEs – internationalization
6. Supporting SMEs through the creation of public-private partnerships
7. Stimulating innovation and technological competitiveness (R&D projects)
8. Strengthening education and consulting services for SMEs
9. Stimulating development and use of information-communication technologies
10. Promotion of entrepreneurship
11. Improving the dialogue with the private sector

#### **d. European Center for Information and Innovation of Montenegro**

Enterprise Europe Network is the biggest entrepreneurship network in the world. It is consisted of more than 90 consortia within 52 countries across EU and beyond (EU 27, candidate countries, potential candidates, Israel, Switzerland, China, Chile, Japan, Russia, etc.).

European Information and Innovation Centre Montenegro (EIICM) is part of Enterprise Europe Network, and it has been present for five years already. The Consortium consists of 4 partners:

1. Directorate for SME Development
2. Mechanical Faculty of the University of Montenegro
3. Chamber of Economy of Montenegro
4. Business Start up Centre Bar.

EIICM upgraded its performance as part of the network, and kept using the advantage of being a small consortium in a small country. Even being a small consortium, it easily covers

the whole territory of Montenegro.

The Consortium's purpose is to take all its capabilities and expertise, and convert them into knowledge, ultimately, getting the right information to the right people, at the right time, using the proper channel.

Each network, as well as EIICM, has ten activities:

1. Promotion of the Network

EIICM has to make additional effort to visualize more EEN, and so Consortium will continue to undertake various awarenesses about raising and promoting initiatives of the network services, opportunities and programs relevant for SMEs. The promotions will contribute to network visibility and provide direct information to SMEs on different topics.

2. Organisation of local or regional events

For countries like Montenegro, which is preparing to join the EU and already received the announcement of the date to start the negotiations, it is of high importance to provide support to SMEs by organizing training programs, workshops, seminars, etc., in order to improve their knowledge and skills related to the internationalization of business. First of all, it involves gaining knowledge related to the EU legislation which regulates conditions for doing business (directives, guidelines and so on).

3. Consultation of EU businesses to obtain feedback

The objective of this activity is to contact, consult and inform Network clients about existing and forthcoming Community legislation and obtain feedback from them.

4. Answers to enquiries from SMEs and Network partners

The main objective of the action is to effectively respond to SME needs by: distributing information on possibility to achieve partnership agreement, exchanging information on EU topics between the Network partners and towards the clients.

Assisting, advising and informing enterprises contribute greatly to their ability to engage in cross-border activities, international cooperation and enhance their competitiveness, which is in accordance with CIP/EIP objectives.

5. Meetings with companies

The general objective of this activity is to meet with companies in order to establish and/or enhance communication and partnership between EIICM and Montenegrin SMEs, in order to inform them about the activities of EIICM and opportunities and services that they offer. Direct contacts are proven to be the most worthy action. If not for immediate effect, then for later better communication and joint benefits.

6. Provision of internationalisation and innovation support

The objective of this activity is also defined in the Lisbon agenda as the need to raise the innovation potential in Europe, especially among SMEs. The goal is to contribute to the improvement of innovation and competitiveness of EIICM clients through provision of specialized services and direct, individual assistance on topics related to innovation and

internationalization

#### 7. Organisation of brokerage events and missions

The objective of this activity is connecting SMEs from Montenegro with SMEs from the region and beyond, from the EU area, aiming to enhance the business relations, raising competitiveness and innovation capacity, penetrating new markets.

Brokerage Events give opportunity to broaden the cooperation, exchange ideas and realize new business agreements. BE are also very useful occasions for better positioning and enrich the visibility of the Network.

#### 8. Provision of tailored alerting services

The objective of this activity is providing tailored alerting services to EIICM clients by regularly informing them on business opportunities with potential partners in Europe through direct contacts or through subscriptions, which is facilitated by Business Cooperation Database and Automatic Matching Tool. Based on their needs, EIICM clients will also be informed on other EU topics in area of internationalization, innovation and participation at EU programmes and EU related matters.

#### 9. Generation of partnership proposals

Partnership proposals are one of the most important network instruments used, in order to achieve technical, business and research partnership agreements. Network partners very often use the term “profiles” for partnership proposals.

Partnership proposals are the main tool that helps partners to foster transnational business cooperation among their client companies throughout the Network.

#### 10. Participation in Network and consortium activities

The objective of this activity is to build the EIICM capacity, to strengthen the relationship between other EEN partners, in order to perform better, to produce more benefits and added value.

Based on EU call for proposals, each consortium can apply. It usually proposes a new project to EU at each two year time and, if the project is approved, it also receives budget. From 2011 to 2012 budget for the implemented projects was of 215 000 euro, and EU supported 60% of that budget. The remaining 40% was financed by the Montenegrin Consortium. The consortium was provided with 70% of the EU budget contribution at the beginning of 2011, and also received the remaining 30% after submitting the final report in 2013. At the moment, the consortium is realizing the projects activities for 2013-2014.

### **e. Municipality**

#### **【Bar Municipality】**

The Municipality of Bar is situated in the South-Eastern part of Montenegro on the Adriatic coast and covers an area of 505 km<sup>2</sup>. The length of the coastline is 46 km, of which 9 km

are beaches.

The population in Municipality of Bar is 42.048 people.

The number of employed persons is 11.211 (the unemployment rate is 9, 33 %). The number of unemployed persons is 1.517. In the summer sightseeing season, the unemployment rate usually decreases, as the demand temporally takes over the supply and many workers come from outside the municipality.

The number of SMEs is 2 185 which represents 9.2% of the total number of SMEs in Montenegro and the average gross wage is 638 EUR, and average wage without taxes and contributions is 427 EUR.

Main industries from Bar Municipality are tourism, construction, agriculture, food-processing and transportation (The biggest port in Montenegro is The Port of Bar). Bar Municipality is also recognized as a municipality that has good financial status and it also provides good conditions for start-up companies. Bar Municipality has also been supporting Bar Business Center, by providing office premises, although the Municipality does not cover the salaries of the staff.

### **【Cetinje Municipality】**

The population in Municipality of Cetinje is 16.657 and the unemployment rate is 17%. Main industries in the Municipality are tourism, agriculture (wine) and food-processing (meat processing). In the Municipality of Cetinje there are several large companies that deal with: manufacturing household appliances, transportation, producing paper products for kitchen and bathroom, food- processing. The number of limited companies is 432. The Municipality of Cetinje planned to start an incentive package from January 2013 for companies that were trying to make new investments which are supposed to generate new jobs of 20 - 50 persons. This package also planned to contain other ways for supporting SMEs: tax incentives, advisory regarding marketing and finance, facilitation regarding administrative procedures. These activities were planned to be conducted by the advisory team organized by the Municipality of Cetinje. Business Center Cetinje was established in 2002 and in 2011 the administration of BC was delegated to the Municipality of Cetinje. Therefore, the salary of the BC employees is paid by the Municipality.

### **f. Business Centers (BCs)**

One of the priorities of DDSME from 2002, was to organize institutional support to small and medium sized-enterprises i.e. to form a network of local/regional business centers.

Business centers (BCs) are established by various institutions, and the model of organization depends on the level of utilization. In addition to the Directorate for SMEs development, founders are municipalities, banks, partners in private sector (associations and association of entrepreneurs), tourist organizations, big companies, Employment Agency and others.

Most of the existing BCs, from a legal perspective, are transformed into parts of the municipal administration.

In the first place, after the BC system was established, the salary of the employees was being paid from DDSME budget, until 2011.

The existing legal and organizational status of BC has been reduced to a municipal service in the majority of cases since the Directorate for Development of SMEs stopped providing direct financial support to the majority of BC. The majority of municipalities assumed full ownership of BC and they therefore cover all the costs of BC. Most of BCs are incorporate to the Department of Finance and Economy of the municipalities.

Business Start-up Center in Bar is also functioning as an Incubation Center, and it operates on a self-accounting basis.

In Montenegro, there are currently 11 BCs.

Even though the BCs' organizational chart counts 1 to 5 persons, the BCs are actually operated only by 1 or 2 persons. BC have the capacity to provide basic services which means that they provide support in terms of giving necessary information on starting a company (registration, taxes) and on the requirements for start-up loans, while also providing advisory support in preparing business plan or start-up loan application. As for the development of services for the existing, mainly small enterprises, support is provided in terms of informing about the availability and access to the loans from commercial banks, provision of advisory services in preparing business plans and investment projects, as well as in terms of information services provided at the national level concerning development and export of SMEs.

Most of the staff members are university graduates, mainly specialized in economy and law, and just few of them can speak English.

The prioritized program activity of the Directorate for Development of SMEs, as a key institution responsible for implementation of SME policy and in that context for the provision of non-financial support to SMEs, is provision of institutional support to the development of small and medium-sized enterprises at the local and regional levels, i.e. establishment of the network of local/regional business centers.

In order to reach this goal, the Directorate for Development of SMEs initiated in 2012, under BESRE project (project support of the EU), the process of redefining the non-financial support model for SMEs, particularly from the institutional infrastructure perspective.

A new model of non-financial support to SMEs was conducted in order to improve the operation of BCs.

As a result, it was proposed that the existing 11 BCs were to be transformed to municipal information centers which would be available throughout the entire territory of Montenegro, and to establish 2 or 3 RBCs (Regional Business Center). In order to establish an RBC it was necessary to ask for support from governmental authorities, municipalities,

associations, commercial chambers and companies from the area.

RBC was designed to provide a better support for SMEs than the one provided by the previous system. Regarding the Info-Centers, they were assigned to have some of the former BCs' competences, but they could not provide direct support for SMEs, their main role being information service. RBCs are supposed to organize themselves as an independent accounting third sector - RBC could be considered similar to RDA (Regional Development Agency) in Serbia and in BiH.

According to the integration plan, the first stage will be conducting a pilot project in the Northern area. After examining the results, it will be decided whether to expand it to middle and Southern areas or not. But, currently, a multilateral agreement on professional cooperation and performing of consulting services has not concluded with stakeholders in the Northern area.

### **【Business Start-up Center Bar (BSCB)】**

BSC Bar was established in 2007 through the project "Opening of business centers and incubators 2007-2010" funded by the Netherlands Ministry of Foreign Affairs. In 2009 the project management was transferred from Dutch NGO Spark to local founders. BSC Bar was officially registered as a non-governmental foundation in October 2009 by its seven founders: Municipality of Bar; Montenegro Business Alliance; Faculty for Tourism; Middle Economics School; Cultural Center Bar; Bar Association of Entrepreneurs Bar; and the Employment Bureau Bar.

The activity is conducted on self-accounting, and the income comes from projects and renting parts of the Incubation Center premises.

BSC Bar has 3 permanent employees and, if needed, they also contract personnel for short terms, corresponding to the projects in which they are involved. BSC Bar holds workshops and trainings for supporting SMEs. The most recognized activity of BSC Bar is its annual Business Plan Competition, which begins with a solicitation of ideas from interested potential entrepreneurs. Based on their ideas, individuals are selected to attend a comprehensive business plan training course, where they receive individualized training and support to develop their ideas into a business plan. Competition winners receive support for their startups in the form of subsidized business registration, startup loans in cooperation with a commercial lender through a guarantee fund, individual consulting services, access to additional training programs, and for some, premises in the BSC business incubator. Also, BSC Bar supports existing MSMEs with micro loans for the purpose of expanding their activities.

There are 34 companies which have offices in the Incubation Center premises and for a price of 4 to 8 EUR / m<sup>2</sup> the BSCB has an income of roughly 3600 EUR per month.

### **【Business Center Cetinje (BCC)】**

BC Cetinje was established in 2002 and operated on the contract with DDSME. In 2011, DDSME stopped providing direct financial support and the local municipality assumed full

ownership of BC. The current staff consists of one director and only 2 consultants. BC Cetinje provides support for SMEs regarding: planning business strategy, registration of company, financial support, marketing plans, diagnosis and promotion of company, collaborating with foreign companies, translation services, information service, and so on.

In addition to them, BC Cetinje also manages the web site of the municipality, and deal with tasks requested by the Mayor. The total number of services is around 300 services per year. Although their office is allocated in Cetinje, even companies from Kotor or Budva visit the BC Cetinje in order to receive support. There are about 600 companies in the municipality, and most of them are involved in the commercial industry.

### **2.3.2 Projects Supporting SME Sector**

#### **(1) DDSME**

It had actively conducted support projects with their own budget before, using financial program in cooperation with commercial banks, but after the decrease of the budget, the number of support projects for SMEs was reduced.

Current support projects are below.

- **Voucher Scheme (VS)**

“Voucher Scheme for innovative SMEs” project aimed to promote the culture of investing into innovation in order to enhance competitiveness among the SMEs. The scheme was based on sharing the costs for consulting services between participating SMEs and the Montenegrin Government's SMEs Development Directorate (DDSME). Vouchers were supposed to stimulate the increase of demand for consulting and training services and at the same time they subsidize a significant portion of the cost of services. The specific objectives were:

- To build and strengthen the innovation potential of Montenegrin SMEs
- To improve the competitiveness of exporting Montenegrin SMEs
- To increase the use of external consultancy services by Montenegrin SMEs
- To foster regional development

Financial support was directed towards covering the costs of innovative activities in the companies. SMEs were financing 100% of all costs until the completion of innovative activities, and then, following the submission of documentation supporting the expenditure of funds the financial assistance was approved. Costs were shared on 70-30% basis, the Directorate was covering up to 70% of eligible costs of innovative activities, VAT excluded, and SMEs covered the remaining 30% from their own resources. Innovation activities eligible for support under Voucher Scheme project were:

- Innovation of product/service

- Innovation of business process
- Organizational innovation
- Marketing innovation

The maximum amount of financial assistance was set at €1,500. The total budget of the project was €20,000.

9 consultants were selected to provide service to the total number of 16 participating SMEs. Participating SMEs were mainly from the service sector and included: 2 bakeries, 1 fishing farm, 1 car repair and registration service, 1 veterinary, 1 medical institution, 2 employment agencies, 1 freight forwarding, 1 financial services, 1 printing house, 1 media representation company, 1 security company, 1 work safety agency, 1 wholesale trade and construction company.

Geographical distribution of participating SMEs was as follows:

Region	Approved projects	
	Number of approved requests	Value of approved requests
Northern region	6	€7,696.66
Central region	8	€10,625.00
Southern region	2	€2,030.00
<b>Total</b>	<b>16</b>	<b>€20,351.66</b>

- **Enterprise Europe Network (EEN)**

EEN connects 52 countries in the world and provides information regarding business development and finding business partners. EEN supports companies from Montenegro to penetrate the EU market, join EU programs, find business partners, and provide the conditions for facilitating SME internationalization. Moreover, EEN provides information regarding the latest technical innovation and assists companies that want to acquire high-technology know-how from other companies.

- **Information center regarding foreign markets**

DDSME established Trade Information Centre (TIS) in order to support Montenegrin current and prospective exporters to develop or improve their exporting capabilities to new and existing export markets.

TIS provide companies exporting market information which will help them to identify market opportunities and identify potential barriers.

Also, TIS provide information which contains relevant sources of information for target market: statistics, characteristics of targeted markets (size, growth, future trends), distribution channels (type, structure, organization), market needs regarding packaging design, product quality, competition, prices, customs duty, importers, commerce tariffs, etc.

The TIC invests in access to relevant databases, journals and other sources of commercial information and for companies this information is free of charge.

- **Training. Advisory**

DDSME provides trainings regarding start-up procedures, business registration, company administration, market research, project management, investment plans, quality management and intellectual property rights. In addition to them, they also provide advisory and information regarding the access to finance, improvement of business, introducing new technologies, market expansion, etc.

## **(2) Organizations – other than DDSME**

- **European Bank for Reconstruction and Development (EBRD)**

EBRD carries out 2 programs. The first one is EGP (Enterprise Growth Program), and the second one is BAS (Business Advisory Services). Since 2002 Advisory Services (BAS) and the Enterprise Growth Programme (EGP) have been improving the competitiveness and level of sophistication of the SME sector in Montenegro.

Both of them are services for which EBRD provides 25% to 75% of the consulting fee, recommending to companies the most appropriate consultants that correspond to their needs. EGP targets only big companies and the budget is between 14.000 EUR to 17.000 per contract, of which average term is 12 to 18 months, and consultant are supposed to be selected from foreign countries.

BAS assists its clients to define their business needs and identify services provided by professional consultants that can assist them to improve their performance. By assisting individual enterprises to engage with local consultants and providing project grants, of up to €10,000, demand and the understanding of the potential benefits of using external consultants are stimulated.

BAS targets SMEs and the amount of consulting fee is around 5.000 EUR per contract, of which term is 8 to 9 months, and the consultants are selected from local areas.

- **Chamber of Economy of Montenegro (CEM)**

Montenegrin Chamber of Commerce is an independent, business, professional and interest organization of enterprises, banks and other financial organizations, insurance organizations and entrepreneurs doing business in the territory of Montenegro.

CEM is a NPO that has approx. 25000 members. CEM supports members in matters like: education, seminars, fairs, conferences, recommending possible business partners, promotion in foreign countries, etc. They do not provide direct financial

support. If a member requires it, CEM utilizes external support. CEM cooperates with TAE in regards to food manufacturing, with BAS for consulting, with IFC for financing, and with The Ministry of Agriculture for implementing HACCP and ISO standards (maximum amount 8 000 EUR/ per project).

- **Investment and Development Fund of Montenegro (IDFM)**

IDFM was established in 2010 as an institution for encouraging and accelerating the economic development in Montenegro through the following: completion of the privatization of capital acquired in the process of ownership transformation, support to micro, small and medium-sized enterprises and entrepreneurs, support to infrastructure projects, projects of water supply, waste water and protection of environment, as well as financing projects of local, regional and national importance.

The most important areas of its activity are:

- Supporting small and medium-sized enterprises (credit and guarantee support);
- Supporting in financing infrastructure and environmental projects;
- Incentives to exports and employment;
- Privatization of the remaining portfolio companies;

Support to SMEs and entrepreneurs is funded through direct loans, loans through banks, special credit lines, guarantees and factoring.

By the crediting conditions, the interest rates ranging from 4.5 to 6.5% with a grace period of 2 years and a repayment period of up to 8 years are stipulated.

For instance, in direct credit arrangements, the IDF anticipated the following target groups of beneficiaries and industries to be supported:

- Credit line for short-term support of SMEs;
- Credit line for direct financing of investment projects of SMEs;
- Credit lines for buying agriculture equipment.

Beneficiaries of credit support can be legal entities – SMEs that operate for at least 3 years and comply with requirements of the IDF's policy in the following industries: Production, Tourism, Services.

General terms and conditions are presented in the following terms and conditions: Amount of the credit – max 200.000 €, Grace period – max 12 months, Repayment period – max 48 months (grace period not included), Interest rate – 6% annually

**Credit lines in cooperation with banks and with their guarantees**

Financing of up to 50% of total estimated value of investment.

IDF can sustain up to 70% of financing, while the rest is financed by the bank, according to the bank's terms and conditions.

With this credit line, the bank will - in cooperation with IDF - finance the projects of entrepreneurs and SMEs that operate within the following industries (regardless of whether it is a start-up company or a company that operates for some time): Production; Agriculture and food production; Tourism; Services.

General terms of financial support for projects in production and tourism are presented in the following: Amount of the credit – max 200,000 €, Grace period – max 12 months, Repayment period – max 48 months (grace period not included), Interest rate – (production - max 5.75% annually), (tourism - max 6% annually).

### 2.3.3 Current conditions and issues of SMEs

SMEs cover about of 99% of the total number of enterprises in Montenegro. The share of SMEs in total employment field is about 67%, and the share in total exports is 45,04%.

According to the data from Statistical Office of Montenegro, the number of business entities in Montenegro in 2010 was 19.398, and at the end of 2011, this number was 21.127, which represents an increase of 8.9% compared with 2010. The increase of number of business entities in 2011 compared to 2009 was 4.1%.

#### **The number of SMEs by size in 2009, 2010 and 2011**

	2009		2010		2011	
Small enterprises	19 933	98.2%	19 118	98.6%	20 838	98.6%
Medium-sized enterprises	308	1.5%	238	1.2%	242	1.2%
Large enterprises	53	0.3%	42	0.2%	47	0.2%
Total:	20, 294	100%	19, 398	100%	21, 127	100%

Source: Statistical office of Montenegro/Monstat

The number of business entities in the sector Wholesale and retail trade increased 0.1% in 2011 compared with 2009, i.e. 6.1% compared with 2010. The largest increase of business entities in 2011 was in Construction which amounts 16.6% compared with 2009, i.e. 17.1% compared with 2010. The weakness of production sector in Montenegro is being proved by the percentage (17%) attributed to construction and manufacturing industries. The contribution of sector Wholesale and retail trade to the total number of business entities in 2011 is 42%. This sector together with sector Accommodation and food service activities make over 50% of the total number of business entities in Montenegro.

**Business entities in 2009, 2010 and 2011**

	2009		2010		2011	
	The number of companies	%	The number of companies	%	The number of companies	%
Trade (Wholesaler, Retail)	8,873	43.7	8,369	43.1	8,800	42
Real estate	2,792	13.8	2,811	14.5	788	3,7
Hotels and restaurants	1,955	9.8	1,921	9.9	1,935	9,2
Manufacturing	1,964	9.7	1,765	9.1	1,709	8,0
Transportation and communication	1,809	8.9	1,716	8.8	1,456	6,8
Construction industry	1,589	7.8	1,583	8.2	1,854	8,7
Service sector	679	3.3	657	3.4	564	2,6
Others	633	3.1	576	3.0	4,021	19,03
Total	20,294	100	19,398		21,127	100

Source: Statistical office of Montenegro/Monstat

The number of business entities in Montenegro at the end of 2011 was 21 127, which represents an increase of 8.9% in comparison with 2010, and an increase of 4.1% in comparison with 2009. The highest number of business entities in 2011 was in Podgorica, i.e. 7 042, which represents 33.3% of the total number of business entities.

**The number of companies by region in 2011**

	The number of companies	%
Podgorica	7,042	33.3
Budva	2,294	10.9
Bar	2,085	9.9
Herceg Novi	1,808	8.6
Niksic	1,563	7.4
Other 16 municipalities	6,335	30.0
Total	<b>21,127</b>	<b>100%</b>

Source: Statistical Office of Montenegro/Monstat-

**“Business environment in Montenegro according to SMEs and entrepreneurs”**

The report “Business climate in the SME sector”, issued by GIZ and DDSME, presents and explains the problems of SMEs in Montenegro:

- The effects of the economic crisis that started in 2009 appeared as credit constraints and difficulties in collecting account receivables. Moreover, in 2010 businesses were affected by the reduction of consumer’s purchase power due to the liquidity problems.
- The national and local taxation systems represent the biggest barriers for the growth rate of companies.

- Except for issues regarding government procedures, the report also points out the high costs of salary, the difficulties in accessing finance and the growth of grey economy. Moreover, there are many companies which are trying to avoid paying state taxes and social insurances.

Solo proprietors are requiring tax reductions, efficient support from banks and simplification of the governmental procedures.

- According to the study, only 20% of the SMEs required support from the institutions described above and the lesser number of companies that requested aid are Micro companies and solo proprietors
- Requests for finance are reduced, as in 2009, 32% of the studied companies applied for financing, but in 2010 that number reduced to 20%. The reason seems to be the concern regarding the capacity of refunding the loans due to the unstable economic conditions.
- The report showed two problems which appeared in 2010 as new problems. The first one is that employers and workers don't have enough time to achieve professional knowledge, and the second one is that there are no appropriate trainings.

## Chapter III SME promotion support by donor

### 3.1 General information

There are many donors which are acting in the Western Balkans, among which the European Union and EU nations are predominant, because in addition to the geographical proximity, their economic and trade relationships with the Western Balkan are strong. Furthermore, all three countries are wishing to be EU members in the future.

As far as JICA consultants surveyed in all three countries, on May 2013, there are no similar projects of which the contents or the mechanism are overlapping with the current JICA's SME mentoring project. Moreover, the JICA consultants found several projects that are to supplement the current JICA project.

Usually, each bilateral donor implements project that target just one country, while international donors such as EBRD is conducting a uniform program named BAS, targeting these three countries and also broader countries located in South-Eastern Europe and Central Asia. The details are as follows.

#### BAS by EBRD

EBRD supports various fields of development in European, Asian and African countries. Amongst these projects, Enterprise Growth Programme (EGP) and Business Advisory Services (BAS) are directly providing support to SMEs. In order to support SMEs and expand the consulting market, the programs are implemented by EBRD in 19 countries covering South-Eastern Europe and Central Asia.

Both EGP and BAS have the same mechanisms and goals, which subsidize 25-75% of consulting the fee by matching enterprise's needs with proper consultants. These schemes firstly clarify enterprise's problems to be solved, followed by the mediation of the consultant and letting the consultant to manage the project. The process of these scheme is outlined as; i) application by the enterprise, ii) selection of consultant, iii) action performed by the consultant, iv) paying the consultant, and v) scheme evaluation. The selection of the consultant is a responsibility of the enterprise, which pays all fees to the consultant and then, applies for refunding to BAS together with all necessary documentation.

EGP is a program rather dedicated to large enterprises, and the average contract amount is 14 000 to 17 000 EUR (depends on the country) for 12-18 month contract. The consultants are contracted through international calls. BAS, on the other hand, is for micro and small companies, and the average contract amount is 5000 EUR (depends on the country) for 8-9 month contract. In this case, local consultants are contracted for supporting the project.

EGP and BAS also conduct the trainings and workshops related to IT, marketing

and business strategy. 70 trainings or workshops are held during 1 year time and it depends upon the policy of each country whether they charge a participation fee or not. For the countries where the participation fee is required, the average cost is 5,000 Dinars per event. EBRD is evaluating the level of development of recipient country of EGP or BAS programs and, if a country achieves a certain level of development, those schemes are stopped. However, these schemes are not suddenly interrupted, as the the country's level of independency is always taken into consideration.

### **3.2 Serbia**

#### **(1) GIZ**

GIZ developed the ACCESS (Assistance to Competitiveness and Compatibility with EU of Serbian SME) Program especially aiming to promote the SMEs from Serbia. Also some of the projects from this program are being implemented in cooperation with other donors. This nine-year program started in 2011 and the first phase is currently being supported with a 4.9 million EUR budget. Total budget of the ACCESS Program is planned to be around 15 million EUR, which supports four domains and four business sectors.

The four domains are: (1) Business & Investment Climate, (2) Innovational Systems: capacity building, (3) Infrastructure's Quality: EU standards, etc. and (4) Absorption Capacity of the Programs developed by EU: support to obtain financial aid from EU. The Four business sectors are (1) IT, (2) Organic Products Agro-Processing, (3) Mechanical & Construction Engineering, and (4) Energy Efficiency.

Currently, a total of 13 projects including vocational training and financial access improvement are on-going.

Generally, the project is carried out by dispatching foreign consultants from abroad, however due to the language barrier, local consultant are often assigned together with foreign consultant.

ACCESS Program can be categorized as a support to macro level as it is improving the economic environment, but also the program supports middle level beneficiaries like the chambers of commerce and industry. Since this JICA project basically targets individual enterprises as the final beneficiaries, it is not considered to overlapping with ACCESS Program.

#### **(2) EBRD (BAS Program)**

The services provided through BAS Program include: IT solution, business plan formulation, market research, market plan, material cost accounting, cost reducing, ISO & HACCP attestation, etc. In Serbia, the ISO & HACCP attestation is likely to be requested to BAS. About 200 local consultants are registered for this program in Serbia.

(3) USAID

The Sustainable Local Development Project which started in 2012 and will be continuing until 2015 has a bit of similar nature with the JICA project. The project is supporting 32 of the Serbian municipalities (as a partner) aiming for smoother implementation of regional development. The concept of partner refers not only to municipal offices but also involves private enterprises and civil society. The USAID project is subsidizing the finance for a project implemented by more than two municipalities, or by more than two different entities such as the municipality in cooperation with private sector or civil society. The project covers wide domains; for example: waste management, construction of infrastructure, promotion of tourism and agriculture, job creation for youth etc.

The USAID project aims for regional development, but not necessarily for SME support. However, the project is thought to support SMEs indirectly, since it is targeted to improve investment environment through legal and infrastructure development.

### **3.3 Bosnia and Herzegovina**

After the Dayton Agreement, the assistance for reconstruction toward war damage was started on a full scale by the international community and the reconstruction has advanced greatly being supported by large amount of resources and money. However, the size of the support has a decreasing tendency since 2000s as the reconstruction process is already being settled. The multi-national donors so far were EU (EC), World Bank, and EBRD, while bilateral donors were United States (USAID), Sweden, Germany, Netherlands, Austria, and Japan.

(1) EU

The current assistance that EU is providing to SMEs in Bosnia and Herzegovina is through BAS program and Voucher Scheme (VS). The situation of assistance is as follows;

(i) EBRD (BAS program)

More than 600 SMEs in Bosnia and Herzegovina have been beneficiaries of this program so far. The most numerous applications were for receiving consulting support on international standardization, and the total number of companies that applied for was 36 SMEs, from wood, food, beverage and metal processing sectors. These enterprises are small and 80-85% of them have less than 100 employees. BAS provides a maximum amount of 10 000 EUR per project, but most of the already approved projects needed only 3-4000 EUR. The current target is set to supporting 100 enterprises in two years, but due to the project's current development level, 120 enterprises are expected to actually receive

support during this time.

The proportion of enterprises supported by BAS program accounts for 60% of FD enterprises and the remaining 40% is for RS enterprise. The lesser % of RS indicates a balance of economy for both entities and also, it illustrates lesser number of consultants working for RS enterprises.

(ii) Voucher scheme (VS)

Through providing business support by consultants and training the managers, the VS aims to strengthen the competitive edge of SMEs. VS services include enterprise diagnosis and proposal on remedial measures (two day consulting: 100% subsidy), consultation on individual project (recipient: 90 enterprises, less than 10 day consulting: 75% subsidy for the enterprise within two years from its establishment, and less than 15 day consulting: 50% subsidy for the enterprise that have more than two years from its establishment), and training for promotion of business skill (50% subsidy), etc.

For the continuation of the project, EU requested the support toward the state government and each entity, but unfortunately, as it was not able to acquire the necessary level of collaboration, the project was stopped in October, 2012.

### **3.4 Montenegro**

The most important collaboration between Montenegro and international donors was with GIZ, followed by the ones with EU, USAID, Norway, etc. In the past, EU had created a fund for promoting consultants, but that fund no longer exists.

(1) GIZ

It provides consulting service to individual SMEs involved in the tourism sector. The need for improvement of the financial capabilities is especially high among the SME support projects (for example, SMEs cannot properly analyze financial documents), so that is necessary for the SMEs to achieve know-how on loan applications such as calculation of monthly loan repayment based on given interest rate, etc. Besides, the improvement of the marketing capacity is considered as one of the strongest training needs. GIZ stopped providing economic development and employment promotion projects from 2012.

GIZ is conducting a study on SME support services in Montenegro and the study will also examine SMEs' needs for mentoring service. The study named "SME Business Climate in Montenegro" was completed in October 2012. According to this report, SMEs in Montenegro prefer one-on-one training but not corrective seminars and trainings which are commonly carried out. Since the majority of entrepreneurs avoid talking and consulting on the problems of their own enterprise, it is thought that individual mentoring service is the best option for Montenegrin SMEs.

(2) BAS

In Montenegro, BAS Program started more than ten years ago and 450 projects have been accomplished so far.

The most important consultation fields are: establishing of information management system, marketing, certifying quality standards (such as ISO or HACCP), promoting energy conservation, financial management and organizational reform.

The targeted priority field changes according to the interest of the donor (the developed countries which are funding BAS Program). In recent years an increasing consulting field is represented by QMS (Quality Management System: system of quality control).

According to BAS report, it was very difficult to find consultants when the Program started because it was requested that the consultants involved in BAS projects should be registered in Montenegro, but many consultants avoid such a registration due to tax disadvantages. Therefore, there are only 100-120 registered consultants in Montenegro.

# Implementation Manual

## Standardized Mentoring Service

Ver. 9th Oct 2014



National Agency for  
Regional Development



Japan International  
Cooperation Agency

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## 1 Foreword from the founders

In the last 15 years Serbia has been facing significant economic and social changes and among other countries in the transition and with similar background, maybe is one of the countries with most challenges. What is equal between Serbia and other countries is great significance of small and medium enterprises and entrepreneurs sector, having 99.8% share of the SMEE sector within business entities. National Agency for Regional development (NARD), as main national (governmental) implementation institution has been providing various financial and non-financial support for SMEE sector in Serbia, being from the very beginning in 2001 one of the key players in shaping favorable entrepreneurial environment in Serbia; since its establishment in 2001 as Serbian Agency for the development of SMEs (SADSMEE), NARD has been offering various support to SMEs, what was enhanced in the transformation of the Agency in 2009 in NARD, when this responsibility was supported by adding regional development in Agency's portfolio (in 2009 new Law on Regional development was adopted and SADSMEE was transformed in NARD, with broader responsibility). Having in mind its main focus on SMEE sector needs, Agency introduced new service in 2005, in that period pioneer service in Serbia, mentoring for SMEs. Mentoring was introduced to tackle majority of situations which showed as challenges for Serbian business entities and it was implemented in cooperation with National Employment Service (NES). This fruitful cooperation resulted in over 900 mentoring beneficiaries during its duration, in the period 2005-2009.

While mentoring program was conducted in cooperation with NES, SADSMEE (now NARD) implemented project in cooperation with Japanese International Cooperation Agency (JICA); mutual conclusion regarding future possible cooperation with the support of Japanese government was that great potential lies in mentoring as a service for SMEs. As a result, project on mentoring institutionalization was created and afterwards implemented in the period 2008-2011. Institutionalization of mentoring project helped establishment of mentoring in Serbia on a firm foundations, with clear methodology, definition of mentors and objectives to be achieved. This new established scheme was tested within pilot-project in 2010, when 44 beneficiaries were supported. First year of the implementation on the whole territory of Serbia was 2011, with 133 beneficiaries, followed by 134 SMEs in 2012. That year new category of beneficiaries was introduced, start-ups. In 2013 and 2014 same number of beneficiaries was selected, 107. New mentoring scheme in Serbia was proved

to be efficient and attractive to the target group, thus new initiative was born: to transfer experiences from Serbia in neighboring countries and to enhance and improve mentoring scheme in Serbia. After reaching consensus, NARD with partner institutions from Montenegro (Directorate for the development of SMEs-DDSME) and Bosnia and Herzegovina (Sarajevo Economic Region Development Agency-SERDA) applied in 2012 to JICA Headquarters in Tokyo with new three-year project proposal. New project proposal was adopted and new "Project on establishment and promotion of mentoring service for SMEs in the West Balkans-Serbia, Bosnia and Herzegovina and Montenegro".

Through mentoring, it is important to secure comprehensive support to the mentee (beneficiary); mentor is a guide and assistant to the mentee, from the moment when they detect problem at the beginning of cooperation, to the point when they find most optimal solution.

Entrepreneur is definitely generator of business venture and success, but experiences from the praxis have proven that entrepreneur is a cause of inefficient business operations, too; having in mind both entrepreneurs' „roles" and situations, decisions on solutions and future directions have to be brought by entrepreneur, where in mentoring process mentor is assistant who directs and with professional support leads to the improvement.

From the practical point of view, mentoring achievements and success are measured for every year of implementation, after one year pass. This evaluation of mentoring program is conducted by external independent evaluator; every year NARD announces this activity and invites potential consultants to evaluate mentoring program, performances of mentors and satisfaction of mentees and to propose possible recommendations for improvement in the future.

In comparison of the results achieved in 2011 and 2012, operating results of mentees recorded growth in 24,55% (in this figure, beneficiaries from the start-up category weren't included) – this is almost ¼ of the whole number of beneficiaries. According to the opinion of 59 % of beneficiaries, mentoring is directly responsible for the progress they achieved in the field of sales and market enlargement; more than 60% of beneficiaries noted positive influence of mentoring on linking with other business entities and vast majority of beneficiaries/mentees claimed that mentoring had positive impact on at least one segment of doing business. For example, total annual income of the 2012 beneficiaries after one year increased from 7,9 billion RSD to more than 8,3

billion RSD; on the other hand, average number of employees increased by approximately 3%.

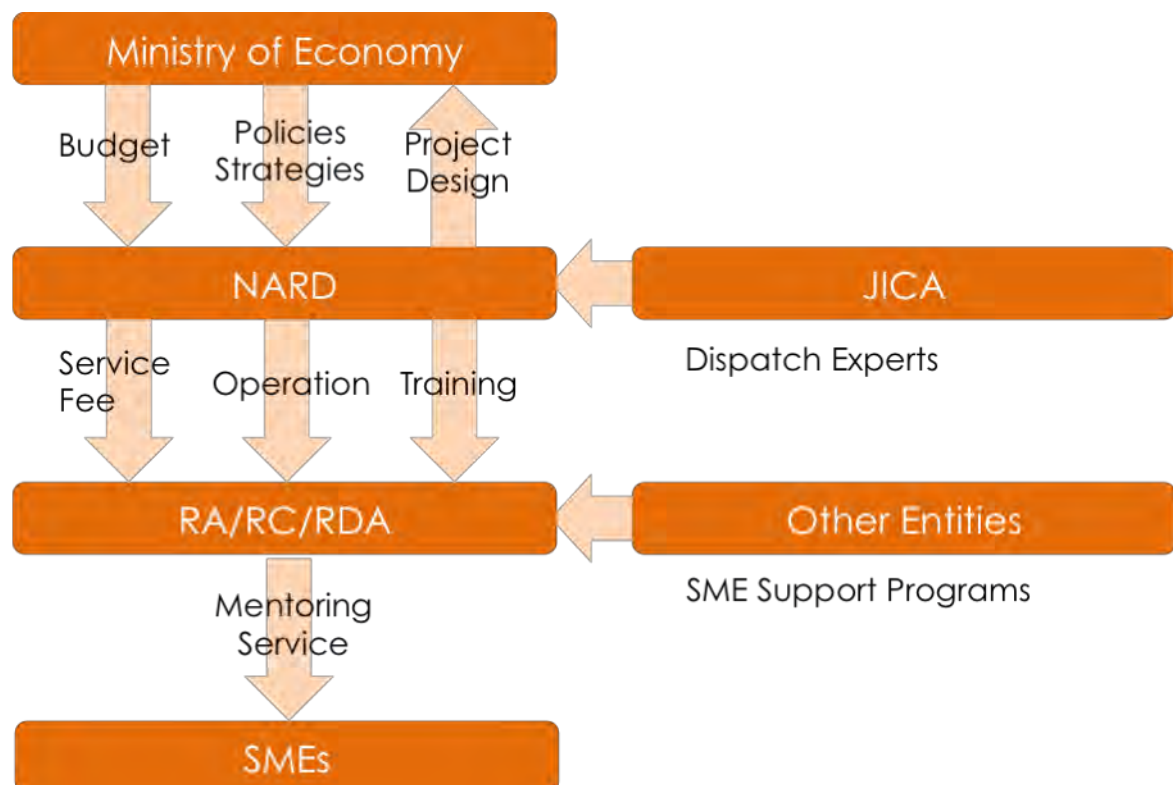
Conclusion is, whether we are talking in terms of numbers or impressions of beneficiaries, mentoring is useful tool and formula for business success, through which beneficiaries receive not only mentors` support, but in cooperation with mentors built their capacities in proactive way. Results from above mentioned external evaluation show that 84% of beneficiaries would use mentors` support again in the future.

## 2 Management structure of the Mentoring service in Serbia

Mentoring service aims for developing SMEs in entire Serbia, so that NARD collaborates with RA/RC/RDAs in local areas to provide mentoring service to SMEs there. And also NARD and RA/RC/RDAs willingly cooperate with other donors and entities which provide support programs for SMEs, because mentoring service can be more practical and effective together with these programs.

### 2 - 1 The management structure of the mentoring service

The management structure of mentoring service shows as below.



NARD administrates the whole mentoring service scheme.

- Develops the mentoring scheme based on the government's policies and strategies.
- Finances and administrates the whole mentoring service.
- Develops and improves the necessary knowledge on mentoring service.
- Operates the training system, qualification system and evaluation systems.
- Provides RA/RC/RDA with comprehensive support corresponding to their needs.

JICA provides comprehensive technical support as follows.

- Dispatches experts of mentoring service.
- Provides NARD with comprehensive technical support from project design to implementation.
- Provides a variety of trainings in order to cultivate mentors to develop their mentoring skills to an optimum level.

RA/RC/RDA provides mentoring service in each regional area.

- Cultivates mentors in order to develop their mentoring skills to an optimum level.
- Prevails the dissemination of mentoring service to SMEs in their territory.
- Provides SMEs with mentoring service.
- Improves mentoring service by reporting NARD about their practical mentoring cases and findings.

## 2 - 2 Basic Conditions of mentoring service

### **Service Fee to RA/RC/RDA from NARD:**

NARD pays mentoring service fee for a mentoring service according to the condition indicated by NARD.

### **Service charge to SMEs for mentoring** : Free-of-Charge

**Duration** : A minimum of 50 hours over a six-month period of time  
At least 35 hours has to be spent with the beneficiary.

**Mentor** : A member of RA/RC/RDA certified as a mentor by NARD

**Beneficiary** : SMEs

### **3 Aim of the Implementation Manual**

The most critical key to success for the mentoring service to become a valuable service is improving consistency throughout the entire system. It is necessary for mentoring service to consist of systems and activities and each of them to be designed and operated based on a clear aim, in order to be effective as a whole. This Implementation Manual aims to clearly state the key concepts that are the core of the system, in order for all persons who are engaged in the system to understand the ideal image and to be able to design and implement the best system. All subjects described in the manual closely affect to each other and play important roles. Therefore all decision makers of the mentoring service should understand the meaning of contents in the manual in order to establish and conduct implementation of a consistent mentoring service which is effective, valuable and sustainable.

## 4 The key concepts of designing the mentoring service

### 4 - 1 Aim of defining the key concepts

These definitions are stated clearly in the manual, as mentoring service consists of a number of parts, which are designed by different persons at a different time. Without these definitions, the mentoring service will lose its consistency, since each part is established based on a goal image of the person who is in charge of it. To establish a consistent, effective and sustainable mentoring service, all persons who are engaged in designing and implementing a part of mentoring service have to first understand the definitions in order to know the true aim and ideal image of their own part, and possible challenges they have to prevent.

### 4 - 2 What is Mentoring?

**"Mentoring is to identify the most important point within the company, and lead the SME focus its management resources towards it."**

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 designed to be comprehensive and provide long term support for SMEs which are going to challenge further improvement and development, collaborating with mentors. Throughout mentoring, the mentor plays a role of facilitator, coordinator and adviser in order to achieve the SME's goal, providing proper support to the SME timely and continuously.

Through diagnosis, SMEs and mentors jointly analyze the business and find out the most important point within the business in order to achieve their goal. During the analysis, mentors objectively provide their advice to the SMEs in order for them not to commit mistakes by having too much self-confidence. After finding out the most important point of the business, in other word, the key to success, mentors and the SMEs draw practical action plan for heading to their goal.

The significant characteristic of mentoring service in Serbia is that mentoring

does not end at diagnosis reporting, as after this phase, mentors also provide support to SMEs on implementing the action plan. To facilitate the implementation of the action plan, mentors provide various kinds of support to SMEs corresponding to their needs. For example, if an SME requires funds for further investments, a mentor may help the SME apply for a bank loan or introduce SME support programs provided by the government or other institutions. If an SME needs a business partner, a mentor may help the SME find the partner using his RA's database and other useful information. If an SME needs special expert knowledge such as HACCP, ISO, marketing, management and so on, the mentor may help the SME find appropriate professional consultants or SME support programs provided by the government.

While mentors have to take responsibility as supporters of the SMEs, they also have to take the responsibility as members of the pool of people assigned by NARD as governmental agency, which implements SME support programs at national level. It means that mentors are also expected to facilitate SME support programs such as grants, loans and voucher systems provided by the government and other donors. These programs can be more feasible and effective, if SMEs apply for the programs with mentors who know how to get access to these programs and how to draw practical action plans.

In addition to these functions, mentoring can bring other merits into public SME support programs in Serbia. Firstly, mentors can directly communicate with a lot of SMEs, so that mentors can collect SME's crucial information, which is very useful, but very difficult to get from statistical data. This information is useful for developing more required and expected SME support programs. Secondly, there is an issue in the consulting business in Serbia, as it cannot be said the service is consistent enough. To become competitive companies, it is important for SMEs to cooperate with professional consultants, but many SMEs have been reluctant to using consultants. If mentors can provide a high-quality mentoring service to SMEs in the entire Serbia, SMEs will understand the importance of the cooperation with professional consultants. It will promote collaboration among Serbian companies and professionals, and then this environment will make it possible for SMEs to improve their business faster and develop more competitive products.

#### 4 - 3 Who is a Mentor?

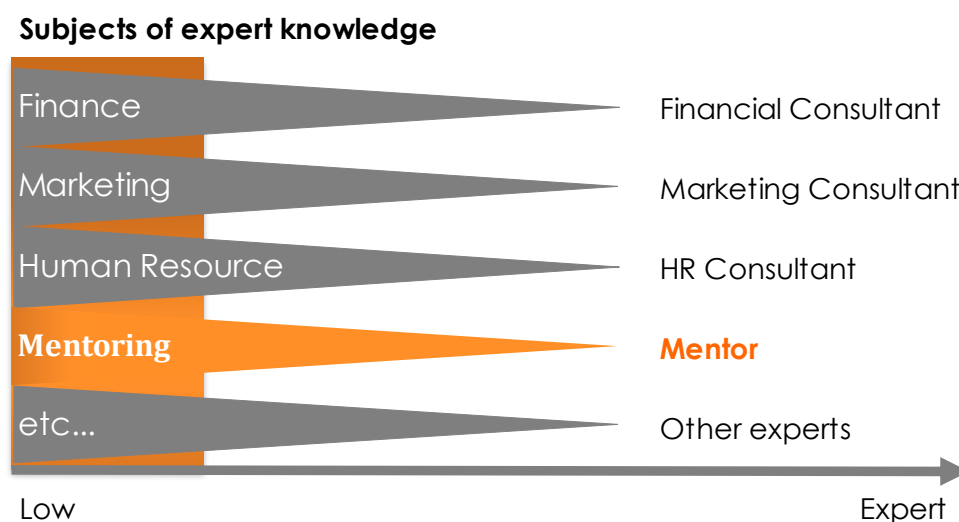
**“Mentor is the person who helps SMEs to keep running operations and develop themselves through mentoring.”**

Mentors provide support to SMEs through mentoring service and all of them aim for helping SMEs keep running and/or improving operation and develop themselves. With appropriate support provided by mentors, SMEs identify the key to success for their business and by so doing, they can be encouraged to challenge it. In this way, mentors help SMEs keep running and/or improving operation and develop themselves. On the other hand, it is also expected for mentors to support and collaborate with institutions in the field of business development.

Mentors provide mentoring service along with the mentoring processes illustrated in each mentoring guideline. As a facilitator, mentor helps SMEs draw practical action plans and supports them to implement the plans, providing advice from mentor's point of view. On the other hand, mentors have to be able to play the role of coordinator, in order for SMEs to collaborate with banks, to utilize SME support programs provided by the government or other donors and to find appropriate professional consultants corresponding to SME's needs.

Mentors are certified by undergoing required training and exam which are developed and provided by NARD with support from JICA.

The following image shows expected mentor's skills, comparing with professional consultants. The orange area refers to mentor's skills.

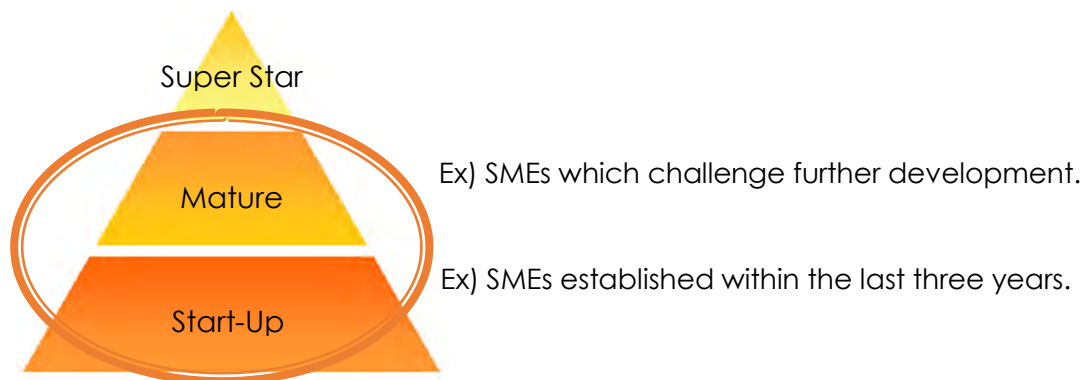


#### 4 - 4 Who are the beneficiaries?

**“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.”**

As almost all companies are SMEs in Serbia, it is the SMEs which can bring vitality and dynamism into the national economy. Therefore, the development of local SMEs is crucial for economic development in Serbia, this is what mentoring service aims for, too. Based on this aim, mentors also support and collaborate with business associations, clusters, and institutions such as business centers. Furthermore, as “Mentor” is an official qualification in Serbia, mentors can collaborate with government, public donors and other institutions to provide their support programs to the beneficiaries. This is one of the strengths and characteristics of mentors.

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



**The definitions of each category are as follows.**

Start-up is the SME which has started the business within the last three years.

Mature is the SME that challenges further improvement and development of its businesses.

In the future, mentoring will be offered also to associations, clusters, incubators, or other institutions for SME support.

4 - 5 What should the mentor do?

**“Using management diagnosis, mentor identifies the most important goal of the company and provides the SME with support on drawing and implementing the practical plan to realize it.”**

The most important activity in mentoring is Company Diagnosis. By conducting Company Diagnosis, mentors identify the most important point within SMEs' business and draw concrete action plan together with the SMEs. Furthermore, mentors help SMEs conduct the action plan in order for them to dare to challenge the first action.

4 - 6 What is the result of diagnosis?

**“Identify the most important goal, and the practical action plan to realize it.”**

In a diagnosis report, the most important point to which the SME should take actions has to be described. It is also necessary for the report to contain a practical action plan, consisting of concrete actions, in order for the SME to understand what they have to do. With both elements, the SMEs can appropriately focus their management resources towards the most important point within their business.

4 - 7 When can one be called a mentor?

**Mentor has to meet the following three elements at an optimum level.**

**1. Understanding the goal that mentor has to achieve**

**2. Understanding the process for reaching the goal.**

**3. Have the skills required on each steps of the process**

It is important for decision makers to consider the details of qualification requirement of mentor, but if they do not have a deep understanding of the key concepts, qualification requirement of mentor will become too complicated and difficult to be understood, because various kinds of elements will be brought into the qualification requirement as “necessary”. To cultivate practical and skilled mentors within a short period, “Focus” is the most important key to success. Therefore, this manual designs everything based on these three

elements in order to optimize the systems relating to mentor's quality such as training system, qualification requirement system and qualification renewal requirement system. Based on these concepts, NARD develops the training program and qualification system for mentors, and certifies mentors who have undergone the training program and passed the examination provided by NARD.

4 - 8 How mentoring guidelines and training materials should be developed?

**Guidelines have to contain the following three elements clearly defined:**

**1. The goal which mentor has to achieve.**

**2. The process to achieve the goal.**

**3. The skills which are required on each step of the process.**

Mentoring activities are standardized in order for mentors to provide mentoring service nationwide with expected quality. Therefore, standardized mentoring activities should be described in the mentoring guidelines, and then each of the guidelines has to contain these three elements as a basis. "The goal which mentor has to achieve" is necessary to design "The process to achieve the goal" and "The process to achieve the goal" is also necessary to identify "The skills which are required on each step of the process." It means these three elements always have to be clearly described in the mentoring guidelines and, if the system loses even one of them, it can never have consistency.

**"Training materials have to be systemized focusing on the skills required in the mentoring process."**

Mentors are expected to know various kinds of special business knowledge, but it does not mean mentors who have learned this knowledge more than others can provide better mentoring service. Training materials should not be developed consisting of many subjects that are irrelevant to mentoring activities. It is more important for mentors to be able to learn the knowledge which is actually used in mentoring service and, only if they have learned it enough, they can provide high-quality mentoring service to their clients, even though they do not know other special business knowledge. Therefore, training materials should focus on the skills required in the standardized mentoring process.

#### 4 - 9 How trainings for mentors should be designed?

##### **Mentors should learn the following three elements:**

**1 . The goal which mentor has to achieve**

**2 . The process of reaching the goal**

**3 . The skills which are required on each step of the process**

##### **Regarding mentors:**

All training programs have to be designed based on these three elements, as mentors have to learn mentoring know-how, understanding the relation among "Goal", "Process" and "Skills," in order to use their learned knowledge in the appropriate way. On the other hand, with these elements, training programs will be focused only on necessary subjects for mentors, because all of them are selected based on standardized mentoring process, meaning mentors can learn all knowledge considering how to use them in the process. All decision makers have to understand well that the aim of trainings for mentors is to lead them to understand these three elements at an optimum level.

##### **Regarding trainers:**

On the other hand, the most important point for trainers is to be able to teach mentors effectively with plain explanation regarding the three elements from above. Therefore, it is more important whether the trainer can teach others effectively than whether the trainer is able to provide high-quality mentoring service. In this sense, it is expected for trainers to undergo some special training regarding trainer skills.

##### **Key point of trainings for skilled mentors:**

All mentors should keep improving their mentoring skills, but improving does not mean obtaining new or more difficult technics. The aim of training for skilled mentors is to help the mentors keep their knowledge they have learned at an optimum level. The ideal training for skilled mentors is the one that helps them keep their knowledge at an optimum level and become able to apply basics of mentoring skills in an expected way.

## 5 Scheme of providing mentoring service

Functional operational system is a crucial factor for providing practical mentoring service. As mentoring service consists of many activities conducted by several different players, a well-designed and clear operational process is necessary in order to make the system effective. The operational process on mentoring service consists of 9 main steps, as follows.

### Operational process of mentoring service

#### 1. Public Call

Public Call is announced on the web-site of NARD and RA/RC/RDA and in three daily newspapers which are distributed on the whole territory of the Republic of Serbia;

#### 2. Receiving applications from potential beneficiaries

Potential beneficiaries apply to RA/RC/RDA with requests for receiving mentoring service.

#### 3. Pre-Selection of applicants in RA/RC/RDA

Potential beneficiaries can receive administrative assistance from the staff of RA/RC/RDAs in order to prepare the proposals for mentoring service. The staff examine the applications, and prepare formal opinions regarding the applicants and then forward the proposals with their opinions to NARD.

#### 4. Approval to the proposal by the evaluation committee

The evaluation committee within NARD examines the proposals and takes decisions for each application on approving it or not.

The decision can be:

- The committee approved the proposal which fulfills all criteria.
- The committee requires further improvement and revision on the proposal.
- The committee does not accept the proposal.

After the evaluation, NARD informs the RA/RC/RDA of the result of examination and sends the proposals back to them.

#### 5. Concluding the contract of mentoring service

The RA/RC/RDA concludes the contract of mentoring service with the approved beneficiary.

#### 6. Implementation of mentoring service

A mentor provides mentoring service to the beneficiary based on the contract and the mentoring guidelines.

#### 7. Writing a final mentoring report

After finishing mentoring service, mentors write a "Final mentoring report" and submit it to the director of RA/RC/RDA in which they are employed.

**8. Reporting NARD with the final mentoring report**

The director of RA/RC/RDA checks the final mentoring report and sends it to the evaluation committee in printed version. Furthermore, the mentor inputs the report into "Mentor Master."

**9. Examination of the result of mentoring service**

Evaluation committee examines the final mentoring report and takes a decision whether approves the conducted mentoring service and required expenses as appropriate or not. If approving them, NARD proceeds on with the payment procedure.

## 6 Training system

### 6 - 1 Structure of the training system

The quality of mentoring service depends on each mentor's skills and all mentors are expected to provide their service at an optimum level. Therefore, it is necessary for the system to have a properly structured training program, consisting of various kinds of trainings. The important thing is that all of them are connected in order to have consistency within the system. The structure of the entire training system is shown below.

#### The entire structure of training programs

	1	2	3	4	5	6	7	8	9	10	11	12
<b>Mentor candidates</b>												
Classroom training												
<b>Mentors</b>												
Mentor Award												
All mentor meeting												
Special OJT with pro consultant												
OJT with OJT trainer												
<b>Classroom Training trainer candidates</b>												
Classroom training												
<b>On the Job Training trainer candidates</b>												
Classroom training												
On the Job Training												

#### The definition of the trainers.

Classroom training trainer is the person who develops and provides classroom training to mentor candidates.

On the Job Training trainer is the person who provides On the Job Training to mentors.

Both trainers are also mentors who underwent required trainings and passed the examinations.

## 6 - 2 Training program for mentor candidates

The training program is developed in order to educate new mentors during a short period, providing the basics of mentoring. During the training program, mentor candidates learn three key points of mentoring as the followings:

1. The goal which mentor has to achieve.
2. The process to achieve the goal.
3. The skills which are required on each step in the process.

All training materials and training programs are designed in order for mentor candidates to efficiently learn these elements.

### 6 - 2 - 1 Training materials for mentor candidates

To help mentor candidates to learn the basics of mentoring, two kinds of training materials have been prepared: two (2) "Mentoring guidelines" and six (6) "Supplementary training materials".

#### **Mentoring Guidelines**

The mentoring guidelines are main training materials for mentors, describing the goal of mentoring, the standardized mentoring process and the skills required in the process. Mentors provide mentoring services based on the instructions in the mentoring guidelines, but at the same time, it is also expected to customize the service corresponding to the status of each client. To apply the standardized mentoring service to each client, it is necessary for mentors to understand the basics of mentoring, in order to know what is the best way for the client.

#### **1. Mentoring for Mature SMEs Guideline**

"Mentoring for Mature SMEs Guideline" is the most important training material for the mentor candidates, containing the standardized output forms, mentoring process and skills which are required in the process, and all mentors have to provide mentoring service referring to this guideline. The guideline helps mentors to understand how to provide their mentoring service and how to lead mature SMEs to focus their management resources towards the key to success.

#### **2. Mentoring for Start-Ups Guideline**

"Mentoring for Start-Ups Guideline" is the standardized mentoring guideline aimed for Start-Ups, SMEs which have established their business within the last 3 years, focusing on marketing activities, as most of Start-Ups tend to have Challenges on this segment. This guideline helps mentors understand the crucial points on supporting start-ups and leads start-ups to stand out

among other competitors.

These two mentoring guidelines contain the most important basics of mentoring, so that all mentor candidates need to have a deep understanding of them.

### **Supplementary training materials**

The supplementary training materials are developed to help mentors provide the standardized mentoring service based on the mentoring guidelines. To do so, mentors are expected to understand not only general business subjects, but also the current business environment such as laws and commercial customs in Serbia and so on. In addition to them, it is also helpful for mentors to have further knowledge in finance, marketing and production management, to be flexible and creative. The difference between supplementary materials and general training materials is that all contents of the supplementary books are selected based on the criteria that the topic are be useful for mentors and related to the standardized mentoring processes.

Supplementary training materials are following:

#### **1. Government Policy and Support Programs**

It contains the information about SME support programs provided by the government and other institutions. Mentors are expected to provide their clients with appropriate advice regarding these support programs and it is also an important role of mentors to help SMEs utilize the SME support programs. This material helps mentors understand how to apply to the support programs and how to select suitable programs for each SME corresponding to its objectives and conditions.

#### **2. How to work with Bank**

It contains various kinds of services for SMEs provided by Banks such as a variety of types of deposit and savings including check account, foreign exchange, future, LC, import/export finance, finance for working capital and capital investment etc. This material helps mentors understand the merits and risks of each type and how to build a good relationship with banks as reliable partners on business.

#### **3. Business environment**

It contains the information regarding the current business environment such as commercial customs, general financial conditions and temporary governmental policies concerning the SMEs in Serbia. As these elements put significant influence on SMEs, mentors are expected to understand them well and provide appropriate advice to SMEs. This material helps mentors

understand the current business environment in Serbia and lead SMEs to take the business environment into consideration in their business strategy.

#### **4. Basic Taxes for Business**

It contains information regarding a variety of taxes and their explanation. It is an important duty of SMEs to fully pay taxes and SMEs have to know well about this subject. On the other hand, tax payments sometime cause significant challenges especially on working capital to SMEs due to the lack of knowledge about the taxes. This material helps mentors understand the taxes in Serbia and lead SMEs to prepare for due tax payments in a right way.

#### **5. Basic Law for Business**

It contains the information regarding the present laws and regulations that are supposed to have a big influence to the SMEs in Serbia. Although competition is an important factor for SMEs to develop themselves faster, inappropriate competition will prevent the development of the national economy. On the other hand, if SMEs have a good understanding of laws and regulations, the knowledge will be the SME's advantages and make their businesses smoother. This material helps mentors understand these laws and regulations and lead SMEs to grow their business in a preferable competition.

#### **6. Production Management**

It contains basics of production management such as 5S, cycle time, QC and so on. Although each producer has its own characteristic and specialized knowledge, it does not assure their further improvement and sustainability. To continuously develop their business, it is mandatory for them to know basics of how to improve and manage their production. This material helps mentors provide appropriate advice on production management in order for manufacturers to increase their productivity, efficiency and sustainability.

## 6 - 2 - 2 Training program for mentor candidates

### 1. Classroom training for mentor candidates

Aim	Educate new mentors efficiently	
Objective	Learn the basics of mentoring at an optimum level	
Training Schedule	From February to March	
Style of training	Classroom style	
Training period	Totally four weeks	
Training Subjects	<ul style="list-style-type: none"><li>① Mentoring for Mature SMEs</li><li>② Mentoring for Start-Ups</li><li>③ Marketing</li><li>④ Financial Management and Business Plan</li><li>⑤ Production Management</li><li>⑥ Human Resource Management</li><li>⑦ Communication Skills</li></ul>	<ul style="list-style-type: none"><li>2 days</li><li>2 days</li><li>2 days</li><li>2 days</li><li>2 days</li><li>1 day</li><li>1 day</li></ul>
Summary of training	This training is held in order for mentor candidates who want to become certified mentors to systematically learn the basics of mentoring know-how. Trainees learn "The goal to be achieved", "The process to achieve the goal", "The skills which are required in the process" in their mentoring service, using the mentoring guidelines as the primary training material.	

### Summary of each subject

"Mentoring for Mature SMEs" and "Mentoring for Start-Ups" are the core trainings for mentor candidates. These trainings use "Mentoring Guidelines" as the training materials and explain the standard of mentoring.

#### 1. Mentoring for Mature SMEs

This module is the most important training for mentor candidates and it is using "Mentoring for Mature SMEs guideline". During this training, mentors learn the standardized mentoring service, including the output forms, standardized mentoring process and skills which are required in the process. During the training, the trainees learn the basic activities and skills of each step of the process.

#### 2. Mentoring for Start-Ups

This module is also one of the core trainings for mentor candidates and it is

using "Mentoring for Start-Ups guideline". The standard mentoring is explained and presented in "Mentoring for Mature SMEs guideline", but if mentors want to provide support to Start-Ups, they need more special knowledge and have to take different measures than the one aimed for Mature SMEs. During this module, trainees learn the basics of mentoring specialized for Start-Ups.

The following five modules of training are held in order to supplement the two core trainings from above. It is very important to understand the aim of these trainings, as the purpose is not to teach mentor candidates about new knowledge in the field, but to help the candidates understand and be able to use the basics of mentoring, which they have learned from the mentoring guidelines. To do so, the following trainings consist of practical cases in each field.

### **3. Marketing**

There is a saying in Japan that "There is no business without sales", so that mentors should have practical knowledge in marketing. To provide appropriate advice to clients on the stage of business planning, mentors are expected to come up with creative and feasible ideas on marketing. During this training, mentor candidates learn various kinds of practical cases on marketing, and understand how to use the basics of marketing know-how described in the mentoring guidelines.

### **4. Finance and Business Plan**

During this module mentors learn know-how on general financial analysis. If mentors have financial knowledge at an optimum level, they can understand the current status of their clients. On the other hand, there is more important for mentors to be able to strengthen the client by appropriate accounting. Therefore, mentors have to learn finance not only for analyzing, but also leading SMEs to their ideal status. In addition to it, it is necessary for SMEs to build a good relationship with banks because their assistance such as loan and grant with optimum conditions are crucial for their business. Therefore, skills on business planning are very important for mentors.

### **5. Production Management**

During this module, trainees learn various kinds of viewpoints on improvement. When mentors visit a production company, they usually have to analyze client's factory and provide advice in order to improve its productivity or so. It is not so important for mentors to have expert knowledge in the field which the client is already familiar with. The more

important point in production management is whether mentors are able to appropriately apply general improvement measures to their clients in correspondence with their status.

## **6. Human Resource Management**

During this module, mentor candidates learn general human resource management know-how, because there are many SMEs that are facing challenges on human resources, while they have developed the company from a mere family business to a bigger SME where various kinds of people have joined. Therefore, it is important for mentors to have human resource management know-how such as how to build a functional organization, how to motivate employees and so on.

## **7. Communication Skills**

During this module, trainees learn the basics of communication skills such as how to open other persons mind, how to have others think more, how to avoid conflicts with others and so on. Any activity in mentoring service needs good communication between mentors and clients, so that it can be said that communication skills is one of the most important skills for mentors.

### **6 - 3 Training program for mentors**

The training programs are developed in order for mentors to keep their mentoring skills at an optimum level. Each mentor should improve his/her own mentoring skills through daily mentoring activities, but it does not mean that mentors have to continuously learn new or more difficult skills of business. Mentors are supposed to provide high-quality mentoring service by performing the basics of mentoring which they have learned during classroom training. Even though mentors use same skills and methods as other mentors, the results will be varied due to each mentor's skill level. Therefore, it is expected for mentors to share their practical cases when they have effectively utilized the basics in a right way and also their activities which were developed by themselves considering the basics.

In this training program, mentors share their practical cases and learn how to use their basics of mentoring skills more and more.

#### **6 - 3 - 1 Training materials**

During the trainings, only handouts distributed by the trainers are used.

## 6 - 3 - 2 Training program

### 1. Mentor Award

Aim	Prevail ideal mentoring service among mentors	
Objectives	Learn ideal and practical mentoring activities	
Training Schedule	The end of February	
Style of training	Classroom style	
Training period	2 days	
Training Subjects	① Mentor Award in Mature SMEs cases	1 day
	② Mentor Award in Start-Ups cases	1 day
Summary of training	<p>During this training, nominated mentors provide presentation regarding their last year's mentoring service. Participants learn the key to success of each case and how to apply it to their own mentoring activities. At the end of the event, the mentor who provided the best and practical mentoring service gets the award of "Mentor of the year". It is also a strong message towards mentors that the mentoring is the one which all mentors are expected to perform. In addition to this, the event contains 2 or 3 hours short lecture regarding the key points which were found within last year and explained in the presentations. Then all mentors clearly know what they should learn from the event.</p>	

## 2. All Mentor Meeting

Aim	Standardize mentoring service	
Objectives	Learn how to perform practical analysis	
Training Schedule	The first half of October	
Style of training	Classroom style	
Training period	1 day	
Training Subjects	① Practical cases on Company Diagnosis	1 day
Summary of training	It is important for mentors to have a chance to know other mentor's activity, especially practical model cases. During the training, mentors can share their results of company diagnosis which has been performed by them during the year. Through practical cases, mentors can learn how to analyze client's business, what kinds of outputs are preferable and other mentors' creative ideas.	

## 3. Special OJT with professional consultant

Aim	Learn ideal quality of mentoring service	
Objectives	Learn how to use the basics of mentoring know-how at a high level.	
Training Schedule	From April throughout May	
Style of training	OJT style	
Training period	Each OJT takes a day. Totally 5 trainings at 5 locations	
Training Subjects	Each year, some subjects will be chosen in correspondence with mentor's requests.	1 day
Summary of training	A dispatched professional consultant accompanies a host mentor and provide mentoring service together to the mentor's client. It is not expected for the consultant to introduce some special or new knowledge. The main purpose of this training is that mentors learn how to use the basics of mentoring, and how effectively they work if only mentors have enough skills. 3 to 5 training topics are selected each year based on requirements from mentors, and since OJT has its main subject, each mentor can choose to which OJT he/she attends.	

#### 4. On the Job Training with On the Job Training trainer

Aim	Improve mentoring activities and skills	
Objectives	Learn standardized mentoring service	
Training Schedule	From September throughout October	
Style of training	OJT style	
Training period	2 visits to 3 clients ( For one trainee)	
Training Subjects	Actual cases of mentoring which each trainee deal with during the period.	3 days
Summary of training	<p>This training is conducted in order for mentors to improve their mentoring activities towards the standardized mentoring service described in the training materials. When an OJT trainer and a trainee visit a client together, if necessary, the trainer provides his/her advice and introduce standardized mentoring activities to the trainee. In that way, mentors can notice the difference between the standardized mentoring activities and their own ones. On the other hand, OJT trainers sometime accompany mentors from other RA/Cs, which usually have different mentoring methods and also different internal management styles. It is also an important function of this training that OJT trainers facilitate knowledge sharing among mentors beyond the boarder of RA/Cs.</p>	

#### 6 - 4 Training program for classroom trainer

This training program is developed in order to educate practical classroom trainers within a short period, providing basics of trainer skills. It is more required to classroom trainers to be able to teach the standardized mentoring activities than be able to perform high-quality mentoring service. To be a good trainer, it is not enough that the person knows practical mentoring know-hows and has experience of developing his own original methods, but also the person has to be able to clearly explain with plain words, relating them to the standardized mentoring know-how. In other words, it is more important for trainers that they can tell the basics of mentoring as described in the guidelines and other supplement training materials.

In this training program, classroom training trainer candidates learn basics of trainer skills in order to be practical trainers and prevail the standardized mentoring service among new mentors.

##### 6 - 4 - 1 Training materials

This training uses only handouts distributed by the trainer during the course.

##### 6 - 4 - 2 Training program

###### ① Classroom training for classroom trainer candidates

Aim	Produce new practical classroom trainers	
Objectives	Learn trainer skills	
Training Schedule	January	
Style of training	Classroom style	
Training period	2 days	
Training Subjects	① Trainer skills	2 days
Summary of training	This training is held in order for classroom training trainer candidates who want to become authorized classroom trainers to systematically learn the basics of trainer skills. Trainees learn the expected role of classroom trainer, basics of training skills such as presentation, documentation, facilitation, discussion, interactive communication know-how and so on.	

## 6 - 5 Training program for On the Job Training trainer

This training program is developed in order to produce practical On the Job Training trainers within a short period, providing basics of trainer skills, especially coaching skills. On the Job Training trainers have a significant role, as not only they train other mentors, but also prevail preferable standardized mentoring service in entire Serbia. There will be various kinds of differences on mentoring skills among mentors, and also among RA/Cs, therefore, On the Job Training trainers have to train each of mentors who belong to the trainer's region in order to disseminate expected standardized mentoring service and also to train other mentors beyond the borders of his/her RA/Cs.

During this training program, On the Job Training trainer candidates learn basics of trainer skills focusing on coaching skills, as it is necessary for trainees to address their challenges and find out solutions by themselves in order to efficiently improve their mentoring skills and activities.

### 6 - 5 - 1 Training materials

During the training only handouts distributed by the trainers are used.

### 6 - 5 - 2 Training program

#### ① Classroom training for On the Job Training trainer candidates

Aim	Produce new practical On the Job Training trainers	
Objectives	Learn trainer skills specialized for OJT trainer	
Training Schedule	January	
Style of training	Classroom style	
Training period	2 days	
Training Subjects	① Trainer skills specialized for OJT trainer	2 days
Summary of training	This training is held in order for On the Job Training trainer candidates who want to be authorized On the Job Training trainers to systematically learn the basics of trainer skills specialized for On the Job Training trainer. Trainees learn the expected role of On the Job Training trainers and basics of training skills such as coaching skills and so on.	

② **On the Job Training for On the Job Training trainer candidates**

Aim	Produce new practical On the Job Training trainers	
Objectives	Learn On the Job Training trainer skills	
Training Schedule	From the middle of June to the middle of July	
Style of training	On the Job Training Style	
Training period	3 days with at least 5 visits to OJT.	
Training Subjects	① Trainer skills specialized for OJT	3 days
Summary of training	This training is held in order for On the Job Training trainer candidates who want to become authorized On the Job Training trainers to experience how to perform basics of trainer skills specialized for OJT. Each OJT trainer candidate and his/her trainer accompany a mentor to visit the mentor's client. Then OJT trainer candidates learn how to provide their advice to mentors and improve their own trainer skills.	

## 7 Qualification system (Acquisition and Renewal)

When it comes to developing a practical and sustainable system, a well-designed qualification system is very important. To build that kind of a system, decision makers have to keep two key points in their mind: the functions of qualification requirement and qualification renewal system. The main functions are as follows:

1. The function of qualification requirement

It can clearly specify the basics required for applicants to become qualified license holders.

2. The function of qualification renewal requirement

It can help qualified license holders keep their skills at an optimum level.

In mentoring system, there are 3 key roles: mentor, classroom training trainer, and On the Job Training trainer. It is necessary for all decision makers to understand each role of three license holders in order to build a consistent qualification system.

### 7 - 1 Structure of the whole qualification system

When decision makers design a qualification system, the most important point is to understand the whole structure, consisting of training system, qualification conferment system and qualification renewal system. Each of them influences the others and the combination and balance among them are the most important elements to keep the system functional. If decision makers have to change something in a part of the system, they should consider the whole structure and identify the influences to other systems caused by the modification.

## Structure of the entire qualification system



## 7 - 2 Qualification system for mentors

### 7 - 2 - 1 Qualification requirement for mentors

Schedule	
<ul style="list-style-type: none"> <li>Selection of candidates</li> <li>Conferment</li> </ul>	<ul style="list-style-type: none"> <li>From the middle of November until the middle of December</li> <li>The end of March</li> </ul>
Necessary special conditions	
<ul style="list-style-type: none"> <li>At least university graduate.</li> <li>Applicant has to belong to an RA/C or an entity that the RA/C selected as an appropriate service provider with the agreement of NARD.</li> <li>Applicant needs the approval from NARD to become a mentor candidate.</li> </ul>	
How to learn and keep the required basic skills.	
Prepared trainings	Required conditions to pass
<ul style="list-style-type: none"> <li>Classroom training</li> <li>Examination</li> </ul>	<ul style="list-style-type: none"> <li>The percentage of attendance to each subject is more than 75%.</li> <li>The score of each subject's exam is more than 70%.</li> </ul>
Other requirements or notes	
<ul style="list-style-type: none"> <li>The qualification of mentor is effective for 5 years, after that, all mentors have to renew it at each 5 years.</li> </ul>	

### 7 - 2 - 2 Qualification renewal requirement for mentors

Schedule	
<ul style="list-style-type: none"> <li>Renewal of qualification</li> </ul>	<ul style="list-style-type: none"> <li>The beginning of December</li> </ul>
Necessary special conditions	
<ul style="list-style-type: none"> <li>Applicant holds a valid qualification of mentor.</li> <li>Applicant has provided mentoring service to at least 5 beneficiaries during last 5 years.</li> </ul>	
How to learn and keep the required basic skills.	
Prepared trainings	Required condition to pass
<ul style="list-style-type: none"> <li>Mentor Award</li> <li>All Mentor Meeting</li> <li>Special OJT with pro consultant</li> <li>OJT with OJT trainer</li> </ul>	<ul style="list-style-type: none"> <li>Applicant has attended to "Mentor Award" or "All Mentor Meeting" at least 5 times during the last 5 years.</li> <li>Applicant has attended to Special OJT with pro consultant at least 5 times during the last 5 years.</li> <li>Applicant has undergone OJT with OJT trainer at least 5 periods in the last 5 years.</li> </ul>
Other requirements	
<ul style="list-style-type: none"> <li>Mentor needs the approval from NARD to maintain mentor qualification.</li> </ul>	

### 7 - 3 Qualification system for classroom training trainers

#### 7 - 3 - 1 Qualification requirement for classroom training trainers

Schedule	
<ul style="list-style-type: none"> <li>Selection of candidates</li> <li>Conferment</li> </ul>	<ul style="list-style-type: none"> <li>The middle of December</li> <li>The end of January</li> </ul>
Necessary special conditions	
<ul style="list-style-type: none"> <li>Applicant holds a valid qualification of mentor.</li> <li>Applicant has provided mentoring service to at least 15 beneficiaries.</li> </ul>	
How to learn and keep the required basic skills.	
Prepared trainings	Required condition to pass
<ul style="list-style-type: none"> <li>Special training for classroom training trainer</li> <li>Examination</li> </ul>	<ul style="list-style-type: none"> <li>Full attendance to all subjects.</li> <li>The score of each subject's exam is more than 70%.</li> </ul>
Other requirements or notes	
<ul style="list-style-type: none"> <li>Classroom training trainer qualification is effective for 5 years, after that, all classroom training trainers have to renew it at each 5 years.</li> <li>At the selection of new Classroom training trainer, NARD will consider the candidate's motivation, experience in the field, and extent of understanding the training contents.</li> </ul>	

#### 7 - 3 - 2 Qualification renewal requirement for classroom training trainers

Schedule	
<ul style="list-style-type: none"> <li>Renewal of qualification</li> </ul>	<ul style="list-style-type: none"> <li>The first of December</li> </ul>
Necessary special conditions	
<ul style="list-style-type: none"> <li>Applicant holds a valid qualification of classroom training trainer.</li> <li>Applicant has provided classroom training at least once during the last 5 years.</li> </ul>	
How to learn and keep the required basic skills.	
Prepared trainings	Required condition to pass
Other requirements	
<ul style="list-style-type: none"> <li>Classroom training trainer needs the approval from NARD to maintain the qualification of classroom training trainer.</li> </ul>	

## 7 - 4 Qualification system for on the job training trainers

### 7 - 4 - 1 Qualification requirement for On the Job Training trainers

Schedule	
<ul style="list-style-type: none"> <li>Selection of candidates</li> <li>Conferment</li> </ul>	<ul style="list-style-type: none"> <li>The middle of May</li> <li>The end of July</li> </ul>
Necessary special conditions	
<ul style="list-style-type: none"> <li>Applicant holds a valid qualification of mentor.</li> <li>Applicant has provided mentoring service to at least 15 beneficiaries.</li> <li>Applicant needs the recommendation from NARD to become an OJT trainer candidate.</li> </ul>	
How to learn and keep the required basic skills.	
Prepared trainings	Required condition to pass
<ul style="list-style-type: none"> <li>Special classroom training for OJT trainer candidates</li> <li>Special OJT for OJT trainer candidates</li> </ul>	<ul style="list-style-type: none"> <li>Full attendance to all subjects.</li> <li>Full attendance to all subjects.</li> </ul>
Other requirements or notes	
<ul style="list-style-type: none"> <li>The qualification of OJT trainer is effective for 5 years, after that, all OJT trainers have to renew it at each 5 years.</li> <li>At the selection of new OJT trainer, NARD will consider the candidate's motivation, experience in the field, and extent of understanding the training contents.</li> </ul>	

### 7 - 4 - 2 Qualification renewal requirement for On the Job Training Trainers

Schedule	
<ul style="list-style-type: none"> <li>Renewal of qualification</li> </ul>	<ul style="list-style-type: none"> <li>The end of December</li> </ul>
Necessary special conditions	
<ul style="list-style-type: none"> <li>Applicant holds a valid qualification of OJT trainer.</li> <li>Applicant has provided OJT, which is described in this guideline, to at least 15 mentors during the last 5 years.</li> </ul>	
How to learn and keep the required basic skills.	
Prepared trainings	Required condition to pass
Other requirements	
<ul style="list-style-type: none"> <li>OJT trainer needs the approval from NARD to maintain the qualification of OJT trainer.</li> </ul>	

## F Achievement of Training and Workshop

### Joint Coordination Committee

Year	Date	Country			Title	Attendant	No. of attendant	Place
2013	3-Jul	Ser			1st Joint Coordination committee	C/P(Serbia)	17	Belgrade
2013	9-Jul		BiH		1st Joint Coordination committee	C/P(BiH)	23	Sarajevo
2013	10-Jul			Mne	1st Joint Coordination committee	C/P(Montenegro)	17	Podgorica
2015	24-Apr	Ser			2nd Joint Coordination committee	C/P(Serbia)	16	Belgrade
2015	28-Apr		BiH		2nd Joint Coordination committee	C/P(BiH)	12	Sarajevo
2015	29-Apr			Mne	2nd Joint Coordination committee	C/P(Montenegro)	11	Podgorica

### Overall Coordination Meeting

Year	Date	Country			Title	Attendant	No. of attendant	Place
2013	3-Dec	Ser	BiH	Mne	1st Overall Coordination Meeting	C/P (3 country)	20	Sarajevo
2014	9-Oct	Ser	BiH	Mne	2nd Overall Coordination Meeting	C/P (3 country)	18	Podgorica
2016	25-Feb	Ser	BiH	Mne	3rd Overall Coordination Meeting	C/P (3 country)	25	Belgrade

### Institutional Design Workshop

Year	Date	Country			Title	Attendant	No. of attendant	Place
2013	4-Jul	Ser	BiH	Mne	1st Institutional Design Workshop	C/P (3 country)	14	Belgrade
2013	21-Oct	Ser	BiH	Mne	2nd Institutional Design Workshop	C/P (3 country)	15	Belgrade
2013	3-Dec	Ser	BiH	Mne	3rd Institutional Design Workshop	C/P (3 country)	14	Sarajevo
2014	18-Nov	Ser	BiH	Mne	4th Institutional Design Workshop	C/P (3 country)	17	Belgrade
2015	26-May	Ser	BiH	Mne	5th Institutional Design Workshop	C/P (3 country)	14	Belgrade
2015	15-Jul	Ser	BiH	Mne	6th Institutional Design Workshop	C/P (3 country)	13	Podgorica

### Classroom Training for the Mentors

Year	Date	Country			Title	Attendant	No. of attendant	Place
2014	27-Feb	Ser			Mentoring for Start-ups	Mentors	35	Belgrade
2014	28-Feb	Ser			OJT Feedback	Mentors	41	Belgrade
2015	23-Mar	Ser			Classroom Training 2015	New mentors	23	Belgrade
2015	23-Mar	Ser			Human Resource Management	Mentors	40	Belgrade
2015	24-Mar	Ser			Communication	Mentors	40	Belgrade
2015	23,24-Apr	Ser			Mentoring for Mature	Mentors	40	Belgrade
2014	Feb-Mar		BiH		Classroom Training 2014	New mentors	12	Sarajevo
2015	Feb-Mar		BiH		Classroom Training 2015	New mentors	5	Sarajevo

2015	29-May		BiH		Standardised Mentoring Process	Mentors	10	Sarajevo
2014	Feb-Mar			Mne	Classroom Training 2014	New mentors	9	Podgorica
2015	Jun			Mne	Classroom Training 2014	New mentors	7	Podgorica
2015	1-Jun			Mne	Communication	Mentors	8	Podgorica
2015	2-Jun			Mne	Human Resource Management	Mentors	9	Podgorica
2016	29-Feb			Mne	Mentoring for Start-ups	Mentors	6	Podgorica

### Classroom Training for the Mentor Trainers

Year	Date	Country			Title	Attendant	No. of attendant	Place
2015	16-Mar	Ser			Special Training for CRTT	CRTT candidates	16	Belgrade
2015	27-May	Ser			Special Training for OJTT	OJTT candidates	5	Belgrade
2015	5-Jun	Ser			Special Training for OJTT	OJTT candidates	5	Belgrade
2015	1-Jul	Ser			Special Training for OJTT	OJTT candidates	5	Belgrade
2015	28-May		BiH		Special Training for CRTT	CRTT candidates	7	Sarajevo
2015	8-Apr			Mne	Special Training for CRTT	CRTT candidates	8	Podgorica

### All Mentor Meeting/Mentor Award

Year	Date	Country			Title	Attendant	No. of attendant	Place
2015	29-Sep	Ser	BiH	Mne	All mentor meeting	Mentors	60	Belgrade
2016	23,24-Feb	Ser			Mentor Award	Mentors	40	Belgrade
2016	15-Feb		BiH		Mentor Award	Mentors	20	Sarajevo
2016	16-Feb			Mne	Mentor Award	Mentors	13	Podgorica

**Beneficiaries of mentoring service 2014****Bosnia and Herzegovina**

No	Beneficiary	Business Fields	No. of Employee	Region	Mentor
1	MI system	Service	3	Sarajevo (SERDA)	Zinaida Porobić
2	MAKROVITA	Trade	4	Sarajevo (SERDA)	Dragiša Marek
3	Lamperija Enterijer d.o.o. Pale	Manufacturing	35	Sarajevo (SERDA)	Sinisa Obradović
4	Frigor doo	Manufacturing	1	Sarajevo (SERDA)	Asad Karišik
5	IRGET OD	Service	4	Sarajevo (SERDA)	Slaviša Čeranić
6	Lamers doo	Service	12	Sarajevo (SERDA)	Armina Arslanagic ČengiĆ
7	Unis Fagas	Manufacturing	30	Sarajevo (SERDA)	Aida Džamalića Duran
8	Intercima doo	Manufacturing	116	Sarajevo (SERDA)	Sanela Dževlan
9	HDI doo	Manufacturing	7	Sarajevo (SERDA)	Lejla Sirbubalo
10	Harysoft	Service	11	Sarajevo (SERDA)	Faruk Cerić
11	Woodteam	Manufacturing	50	Srajevo (FTCBH)	Senad Hromić
12	BuljsaĆ doo	Manufacturing	7	Srajevo (FTCBH)	Aida Klemencić

**Beneficiaries of mentoring service 2015**
**Bosnia and Herzegovina**

No	Beneficiary	Business Fields	No. of Employee	Region	Mentor
1	Alim d.o.o.	Visual communication	21	Srajevo (FTCBH)	Mr. Senad Hromić
2	Respect d.o.o.	Servicing-accounting and audit company	24	Sarajevo (SERDA)	Ms. Belma Pašić
3	ANI-BH d.o.o. Sarajevo	Servicing - Kindergarten	7	Sarajevo (SERDA)	Mr. Asad Karišik
4	MS&WOOD d.d. Sarajevo	Wood industry	181	Sarajevo (SERDA)	Mrs. Sanela Dževlan
5	UNIS FAGAS d.o.o. Sarajevo	Design and manufacturing of gas measurement	26	Srajevo (FTCBH)	Mrs. Aida Klemenčić Vidimlić
6	GRAMAS d.o.o.	Wholesale and retail of building materials	14	Srajevo (FTCBH)	Ms. Stanislava Sorajić
7	MEGAMIX d.o.o. Sarajevo	Mediation in trade	182	Sarajevo (SERDA)	Mr. Dragiša Marek
8	FIN Profi	Accounting, bookkeeping, auditing activities	2 permanent, 2	Sarajevo (SERDA)	Mrs. Armina Arslanagić Čengić
9	Mibral d.o.o.	Construction	56	Sarajevo (SERDA)	Mr. Siniša Obradović
10	Intermer Sarajevo	Wood industry	7	Sarajevo (SERDA)	Mr. Faruk Cerić
11	Decom d.o.o. Sarajevo	Software Services and Web Programming	2 permanent, 2	Sarajevo (SERDA)	Mr. Slaviša Čeranić
12	IDEGO d.o.o.	E-learning	6	Sarajevo (SERDA)	Mr. Asmir Kosovac
13	DIOPTIC d.o.o.	Trade, mediation	38	Sarajevo (SERDA)	Mrs. Zinaida Porobić
14	SMC d.o.o.-Beneton	Service industry and clothing sales	15	Srajevo (FTCBH)	Ms. Amila Šehić
15	Congress Service Center d.o.o. Sarajevo	Translation and interpretation services and event	3	Sarajevo (SERDA)	Mr. Zlatan Saračević

**Beneficiaries of mentoring service 2014**
**Montenegro**

No	Beneficiary	Business Fields	No. of Employee	Region	Mentor
1	ALNET D.O.O.	Engineering and technical consultancy	3	Podgorica	Nataša Batrićević
2	Millennium Business Group	Real estate broker	5	Podgorica	Nataša Batrićević
3	DARMA D.O.O.	Food production	12+(4)	Podgorica	Sanja Varajic
4	Happy People d.o.o.	Decoration and services	5	Podgorica	Sanja Varajic
5	FineArts d.o.o.	Specialized shop of painting materials, picture framing studio	3	Podgorica	Anđela GAJEVIĆ
6	GS COMPANY DOO	Restaurant and moving catering facilities business	21	Podgorica	Anđela GAJEVIĆ
7	Flotalba d.o.o.	Painting and glazing, glass processing and finishing	10	Podgorica	Ljiljana Belada
8	GORATON FILM DOO PODGORICA	Sale and distribution of computer equipment, audio and video CDs and DVDs	2	Podgorica	Ljiljana Belada
9	DOXY HEM D.O.O.	Production of chemical and hygiene products	1	Bar	Ivana Tomasevic
10	TAP JOVIC BR.1 D.O.O. BAR	Production and distribution of paper products-toilet paper, napkins. 100% cellulose	8	Bar	Sasa Jovanovic
11	EM PLUS d.o.o. CETINJE	Trade and services	1	Cetinje	Nikola Mijanovic, Pavle Simovic
12	INTERPRODUCT D.O.O.	Production of delicatessen	6	Cetinje	Nikola Mijanovic, Pavle Simovic
13	OBODICE - MNE	Production of cooling devices	15	Cetinje	Nikola Mijanovic, Pavle Simovic

**mentoring service 2015**
**Montenegro**

No	Beneficiary	Business Fields	No. of Employee	Region	Mentor
1	EDEX	Consulting Service	5	Bijelo Polje	Zarko Scekcic
2	MESARA MEDJEDOVIC	Processing of meat products	5	Bijelo Polje	Zarko Scekcic
3	MIKROMONT	Wholesales of metal goods	30	Bijelo Polje	Blazo Vlaovic
4	KONATAR	Furniture manufacturing	2	Bijelo Polje	Blazo Vlaovic
5	Vib-Bas	Metal products manufacturing	25	Niksic	Biljana Zoric, Milica Radojicic
6	ANGLIAN	Furniture manufacturing	11	Bar	Vesna Antunicevic
7	DR MASONCIC	Medical treatment (Inner medicine)	3	Bar	Ivana Tomasevic, Vesna Tomasevic
8	ENTERIJER DESIGN STUDIO	Furniture manufacturing	6	Bar	Sasa Jovanovic
9	ART OF BIZ	Accounting service, Restaurant	1	Bar	Ivana Tomasevic
10	Multiprint	Retail (Computer and office supply)	16	Bar	Ivana Tomasevic
11	Pro Invest	Whole sales	17	Bar	Sasa Jovanovic
12	MIANJA	MeaProcessing of meat products	13	Cetinje	Nikola Mijanovic, Savo Borozan
13	ANJA COSMETICS	Cosmetics, Retail	26	Cetinje	Pavle Simovic, Milo Vujanovic
14	FORBA	Construlting, Retail	4	Podgorica	Natasa Batricevic

15	BALKAN T&M	Retail	4	Podgorica	Ljiljana Belada
16	AMPLITUDO	ICT engenering , digital marketing	5	Podgorica	Andjela Gajevic, Sanja Varajic

**Beneficiaries of mentoring service****Serbia**

Year	No.	Company Name	Region
2013	1	Agencija ROBOĐOLE	Zaječar
	2	Agencija za konsalting AURO STANDARD	Vranje
	3	Agencija za obrazovni konsalting K KONSALTING	Vranje
	4	Agencija za posredovanje u prodaji raznovrsnih proizvoda Čarli Čaplin	Kragujevac
	5	Agro Stapar doo	Novi Sad
	6	Alfa Agencija za knjigovodstvene usluge	Kraljevo
	7	ALU-PLAST d.o.o.	Apatin
	8	Ankabo doo	Ub
	9	Ava 311 doo	Valjevo
	10	Bagi trans DOO	Adrani
	11	Basic line doo	Zrenjanin
	12	Bosis doo	Valjevo
	13	CONFIDO TIM d.o.o.	Subotica
	14	Dal doo	Osečina (varošica)
	15	DARABOŠ-NOVA d.o.o.	Subotica
	16	Diginet sr	Zrenjanin
	17	Eko Field Plus doo	Čonoplja
	18	EKOFIL doo	Beograd
	19	ENERGOMONT d.o.o.	Bački Vinogradi
	20	Etno J L Art	Stragari
	21	Euroalat doo	Novi Pazar
	22	Exelit doo	Novi Pazar
	23	FE PLAST DOO	Užice
	24	Frizerska radnja Jovana Jovanović	Bujanovac
	25	Frizerski salon ARJANITA	Preševo
	26	Frizerski salon Studio Belona Leskovac	Leskovac
	27	GOIKOM d.o.o.	Sokobanja
	28	Hidrokontrol d.o.o.	Donje Međurovo
	29	Hostel Republik 031	Užice
	30	JASMINA TERZIĆ PR, SAMOSTALNA ZANATSKA RADNJA TERZIJA, LEBANE	Lebane
	31	Karavan International doo	Novi Pazar
	32	KI-KI doo	Novi Sad
	33	Korali doo	Kraljevo
	34	KORALŠPED d.o.o.	Subotica
	35	KUERK	Sremska Kamenica
	36	Lady Emilly zrz pds	Zaječar
	37	Laser International doo	Novi Pazar

38	Laureat doo za menadžment i zastupanje autora i glumaca	Novi Sad
39	MD Product +	Užice
40	Mehanoprint d.o.o.	Požega
41	Mikado fashion	Kragujevac
42	Miloš Stojanović pr stomatološka ordinacija Cirkonijumdent Niš	Niš
43	Modni atelje "Makondo"	Srbobran
44	NAJ Komerc doo	Kraljevo
45	Net Effect doo	Kragujevac
46	Office Finance doo Požarevac	Požarevac
47	Optika Exclusiv	Novi Sad
48	P Kanal d.o.o.	Pirot
49	PANA COMP – ZEMLJA ČUDA doo	Novi Sad
50	Pekara Krle 63219207	Zrenjanin
51	Pekara Polet ad	Novi Pazar
52	Plastor doo	Jagodina
53	Pogled telekomunikacije d.o.o.	Niš
54	Preduzeće za trgovinu SB komerc doo Export-Import Repince	Vladičin Han
55	Proksima doo	Gornji Milanovac
56	ProPet recycling doo	Zrenjanin
57	PTR K-PROM	Vranje
58	Računovodstveni biro Hiden-19 doo	Novi Pazar
59	Radnja za mlevenje žitarica GOGI-M	Vladičin Han
60	Relja junior doo	Zrenjanin
61	Saldo Account od Novi Sad	Novi Sad
62	Samostalna zanatska radnja i fotokopirnica FOTO DODIĆ	Bojnik
63	Šampinjon centar, Vesna Dubljanin Preduzetnik Kraljevo	Kraljevo
64	Sani komerc doo	Lajkovac (varoš)
65	Savema doo	Čačak
66	SGTR Duga	Adrani
67	Slovan Progres doo	Selenča
68	SOLAR ICE d.o.o.	Subotica
69	spd Mala mlekara	Silbaš
70	SPREMO-N s.z.r. Nenad Spremo pr.	Svilojevo
71	SPTR Artos	Užice
72	Stefil-Osa doo Osanica	Osanica
73	Stomatološka ordinacija LENA-DENT	Vranje
74	Superior doo	Velika Plana
75	SZTR "DIZAJN CENTAR"	Zaječar
76	SZTR PRESTIGIO	Kladovo
77	Tami-trade d.o.o.	Niš

	78	Tatjana Stošić preduzetnik, trgovinska radnja i fotokopirnica Cvrle Leskovac	Leskovac
	79	Taž junior doo	Valjevo
	80	The Dubliner	Užice
	81	TOPOLA KOŽA ANETT s.z.r. Derković Izabela pr.	Bačka Topola
	82	UTR Pod obalom	Kraljevo
	83	UTR SEM	Kraljevo
	84	Vinarski podrum Dacić	Rekovac
	85	VIVALEKS d.o.o.	Knjaževac
	86	Web 023 mb 63192139	Zrenjanin
	87	Wood&Fruits d.o.o.	Prva Kutina
	88	Yumis d.o.o.	Niš
	89	Zanatsko trgovinska radnja Top-Auto Igor Dimitrijević	Leskovac
	90	Zdravstvena ustanova apoteka Dona farm	Niš
	91	Zdravstvena ustanova apoteka Medis lek	Niš
	92	ZZ BUDUĆNOST	Zaječar
	93	А л е к с а н д а р П е т р о в и ћ п р з а н а т с к а р а д њ а д е с т и л е р и ј а П е т р о в и ћ Р у м а	Ruma
	94	З Т Р и к о м и с и о н „ В у к “	Sremska Mitrovica
	95	К о з м е т и ч к и с а л о н „ К а с т а н и ј а “	Ruma
	96	П е к а р а С и м и ћ д о о	Sremska Mitrovica
	97	Т Р Д А С Т М Б В	Ruma
	98	У г о с т и т е љ с к о з а н а т с к о т р г о в и н с к а р а д њ а Л е с к о в а ч к и М е р а к	Ruma
2014	1	Archidesgn Kraljevo	Kraljevo
	2	Tehnograd Inzenjering doo Kraljevo	Kraljevo
	3	Ugostiteljsko turističko preduzece Morava	Čačak
	4	ZUR EUROPOLIS KRALJEVO	Kraljevo
	5	„ MujEn travel` doo	Novi Pazar
	6	Agencija za čišćenje i trgovinu na veliko i malo hemijskim proizvodima SJAJ PLUS Leskovac	Leskovac
	7	AGENCIJA ZA DRVO DOO	Beograd
	8	AGROIMEPEX d.o.o., Subotica	Subotica
	9	Agromercator doo	Kisač
	10	Amperbat	Zrenjanin
	11	ANEX PLUS doo, Požarevac	Požarevac
	12	Asmedia CX	Valjevo
	13	AT HOME, frizerski salon, Vladan Stanković pr	Požarevac
	14	Atelje Andjela	Novi Sad
	15	AUTOBIZNIS-NS3 DOO	Novi Sad
	16	AVIS DOO	Novi Pazar
	17	B.O.S.kompani	Kruševac

18	BEST MAN GROUP DOO	Leskovac
19	CENTAR ZA EDUKACIJU ENGLISH IN WONDERLAND PETROVIĆ DRAGANA PREDUZETNIK LESKOVAC	Leskovac
20	DATA COPY DOO	Beograd
21	Dental-Va	Valjevo
22	DITEX s.z.r., Apatin	Apatin
23	DIZAJN CENTAR PRO	Zaječar
24	DIZNI O&M DOO Leskovac	Leskovac
25	Dušica Tričković preduzetnik, radnja za proizvodnju kora Kiki-kore, Niš	Niš
26	Ecology sistem	Vrbas
27	Ema-Export doo	Knić
28	EMBALEGNO d.o.o., Apatin	Apatin
29	FABRIKA MERNIH TRANSFORMATORA	Zaječar
30	FIFI GROUP DOO	Vranje
31	Flower basket	Belušić
32	Frigo oprema doo	Kruševac
33	Frizerski studio Kostić Style	Kragujevac
34	GALOPER DOO VRANJE	Vranje
35	HAPPY WAY	Knjaževac
36	I taxi navigator doo	Zrenjanin
37	IMPLEMENTACIJA DOO	Beograd
38	INTERCER d.o.o.	Beograd
39	J&I KNJIGOVODSTVENI BIRO	Novi Sad
40	JAZZ CAFE d.o.o.	Zaječar
41	Jovovača	Kačarevo
42	KKUR ,, MISIR``	Novi Pazar
43	Knjigovodstvena radnja ,, Biševac``	Novi Pazar
44	KORTEKS DOO	Novi Sad
45	L&L	Zaječar
46	Malina impex doo	Valjevo
47	Marijela Mladenović PR proizvodno trgovinska radnja Fildžan kafence Vranje	Vranje
48	MAXX LINE FASHION	Knjaževac
49	MEGALIS TRADE DOO	Beograd
50	Metal - inženjering d.o.o.	Ivanjica
51	Milena Rajković pr radnja za proizvodnju nameštaja i pružanje usluga obrade pločastih materijala Woody Niš	Niš
52	MM	Kragujevac
53	Novitet d.o.o.	Žitkovac
54	Obuća Pavle d.o.o.	Bela Palanka
55	OLIMPIC-CABI DOO	Novi Pazar
56	Papir UE031 d.o.o.	Užice

57	PECTOPAH DOO	Beograd
58	PET-ALU Žolt Sabo Sabadoš pr radionica za reciklažu	Bačka Topola
59	Petra travel doo Raška	Raška
60	Planet store	Lajkovac (varoš)
61	PLUS HOSTING DOO	Novi Sad
62	Podrum pića Tim	Ramača
63	PR ADS Form	Kruševac
64	PR Element trade	Priboj
65	Privredno društvo VULE-KOMERC DOO, Šišince	Leskovac
66	PROFICUT	Bački Petrovac
67	PROFI-MONT	Negotin
68	Pržionica kafe GOOD KAFA	Vranje
69	PTR Vinarija Živkovića	Aleksandrovac
70	Radnja za preradu kafe i trgovinu KAFA BONS NS	
71	Rasadnik cveća Đorđević	Vučič
72	Strugara Mitić Tim	Kruševac
73	Studio Maruška Čačak	Čačak
74	SUNCOKRET d.o.o., Hajdukovo	Hajdukovo
75	SUR ,, Stara čaršija 1439’ ’	Novi Pazar
76	SZR AUTOSJAJ-NS	Novi Sad
77	SZR IVOTERM, Kostić Oliver PR	Zaječar
78	SZR Sitograf RM, Milivoje Ristić pr	Požarevac
79	SZTR RAINBOW	Novi Sad
80	SZUTR SAVOUR	Novi Sad
81	Tanja-Cosmetics doo	Kragujevac
82	TEHNOBIRO DOO	Beograd
83	Tehnomag AG Projekt doo Kraljevo	Kraljevo
84	Tehnomag proing doo Kraljevo	Kraljevo
85	TIMI sztr – Timea Jurčak Turčanji pr.	Bačka Topola
86	Touring Europa d.o.o.	Niš
87	Trench doo	Zrenjanin
88	Turitička agencija IN TRAVEL	Vranje
89	Tvrdo jezgro d.o.o.	Niš
90	Ugostiteljska radnja Liv Fero	Užice
91	Unijapak d.o.o.	Niš
92	Univerzal M plus	Užice
93	UROŠ ILIĆ PR Radnja za popravku i prodaju računara i periferne opreme	Vranje
94	VAVEL	Knjaževac
95	Večanski doo	Petrovaradin
96	Vesić 1	Valjevo
97	Yuteam software od	Zrenjanin

	98	Zlatna košuta UR, Jasminka Sikiruš pr	Petrovac
	99	З У Р „Р У М - Б У М“ Р у м а	Ruma
	100	К њ и г о в о д с т в е н а А г е н ц и ј а „4 х М. П.“ Л а ћ а р а к	Lačarak
	101	О д р ж а в а њ е Г В Г Р у м а	Ruma
	102	П Е Г А З, Р у м а	Ruma
	103	С . Т . У . Р . „Д У А Л“ Л а ћ а р а к	Ruma
	104	Т З Р „Р А Д О С Т“ Р у м а	Ruma
2015	1	AGENCIJA ZA PRUŽANJE USLUGA PC CENTAR MAKI	Leskovac
	2	Umetnička radionica DAR	Gornji Milanovac
	3	VUNARSKI INSTITUT VUNIL	Leskovac
	4	"OMNI CENTAR" doo	Valjevo
	5	"Stolovi Miletić"	Kruševac
	6	"Va vood" doo	Valjevo
	7	ABR d.o.o.	Niš
	8	AGENCIJA ZA STRANE JEZIKE MY SCHOOL	Novi Sad
	9	Agro seme kd. Mrčajevci	Mrčajevci
	10	AMC- Afrodite Mode Collection	
	11	ANDZOR ENGINEERING DOO NOVI SAD	Novi Sad
	12	Apoteka Suncokret – Nina Zaječar	Zaječar
	13	Asocijacija tekstilaca „ ASSTEX“	Novi Pazar
	14	Avalon Partners	
	15	Bio Špajz	
	16	Bionys Plus, Milijana Stojanović, pr	Krnjevo
	17	Bosnić Konsalting doo, Smederevo	Smederevo
	18	CYBER SOLUTION SERVICE	Bujanovac
	19	Dejan Rajević PR Prevozničko trgovinska radnja Lipnica	Loznica
	20	Distillery doo, Kumane, Fabrika za proizvodnju voćnih rakija	Kumane
	21	Drenovac doo	Arilje
	22	Enco doo	Novi Pazar
	23	EPRO SZR	Novi Sad
	24	Extol doo Loznica	Loznica
	25	FERZ ZAIMI PR PEKARSKA RADNJA SPIRA ŠAR MEDVEDA	Medveđa
	26	Gepard-Vis doo	Novi Sad
	27	Gradjevinska radnja EUROSTIL-GRADNJA Ljiljance	Ljiljance
	28	Grafička radnja STUDIO NEW ENERGY	Vranje
	29	IKT Klaster Centralne Srbije	Kragujevac
	30	IKT Mreža	
	31	Inovativni klaster za unapređenje konkurentnosti pčelarske proizvodnje Panonska pčela	Novi Sad
	32	Ister inženjering doo	Valjevo
	33	Izet Lekić Auotoprevoznik	Novi Pazar

34	Jovana Tošić PR trgovinska radnja PISTOS Niš	Niš
35	KATALIN MAJOROŠ pr. proizvodnja ostalih predmeta GOOFI STOLARIJA, Kanjiža	Kanjiža
36	Kiri doo, Smederevo	Smederevo
37	KLASTER GRADJEVINSKO KOMUNALNE DELATNOSTI PANONIJA	Novi Sad
38	KLASTER KREATIVNIH INDUSTRIJA VOJVODINE	Novi Sad
39	KLASTER ZA ENERGETSKU EFIKASNOST – ENEF	Novi Sad
40	Klaster zdravstvenog,velnes i spa turizma Srbije	
41	Konelek	
42	Konsalting i menadžment "Morado"	
43	KREATIVNA RADIONICA FANKY ART	Novi Sad
44	Kryooprema doo	Pančevo
45	LASTVA DOO ČAČAK	Čačak
46	Lavirint	
47	MALI TALENTI d.o.o. Subotica	Subotica
48	Maverick Consulting	
49	Menjačnica Arena	Valjevo
50	METALOPORMET DOO	Kula
51	Mihajlović Soft d.o.o.	Niš
52	Milica Stanimirović PR Perionica veša i drugih tekstilnih predmeta Loznica	Loznica
53	Mlekara Mihajlović	Paraćin
54	MPM Fruit eksport – import	Kragujevac
55	MS ELKOP d.o.o., Apatin	Apatin
56	Neimar Projekt d.o.o.	Niš
57	Nenad promet doo, Osipaonica	Osipaonica
58	Niški klaster naprednih tehnologija NiKAT	Niš
59	PA Biljni lekar	Zaječar
60	PAPIR PRINT, d.o.o.	Gornji Milanovac
61	PD MOSKOW 2015 DOO	Vranje
62	PD Živanović d.o.o.	Niš
63	PELCER d.o.o., Subotica	Subotica
64	Pešter agro klaster	Novi Pazar
65	Plodovi pak doo	Kovin
66	Poliklinika Cukanić	Vršac
67	PR Roberta Knežević"	Kruševac
68	Preko puta 2014	Novi Pazar
69	PRIVREDNO DRUŠTVO ZA PROIZVODNJU, TRGOVINU I IZVOZ GRIN INTERNATIONAL DOO KNJAŽEVAC	Knjaževac
70	Pro Pozitiv	
71	Promis	
72	Radnja za proizvodnju vina "Podrum Rašković"	Aleksandrovac
73	RECIKA d.o.o.	Knjaževac

74	ROAD HR doo	Novi Sad
75	Ruki Šped doo Badovinci	Badovinci
76	S&V Drilling mine services d.o.o.	Pirot
77	Sani Optik	Beograd
78	SILA d.o.o., Stara Moravica	Stara Moravica
79	Slavica Marković PR Frizerski salon SLAĐA SM	Krupanj
80	SLIDE GROUP d.o.o.	Knjaževac
81	Šljivoprodukt	Kragujevac
82	Smrčak-BBS	Bajina Bašta
83	Spektar plus	Zrenjanin
84	STEVAN ERDELJAN pr. Pekara Čoka	Čoka
85	STR Mihajlović	Donja Mutnica
86	SZTKR Kopi-lot Čajić Vera Preduzetnik	Zaječar
87	TAXI DISPEČER DOO	Zrenjanin
88	TOP TERM CENTAR d.o.o.	Zaječar
89	Ugostiteljska radnja MM RIZNICA	Vranje
90	Vinum doo	Novi Sad
91	Vojvodina Metal Klaster	Temerin
92	VTM Transport doo, Živica	Živica
93	Wake up	Kruševac
94	Yu label	
95	К њ и г о в о д с т в е н а А г е н ц и ј а „ П р о ф и т “	Sremska Mitrovica
96	П Р к њ и г о в о д с т в е н а а г е н ц и ј а „ Andela Victory “ Р у м а	Ruma
97	С т о л а р и ј а Љ и љ а	Sremska Mitrovica
98	Т р г о в и н с к а р а д њ а Л И Н А	Ruma

## Appendix H メンターサービスの企業による評価結果概要

「セ」国におけるメンタリング評価については、2014 年 5 月に開催された「セ」国での JCC、及び同年 10 月に開催された 3 カ国 OCM で合意形成されたとおり、「セ」国による自助努力でのメンタリング評価が恒常的になされていることを鑑み、関連する活動を行う必要がないことで了解している。

ただ残念ながら、2015 年については、NARD の予算削減に伴い評価予算 (約 200 万円) が確保できなかったため、2014 年度メンタリングの第三者評価についてはこれを実施することができなかった。この点に関し NARD は、2016 年 1 月以降統合される新組織においては、評価を継続できる予算を確保できるよう上位機関に対して訴求していくことを言明している。

JICA コンサルタントは、当初「ボ」国のメンタリング評価を 2015 年 11-12 月にかけて実施しようと考えていた。しかしながら、「ボ」国での SME クライアントが公募を通じて思うように集まらなかったこともあり、メンタリング開始時期が他の 2 カ国に比べて遅れたため、2015 年 11 月末段階でもメンタリングが継続中であるケースが幾つかあった。そのため、同国のメンタリング評価を 2016 年 1 月に先送りすることにした。

ただ幾人かのメンターにはヒアリングすることができたので、2015 年のメンタリングの成果についての事前聞き取り調査を行った。2015 年 12 月 1 日から 4 日にかけて SERDA と FTCBH で実施した第一世代メンターと新メンターへの聞き取り調査の結果として以下が確認された。

まず SERDA については、その組織上の制約 (官民合わせた多数のプロジェクトに従事、メンタリングの対価を得られる訳ではない) から、メンタリングに十分な時間を投入する余裕のないメンターが多かった。「セ」国、「モ」国では 50 時間をメンタリングの基準としているが、聞き取りを行った数名の SERDA のメンターについては、その 1 割から 2 割の時間しかメンタリングに提供できていないことを確認した。メンタリングに対しての財源が確保されていない中ではメンターのモチベーションの維持も困難であると考えられる。SERDA 幹部によると、将来的にはメンタリングの資金確保のためのロビー活動を行う組織内のタスクフォースを成立させたいとのことであった。

一方、FTCBH の新旧メンターは、メンタリングを熱心に実施していることを確認した。また彼らの受益 SME の課題認識や課題へのアプローチの仕方も十分的を得ていた。特に 2014 年度の育成済みメンターは、2014 年度メンタリングではクライアントに躊躇する場面も多かったが、今年は堂々と対応できた、と自己評価していた。これは新旧メンターをリードする Mr. Hromic の存在が大きいように思われる。ただ FTCBH においても 50 時間というメンタリング時間を達成したものはおらず、ボスニア・ヘルツェゴビナでは相変わらず「中央政府をはじめとする行政組織の積極的コミットメント」が必要と感じられた。

### 1) 2015 年度メンタリング評価

2015 年度のメンタリングについて進捗状況ならびに結果を評価するため、JICA コンサルタントが約二週間にわたり調査を実施した。

評価に際しては、客観性を担保するため、以下二種類の方法を併用し、特に受益企業に対しては JICA コンサルタントが (メンターも同席させずに) 直接訪問してインタビューを行う方法を取った。

## ア) 受益企業:インタビュー法

### ボ国におけるメンター評価スケジュール

#	Company	Industry	Number of employees	Mentor	Person in Charge	Meeting Date
1	Alim d.o.o.	Advertising industry	21	Senad Hromic	Alija Šahinović	11.01.2016.
2	Respect d.o.o.	Servicing- audit company	24	Belma Pašić	Sabit Bašić	11.01.2016.
3	ANI-BH d.o.o. Sarajevo	Servicing -Kindergarten	7	Asad Karisik	Aida Bajić	11.01.2016.
4	MS&WOOD d.d. Sarajevo	Wood industry	181	Sanela Dževlan	Hrusto Tupeković	12.01.2016.
5	UNIS FAGAS d.o.o. Sarajevo	Design and manufacturing of gas measurement and control equipment	26	Aida Klemenčić	Šejla Dedić	12.01.2016.
6	GRAMAS d.o.o.	Wholesale and retail of building materials	14	Stanislava Sorajić	Nedžad Sudić	12.01.2016.
7	MEGAMIX d.o.o. Sarajevo	Mediation in trade	182	Dragiša Marek	Adnan Misimovic	12.01.2016.
8	FIN Profi	Accounting, bookkeeping, auditing activities and tax consultancy	2 permanent, 2 temporary	Armina Arslanagić Čengić	Admir Salkić	13.01.2016.
9	Mibral d.o.o.	Construction	56	Siniša Obradović	Maja Bralović Smith	13.01.2016.
10	Intermer Sarajevo	Wood industry	7	Faruk Cerić	Vedad	14.01.2016.
11	Decom d.o.o. Sarajevo	Software Services and Web Programming	2 permanent, 2 temporary	Slaviša Čeranić	Eldan Tvrtković	14.01.2016.
12	IDEOGO d.o.o.	E-learning	6	Asmir Kosovac	Haris Palalija	14.01.2016.
13	DIOPTIC d.o.o.	Trade, mediation	38	Zinaida Porobić	Neira Osmanović Agić	15.01.2016.
14	SMC d.o.o.-Beneton	Service industry and clothing sales	15	Amila Šehić	Armin Kepeš	15.01.2016.
15	Congress Service Center d.o.o. Sarajevo	Translation and interpretation services and event management	3	Zlatan Saračević	Selma Totić Redžepagić	15.01.2016.

## イ) メンター:アンケート法

メンター向けのアンケートと企業向けのアンケートは同じ質問を載せていた。

Evaluation subject	Method	Input by Beneficiary + Input by mentor
1 General Information	Qualitative	1.1 もともとどうしてメンタリングに応募したか？ 1.2 メンタリングをどうやって知ったか？ 1.3 御社にはどんな課題があるのか？
2 Mentoring Achievement	Qualitative	2.1 メンターは何回来たか？ 2.2 メンターはメンタリング全体の進め方を示したか？ メンターは予定通りに来たか？
3 Further Necessary Skills and Know how	Tangible	3.1 メンターは御社の課題を理解したか？ (Score ★) 3.2 メンターはどんな解決策を示したか？ (Score ★) 3.3 メンターの話は役だったか？ (Score ★)
4 Evaluation	Qualitative	3.4 どんなメンターが来て欲しいか？
	Qualitative	4.1 メンタリングの時間についての不満は？
		4.2 メンターに対する不満は？
		4.3 メンターはどこを改善すべきと思うか？
		4.4 メンタリングが有料なら金を払うか？
		4.5 メンターを総合的に評価すると何をどのように改善すべきか

またスコアの部分も追加された。メンターと企業に同じ質問を行った際のスコアのギャップも理解できるようになった。

## メンターと企業のスコアの比較

Question	Score by beneficiary					Score by Mentors				
	Poor	Fair	Good	Very good	Excellent	Poor	Fair	Good	Very good	Excellent
3.1 Was the mentor able to understand your company's problems?	2		2	4	7			3	8	4
3.2 What kind of solution did the mentor suggest? Was the mentor's proposal enough?	3		2	7	3	1	1	4	6	3
3.3 Do you think that conversation/communication with mentor with you helped your company?	3		1	5	6	5	1	2	4	3

この際、評価項目は可能な限り同一のものを用いて、メンターと受益企業間で認識にギャップがあるか否かを明らかにした。

結果として、十分にメンタリングができているメンター5名を創出し、2月15日のメンターアワードにおいてプレゼンテーションを実施することとした。一方でそれ以外のメンターについては顕著な遅れが見られるものもあり、SERDA ディレクターの Okeric 氏と協議し、同氏から強力なリーダーシップを発揮しメンタリング活動を強化するとの約束を得た。

ボ国の各メンターのスコアは以下通り。

### 3.1 メンターは御社の課題を理解したか？

Mentor*	Evaluation by Client					Evaluation by Menor				
	3.1 Was the mentor able to understand your company's problems?					Was the mentor able to understand your company's problems?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
<a href="#">Senad Hromić</a>			★							★
<a href="#">Belma Pašić</a>				★					★	
<a href="#">Asad Karišik</a>					★					★
<a href="#">Sanela Dževljan</a>					★				★	
<a href="#">Aida Klemenčić</a>					★			★		
<a href="#">Stanislava Sorajić</a>					★			★		
<a href="#">Dragiša Marek</a>	★							★		
<a href="#">Armina Arslanagić Čengi</a>					★					★
<a href="#">Siniša Obradović</a>			★							★
<a href="#">Faruk Cerić</a>					★			★		
<a href="#">Slaviša Čeranić</a>	★								★	
<a href="#">Asmir Kosovac</a>					★				★	
<a href="#">Zinaida Porobić</a>				★				★		
<a href="#">Amila Šehić</a>				★					★	
<a href="#">Zlatan Saračević</a>				★					★	

### 3.2 メンターはどんな解決策を示したか？

Mentor*	Evaluation by Client					Evaluation by Menor				
	3.2 What kind of solution did the mentor suggest? Was the mentor's proposal enough?					What kind of solution did you suggest? Was your proposal enough?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
<a href="#">Senad Hromić</a>			★							★
<a href="#">Belma Pašić</a>				★					★	
<a href="#">Asad Karišik</a>					★					★
<a href="#">Sanela Dževlan</a>			★					★		
<a href="#">Aida Klemenčić</a>					★			★		
<a href="#">Stanislava Sorajić</a>				★				★		
<a href="#">Dragiša Marek</a>	★					★				
<a href="#">Armina Arslanagić Čengić</a>					★					★
<a href="#">Siniša Obradović</a>	★								★	
<a href="#">Faruk Cerić</a>				★			★			
<a href="#">Slaviša Čeranić</a>	★							★		
<a href="#">Asmir Kosovac</a>				★					★	
<a href="#">Zinaida Porobić</a>				★				★		
<a href="#">Amila Šehić</a>				★					★	
<a href="#">Zlatan Saračević</a>				★					★	

### 3.3 メンターの話は役立ったか？

Mentor*	Evaluation by Client					Evaluation by Menor				
	Do you think that conversation/communication with mentor with you helped your company?					Do you think that conversation with you helped the client?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
<a href="#">Senad Hromić</a>				★						★
<a href="#">Belma Pašić</a>				★					★	
<a href="#">Asad Karišik</a>					★					★
<a href="#">Sanela Dževlan</a>					★			★		
<a href="#">Aida Klemenčić</a>					★		★			
<a href="#">Stanislava Sorajić</a>					★			★		
<a href="#">Dragiša Marek</a>	★					★				
<a href="#">Armina Arslanagić Čengić</a>					★					★
<a href="#">Siniša Obradović</a>	★								★	
<a href="#">Faruk Cerić</a>			★			★				
<a href="#">Slaviša Čeranić</a>	★							★		
<a href="#">Asmir Kosovac</a>					★				★	
<a href="#">Zinaida Porobić</a>				★				★		
<a href="#">Amila Šehić</a>				★					★	
<a href="#">Zlatan Saračević</a>				★		★				

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# **2015 Mentoring Service Evaluation**

## **Outline of preparation activities for Mentoring Evaluation Service 2015**

**JICA Consultant Team**

## Introduction

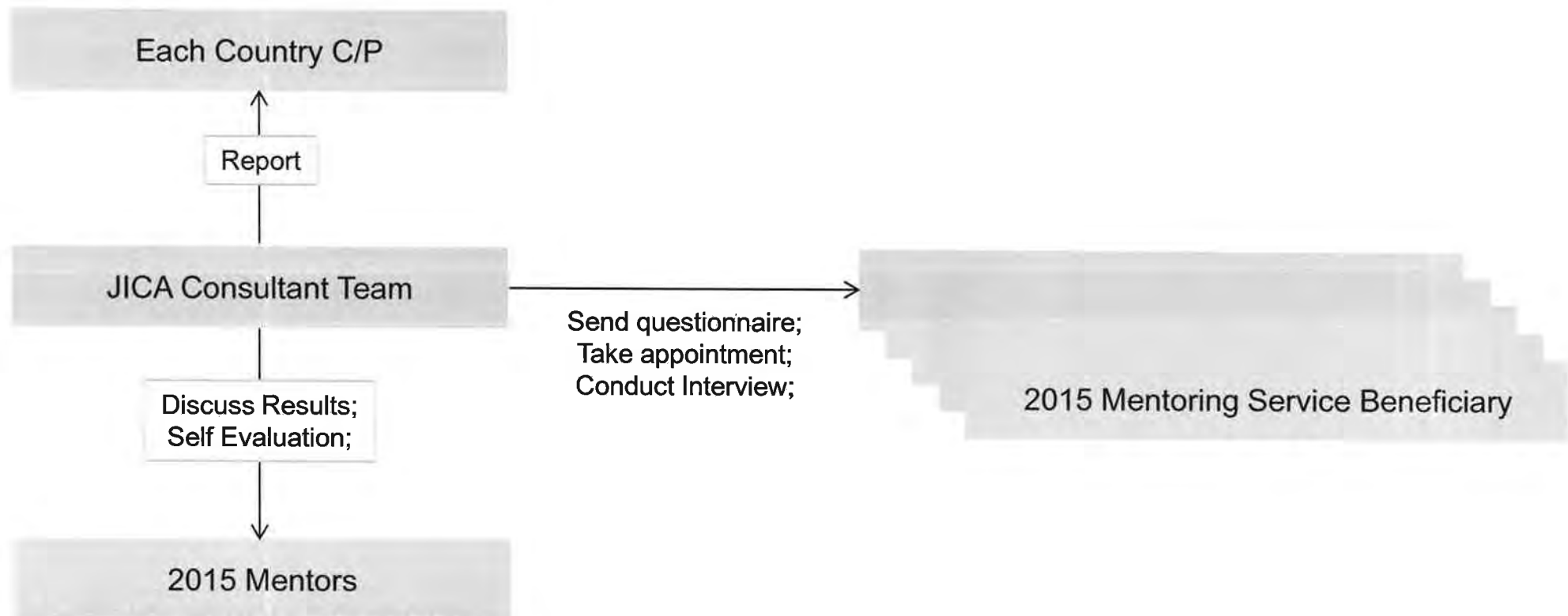
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- Mentoring Service Evaluation to be conducted in January 2016 in 2 countries: BiH and MNE.
- Appropriate period was discussed with SERDA and DDSME in December 2015 and was suggested to be implemented not earlier than middle of January due to National holidays.
- To receive fair evaluation from the Beneficiaries, JICA Consultants will contact them directly, take appointment, conduct interviews.
- Results of Evaluation to be reported to Each CP and JICA Balkan Office.
- JICA Consultants in Charge of Evaluation 2015:
  - Chine Koga – Montenegro
  - Alexander Silnitksiy - Bosnia

## Evaluation workflow

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- JICA Consultant will have direct contact with Beneficiaries without CP



## Task implementation schedule

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- JICA team will inform CPs of Activity period
- Local assistants will be hired to support JICA consultants
- Preparation already ongoing

	Task content	Party in charge	Action	Schedule	Status
1	OJT questionnaire	•JICA Consultant	•Develop questionnaire	December 8, 2015	Completed
2	Interview arrangement	•JICA Consultant •Assistant	•Communicate evaluation task to beneficiaries, •Arrange interview in January 11~20	January 10, 2016	Ongoing
3	Conduct interview 2015 mentoring Evaluation	•JICA Consultant •Assistant	•Visit companies •Complete questionnaires	January 11~20, 2016	Not started
4	Report Evaluation results	•JICA Consultant •DDSME •SERDA	•Gather results of the interview •Prepare report	January 21, 2016	Not started

## Key Findings in Preparation process

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- SERDA is planning to close mentoring process in 2015. SERDA main ask is to develop mentoring fund and mentor task forces, as SERDA mentors do not have enough time for mentoring
- FTCBH demonstrated very good dedication to mentoring service. Mr. Hromic leads a team of experienced and new mentors. Beneficiaries are well served, key issues defined.
- DDSME experienced mentors Andjela and Sanja, lead local team and do their best to the promotion of mentoring Service in other regions. Their main goal is to see long term development of project with hope to last until 2020

# 2015

## Beneficiaries of Mentoring Service in BiH



	Company	Industry	Number of employees	Mentor	Telephone Number
1	Mibral doo	Construction	56	Siniša Obradović	061 738 874
2	ANI-BH d.o.o.	Servicing -Kindergarten	7	Asad Karišik	062 375007
3	MEGAMIX doo Sarajevo	Mediation in trade	182	Dragiša Marek	061 299 788.
4	MS&WOOD	Wood industry	181	Sanela Dževlan	033 775 100
5	FIN Profi	Accounting, bookkeeping, auditing activities and tax consultancy	2 permanent 2 temporary	Armina Arslanagić Čengić	033 831 620
6	Intermer Sarajevo	Wood industry	7	Faruk Cerić	033 810 164
7	UNIS FAGAS	Manufacture of instruments and appliances for measuring and testing and navigation	26	Aida Klemenčić	033 590 739
8	Alim doo	Advertising industry	21	Senad Hromić	032 730 710
9	DIOPTIC doo	Trade, mediation	38	Zinaida Porobić	
10	Respect doo	Servicing- audit company	24	Belma Pašić	033 719 400
11	GRAMAS doo	Wholesale and retail of building materials	14	Stanislava Sorajić	033 765 580 ; 061 190 192 033 205 92
12	SMC doo-Beneton	Service industry and clothing sales	15	Amila Šehić	061 778 367 061 250 513
13	IDEGO doo	Consultancy regarding computer	6	Asmir Kosovac	062 096 424
14	Congress Service Center doo Sarajevo	Service activities	3	Zlatan Saračević	033 267-250
15	Dekom	Software Services and Web Programming	2 permanent 2 temporary	Slaviša Čeranić	033 834 438

# 2015

## Beneficiaries of Mentoring Service in MNE



	COMPANY	INDUSTRY	NO. of employees	Telephone Number	Organization	Name of Mentor
1	FORBA	Constructing, retail -Podgorica	4	+38220219675; +38220219676 e-mail: <a href="mailto:fobra@t-com.me">fobra@t-com.me</a>	Ministry of Economy	Natasa Batricevic
2	BALKAN T&M	Retail -Podgorica	4	+38269593357 e-mail: <a href="mailto:anabalkantim@t-com.me">anabalkantim@t-com.me</a>	DDSME	Ljiljana Belada
3	AMPLITUDO	ICT engenering , digital marketing-Podgorica	5	+38220223240 e-mail: <a href="mailto:info@amlitudo.me">info@amlitudo.me</a>	DDSME	Andjela Gajevic Sanja Varajic
4	ART OF BIZ	Accounting services, Business consulting-Bar	1	+38268321066 e-mail: <a href="mailto:office@art-of.biz">office@art-of.biz</a>	BSC Bar	Ivana Tomasevic
5	PRO INVEST GROUP	Whole sales, retail -Bar	17	+38267223399 e-mail: <a href="mailto:montan@t-com.me">montan@t-com.me</a>	BSC Bar	Sasa Jovanovic
6	PZU DR MASONCIC	Doctor (inner medicine) - Bar	2 +1 part time	+38269622673 e-mail: <a href="mailto:masoncic@t-com.me">masoncic@t-com.me</a>	BSC Bar	Vesna Antunicevic
7	MULTIPRINT	Sales and maintenance of computer and office equipment - Bar	16	+38230303297 e-mail: <a href="mailto:multiprint@t-com.me">multiprint@t-com.me</a>	BSC Bar	Ivana Tomasevic
8	ANGLIAN	Furniture manufacturing -Bar	11	+38268815203 e-mail: <a href="mailto:milanka@angliancentar.com">milanka@angliancentar.com</a>	BSC Bar	Sasa Jovanovic
9	ENTERIJER DIZAJN STUDIO	Furniture manufacturing-kitchen, children's room,...Bar	6	+38267555562 e-mail: <a href="mailto:studio@t-com.me">studio@t-com.me</a>	BSC Bar	Vesna Antunicevic
10	VIB-BAS	Metal industry - Niksic	25	+38240252662 e-mail: <a href="mailto:veselin.mitric@vib-bas.com">veselin.mitric@vib-bas.com</a>	Municipality Niksic	Milica Radojicic Biljana Zoric
11	ANJA COSMETICS	Cosmetic services+wholesales, retail of cosmetic equipment-Budva	26	withdrawn of mentoring services	BC Cetinje Municipality Cetinje	Pavle Simovic – terminated labor relationship in BC Cetinje Savo Borozan
12	MIANJA	Meat production -Cetinje	13	+38267504378 e-mail: <a href="mailto:mianja@t-com.me">mianja@t-com.me</a>	BC Cetinje Municipality Cetinje	Nikola Mijanovic Milo Vujanovic
13	MESARA MEDJEDOVIC	Processing of meat products-Bijelo Polje	5	+38268700833 e-mail: <a href="mailto:refkobeganovic@gmail.com">refkobeganovic@gmail.com</a>	Municipality Bijelo Polje	Zarko Scekcic Blazo Vlaovic
14	EDEX	Consulting services - Bijelo Polje	5	+38269854912 e-mail: <a href="mailto:adiskucevich@hotmail.com">adiskucevich@hotmail.com</a>	Municipality Bijelo Polje	Zarko Scekcic Blazo Vlaovic
15	KONATAR	Furniture manufacturing -Bijelo Polje	2	+38269557371 e-mail: <a href="mailto:nusreterovic@live.com">nusreterovic@live.com</a>	Municipality Bijelo Polje	Zarko Scekcic Blazo Vlaovic
16	MIKROMONT	Wholesales of metal goods,... Bijelo Polje	30	+38267263100 e-mail: <a href="mailto:mikromont@t-com.me">mikromont@t-com.me</a>	Municipality Bijelo Polje	Zarko Scekcic Blazo Vlaovic

# **2014 Mentor Candidates Evaluation**

## **Evaluation of mentor candidates in Bosnia and Herzegovina for OJT 2014**

**JICA Consultant Team**

## Introduction

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- The survey was conducted among OJT recipients to evaluate the quality of provided mentoring service
- Key performance indicator was set to be the main task of OJT 2014 in Bosnia and Herzegovina: Improve sales in 300 days
- JICA Consultant has developed a questionnaire with simple evaluation criteria
- The task was implemented during by April 13~23, 2015
- Next step planned: Evaluate ability of mentor candidates to be nominated as mentors

## Evaluation outline

- We have prepared simple evaluation questionnaire and it distributed to OJT clients via mentor candidates

### Example of questionnaire

Evaluation of mentor candidates in Bosnia and Herzegovina for OJT 2014

Key-Performance-Indicator: Improving sales in 300 days  
Mentor candidate's name:  
Organization:  
OJT Client:

1	Evaluation of OJT result	Marks		
		Poor	Satisfactory	Good
1.1	Did your company manage to improve sales revenue after OJT? <small>Comments: (Please provide sales revenue numbers for OJT evaluation period)</small>			
1.2	Organization of OJT (Properly arranged, implemented on schedule) <small>Comments:</small>			
1.3	Day to Day OJT Activities (Communication, response to requests) <small>Comments:</small>			
2	Mentoring Service Quality evaluation			
2.1	Did you implement the action plan developed for mentoring service? <small>Comments:</small>			
2.2	Did you manage to reach the expected result by implementing the action plan? <small>Comments:</small>			
3	Mentoring service satisfaction ratio			
3.1	Were you satisfied with the mentoring service provided? <small>Comments:</small>			
3.2	Would you like to use the same mentor again? <small>Comments:</small>			
4	Self evaluation (submitted by mentor) <small>Comments:</small>			

5	JICA Consultant evaluation (submitted by JICA Consultant) <small>Comments:</small>			
		AVERAGE MARK:		

Evaluation discussed and agreed

JICA Consultant \_\_\_\_\_

OJT Client \_\_\_\_\_

Head Organization \_\_\_\_\_

Mentor Candidate \_\_\_\_\_

Submitted by JICA Consultant  
at final stage

Self appraisal submitted by mentor candidate after  
OJT interview results

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## Task implementation schedule

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- JICA team cooperated SERDA and FTCBH to establish contacts with OJT clients
- Ms. Lejla from SERDA did not accomplish 50 hours required for nomination and was out of the evaluation
- Ms. Aida from SERDA is out of scope due to the maternity leave
- Mr. Slavisa from SERDA could not organize meeting within the period as the OJT client which is start-up consisting only of 3 people was out of the country. Meeting to be done by SKYPE and reported separately

	Task content	Party in charge	Action	Schedule	Status
1	OJT questionnaire	•JICA Consultant •SERDA	•Develop questionnaire	April 14, 2015	100% completed
2	Interview arrangement	•SERDA •JICA Consultant	•Communicate OJT evaluation task to mentors and OJT recipients, •Arrange interview in April 14 ~23 period	April 15, 2015	9 (1 canceled, 1 pending) 90% completed
3	Conduct interview for OJT 2014 evaluation in BiH	•JICA Consultant •SERDA •FTCBH	•Visit OJT companies with mentor candidates •Complete questionnaires	April 15~23, 2015	Completed
4	Report on OJT evaluation results	•JICA Consultant	•Gather results of the interview •Prepare report	April 23, 2015	Completed

## Mentor candidates evaluation steps

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Step	Details
<b>1 Prepare evaluation questionnaire</b>	<ul style="list-style-type: none"> <li>Discussed with SERDA and agreed on communication support.</li> </ul>
<b>2 Contact OJT clients to arrange interviews</b>	<ul style="list-style-type: none"> <li>SERDA and FTCBH approached all OJT clients and arrange interviews with JICA consultant during April 15~23 period</li> <li>JICA consultant arranged translation of the questionnaire in Bosnian language</li> <li>Questionnaires were sent to OJT clients by SERDA/FTCBH before the interview</li> </ul>
<b>3 Interview with OJT client</b>	<ul style="list-style-type: none"> <li>Once the interview was conducted, JICA consultant filed out the form of Questionnaire</li> </ul>
<b>4 Self evaluation by mentor candidates</b>	<ul style="list-style-type: none"> <li>After interview with the OJT client is finished , mentor candidate requested to submit self evaluation</li> </ul>
<b>5 JICA consultant evaluation</b>	<ul style="list-style-type: none"> <li>JICA consultant will make the final evaluation based on the questionnaire results and direct OJT experience</li> </ul>

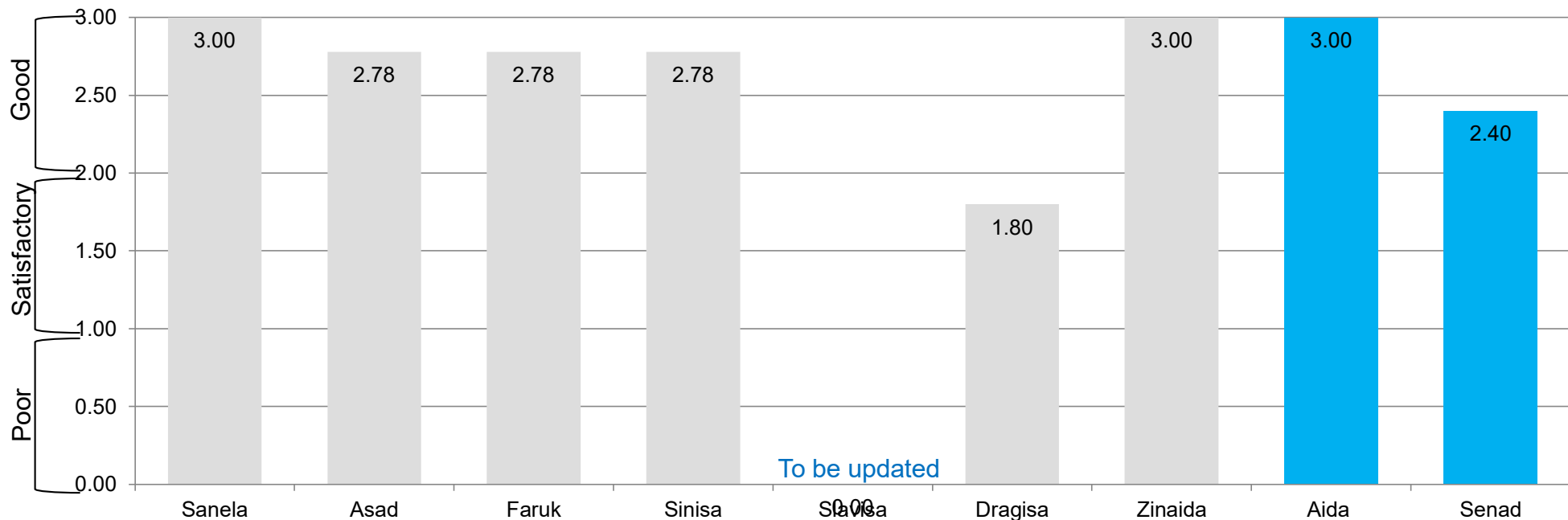
In progress

In progress

## Mentor Evaluation Intermediate Results (JICA consultant evaluation and Self evaluation to be submitted)

- All mentor candidates performed above poor on at least satisfactory level
- Only 3 mentor candidates score: Sanela, Zinaida and Aida
- Mr. Dragisa has the lowest score
- Mr. Slavisa's evaluation still in progress

Mentor Candidate scores based on the OJT client evaluation results



SERDA

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FTCBH

# **2015 Mentoring Service Evaluation Results in Bosnia and Herzegovina**

**JICA Consultant Team**

## Final report meeting agenda

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- **Date:** January 20, 2016
- **Place:** SERDA office in Sarajevo
- **Time: 09:30~11:00 Mentor Evaluation result presentation (Session 1)**
- Welcome remarks (Mr. Takano, Mr. Milovic, Mr. Okeric) – 15 minutes
- Presentation of 2015 Mentoring Service Evaluation Results in Bosnia and Herzegovina- 30 minutes
- Free Discussion - 20~30 minutes
- Closing remarks, next steps (Mr. Takano) – 10 minutes
- Participants:
  - JICA team: Takano, Silnitsky
  - SERDA: Mr. Okeric, Ms. Sanela Dzevlan
  - Ministry of foreign trade and economic relations: Mr. Milovic
  - FTCBH tbc
  - Ms. Emina Ljubijankic (Translation)
- **Time: 11:00~11:30 Direct discussion with Mr. Okeric (Session 2)**
  - Mr. Okeric
  - JICA Team (Takano, Silnitskiy)
  - Ms. Emina Ljubijankic (Translation)

## Content

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1 . Introduction and Methodology

2. 2015 Mentor Service Evaluation Results

3. Additional material: Tangible result by each mentor

## Introduction

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- Mentoring Service Evaluation was conducted in January 11~19, 2016 BiH
- To receive fair evaluation from the Beneficiaries, JICA Consultants contacted them directly, took appointment, conduct interviews without the presence of the mentors.
- All 15 beneficiaries were visited during January 11~15 period.
- Beneficiaries were interviewed directly without the presence of the mentors to get honest evaluation

## Task implementation workflow

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- JICA team informed CPs of activity period
- Local assistant was contracted to support JICA consultants
- Preparation was completed by the 10<sup>th</sup> of January

	Task content	Party in charge	Action	Schedule	Status
1	Evaluation questionnaire	•JICA Consultant	•Develop questionnaire	December 8, 2015	Completed
2	Interview arrangement	•JICA Consultant •Assistant	•Communicate evaluation task to beneficiaries, •Arrange interview in January 11~20	January 10, 2016	Completed
3	Conduct interview 2015 mentoring Evaluation	•JICA Consultant •Assistant	•Visit companies •Complete questionnaires	January 11~15, 2016	Completed
4	Report Evaluation results	•JICA Consultant •Ministry •SERDA •FTCBH	•Gather results of the interview •Prepare report	January 20, 2016	Completed

## Task implementation schedule as completed

#	Company	Industry	Number of employees	Mentor	Person in Charge	Meeting Date
1	Alim d.o.o.	Visual communication	21	Senad Hromić	Alija Šahinović	11.01.2016.
2	Respect d.o.o.	Servicing- accounting and audit	24	Belma Pašić	Sabit Bašić	11.01.2016.
3	ANI-BH d.o.o. Sarajevo	Servicing -Kindergarten	7	Asad Karišik	Aida Bajić	11.01.2016.
4	MS&WOOD d.d. Sarajevo	Wood industry	181	Sanela Dževlan	Hrusto Tupeković	12.01.2016.
5	UNIS FAGAS d.o.o. Sarajevo	Design and manufacturing of gas measurement and control equipment	26	Aida Klemenčić	Šejla Dedić	12.01.2016.
6	GRAMAS d.o.o.	Wholesale and retail of building materials	14	Stanislava Sorajić	Nedžad Sudić	12.01.2016.
7	MEGAMIX d.o.o. Sarajevo	Mediation in trade	182	Dragiša Marek	Adnan Misimović	12.01.2016.
8	FIN Profi	Accounting, bookkeeping, auditing activities and tax consultancy	2 permanent, 2 temporary	Armina Arslanagić Čengić	Admir Salkić	13.01.2016.
9	Mibral d.o.o.	Construction	56	Siniša Obradović	Maja Bralović Smith	13.01.2016.
10	Intermer Sarajevo	Wood industry	7	Faruk Cerić	Vedad Bezdrob	14.01.2016.
11	Decom d.o.o. Sarajevo	Software Services and Web Programming	2 permanent, 2 temporary	Slaviša Čeranić	Eldan Tvrtković	14.01.2016.
12	IDEGO d.o.o.	E-learning	6	Asmir Kosovac	Haris Palalija	14.01.2016.
13	DIOPTIC d.o.o.	Trade, mediation	38	Zinaida Porobić	Neira Osmanović Agić	15.01.2016.
14	SMC d.o.o.-Beneton	Service industry and clothing sales	15	Amila Šehić	Armin Kepeš	15.01.2016.
15	Congress Service Center d.o.o. Sarajevo	Translation and interpretation services and event management	3	Zlatan Saračević	Selma Totić Redžepagić	15.01.2016.

# Evaluation Methodology

- Questionnaire consisting of 4 parts with similar questions was sent to mentors
- The same questions were discussed directly with beneficiaries in 1:1 interview with JICA Consultant
- The target was to define gap in understanding of mentoring service between mentors and beneficiaries

Evaluation subject		Method	Input by Beneficiary + Input by mentor
1	General Information	Qualitative	1.1 For what reasons the company applied for mentoring service? 1.2 How did your company know about mentoring service? 1.4 What is the issue/problem of your company?
2	Mentoring Achievement	Qualitative	2.1 How many mentoring sessions did you carry out? 2.2 Did mentor/you informed your company about the procedures? Did you go to mentoring sessions according to the prominent schedule?
3	Further Necessary Skills and Know how	Tangible	3.1 Was the mentor able to understand your company's problems? (Score ★) 3.2 What kind of solution did the mentor/you suggest? Was the mentor's proposal enough? (Score ★) 3.3 Do you think that conversation/communication with mentor with you helped your company? (Score ★)
		Qualitative	3.4 What kind of mentor do you want to see?/ What do you think you lack in your mentoring?
4	Evaluation	Qualitative	4.1 Anything that you are not satisfied with the mentoring hours?/Did you have enough time for mentoring? 4.2 Anything that you are not satisfied with the mentor? What are your gaps in skills and knowledge? 4.3 What do you think should be improved in the mentor ?/What do you think should be improved in the mentoring service? 4.4 What is needed in order for your company to pay for mentoring service? 4.5 After thorough assessment of the mentor service, what should be improved and how?

## Content

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1 . Introduction and Methodology

2. 2015 Mentor Service Evaluation Results

3. Additional material: Tangible result by each mentor

## Results: General Information (1)

Interview with Beneficiary		Input by Mentor
1	General Information	General Information
1.1	<b>For what reasons the company applied for mentoring service?</b> <ul style="list-style-type: none"> <li>Company wanted to have external expertise of activities</li> <li>Company was stagnated with business and needed solution</li> </ul>	<b>For what reasons the company applied for mentoring service?</b> <ul style="list-style-type: none"> <li>Client wanted Japanese experience</li> <li>Client wanted some activities (that were actually provided)</li> <li>Client wanted mentor to improve business</li> </ul>
1.2	<b>How did your company know about mentoring service?</b> <ul style="list-style-type: none"> <li>Public call on SERDA web page</li> <li>AKTA portal</li> </ul>	<b>How did your company know about mentoring service?</b> <ul style="list-style-type: none"> <li>No gap in this issue. Both mentors and clients specified the same source.</li> </ul>
1.3	<b>Did you see any information about mentoring service in the internet or on TV?</b> <ul style="list-style-type: none"> <li>3 companies noticed some publication after learning about mentoring service</li> </ul>	<b>not applicable</b>
1.4	<b>What problem/issue of your company?</b> <ul style="list-style-type: none"> <li>Most of companies wanted to expand sales</li> <li>Some companies were interested in business partners</li> </ul>	<b>What problem/issue did you find out as the result of mentorship?</b> <ul style="list-style-type: none"> <li>Mentors, who conducted at least 3 sessions specified the correct issue</li> <li>Mentors with low score and small number of session specified the issues that could offer, however it was not specified by the client</li> </ul>

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## Observations: General Information (1)

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- Reasons of applying for mentoring matched in general.
- No gap was discovered in the defining the way how the client learned about mentoring.
- However many mentors with low score and small number of mentoring sessions demonstrated 2 gaps:
  - 1-Specified the things they wanted to do easily as client needs
  - 2 – Gave a special focus on easy and tangible results such as web site improvement and ISO Standard process

### **Observations:**

We assume that mentor should try to understand the client better though more sessions and communications.

It is necessary for mentor to understand client need and offer solution based on this factor, not on what he or she can do easily to make look good on the report.

## Results: Mentoring Achievement (2)

2	Mentoring Achievement	Mentoring Achievement
2.1	How many mentoring sessions did you carry out?	How many mentoring sessions did you carry out?
	<ul style="list-style-type: none"> <li>In general most of companies had 3~4 sessions</li> </ul>	<ul style="list-style-type: none"> <li>Mentors with low number of visits try to summarize introduction meeting at SERDA and also some desk research hours which are difficult to measure and manage</li> </ul>
2.2	Did mentor informed your company about the procedures? Did you go to mentoring sessions according to the prominent schedule?	Did you inform your client about the procedures? Did you go to mentoring sessions according to the prominent schedule?
	<ul style="list-style-type: none"> <li>Yes in 10 companies</li> <li>Not really in 2 companies</li> <li>No in 3 companies</li> </ul>	<ul style="list-style-type: none"> <li>All mentors informed that they have informed client and provided schedule</li> </ul>
2.3	What did you talk about on each session?	What did you talk about on each session?
First time	<ul style="list-style-type: none"> <li>In this part those mentors who had 3 and more session and regular communication with client had some gaps regarding the content of the meeting. The reason is that some clients accounted introduction meeting in SERDA as 1<sup>st</sup> once</li> <li>3 Mentor with low score provided information that strictly contradicts with what client said.</li> </ul>	
Second time		
Third time		
Fourth time		
Fifth time		

## Observations: Mentoring Achievement (2)

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- Mentors who evaluated themselves with lower marks compared to the clients, usually did not account Introduction meeting as one of the sessions
- Mentors with low score try to account all possible contacts as a session, as well as some desk research hours. However desk research and phone calls are difficult to track.
- It is very important for all mentors to inform and develop clear schedule with the client. There is a big gap in this issue. Many clients did not have clear understanding of how to proceed with the schedule.
- Tracking of the sessions is very important. In the future it could be one of the options to make minutes of each session signed by both client and mentor to keep the track.

## Results: Further Necessary Skills and Know-how (3.1~3.3)

### Number of people and scores received by beneficiaries

Question		Score by beneficiary					Score by Mentors				
		Poor	Fair	Good	Very good	Excellent	Poor	Fair	Good	Very good	Excellent
3.1	Was the mentor able to understand your company's problems?	2		2	4	7			3	8	4
3.2	What kind of solution did the mentor suggest? Was the mentor's proposal enough?	3		2	7	3	1	1	4	6	3
3.3	Do you think that conversation/communication with mentor with you helped your company?	3		1	5	6	5	1	2	4	3

### Observations:

- It was very important that some mentors gave fair marks for self evaluation (not only 5)
- Those mentors who gave n/a answers were scored 1 as it was treated and not accomplished task
- Replacement of 2 mentors was requested by the beneficiary

## Results: Further Necessary Skills and Know-how (3.4)

3.4	What kind of mentor do you want to see?	What do you think you lack in your mentoring?
	<ul style="list-style-type: none"> <li>Some beneficiaries have expectation of professional consultant skills</li> <li>Mentor that can bring applicable solution</li> <li>Mentor that has expertise in the field of the company (sales, finance, retail, fmcg, IT)</li> </ul>	<ul style="list-style-type: none"> <li>Most of mentors who actively participated in the mentoring specified additional skills and understanding of the business of the company</li> <li>Some mentors also specified time, especially those with low scorer</li> </ul>

### Observations:

- Clients want mentors to bring more solutions and ideas, as some of them do not have enough resources to develop that areas that mentors were provided knowledge by JICA trainings.
- If the mentor has not enough time for JICA mentoring service he or she should strongly consider the possibility to dedicate himself to the project before the start.
- It is understandable that client may need some industrial expertise, but it is also very important for mentors to manage himself based on the knowledge he got from JICA training and try to transfer this value to the client

## Results: Evaluation (4)

4	Evaluation	Evaluation
4.1	Anything that you are not satisfied with the mentoring hours?	Did you have enough time for mentoring?
	<ul style="list-style-type: none"> <li>• More frequent communication at least 2 time in 2 weeks</li> <li>• More time spent with the company</li> </ul>	<ul style="list-style-type: none"> <li>• 10 people mentors out of 15 clearly specified time issues a main problem</li> <li>• Only 5 people specified enough time</li> </ul>
4.2	Anything that you are not satisfied with the mentor?	What are your gaps in skills and knowledge?
	<ul style="list-style-type: none"> <li>• No contact</li> <li>• Bad reaction on requests (small number of visits)</li> <li>• Not enough understanding of the issue of the company</li> </ul>	<ul style="list-style-type: none"> <li>• HR, Financial management, Marketing, more workshops specified as skills</li> <li>• Some mentors with low scores did not specify any skills for improvement</li> </ul>
4.3	What do you think should be improved in the mentor?	What do you think should be improved in the mentoring service?
	<ul style="list-style-type: none"> <li>• Develop skills applicable to the fields</li> <li>• Communication with client (frequency and consistency)</li> </ul>	<ul style="list-style-type: none"> <li>• JICA support with seminars,</li> <li>• Experience exchange between mentors</li> <li>• Skills in special areas</li> </ul>
4.4	What is needed in order for your company to pay for mentoring service?	What is needed in order for your client to pay for mentoring service?
	<ul style="list-style-type: none"> <li>• Commitment to the result</li> </ul>	<ul style="list-style-type: none"> <li>• Measurable results</li> </ul>
4.5	After thorough assessment of the mentoring service, what should be improved and how?	After thorough assessment of the mentoring service, what should be improved and how?
	<ul style="list-style-type: none"> <li>• Young mentors should get more experience from older colleagues</li> <li>• Want to see mentors who has relevant experience to the fields of the company</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity of mentor though more education</li> </ul>

## Observations: Evaluation (4)

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- Gap in time visitations is really concerning, as most companies want to see mentors on the site.
- Some mentors specify obligations with other projects as a main reason for not spending enough time with the client. However this occurs mislead and clients are not satisfied as a result.
- Both clients and mentors specified industry skills as a common interest for developments. However it is a main duty of CP and The mentors to give precise explanation of mentoring service from the very start not to give a chance for a wrong expectations.
- It is also very important that experienced mentors share knowledge with new mentors.
- We assume that companies with growing indexes are applying mentoring service as a sort of consultant service. They have very high expectations from the mentors. However it is a very good chance for mentors for professional growths.
- Once mentors specify understanding the industry of the client a lack of skills, we assume that mentor should spend more time with the client and try to understand the industry by himself.
- If time for mentoring is a problem for the mentor it is a duty of CP to manage the process to avoid complains from the clients in the future.

## Key findings in Evaluation activity

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- First of all we would like SERDA to take immediate action on 3 clients that have complained on mentors and provide replacement of 2 mentors as it was specified by client.
- We would like mentors in BiH to be more dedicated to JICA mentoring process, otherwise they should withdraw from the program
- We hope that the project will continue in the western Balkan countries and therefore we are expecting our CPs to deliver the report of what had been done in the “pause period” once the service is resumed. Either same or other team will evaluate and deliver this report to JICA

## Content

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1 . Introduction and Methodology

2. 2015 Mentor Service Evaluation Results

3. Additional material: Tangible result by each mentor

## Additional material: Tangible results by each mentor/Question

Mentor*	Evaluation by Client					Evaluation by Menor				
	3.1 Was the mentor able to understand your company's problems?					Was the mentor able to understand your company's problems?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
<a href="#">Senad Hromić</a>			★							★
<a href="#">Belma Pašić</a>				★					★	
<a href="#">Asad Karišik</a>					★					★
<a href="#">Sanela Dževlan</a>					★				★	
<a href="#">Aida Klemenčić</a>					★			★		
<a href="#">Stanislava Sorajić</a>					★			★		
<a href="#">Dragiša Marek</a>	★							★		
<a href="#">Armina Arslanagić Čengić</a>					★					★
<a href="#">Siniša Obradović</a>			★							★
<a href="#">Faruk Cerić</a>					★			★		
<a href="#">Slaviša Čeranić</a>	★								★	
<a href="#">Asmir Kosovac</a>					★				★	
<a href="#">Zinaida Porobić</a>				★				★		
<a href="#">Amila Šehić</a>				★					★	
<a href="#">Zlatan Saračević</a>				★					★	

\* In order of conducted interviews

## Additional material: Tangible results by each mentor/Question

Mentor*	Evaluation by Client					Evaluation by Menor				
	3.2 What kind of solution did the mentor suggest? Was the mentor's proposal enough?					What kind of solution did you suggest? Was your proposal enough?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
<a href="#">Senad Hromić</a>			★							★
<a href="#">Belma Pašić</a>				★					★	
<a href="#">Asad Karišik</a>					★					★
<a href="#">Sanela Dževlan</a>			★					★		
<a href="#">Aida Klemenčić</a>					★			★		
<a href="#">Stanislava Sorajić</a>				★				★		
<a href="#">Dragiša Marek</a>	★					★				
<a href="#">Armina Arslanagić Čengić</a>					★					★
<a href="#">Siniša Obradović</a>	★					Evaluated as n/a				
<a href="#">Faruk Cerić</a>				★			★			
<a href="#">Slaviša Čeranić</a>	★							★		
<a href="#">Asmir Kosovac</a>				★					★	
<a href="#">Zinaida Porobić</a>				★				★		
<a href="#">Amila Šehić</a>				★					★	
<a href="#">Zlatan Saračević</a>				★					★	

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\* In order of conducted interviews

## Additional material: Tangible results by each mentor/Question

Mentor*	Evaluation by Client					Evaluation by Menor				
	Do you think that conversation/communication with mentor with you helped your company?					Do you think that conversation with you helped the client?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
<a href="#">Senad Hromić</a>				★						★
<a href="#">Belma Pašić</a>				★					★	
<a href="#">Asad Karišik</a>					★					★
<a href="#">Sanela Dževlan</a>					★			★		
<a href="#">Aida Klemenčić</a>					★		★			
<a href="#">Stanislava Sorajić</a>					★	Evaluated as n/a		★		
<a href="#">Dragiša Marek</a>	★					★	/			
<a href="#">Armina Arslanagić Čengić</a>					★	Evaluated as n/a				★
<a href="#">Siniša Obradović</a>	★					★	/		★	
<a href="#">Faruk Cerić</a>			★			★	/			
<a href="#">Slaviša Čeranić</a>	★							★		
<a href="#">Asmir Kosovac</a>					★				★	
<a href="#">Zinaida Porobić</a>				★				★		
<a href="#">Amila Šehić</a>				★		Evaluated as n/a			★	
<a href="#">Zlatan Saračević</a>				★		★	/			

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\* In order of conducted interviews

# **2015 Mentoring Service Evaluation Results in Montenegro**

**JICA Consultant Team**

## Final report meeting agenda

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- **Date:** January 21, 2016
- **Place:** DDSME in Podgorica
- **Time:** 10:00~11:00 Mentor Evaluation result presentation
- Welcome remarks (Mr. Takano, Mr. Pavićević ) – 15 minutes
- Presentation of 2015 Mentoring Service Evaluation Results in Montenegro- 30 minutes
- Free Discussion - 20~30 minutes
- Closing remarks, next steps (Mr. Takano) – 10 minutes
- Participants:
  - JICA team: Takano, Silnitsky, Koga
  - DDSME: Mr. Aleksandar Pavićević, Ms. Andjela Gajevic, Ms. Sanja Varajic
  - Ms. Una Belusevic (Translation)

## Content

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1. Introduction and Methodology

2. 2015 Mentor Service Evaluation Results

3. Additional material: Tangible result by each mentor

## Introduction

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- Mentoring Service Evaluation was conducted in January 11~19, 2016 Montenegro
- To receive fair evaluation from the Beneficiaries, JICA Consultants contacted them directly, took appointment, conduct interviews without the presence of the mentors.
- All 15 beneficiaries were visited during January 11~19 period.
- Beneficiaries were interviewed directly without the presence of the mentors to get honest evaluation

## Task implementation workflow

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- JICA team informed CPs of activity period
- Local assistant was contracted to support JICA consultants
- Preparation was completed by the 10<sup>th</sup> of January

	Task content	Party in charge	Action	Schedule	Status
1	Evaluation questionnaire	•JICA Consultant	•Develop questionnaire	December 8, 2015	Completed
2	Interview arrangement	•JICA Consultant •Assistant	•Communicate evaluation task to beneficiaries, •Arrange interview in January 11~19	January 10, 2016	Completed
3	Conduct interview 2015 mentoring Evaluation	•JICA Consultant •Assistant	•Visit companies •Complete questionnaires	January 11~19, 2016	Completed
4	Report Evaluation results	•JICA Consultant •DDSME	•Gather results of the interview •Prepare report	January 21, 2016	Completed

## Task implementation schedule as completed

No	Meeting Date	Company	Industry	Number of Employees	Mentor
1	11-Jan-16	FORBA	Constructing, retail	4	Natasa Batricevic
2	12-Jan-16	MIANJA	Meat production	13	Nikola Mijanovic Milo Vujanovic
3	12-Jan-16	BALKAN T&M	Retail	8	Ljiljana Belada
4	12-Jan-16	AMPLITUDO	IT engeneering, digital market	12	Andjela Gajevic Sanja Varajic
5	13-Jan-16	PZU DR MASONCIC	Doctor (inner medicine)	2+ 1(Part time)	Vesna Antunicevic
6	14-Jan-16	MULTIPRINT	Sales and maintenance of computer and office equipment	11	Ivana Tomasevic
7	14-Jan-16	ART OF BIZ	Accounting services, Business consulting	3	Ivana Tomasevic
8	14-Jan-16	PRO INVEST GROUP	Whole sales, retail	17	Sasa Jovanovic
9	15-Jan-16	ENTERIJER DIZAJN STUDIO	Furniture manufacturing, kitchen, children's room...	6	Vesna Antunicevic
10	15-Jan-16	VIB-BAS	Metal industry	26	Milica Radojicic, Biljana Zoric
11	18-Jan-16	EDEX	Consulting Service	9	Zarko Scekcic, Blazo Blaovic
12	18-Jan-16	MIKROMONT	Wholesales of metal goods...	30	Zarko Scekcic, Blazo Blaovic
13	18-Jan-16	MESARA MEDJEDOVIC	Processing of meat products	5	Zarko Scekcic, Blazo Blaovic
14	19-Jan-16	KONATAR	Furniture manufacturing	2	Zarko Scekcic, Blazo Blaovic
15	19-Jan-16	ANGLIAN	Furniture manufacturing	11	Sasa Jovanovic

# Evaluation Methodology

- Questionnaire consisting of 4 parts with similar questions was sent to mentors
- The same questions were discussed directly with beneficiaries in 1:1 interview with JICA Consultant
- The target was to define gap in understanding of mentoring service between mentors and beneficiaries

Evaluation subject		Method	Input by Beneficiary + Input by mentor
1	General Information	Qualitative	1.1 For what reasons the company applied for mentoring service? 1.2 How did your company know about mentoring service? 1.4 What is the issue/problem of your company?
2	Mentoring Achievement	Qualitative	2.1 How many mentoring sessions did you carry out? 2.2 Did mentor/you informed your company about the procedures? Did you go to mentoring sessions according to the prominent schedule?
3	Further Necessary Skills and Know how	Tangible	3.1 Was the mentor able to understand your company's problems? (Score ★) 3.2 What kind of solution did the mentor/you suggest? Was the mentor's proposal enough? (Score ★) 3.3 Do you think that conversation/communication with mentor with you helped your company? (Score ★)
		Qualitative	3.4 What kind of mentor do you want to see?/ What do you think you lack in your mentoring?
4	Evaluation	Qualitative	4.1 Anything that you are not satisfied with the mentoring hours?/Did you have enough time for mentoring? 4.2 Anything that you are not satisfied with the mentor? What are your gaps in skills and knowledge? 4.3 What do you think should be improved in the mentor ?/What do you think should be improved in the mentoring service? 4.4 What is needed in order for your company to pay for mentoring service? 4.5 After thorough assessment of the mentor service, what should be improved and how?

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## Content

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1. Introduction and Methodology

2. 2015 Mentor Service Evaluation Results

3. Additional material: Tangible result by each mentor

## Results: General Information (1)

Interview with Beneficiary

Input by Mentor

1	General Information	General Information
1.1	For what reasons the company applied for mentoring service?	For what reasons the company applied for mentoring service?
	<ul style="list-style-type: none"> <li>In order to develop business</li> <li>Needed objective point of view from the third -person</li> <li>I was interested in Japanese technology, methods and support.</li> </ul>	<ul style="list-style-type: none"> <li>To find a business partner. (Networking)</li> </ul>
1.2	How did your company know about mentoring service?	How did your company know about mentoring service?
	<ul style="list-style-type: none"> <li>E-mail from the Business Center or DDSME</li> <li>Recommendation from Mentors</li> <li>Facebook (two cases)、Newspapers (two cases)</li> </ul>	<ul style="list-style-type: none"> <li>Recommendation from the Business Center or Mentor</li> <li>Acquaintance's introduction</li> </ul>
1.3	Did you see any information about mentoring service in the internet or on TV?	not applicable
	<ul style="list-style-type: none"> <li>No (Because I hardly watch TV.)</li> </ul>	
1.4	What problem/issue of your company?	What problem/issue did you find out as the result of mentorship?
	<ul style="list-style-type: none"> <li>Cash management</li> <li>Customers attraction (signboard、WEB page...etc.)</li> <li>Human resource development, communication with employees</li> </ul>	<ul style="list-style-type: none"> <li>Financial aspects (cash management)</li> <li>Human resource aspects (employee education, role-sharing...etc.)</li> <li>Marketing, sales</li> <li>Inventory management</li> </ul>

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## Observations: General Information (1)

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- Reason for applying for the Mentoring services are: business development, suggestion of a third person and because of the interest for Japanese technology and methods of business management. On the other hand, mentors have assumed that the company applied because of "networking", which is a huge "gap".
- There were hardly any companies that have applied because they saw on TV or the Internet, although this year we conducted aggressive PR. Most replied that it was because they do not watch TV and that is the reason. There were two companies that said they had seen on Facebook and in the newspapers.
- The most common reason for applying was because they received an email from the Business Center or recommendation from a mentor or acquaintance, but there were generally more recommendations than official invitation.
- As for the understanding of the problem, there was almost no "gap" between the company and mentors.

### Observations:

Mentors understood the problems well and it seemed that they sufficiently conducted the interview. Mentors invited their former clients to participate or signed up because of the email that they got from the Business Center, so we understand that functioning via mutual call and sharing information within the region, is better than through the media.

## Results: Mentoring Achievement (2)

2	Mentoring Achievement	Mentoring Achievement
2.1	How many mentoring sessions did you carry out?	How many mentoring sessions did you carry out?
	<ul style="list-style-type: none"> <li>Mostly from 4 to 6 sessions.</li> </ul>	<ul style="list-style-type: none"> <li>The least number of visit was 3 times, while 9 times were the biggest.</li> <li>7 mentors carried out 5 mentoring sessions.</li> </ul>
2.2	Did mentor informed your company about the procedures? Did you go to mentoring sessions according to the prominent schedule?	Did you inform your client about the procedures? Did you go to mentoring sessions according to the prominent schedule?
	<ul style="list-style-type: none"> <li>Informed during first mentoring session : 9 companies</li> <li>We don't remember, but maybe he/she informed us : 2 companies</li> </ul>	<ul style="list-style-type: none"> <li>Almost all the mentors introduced mentoring process at the first visit.</li> <li>Basically, mentoring program went as it was scheduled, 2 mentors adjusted schedule and its ' contents to the client's situations.</li> </ul>
2.3	What did you talk about on each session?	What did you talk about on each session?
First time	<ul style="list-style-type: none"> <li>Most of the companies didn't remember on which session, but they said that the followings were performed. (Collecting company's basic information , SWOT analysis, financial analysis, Employee Surveys, Identification of issues and problems, proposing a solutions.)</li> <li>Companies that haven't received action plan or final report : 4 companies</li> <li>Companies that don't remember if they received action plan and final report : 1 company</li> </ul>	Introduction of mentoring program, collecting company's basic information, SWOT analysis, Employee Interview, 5S analysis, Action Plan, preparing a report.
Second time		
Third time		
Fourth time		
Fifth time		

## Observations: Mentoring Achievement (2)

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- There is a great difference in the number of visits (mentoring sessions) from 3 to 9 times. Although, each meeting lasted for an hour within some of the mentors, while others held sessions for an hour and a half to two hours.
- Although they were initially informed about mentoring procedure, mainly enterprises did not understand. It can be said that it is necessary to explain in more detail.
- Many mentors are in the process of analyzing dealt with the collection of information, SWOT and financial analysis, but there were not many mentors who have researched the market or competition. In regard of companies that require "expert knowledge of the industry of a mentor," the market and competition should be explored in order to make a deeper diagnosis.

## Results: Further Necessary Skills and Know-how (3.1~3.3)

### Number of people and scores received by beneficiaries

Question		Score by beneficiary					Score by Mentors				
		Poor	Fair	Good	Very good	Excellent	Poor	Fair	Good	Very good	Excellent
3.1	Was the mentor able to understand your company's problems?	1			5	12			5	3	10
3.2	What kind of solution did the mentor suggest? Was the mentor's proposal enough?	4		3	3	8			3	11	4
3.3	Do you think that conversation/communication with mentor with you helped your company?	1		3	5	9			2	10	6

### Observations:

- A mark 1 was given from an enterprises that is weakening, or that did not receive a specific proposal and on the other hand, the mentors gave themselves a mark 3, 4. There should be more communication with the company and the "gap" that exists between the company and mentor should be removed.
- One company couldn't be interviewed due to the absence of the owner.
- As for the proposal of the problem, there were a lot of mark fives as well as a high level of satisfaction. Some companies have received a concrete proposal and support, and have already emerged as a result. Giving a concrete proposal and support is associated with satisfaction.

Score Legend: 1 – Poor; 2 – Fair; 3 – Good; 4 - Very Good; 5 - Excellent ;

## Results: Further Necessary Skills and Know-how (3.4)

3.4	What kind of mentor do you want to see?	What do you think you lack in your mentoring?
	<ul style="list-style-type: none"> <li>• Mentor who is the expertise of the same field with the company (Expert)</li> <li>• Mentor with abroad experience (knowledge how to go into overseas markets)</li> <li>• Well-experienced mentor</li> </ul>	<ul style="list-style-type: none"> <li>• 3 mentors want to gain knowledge on the production management in order to deal with the manufacturing industry.</li> </ul>

### Observations:

- The majority of companies require specialists who have knowledge in their area of expertise. In the beginning the difference between mentors and experts should be clearly explained, but the mentor should also work on collecting information about the market and industry trends within the country and abroad in order to gain better knowledge from his area of expertise.
- There were three mentors who wanted to gain knowledge on the production management because they deal with manufacturing industry. It requires practical training in order to be able to implement their knowledge on the field.

## Results: Evaluation (4)

4	Evaluation	Evaluation
4.1	<b>Anything that you are not satisfied with the mentoring hours?</b>	<b>Did you have enough time for mentoring?</b>
	<ul style="list-style-type: none"> <li>• Most said it was enough</li> <li>• There were opinions that it would be good to last longer, or to have longer-term cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>• There was. (9 persons)</li> <li>• There wasn't enough time for the final report. (2 persons)</li> </ul>
4.2	<b>Anything that you are not satisfied with the mentor?</b>	<b>What are your gaps in skills and knowledge?</b>
	<ul style="list-style-type: none"> <li>• Many companies answered that there were no discontents .</li> <li>• As for 2 companies that haven't finished with the program, they objected because it isn't finished.</li> </ul>	<ul style="list-style-type: none"> <li>• Production management (3 persons)</li> <li>• Minority opinions (More detailed financial analyses, startups, lack of mentoring experiences...etc)</li> </ul>
4.3	<b>What do you think should be improved in the mentor?</b>	<b>What do you think should be improved in the mentoring service?</b>
	<ul style="list-style-type: none"> <li>• Each of expertise support and concrete support are required from 2 companies.</li> <li>• Minority opinions (network, experience, hour, understandings for the inner situation)</li> </ul>	<ul style="list-style-type: none"> <li>• System that you can introduce expert to the client after the mentoring service.</li> <li>• Follow-up system after the mentoring service.</li> </ul>

## Results: Evaluation (4)

4.4	What is needed in order for your company to pay for mentoring service?	What is needed in order for your client to pay for mentoring service?
	<ul style="list-style-type: none"> <li>Many companies answered that they would pay conditionally.</li> </ul>	<ul style="list-style-type: none"> <li>Company would pay (3 persons)</li> <li>Company will pay conditionally (2 persons)</li> <li>It would be difficult to charge (2 persons)</li> </ul>
4.5	After thorough assessment of the mentoring service, what should be improved and how?	After thorough assessment of the mentoring service, what should be improved and how?
	<ul style="list-style-type: none"> <li>We need to gain experiences as mentors</li> <li>To acquire expertise as mentor</li> </ul>	<ul style="list-style-type: none"> <li>Additional trainings</li> </ul>

## Observations: Evaluation (4)

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- As for the time, most said it was enough, or said that it would be good if it lasted longer, a lot of companies wanted it to be a longer-term cooperation.
- Most of the companies said they had no objections to the mentor. Even the two companies that were not finished with services responded that they object just because it has not ended yet, but the mentors made great effort to the process and that there was a good relationship between people.  
It can be seen that the communication with the entrepreneurs was good and relationships of trust were built.
- Most of the mentors stated as their lack of skills and knowledge, knowledge that is needed in every segment when given a specific proposal (production management, marketing ... etc.) And of course training, but the important thing is to gain experience through numerical diagnosing, and to every time investigate this area in his own way and adopt it.
- Most of the companies responded that they would be willing to pay. One must appreciate their existence and participate with confidence.
- In many situations, knowledge is not enough to persuade the company. First of all it is important to increase the number of experiences.  
For this is effective to work in pairs or to share their experiences with other mentors in order to accumulate information.

## Key findings in Evaluation activity

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- We would like DDSSMEs to contact the mentors who have not completed the procedure to an end and to conduct interviews between mentors and companies. The company expressed its desire to conduct until the end.
  - BALKAN T&M: Ms. Ljiljana Belada
  - MIKROMONT: Mr. Zarko Scekcic, Mr. Blazo Blaovic
  
- It seems that the action plan and the report has not been submitted to the company, so please, although the company has not complained check with the mentors.
  - VIB-BAS: Ms. Milica Radojicic, Ms. Biljana Zoric
  - EDEX: Mr. Zarko Scekcic, Mr. Blazo Blaovic
  - KONATAR: Mr. Zarko Scekcic, Mr. Blazo Blaovic

## Content

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1. Introduction and Methodology

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3. Additional material: Tangible result by each mentor

## Additional material: Tangible results by each mentor/Question

Mentor*	Evaluation by Client					Evaluation by Menor				
	3.1 Was the mentor able to understand your company's problems?					Was the mentor able to understand your company's problems?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
<a href="#">Natasa Batricevic</a>					★					★
<a href="#">Nikola Mijanovic</a>					★					★
<a href="#">Ljiljana Belada</a>					★				★	
<a href="#">Andjela Gajevic</a>				★					★	
<a href="#">Sanja Varajic</a>				★						★
<a href="#">Vesna Antunicevic ①</a>					★					★
<a href="#">Vesna Antunicevic ②</a>					★					★
<a href="#">Ivana Tomasevic ①</a>					★					★
<a href="#">Ivana Tomasevic ②</a>					★					★
<a href="#">Sasa Jovanovic ①</a>					★					★
<a href="#">Sasa Jovanovic ②</a>					★					★
<a href="#">Milica Radojicic</a>				★				★		
<a href="#">Biljana Zoric</a>				★				★		
<a href="#">Zarko Scekcic, ①</a>					★				★	
<a href="#">Zarko Scekcic, ②</a>					★			★		

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\* In order of conducted interviews

## Additional material: Tangible results by each mentor/Question

Mentor*	Evaluation by Client					Evaluation by Menor				
	3.1 Was the mentor able to understand your company's problems?					Was the mentor able to understand your company's problems?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
Evaluated as n/a										
<a href="#">Zarko Scekcic, ③</a>				★				★		
<a href="#">Zarko Scekcic, ④</a>	★									★
<a href="#">Blazo Blaovic</a>					★			★		

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\* In order of conducted interviews

## Additional material: Tangible results by each mentor/Question

Mentor*	Evaluation by Client					Evaluation by Menor				
	3.2 What kind of solution did the mentor suggest? Was the mentor's proposal enough?					What kind of solution did you suggest? Was your proposal enough?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
<a href="#">Natasa Batricevic</a>	Evaluated as n/a									★
<a href="#">Nikola Mijanovic</a>									★	
<a href="#">Ljiljana Belada</a>	★	/							★	
<a href="#">Andjela Gajevic</a>					★				★	
<a href="#">Sanja Varajic</a>					★				★	
<a href="#">Vesna Antunicevic ①</a>					★				★	
<a href="#">Vesna Antunicevic ②</a>					★				★	
<a href="#">Ivana Tomasevic ①</a>					★				★	
<a href="#">Ivana Tomasevic ②</a>					★				★	
<a href="#">Sasa Jovanovic ①</a>					★					★
<a href="#">Sasa Jovanovic ②</a>					★					★
<a href="#">Milica Radojicic</a>	★							★		
<a href="#">Biljana Zoric</a>	★							★		
<a href="#">Zarko Scekcic, ①</a>				★						★
<a href="#">Zarko Scekcic, ②</a>			★					★		

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\* In order of conducted interviews

## Additional material: Tangible results by each mentor/Question

Mentor*	Evaluation by Client					Evaluation by Menor				
	3.2 What kind of solution did the mentor suggest? Was the mentor's proposal enough?					What kind of solution did you suggest? Was your proposal enough?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
Evaluated as n/a										
<a href="#">Zarko Scekcic, ③</a>			★						★	
<a href="#">Zarko Scekcic, ④</a>	★								★	
<a href="#">Blazo Blaovic</a>			★						★	

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\* In order of conducted interviews

## Additional material: Tangible results by each mentor/Question

Mentor*	Evaluation by Client					Evaluation by Menor				
	3.3 Do you think that conversation/communication with mentor with you helped your company?					Do you think that conversation with you helped the client?				
	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent	1 – Poor	2 – Fair	3 – Good	4 - Very Good	5 - Excellent
<a href="#">Natasa Batricevic</a>					★				★	
<a href="#">Nikola Mijanovic</a>					★				★	
<a href="#">Ljiljana Belada</a>			★						★	
<a href="#">Andjela Gajevic</a>				★					★	
<a href="#">Sanja Varajic</a>				★					★	
<a href="#">Vesna Antunicevic ①</a>					★					★
<a href="#">Vesna Antunicevic ②</a>					★					★
<a href="#">Ivana Tomasevic ①</a>					★					★
<a href="#">Ivana Tomasevic ②</a>					★					★
<a href="#">Sasa Jovanovic ①</a>					★				★	
<a href="#">Sasa Jovanovic ②</a>					★				★	
<a href="#">Milica Radojicic</a>			★					★		
<a href="#">Biljana Zoric</a>			★					★		
<a href="#">Zarko Scekcic, ①</a>					★				★	
<a href="#">Zarko Scekcic, ②</a>				★					★	

H-62

\* In order of conducted interviews

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Evaluated as n/a

# Achievement Report

-Promotion consulting for the project on establishment and promotion of mentoring service for small and medium enterprises  
in the Western Balkans (Serbia, Bosnia and Herzegovina, Montenegro)-

Promotion of Mentoring in the Western Balkans included communication plan and activities, in 2 phases:

1. phase (April 2015 – June 2015) – promotion of Public Call
2. phase (July 2015 – February 2016) – raising public awareness of mentoring

## **I. COMMUNICATION CHANNELS that are used:**

1. **Official Media: TV stations, daily newspapers, specialized magazines, radio stations, web sites, press agencies** - delivery of the projects information through the media relations, press events, TV appearances (at the national TV channels), reporting about project activities.
2. **Social media:** Facebook advertising - in shorter format announcement of all events, geo-location targeting
3. **News Letters (Direct Mailing)** - Ekapija news letter, 20.000 business mail addresses
  - Vibia news letter, 20.000 business mail addresses
  - STM Collection Service, 592 phone calls and e-mails to the targeted business emails
  - Association of Business Women in Serbia – News Letter, 200 business emails
4. **Web banners** - Blic.rs – best rated web site in Serbia, economy page, web banner
  - Klix.ba - Headline banner - Best rated Bosnian web portal, economy page; Geo-targeting Sarajevo macro region
  - web sites of regional agencies in all 3 countries, including 18 websites of Serbians local agencies

## **II. COMMUNICATION TOOLS:**

- 1. Brochures for the 1<sup>st</sup> and 2<sup>nd</sup> phase of communication** – development of 3 types of brochures for each territory (design and content creation) as information for SMEs regarding: mentoring, addresses of local Regional Agencies, statements of previous beneficiaries; goal: briefly informing SME owners about the benefits of mentoring and what can be expected from mentors; 1<sup>st</sup> phase brochure was aimed to attract new SMEs to apply for the mentoring, 2<sup>nd</sup> phase brochure is aimed to show best cases among SMEs and to stay as mentoring tool for future mentors activities.
- 2. Printed Leaflets** – development of 3 types of Leaflets for each territory (design, content creation, print and delivery of 240 copies: 110 for Serbia, 80 for Montenegro, 50 for Bosnia and Herzegovina), aimed to be communication tool for mentors and regional agencies to explain in person to SMEs the importance of mentoring

## **III. MEDIA COVERAGE REACH for the period April 2015 - February 2016:**

### **Serbia**

- Reach of the audience: 6,5 million people
- Number of coverage: 89, including national television, business magazines and web sites

### **Montenegro**

- Reach of the audience: 370,000 people
- Number of coverage: 50, including daily newspapers, business web sites

### **Bosnia and Herzegovina**

- reach of the audience: 220,000 people
- Number of coverage: 38, including local television, business magazines and web sites

IV. **Table:** Media appearances in Serbia with the media list

Serbia	BiH	MNE
TV (Total 12) RTS 1, Pink, Kopernikus, Pink3, Nasa Novi Sad, TV Vojvodina TV Kursevac	TV (Total 1) TV SA	
WEB (Total 71) Biznis Finasije, Erazvoj, Infobiro, Instore, Kamatica, Kikinda.Civilon, Mojnovac, Palo, Poslovnojutro, Prelistavanje, Rtvcitysubotica, Sumadijapress, Tanjug, Time, Vesti, Zajavnost.info, Svevesti, Ekapija, Yuvesti, Blic, Naslovi, Vibilia, Esumadija, Edukaplus, Marketnetwork, Krstarica, Prelistavanje, Topvesti.info, Dnevno, ATA stars, Marketnetwork	Web (Total 34) Ekapija, Finbiz, Profitiraj, Ivilnodrustvo, Mreza-mira, Bljesak.info, Oslobođenje, Business-magazin, Klix, Mi2, Akta, Biznis, Shafacna, Bljesak, Mostar-Info, Enovosti, Adrian Daily, Profitiraj, Poslovnisvijet, Banke-Biznis, vecernji, Korisne vijesti, Ceppei, Poslovnisvijet, Senstv, Poslovnojutro	Web (Total 40) Etleboro, RTCG, CDM, CRNA GORA, Portalanalitika, Bankar, Vijesti, AdriaDaily, Ekapija, Naslovi, Vazdan, Portalanalitika, Cetinjskolist, Pkcetinje, Volimpodgoricu, Interprouct, Nasme, Vijesti, Najvesti, Vazdan, Barinfo, Madeinmontenegro
Magazine (Total 2) Ekonometar Biznis i finansije	Magazine (Total 1) Business Magazine	News Agency (Total 2) Mina
News Papers (Total 4) Vecernje novosti Privredni pregled Blic	News Papers (Total 2) Faktor Dnevni Avaz	Magazine (Total 8) Vijesti Dan Pobjeda

# 現地委託業務報告書

西バルカン地域（セルビア、ボスニア、ヘルツェゴビナ、モンテネグロ）

における中小企業メンターサービス構築・普及促進プロジェクト

株式会社野村総合研究所

基軸コンサルティング株式会社

#### 1) 再委託契約名

データベース開発業務

#### 2) 再委託業者名 (担当者名、住所、電話番号、Fax 番号等)

会社名 : Informatika a.d.

代表者 : Milan Gligorijevic

住所 : Jevrejska 32, 11000 Belgrade, Republic of Serbia

電話 : +381-11-3215-222

#### 3) 再委託契約履行期間

2015年11月19日～2016年2月7日

#### 4) 再委託契約金額

3,400,000 JPY

\*日本円ベースでの契約

\*分割 (3回) による支払い予定

第1回支払い : 技術仕様書の受領 (納期 : 2015年11月24日) より30日以内

支払額 : 1,020,000 JPY

第2回支払い : テスト版アプリケーションの受領 (納期 : 2016年1月22日) より30日以内

支払額 : 1,020,000 JPY

第3回支払い : テスト版アプリケーションの受領 (納期 : 2016年2月7日) より30日以内

支払額 : 1,360,000 JPY

#### 5) 再委託業務の概要

「セ」国におけるメンタリング情報共有のためのデータベース開発

#### 6) 選定方法

質及びコストによる選定

##### 【本選定方法を採用する背景】

本件業務委託対象はデータベース開発であるが、これは同一のサービスやソフトウェアが市場に流通しているという類のものではなく、個別にシステム開発を行うこととなる。そのため最低コストに基づく選定等の方法では、価格は安い委託先を選定できるとしても、品質が担保できない恐れがある。

このため質及びコストによる選定を実施した。

##### 【選定のプロセス並びに評価基準】

2015年10月3日より10月20日にかけて「セ」国ソフトウェア開発業者3社と面談を行い、データベース開発の仕様を伝え、各企業より開発方法並びに費用見積書の提出を受けた。

示した条件は以下の通り。

ア : メンターサービスの経験を共有する、オンラインでアクセス可能なDBを開発すること

イ : 2016年2月中旬までに開発を終わらせること

ウ：納品後も半年程度、サポートを提供すること

エ：合理的な開発計画を立て、提案書として提示すること

結果は以下のとおりであった。

企業名	立地	具体性内容	費用
Informatika a. d.	Belgrade	オンラインDBの開発 開発後無償サポート：6か月 納期：2016年2月7日	3,400,000 JPY
ASSECCO SEE	Novi Sad	オンラインDBの開発 開発後無償サポート：3か月 納期：2016年2月末日	EUR 29,100 (4,434,256JPY 相当)
CPU	Belgrade	オンラインDBの開発 開発後無償サポート：3か月 納期：2016年3月中旬	EUR 24,600 (3,748,546JPY 相当)

(表：ソフトウェア開発業者別提案内容)

これらについて、以下の評価基準で評価を行った。

＜質に関するもの＞

ア：提案内容の具体性

イ：提案内容の的確性

ウ：立地

エ：担当者の対応能力

＜コストに関するもの＞

オ：費用

立地をここに含めた理由は、短期間で打ち合わせを行い、トラブルの際には迅速な対応を得る必要があるためである。

担当者の対応能力をここに含めた理由は、提案内容の履行に際し、担当者の対応能力、特に責任感およびコミュニケーションが重要であり、「セ」国の国柄からは責任感のある担当者を選定することが、契約履行にはことさら必須であるためである。

この評価基準に基づき、5段階で行った評価の結果は以下のとおりである。

企業名	提案内容の具体性	提案内容の適格性	立地	担当者の対応能力	費用	合計
Informatika a. d.	5	5	4	4	5	23
ARROCCO SEE	3	3	3	3	2	14
CPU	4	3	4	5	3	19

(表：ソフトウェア開発業者別評価結果)

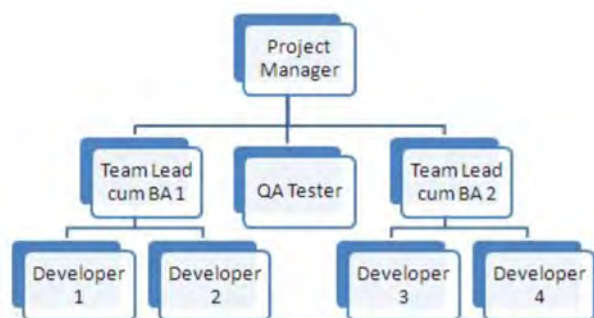
以上の結果より、Informatika a. d. を業務委託先として選定し、契約を締結した。

なお本件業務に係るプロジェクト予算は3,597,210円であり、本契約は予算の範囲内であった。

## 7) 開発プロセス

契約締結後、即座に業務を開始した。

Informatika側は以下のように8名の人員を投下して開発を進めると共に、DirectorのMilan Gligorijevic氏がプロジェクトを総括した。Project ManagerのBiljana Obradvic氏は非常にスケジュール管理に長けており、開発は全体として大きな遅れはなく進んだ。



(図：DB 開発プロジェクト体制・Informatika 社)

### ① NARD 側の対応

NARD 側からは Ana Zagarac 氏、Milan Vujovic 氏、Mladen Stojanovic 氏が中心となって DB の仕様決定に関わった。

この際、NARD は 2016 年 1 月をもって改組されることが決まっており、新組織の IT 部門の体制及びサーバー構成等が未確定であることから一部の仕様決定に遅れが生じたが、この点は新組織の体制確定後に、納品後サポートの一環として最終調整を行うこととして本体部分を先行して開発することとした。

### ② 仕様の確定

2015 年 11 月、週に二度の打ち合わせを行い、月末までに技術仕様書（SRS、System Requirements Specification）の完成版を受領した。

### ③ テスト版の納品

2016 年 1 月、契約通り、テスト版アプリケーションの納品を得た。これをもとにメンターを全 18RA/C から各一名集め、第一回のグループテストを行った。

DB はメンターからは非常に好評であった。一方で、幾つかの技術的な課題が指摘されたため、これを完成版に活かすこととした。

### ④ 完成版の納品

2016 年 2 月、契約通り、完成版アプリケーションの納品を得た。

完成版アプリケーションのユーザー反応をテストするための第二回のグループテストを行い、その反応をもとにユーザーマニュアルを作成した。

総じて非常に好評であった。

## 8) 完成版アプリケーションの引き渡し

2016 年 3 月に、DB の所有権を NARD の後継機関である RAS に委譲した。

RAS 側の IT 部門の体制が整い次第、完成版アプリケーションを RAS サーバーに移すことと

し、当該移行作業は6か月間のフォローアップの一環として行うことを Informatika 側と確認した。

## 9) 参考

詳細仕様は技術仕様書（SRS）に定義されているが、画面のスクリーンショットは以下のとおり。

Mentor Master  
Trupljeni, odgovorni i uslovi se postavljaju

Poslednje logovanje: 13.03.2016. 19:42:23 test user

**Projekti**

Projekti Pretraži

[Novi unos projekta/korisnika](#)

**Program**

**Konkurs**

**Izvor finansiranja**

**Agencija**

**Mentor**

**Godina projekta**

**Matični broj**

**Naziv**

(写真：プロジェクト検索画面)

Mentori Know-how Podrška O nama

**Ana Lazarević**

**Preuzmi**

Opšti podaci Iskustvo Projekti Agencije Ekspertize Sertifikacije

Know-how

**Ime i prezime** Ana Lazarević

**Agencija** Regionalna agencija za razvoj malih i srednjih preduzeća „ALMA MONS“, d.o.o. Novi Sad

**Datum rođenja**

**Pol**

**Organizacija**

**Pozicija**

**Telefon**

**Mobilni telefon**

**Elektronska pošta**

**Opis**

(写真：メンター検索画面)

PROJECT ON ESTABLISHMENT AND PROMOTION OF MENTORING SERVICE  
FOR SMALL AND MEDIUM ENTERPRISES IN THE WEST BALKANS

## Certificate of Donation

As a friend of Japanese people, RAS (Development Agency of Serbia) on behalf of Serbian people received the equipment below from JICA (Japan International Cooperation Agency) as donation.

- Database: Mentor Master
- Maintenance service: Six months after the day of donation

Date: 4<sup>th</sup> March 2016

Signature: 

Vesna Mizdrak

Director

Sector for Project Management



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# **2015 Donor Bench Marking Survey**

**DONORSHIP PROGRAMS OF INTERNATIONAL ORGANIZATIONS  
FOR SMALL AND MEDIUM ENTERPRISES IN THE WESTERN BALKAN  
COUNTRIES**

**JICA Consultant Team**

## Introduction

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- Survey Conducted in Serbia, BiH and Montenegro in May 25 ~ June 3, 2015 period by JICA Consulted Team
- This current survey was a follow up of 2014 survey. The main task was to find potential projects for synergy with other international donors
- During this survey JICA Team concentrated on EU, EBRD, GIZ projects in all 3 countries and UNIDO project in Montenegro
- Montenegro receives less international Aid compared with Bosnia with more active role of UNIDO and UNDP
- Serbia is still on the list of support of many international organizations, like USAID.

## Key Learnings

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- In general international donors provide finance support for SMEs but are very selective about the recipients.
- JICA project output is seen as HR development project. Many donors interested in mentor selection process and possible collaboration with mentors cultivated by JICA.
- All Donors confirm difficulty for implementing the project nationwide in Bosnia.
- GIZ and EBRD focused on mentoring involving own professionals, but not local people.
- International Donors try to focus activities based on clusters (both geographically and industrially).
- Collaboration and information exchange with donors is to contribute to the best practice learning regarding expansion of the project.

# Executive Summary

Country	Donor	Outline	Synergy
BiH	GIZ	<ul style="list-style-type: none"> <li>• Main focus is sustainable development, all Balkan projects are coordinated from Sarajevo</li> <li>• GIZ provides Senior experts (retirees) as mentors on cluster/industry basis</li> <li>• GIZ involves SMEs when projects are applicable</li> </ul>	△
	EU Commission	<ul style="list-style-type: none"> <li>• COSME and other large projects are implemented</li> <li>• Mentoring is on special focus in Herzegovina (HERAG is a main contractor)</li> </ul>	△
	EBRD	<ul style="list-style-type: none"> <li>• Local companies rely on own network rather financial institutions</li> <li>• EBRD selective about recipients of services</li> </ul>	△
	USAID	<ul style="list-style-type: none"> <li>• Had to reduce municipalities from 47 to 13</li> <li>• Some beneficiaries avoid meetings with donors when do not see potential benefits</li> </ul>	×
	UNDP	<ul style="list-style-type: none"> <li>• Provides \$1.5 mln for SMEs per year. 65% from food sector</li> <li>• New project is to start from September, looking for synergy with JICA</li> </ul>	△
Montenegro	AmCham	<ul style="list-style-type: none"> <li>• US has no plans to provide donor support for Montenegro so far</li> </ul>	×
	UNIDO/UNDP	<ul style="list-style-type: none"> <li>• Develops cluster project countrywide.</li> <li>• Interested in developing relations with JICA</li> </ul>	◎
	EU Commission	<ul style="list-style-type: none"> <li>• New person in charge appointed, discussion to continue</li> </ul>	△
	EBRD	<ul style="list-style-type: none"> <li>• Offering financial grants and mentoring support using own experts</li> </ul>	△
Serbia	EBRD	<ul style="list-style-type: none"> <li>• Establishes directorate to support SMEs</li> <li>• Suggests discussion synergy with JICA projects via Belgrade office</li> </ul>	△
	USAID	<ul style="list-style-type: none"> <li>• Develops project with NARD for South-East Regions</li> <li>• Using same mentors for regional RDAs</li> </ul>	×

◎ - interested in synergy with JICA project; △ - discussion recommended; × - difficult at the moment

## Abbreviations

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Abbreviation used		Description
<b>JICA Project</b>	-	JICA Project on Establishment and promotion of Mentoring Service in the West Balkans
<b>EBRD</b>	-	European Bank of reconstruction and Development
<b>GIZ</b>	-	German Government Support Organization
<b>GOLD Project</b>	-	Growth Oriented Local Development Project
<b>EU</b>	-	European Union
<b>USAID</b>	-	United States International Aid Agency
<b>HQ</b>	-	Head Quarter
<b>UNDP</b>	-	United Nations Development Program
<b>UNIDO</b>	-	United National Industrial Development Organization

## Content

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1 . International Donor Survey BiH

2. International Donor Survey Montenegro

3. International Donor Survey Serbia

## Summary Bosnia and Herzegovina

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- GIZ
- EU Commission
- EBRD
- USAID
- UNDP

## Key contacts and interview details

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### Key contacts

#### ● Ms. Lejla Caluk

Project Manager  
Open Region Fund  
Foreign Trade Promotion  
Tel: +387-33-957-500

#### ● Mr. Nedim Sinanovic

Senior Adviser  
T +387 33 564 534  
T +387 33 209 490  
F +387 33 261 566  
M +387 61 488 458  
E [nedim.sinanovic@giz.de](mailto:nedim.sinanovic@giz.de)  
S [giz.nedims](http://giz.nedims) | [www.giz.de](http://www.giz.de)

#### ● Ms. Sussane Hartmann

Sector Fund Manager  
Open Region Fund for South East Europe  
Foreign Trade Promotion  
Tel: +387-33-957-500

E-mail: [susanne.hartmann@giz.de](mailto:susanne.hartmann@giz.de)

#### ● Ms. Karin Rau

Regional Program Manager  
Located in Banja Luka  
Tel: +387-65-768-110

### Interview details

#### ● Date

Interview 1:  
May 26, 2015  
Time: 14:00 ~15:00  
Interview 2:  
June 1, 2015  
Time: 14.00~15.00 (Skype conference)

#### ● JICA Consultants

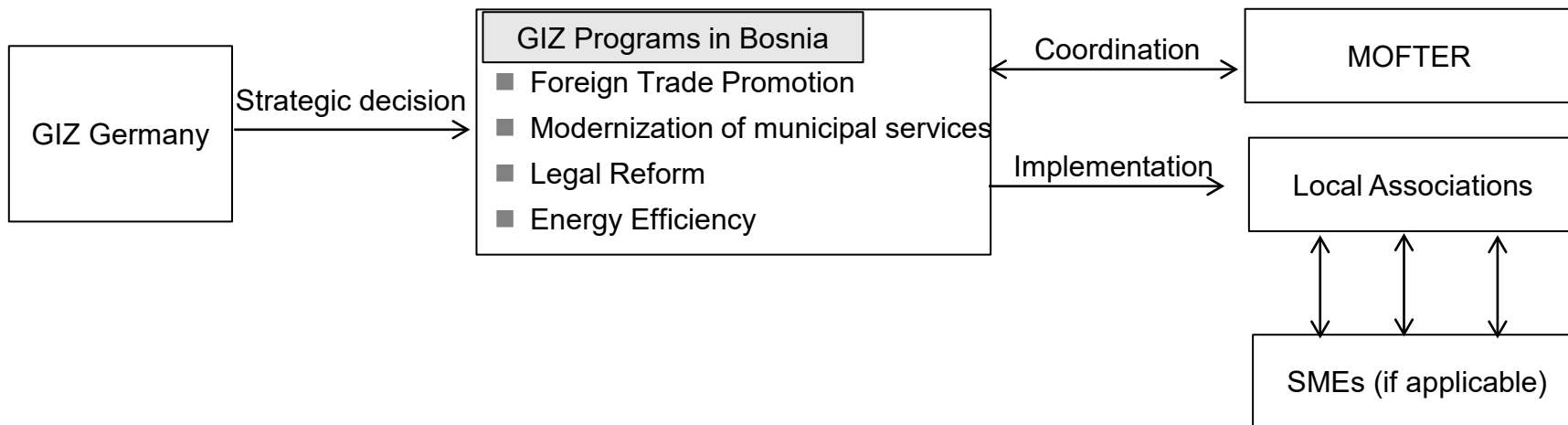
• Alexander Silnitskiy

## GIZ is focused on Bilateral projects

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- GIZ main focus is Government to Country donor programs
- Bosnia is currently on the 2 list for German government, so no major projects are planned.
- SMEs are not the main target of GIZ, programs are targeting national level starting from MOFTER
- Regional associations, chambers of commerce are main CPs for GIZ projects
- In Bosnia GIZ delivers all country projects from the very start

### GIZ Donor model in Bosnia



## **GIZ activities in BiH. Main focus on EU Integration Support**

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### ■ Foreign Trade Promotion

- Strengthening regional cooperation to improve competitiveness and free movement of goods in South-east Europe

### ■ Modernization of municipal services

- Enhancing regional cooperation among municipalities and municipal associations for a better management of municipal services and public utilities

### ■ Legal Reform

- Supporting regional cooperation in the reform of economic law by exchange of experience, identification of needs for harmonization and strengthening implementation

### ■ Energy Efficiency

- Supporting regional networks and initiatives to have an impact on re-form proceedings increasing implementation of energy efficient technologies



- GIZ acts as facilitator and moderator, advising partners in project management by providing services such as network building, knowledge management and training

- Project partners are invited to develop and suggest ideas for Open Regional Fund Projects

- SMEs are involved on municipal level

## Main SME support Project outline

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- German Headquarters provide Senior Expert Service for SMEs
  - SME can apply for expert service almost in any field including engineering, marketing and finance
  - Service will be provide by GIZ certified German Expert retired from their main activities
  - GIZ covers almost 100% of the cost or the SME can receive the service for a really small fee

## Potential synergy with JICA Project

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- Regarding the main focus of GIZ more detailed analysis of the projects is recommended
- GIZ can consider to hold a joint event with JICA to share knowledge with JICA mentors regarding existing opportunities in the regions
- JICA may focus on best practice study of GIZ providing training for the management of the companies in Bosnia. The issue was specified during Mentor Evaluation Survey implemented in the Autumn of 2014.

## Key contacts and interview details

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### Key contacts

- **Ms. Vesna Grkovic**

**Project Management**

Delegation of the European Union to BiH  
Skenderija 3a, 71000 Sarajevo, BiH

E-mail: vesna.grkovic@eeas.europa.eu  
Tel: + 387 33 254 710  
Fax: + 387 33 666 037

### Interview details

- **Date**

May 26, 2015  
Time: 11:00 ~12:00

- **JICA Consultants**

- Alexander Silnitskiy

## EU Support to SMEs in BiH outline

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- More targeted assistance to the private sector development can be expected within IPA 2011-2013 assistance whose main priorities have been defined in the current draft Multiannual indicative planning document for 2011-2013 (so called MIPD 2011-13). The assistance will be in line with the conclusion of the enlargement strategy and BiH's obligations under the IA/SAA.
- Main priorities: to improve the regulatory framework, in particular related to SME sector development; recovery from the consequences of the economic crisis; to assist country over the long term to cope with competitive pressure and market forces within the Union.
- The following sector objectives have been considered for the IPA 2011-13 programming process:
- To improve the institutional and legal framework as well as the coordination and harmonisation of SME related public policies through capacity development at State- and Entity-level.
- To advance the implementation of the European Charter for Small Enterprises and the Small Business Act through assisting the introduction of entrepreneurship learning in secondary and vocational schools.
- To create a better business environment, strengthen the business support infrastructure and services in particular at local level through the creation of business zones and innovation centers.
- To increase competitiveness in growth sectors including tourism, through the introduction of EU technical standards and the development of tailored export.
- For IPA project EU allocating 7 million Euros
- New project of COSME (EU programmed for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (SMEs)) running from 2014 to 2020 with a planned budget of €2.3bn. For all countries)

## Key contacts and interview details

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### Key contacts

- **Mr. Zhinija Hasovic**

National Program Manager

EBRD Small Business Support Team (SBS)

Tel: +387-33-266-975

E-mail: hasovic@ebrd.com

### Interview details

- **Date**

May 26, 2015

Time: 09.00~10.00

- **JICA Consultants**

- Alexander Silnitskiy

## EBRD SME support outline

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- EBRD provides support for SMS on cost sharing basis
- Since 1997 EBRD implemented 700 projects meaning that support was provided for 700 SMEs
- EBRD finances expert support for SMEs (about 10%) of total cost about 50 project of this type were provided for BiH enterprises
- Small Business Support programs of EBRD help small- and medium-sized businesses access business advisory services with local consultants and international industry experts, connecting them to the wider industry experience and know-how that can transform their business

## EBRD supports SMEs based on own requirements

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- EBRD is Starting a new program together with EU from 2015 to FUND competitiveness. It will provide 20 mln Euros to support competitiveness for SMEs. Some 3 local banks will participate in the program. To be eligible for the program SMEs must have 20~50 employees, represent production sector and have a turnover of at least 1 mln euros
- However EBRD management can recommend SME, which has enough potential but not meet the requirements yet.
- For mentoring service EBRD is providing selection of consultants to solve special issue. All consultants are qualified and SME can select appropriate person from at least 5 candidates.
- All services that are provided by EBRD are not free of charge. The recipient is to shoulder a certain amount of cost.
- In 2015 EBRD will also provide additional 2 mln Euros to support women in busyness however EBRD is very selective regarding participants. (Credit history, turnover vs employees performance
- Local SMEs prefer not to deal with banks, but borrow money from family or credit organization. Business planning and reporting is the issue.

## EBRD Projects (1). Promotion women's entrepreneurship in Bosnia and Herzegovina

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- Women's entrepreneurship in Bosnia and Herzegovina lags behind the rates seen in advanced economies the participation rate of women in business
- The EBRD's first dedicated Women in Business programme – a combination of advice, know-how and non-financial support services – has helped 51 women entrepreneurs to grow their businesses.
- Funded by Luxembourg, the Taiwan-EBRD Cooperation Fund, and the EBRD Shareholder Special Fund. The program provides a comprehensive toolkit of support.
  - Training courses in entrepreneurial skills
    - Business start-up
    - Online marketing
  - Mentoring component, through which women entrepreneurs from Bosnia and Herzegovina share their experiences and challenges with women around the world, either as mentee or mentor.
- One Association was established with the aim of strengthening women's entrepreneurship. The association provides support to women who face difficulties in achieving economic independence, whether they are unemployed or have just started a business.
- The Deloitte SheXO Club is a networking organization run by the local Deloitte offices. It is specifically dedicated to the promotion of successful women in Bosnia and Herzegovina in the fields of business, culture, social contribution, and education.

## EBRD in Bosnia and Herzegovina

EBRD Projects (2). Through a €1 million loan from the EBRD-Italy Local Enterprise Facility and support from Small Business Services, the EBRD has helped one company expand its operations globally and improve its energy efficiency.

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- Jami is a local company established in Sarajevo in 2005 by Feđa Selmanagić.
- Jami's core business includes the production of frozen pastry, traditional bureks, pizzas and other frozen meals. Following success on the local market, the company has started to export its products to neighboring countries and to the EU, including Austria, Germany and Sweden.
- To ensure Jami's further expansion, company approached EBRD Small Business Support in 2011 for a project to help the company consolidate its position in the local market and further expand to international markets.
- Jami was looking for support in particular to improve their marketing, sales and distribution, and manufacturing and planning skills. In August 2011 Jami began a 21-month project with Small Business Support, working with a team of four Italian experts.
- The team suggested implementing a common brand identity and changing Jami's market positioning.
- The team also helped the company reorganize their packaging to use space more effectively, and advised on the development of new products, like frozen croissants, chilled pasta and frozen pizzas. Also, by upgrading Jami's facilities, the project reduced CO<sub>2</sub> emissions by an estimated 940 tones a year.
- In the two years the company has been working with Small Business Support, their sales have grown by more than 14 %
- Given the success of the first project, Jami has decided to commit to a second phase, contributing 50 % of the project costs itself.

## Potential synergy with JICA Project

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- JICA Project mentoring service beneficiaries can apply for additional support of EBRD if they meet the requirements : 2 mln revenue and at least 50 employees
- JICA mentors need to get more acquainted with EBRD services and available companies subject of mentoring service

### Next Steps

- Discuss possibility of providing EBRD knowledge for Mentors in Bosnia

## Key contacts and interview details

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### Key contacts

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- **Mr. Christopher Donahoe**

Director

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### Interview details

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- **Date**

May 27, 2015

Time: 10:00 ~11:00

- **JICA Consultants**

- Alexander Silnitskiy

## GOLD Project Key Updates

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- Main contractor – Deloitte is struggling with nation wide promotion of the project
- Previous Leader Mr. Mark was replaced as he had disagreement with USAID regarding implementation
- SERDA is a main counterpart for the project in Sarajevo region.
- Initially the project was targeting 47 municipalities nationwide, however currently targeting to reduce to 13
- Dependency is seen as a main threat for donor projects. People depend on relations and do not try to discover new chances by themselves.
- SMEs receive development support which in average from 10 to 15 thousands KM per company. These funds are usually spent on consulting, certification or equipment. However the procedure of receiving US Aid funds is very strict and many companies give up in the middle of process.

## GOLD Project ownership and contractors

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### ■ **GOLD** - Growth Oriented Local Development Project

### ■ **Project funding**

- Total Findings \$20 Mln
- Project Period: 2013~2018 (5 years)
- **USAID – 50% in GOLD Project**

For reference: Since 1994 US Government thought USAID has spent nearly \$1.6 billion to different project in BiH

- **SIDA** (Swedish International Development Agency) – 50% in GOLD Project

For reference: Swedish government initial focus was on assisting to rebuild in post war period. Currently focus changed on supporting BiH activities in become EU member

### ■ **Project contractors**

Deloitte Consulting LPP, USAID Contractor

## Project Target

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- Promote integrated and inclusive local economic development (LED) planning and implementation in collaboration with targeted municipalities in sectors with the highest potential for rapid, sustainable job growth;
  - Unlock the economic potential of municipal assets and promote new investments that support targeted sectors through public-private partnerships;
  - Engage stakeholders to improve public service delivery and the business enabling environment;
    - Promote new direct investment and support competitive supply chains to create new jobs.
- To create jobs for youth, the project supports entrepreneurship and works with the private and public sectors to implement vocational education programs to train youth in skills suitable to the local economy

## Key contacts and interview details

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### Key contacts

- **Ms. Aida Lakovic Hoso**

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- **Ismar Ceremida**

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Value Chains for Employment Project  
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Project Rural and Regional Development Sector

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### Interview details

- **Date**

May 27, 2015  
Time: 16:00 ~17:00

- **JICA Consultants**

- Alexander Silnitskiy

## UNDP support updates

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- UNDP provides support for SMEs by sector. However 65% of companies refer to food sector. Other sectors are Textile, Metals. ICT
- Main projects for SMEs are Local Integration Development and MEG (Maintaining Environmental and Economic Governance)
- Up to 1.5 million Euros provided per year
- New phase of the project for LID is planned to start from September 2015
- UNDP interested in building synergy with JICA project and inviting mentors for owned programs based on the skills they have

## UNDP support outline

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- Helping BiH through strengthened national and local capacities to carry out political, economic and social reforms and development.
- UNDP annually spends nearly USD 30 million in BiH through its four key focus areas:
  - Justice and Security,
  - Social Inclusion and Democratic Governance,
  - Rural and Regional Development
  - Energy and Environment. Additionally,
- UNDP is the custodian of the Resident Coordinator system, thereby collaborating closely with other UN Agencies which account for a further USD 20 million in program spending

## UNDP support project outline

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- UNDP is focused on General economic development programs
- UNDP has a wide coverage of 5 regional offices and 47 municipalities
- SMEs get support within the framework of EcoTourism development projects which is a part of rural and regional development program
- Target of support is to provide general information service

## Potential synergy with JICA Project

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- JICA Project mentoring service beneficiaries can discuss further cooperation in terms of expanding programs to the regions of BiH, if the project continues.
- UNDP is interested in learning the skills of JICA mentors, to be able to use them in the local program development.

### Next Steps

- Share information on JICA training for mentors
- Discuss informational meeting with SERDA to define more overlapping issues for the JICA project during nationwide expansion.

## BiH General Conclusions

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- International organizations provide significant support to BiH. One of the reasons is seen in the power of Diaspora of Bosnian people in Scandinavian countries and Sweden in particular. Therefore more Donors from Turkey and Arabic countries may also enter Bosnia with support program, especially on the Islamic connections.
- Common trend of all analyzed programs is the focus on regional development despite disorganized vertical country governance.
- Strategic goal of the most project is EU membership support
- JICA project seems to be unique in terms of SMEs while it is providing technical assistance, and human resources development at one time. At the same time it is less selective compared to what other Donors are doing in Bosnia and gives more opportunity for local companies to benefit.
- Expanding project nationwide will require a political level support and seeding of the beneficiaries. Therefore there is need to define scope of nationwide project.

## Summary

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1 . International Donor Survey BiH

2. International Donor Survey Montenegro

3. International Donor Survey Serbia

## Content Montenegro

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- American Chamber of Commerce
- UNIDO/UNDP
- EU Commission
- EBRD

## Key contacts and interview details

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### Key contacts

● **Ms. Milica Dragojevic**  
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### Interview details

● **Date**  
May 29, 2015  
Time: 12:30 ~13:30

● **JICA Consultants**  
• Alexander Silnitskiy

## AmCham SME Support Project

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- AmCham provides internship for graduate students in American and non- American companies that are members
- USAID Closed programs in 2012
- According to World Bank, Montenegro is rated as a country with upper middle income, therefore it is difficult to be subject of US Donor Programs

## Potential synergy with JICA Project

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- As US Embassy is in charge of donor programs it is suggested to organize meeting with US Ambassador to Montenegro and JICA Balkan office/JICA Team members
- Optionally the meeting with US Embassy can be first done in unofficial atmosphere to get acquainted of JICA and US related activities
- AmCham in Montenegro is ready to provide any kind of support for JICA Project

## Key contacts and interview details

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### Key contacts

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### Interview details

- **Date**

May 29, 2015

Time: 11:00~12:00

- **JICA Consultants**

- Alexander Silnitskiy

## Enhancing the competitiveness of local SMEs in Montenegro through cluster development

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- Project “Enhancing Competitiveness of Local Small and Medium Enterprises in Montenegro through Cluster Development” is the European Union (EU) funded project co-funded & implemented by United Nations Industrial Development Organization (UNIDO) in partnership with United Nations Development Program (UNDP) for the Ministry of Economy of Montenegro.
- 2-year project is funded by EU commission in the amount of 500,000 EUR, co-funded by UNIDO in the amount of 25,000 EUR and implemented in cooperation with UNDP
- The *Programme for Cluster Development Enhancement in Montenegro until 2016* is implemented by the Ministry of Economy. The goal of this program is to provide financial support in terms of grants for entrepreneurs, micro, small and medium enterprises which have formed the cluster. This program is intended to support the purchase of equipment, with the exception of IT and transport equipment. The company that applies for grant must finance the entire purchase of equipment and request a refund to avail of the funds. Financial assistance is granted up to 70% of the purchase value of the equipment, and in the amount up to EUR 10.000 per applicant excluding VAT.
- Project consists of 3 outputs
  - Output 1: Staff of Ministry of Economy capacitated on how to develop and implement cluster support programs
  - Output 2: Staff and local units trained on how to develop and implement cluster support programs for competitiveness
  - Output 3: Clusters with good performing potential assisted in the formulation, implementation and monitoring of action plans and the creation of market linkages.
- Official period of Project started on March 1, 2014
- Clusters captured include: Trout-breeding cluster, Wine production cluster, Metal works cluster, Olive and oil cluster

## Cluster project background and definitions

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- The Government of Montenegro has adopted the Strategy for Sustainable Economic Growth in Montenegro through the Introduction of Business Clusters 2012-2016 in 2012.
- Its general objective is to:
  - (i) contribute to a balanced regional socio - economic growth by increasing competitiveness and employment capacity of entrepreneurs and MSMEs;
  - (ii) ensures equal usage of all opportunities derived from European integration and further market expansion.
- The Strategy is aimed at achieving four objectives:
  - (1) Increase exports,
  - (2) identify local origin of products and import substitution,
  - (3) Open new businesses and new jobs
  - (4) Retain employment levels.
- The Strategy Defines a cluster as a geographic concentration of related companies and associated institutions in a radius of 50 kilometres, noting that the radius can be increased up to 100 kilometres. Distance should not be considered a key obstacle to cooperation and networking.

## Key contacts and interview details

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### Key contacts

- **Ms. Jelena Mrdak**

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- **Ms. Dzenana Scekcic**

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### Interview details

- **Date**

June 3, 2015  
Time: 09:30~11:00

- **JICA Consultants**

- Alexander Silnitskiy

## Enhancing the competitiveness of local SMEs in Montenegro through cluster development

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- The *Program for Cluster Development Enhancement in Montenegro until 2016* is the key government programmed designed specifically for cluster development, and seeks to overcome bottlenecks in production process of clusters through the purchase of common production equipment.
- Another possible opportunity area is the *Program for Enhancing Regional and Local Competitiveness Through Harmonization with International Standards of Business for the Period 2014-2016*, which aims to provide support to entrepreneurs, SMEs and clusters, especially from the Northern region and less developed municipalities in order to enhance their competitiveness.
- UNDP supports UNIDO for cluster development project. Developing cluster agents.
- Cluster agents are recruited by UNIDO via Ministry of Economy and developed by UNDP support.
- UNDP is targeting to expand the project nationwide working with all 23 municipalities in Montenegro.
- For the expansion of the project nationwide UNDP collaborated with Montenegro Chamber of Commerce.
- At the initial stage Ministry of Economy was against of collaboration with Montenegro Chamber of commerce, however, green light was finally given after negotiating the issue for several times the green light was given.
- UNDP/UNIDO is using local consulting agencies to recruit Cluster Agents
  - CEED Consulting Company (<http://www.ceed-consulting.com/en/>)
  - Institute for strategic studies and prognoses (<http://issp.me/>)
  - E3 consulting company (<https://www.e3co.com/>)

## JICA and UNIDO/UNDP Cluster Development synergy options

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- JICA and UNIDO/UNDP could collaborate in 3 ways, however prior discussion with UNIDO/UNDP is necessary :
  - 1) JICA can train cluster staff for mentoring service to use related Japanese experience
  - 2) JICA can develop additional skills in existing mentors to develop service for the clusters
  - 3) JICA can dispatch experts to share best practice of cluster development in Japan
- To promote successful collaboration with UNIDO/UNDP project involvement of Chamber of Commerce of Montenegro in the project may be the issue
- **Issues to confirm:**
  - Details on Cluster Agents (number, background, average age)
  - JICA UNIDO/UNPD high level discussion options (Suggest meeting in UNDP/UNIDO Montenegro in July 2015 to confirm collaboration options)

## Key contacts and interview details

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### Key contacts

- **Mr. Mark Reilly**

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### Interview details

- **Date**

June 2, 2015

Time: 15:00 ~16:00

- **JICA Consultants**

- Takeshi Kimura<sup>5</sup>

- Alexander Silnitskiy

## EU Commission in MNE updates

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- Mr. Reilly started his mission in Montenegro only in May 2015 after serving for 7 years in Albania.
- **Significant funding opportunities are available through EU Funding Programmes that have a national focus on Montenegro:**
  - i) Programmes that have a specific national focus;
  - ii) international programmes (e.g. IPA)
  - iii) EU programmes or schemes for which there are specific national funding access or disbursement channels such as specific EIB schemes which require Montenegro-based financial intermediaries.
- A number of programmes operated by the *Ministry of Agriculture and Rural Development* may also be of interest. The Ministry administers programmes such as the *Agro Budget* which comprises a budget of EUR 14.03 million. The *MIDAS Project* is operated by the *Ministry of Agriculture and Rural Development* with funding from the Investment Development Fund and the World Bank. MIDAS aims to prepare Montenegrin agriculture and its institutions for future membership in the European Union. This reflects broader aspirations of the integrated local development plan for Montenegro devised by the UNDP. The total project value is EUR 17.1 million.
- The EU Delegation in Podgorica and the World Bank have signed an agreement that approves the use of EUR 3.2 million of IPA 2012-2013
- As for SMEs EU provides IPA Funds (Instrument for pre-accession assistance) for Montenegro. About 8 Mln Euros to be provided before 2020 for prioritized projects aimed at the economic development of the country.
- Montenegro is also a subject of COSME program, where SMEs can receive support, however SMEs have to go through a very complicated application list.

## COSME Project in Montenegro

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- The Competitiveness of Enterprises and Small and Medium-Sized Enterprises, more commonly referred to as COSME, is a funding initiative established by the European Commission. In contrast to Horizon 2020 COSME is primarily focused on the development of SMEs. Between 2014 and 2020 the Commission aims to invest EUR 2.3 billion in such enterprises. The parameters of COSME aim to create better access to finance for SMEs, easier market access, increased support to entrepreneurs and develop more favorable conditions for business creation and growth.
- The international agreement which enables Montenegro to participate in COSME was signed on 25 of June 2014. However for the Agreement to enter into force, Montenegro must notify the Commission that their internal legal requirements for the complete ratification of the agreement have been completed, which will be completed at the end of October this year.
- The remaining overview of COSME has been written with the presumption of the timely conclusion of this procedure.
- The remit of COSME is significantly smaller than the aforementioned Horizon 2020 and therefore is unlikely to result with inter-sectorial developments. However despite the limited number of open calls there remains scope for the development of SMEs and Cluster Based Initiatives in Montenegro within the Tourism industry.

## EU SME Support Projects

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- EU to provide 500,000 Euros to support cluster creation in Montenegro to improve competitiveness of the local companies
  - Purpose of this activity is to make companies work together and understand benefits of mutual cooperation
  - Export oriented clusters to be created with focus on metal industry and olive production
  - The program is for 18 months until 2015
- The Western Balkans Enterprise Development & Innovation Facility (WB EDIF) is a new initiative aiming at improving access to finance for SMEs in the Western Balkans, helping to develop the local economy as well as the regional Venture Capital markets and at the same time promoting policy reforms to support access to finance through financial engineering instruments.
  - EU provides EUR 145 million of initial capital pulled together under this Facility by the European Commission, international financial institutions (IFIs), governments of beneficiary economies(1) and bilateral donors will translate into over EUR 300 million of direct financing available for SMEs in the region.
  - The WBIF supports socio-economic development and EU accession across the Western Balkans through the provision of finance and technical assistance for strategic investments, particularly in infrastructure, energy efficiency and private sector development.
- EU currently planning new strategy for Montenegro for 2014-2020 period.
- 35 Mln Euro/year expected to be provided to support social and economic development in Montenegro

## Potential synergy with JICA Project

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- Information exchange of situation in Montenegro is very valuable and to be continued on working level
- EU is a major donor, so the synergy is possible on the information sharing level so far

### Next Steps

- Additional discussion with new person in charge is recommended

## Key contacts and interview details

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### Key contacts

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### Interview details

● **Date**

June 2, 2015  
Time: 16.00~17.00

● **JICA Consultants**

• Alexander Silnitskiy

## EBRD SME support model in Montenegro

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- The European Bank for Reconstruction and Development offers support facilities to SMEs which should be of particular interest to Montenegrin SMEs. Rather than offering financial grants the EBRD places an emphasis on upskilling and facilitating the transfer of knowledge and industry specific skills.
- EBRD provides support for companies up to 240 employees and 2 year balance sheet (Companies producing alcohol and tobacco are not subject of support)
- EBRD has mentoring service, when EBRD database consultants can provide mentoring for beneficiary
- Once need in consulting is discovered by SME, EBRD can finance 25~75% from own database consultant. However company can bring other consultant it wants, in this case the consultant to be certified by EBRD
- EBRD also providing support for women in business. There are trainings provided by international experts from US and EU for mid and top female management, including subjects: strategy, marketing, organization, operations, technology, engineering solutions, quality management, financial management, energy efficiency and environment\
- EBRD never provides full support. Beneficiaries have to shoulder at least some part of the cost for corporate finance and training
- JICA cultivated mentors are welcome to get into EBRD database for Montenegro, however they can not be Governmental Employees (Business center employees are OK)

## EBRD SME support outline

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- EDRD Business Advisory Service in Montenegro
  - 485 enterprises in Montenegro access advice and 500 projects
  - funded in Montenegro by the EU and EBRD Shareholder Special Fund
  - 67% of enterprises increase their turnover, with a median increase of 11%
  - 19% of enterprises accessed external finance, for a total of €10.6 million in 2011-2013.
  - created 210 jobs in 2011-2013, as 43% of enterprises increased their number of employees
  - 72 per cent of our projects are outside Podgorica
- Network of 105 consultants. Now training the next generation of consultants in marketing of consulting services covering strategy, marketing, organization, operations, technology, engineering solutions, quality management, financial management, energy efficiency and environmental management
- Total donor contribution to the project 7.2 mln Euro

## EBRD to Support Women in Business project in Montenegro

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- Funds in the amount of EUR 25.1 million and advisory business services will be available through the Western Balkans Program for women-managers of small- and medium- sized companies, of the European Bank for Reconstruction and Development, the Swedish International Development Agency (SIDA) and Luxembourg.
- "Women in business" program will be conducted in the next four years (~2018) and is intended for SMEs that are managed by women who need financial support and advice to develop their business
- Initially, EBRD will participate with EUR 20 million, intended for creation of credit lines for businesses run by women, through the local financial institutions, in order to promote sustainable borrowing by small- and medium-sized firms managed by women, depending of the final approval by the EBRD Board of Directors
- For the program's implementation, SIDA provided EUR 3.6 million, and Luxembourg - EUR 1.5 million

## Potential Synergy with JICA Project

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- Both Managers in Charge has been working for less than year in EBRD Montenegro
- JICA Project company beneficiaries can be a subject of additional support from EBRD financed programs

### Next Steps

- Organize meeting between DDSME, Mentor Candidates and EBRD in Montenegro to discuss synergy of the projects

## Montenegro General Conclusions

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- UNIDO/UNDP Cluster focus can be beneficiary for future synergy between the projects. JICA projects can benefit from the synergy during the stage of nationwide expansion of the project.
- EU is the main donor and coordinator of all project implemented in Montenegro.
- Some international donors withdraw from Montenegro due to the level of the development of the country and size of economy. However those projects that are targeting Montenegro along with other countries are expected to continue.

## Content

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1 . International Donor Survey BiH

2. International Donor Survey Montenegro

3. International Donor Survey Serbia

## Content Serbia

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- USAID
- EBRD
- GIZ

## Key contacts and interview details

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### Key contacts

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- **Djordje Boljanovic**

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<http://serbia.usaid.gov>

### Interview details

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- **Date**

June 4, 2015  
Time: 13:00 ~14:00

- **JICA Consultants**

- Alexander Silnitskiy

## USAID Activities in Serbia

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- USAid implements projects in Serbia since 2001. Total spent within those years accounted for \$870 millions
- Main pipeline is agriculture and local government development, with share of \$200 mln within 5 years.
- Currently main projects are
  - The USAID Business Enabling Project (BEP) is a five year, 16.7 million activity designed to help the Government of Serbia improve the competitiveness of the Serbian economy and its private sector business. The activity will provide technical assistance and training to targeted groups to improve the business enabling environment, support macroeconomic stability, further develop financial markets, and improve and increase business and financial management capacities within businesses and the government.
  - The Sustainable Local Development project supports the long-term economic and social development of Serbian communities. This project works to improve the capacity of Serbian municipal governments to implement policies, procedures, and projects that will contribute to area-based economic development and responsive and transparent municipal governance. Sustainable Local Development Project will work through 12 inter-municipal clusters/partnerships, each bringing together three or more neighboring communities with common development interests.

## USAID Collaboration with Nard: Private Sector Development Project

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- USAID's Private Sector Development Program (PSDP) is a four-year, \$7 million project, launched in July 2013, which will strengthen private sector firms in 12 selected municipalities in the economically devastated regions of South and Southwest Serbia (Vranje, Leskovac, Presevo, Bujanovac, Medvedja, Raska, Novi Pazar, Sjenica, Tutin, Priboj, Prijepolje and Nova Varos)
  - The project is implemented with NARD through its network of RDA: in Novi Pazar, Uzice, Kraljevo and Leskovac, in cooperation with the Vranje Small Business Agency, will help growth-oriented companies and business clusters increase sales and exports and create jobs.
  - This is the first time that USAID/Serbia is directly partnering with a Government of Serbia entity for the implementation of a USAID program.
  - USAID will build the capacity of NARD and the RDAs to implement the program by providing support in areas such as program management, monitoring and evaluation, export market assessment tools, etc.
  - Project activities will focus on two key objectives:
    - Support private sector development by working with stakeholders in key high potential sectors on strengthening their businesses
    - Strengthen Government of Serbia national private sector development entities
- USAid is considering Phase 2 of the project and it is still under consideration due to the merge of 2 sections in USAid and other internal procedure.

## USAID and JICA collaboration issues

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- Since USAID is using RDAs JICA already contributed to the project not directly by sharing knowledge with some of the mentors used for USAid project
- Cluster development may be on focus in the future if JICA could provide special training for USAID mentors.

## Key contacts and interview details

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### Key contacts

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### Interview details

---

- **Date**

June 5, 2015  
Time: 15:30 ~16:30

- **JICA Consultants**

- Ito Ryuichi

- **NARD**

- Milan Vujovic

## EBRD activities in Serbia

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- Main focus on sustainable economic development
- For SMEs EBRD developed special directorate for SMEs
- Developing local consultants for SMEs and keeping record of projects
  - 200 local consultants (mentors) provided services, however only 50% or 100 are active
  - EBRD created opportunity for consultants to provide their services, however consultants are also expected to be proactive and discover opportunities

## **EBRD required criteria for SME support in Serbia, BiH and Montenegro**

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- Personal up to 250 or 500 for growth company
- 2 years operational record
- Turnover up to 50 mln Euros
- Majority private ownership and priority for majority local ownership
- Clear corporate structure or readiness to restruct company
- Not applicable for companies in tobacco, alcohol, military and immoral industry
- Cost share basis
- 1 project cost up to 5000 Euros

## EBRD TAM (Turn Around Management) program in Serbia

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- TAM projects have been present in Serbia since 2001
- Serbian SMEs have been below the regional average regarding participation in joint ventures with foreign companies, and TAM is working to address this by linking enterprises to foreign counterparts
- A specific cross-cutting initiative that has been addressed through several TAM training seminars and projects has been the Women in Business initiative, funded by the EU
- Further training sessions have been conducted to train local SMEs on HR management issues and to expand the local consultancy market.

## EBRD BAS (Business Advisory Service) program in Serbia

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- The BAS grant is a key component of BAS assistance, thus helping financially constrained enterprises to access consultancy services
- A Grant Guideline Matrix is used in order to prioritize intervention to areas where BAS assistance is additional in Serbia.
- Size of enterprise: Higher grants are given to smaller enterprises. Meanwhile, lower grants are proposed for bigger companies as their ability to pay for consultancy services tends to be higher.
- Geographic location: Higher grants are given to enterprises outside the capital city and particularly companies in Eastern and Southern Serbia.
- Type of advisory service: Higher grants are given to support projects involving consultancy services where market demand is less mature, particularly in the areas of energy efficiency and improving management effectiveness.

## EBRD Women in Business support in Serbia

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- In Serbia the participation rate of women in business remains behind the rates seen in advanced economies (less than 20%)
- The EBRD's first dedicated Women in Business program— a combination of know-how, subsidized advisory projects – has helped more than 200 women entrepreneurs in Serbia with advice and training.
- Funded by Luxembourg, the Taiwan-EBRD Cooperation Fund and the EBRD Shareholder Special Fund, the program provided a comprehensive toolkit of support. In Serbia
- 135 women completed training courses in entrepreneurial skills such as starting your own business and marketing it online
- Serbian women entrepreneurs mainly requested advisory support in marketing, quality management, information and communication technology, and strategy development. The program also includes a mentoring component, whereby 15 of these businesswomen share experiences and challenges with women around the world, either as a mentee or a mentor

## EBRD projects in Serbia/Women in Business (1) Wood restorer

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- A family-run business Dukic stil specializes in restoring wooded objects and wooden buildings
- As demand for the company's services grew, the business expanded to include more ambitious projects such as refurbishing log cabin and interior design
- Ms. Dikic worked closely with local EBRD consultant to conduct detailed analysis of management and capacities of her business
- As a result the consultant identified weaknesses in Dukic Stil's resource management and the lack of appropriate market strategy
- The consultant helped the company:
  - Define development and market strategies
  - Reinforce human resource management
  - Develop company visibility through the newly created website
  - Promoted company on local exhibitions
  - Trained key staff in using online resources
- Project related numbers
  - Turnover +50%
  - New clients acquired 5
  - Total project value 9,600 Euro (Client contribution 25%)

## EBRD Potential Synergy with JICA projects

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- JICA and EBRD will discuss the synergy on regular basis
- Ms. Natalia Meyulunas is coordinating EBRD projects in all Western Balkan countries and will be one window for the further contacts

## Key contacts and interview details

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### Key contacts

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- **Mr. Tomislav Knezevic**

Senior Project Manager

Program for Private Sector Development in Serbia

Tel: +381-11-24-00-374

E-mail: tomislav.knezevic@giz.de

### Interview details

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- **Date**

June 16, 2015

Time: 14:00 ~15:00 (Skype conference)

- **JICA Consultants**

- Alexander Silnitskiy

## GIZ Activities in Serbia

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### ■ Rural Development

- Strengthening municipal land management

### ■ Sustainable Infrastructure

- Advisory service for energy efficiency

### ■ Social Development

- Strengthening the structures for youth empowerment and participation

### ■ Economic development and employment

- Local economic development in Eastern Serbia
- Sustainable recruitment of nurses (Triple Win)
- EU Integration of South Eastern Europe (supraregional)
- Development of an alumni network for 'Sustainable Business Practice' in South-Eastern Europe (supraregional)
- Regional program to establish a Danube Competence Center (supraregional)
- German business internship program for the countries of the Western Balkans (supraregional)
- Career guidance in secondary schools
- Assistance to competitiveness and compatibility with the EU of Serbian SMEs
- Reforming vocational education

## **GIZ Support for SMEs in Serbia**

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- GIZ is providing support for SMEs in Serbia via ACCESS project.
- Project is targeting developing entrepreneurship skill and start-ups
  - ICT industry (Clusters)
  - Organic Food processing industry
  - Green energy enterprisers (pilot stage)
- For the implementation GIZ is collaborating wit NARD and RDAs, providing training and mentoring
- Main focus is harmonization with EU standards

## **GIZ difficulties in Serbia and other issues (Montenegro support)**

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- SIEPA and NARD merger seen as a main threat to the sustainable implementation of projects in Serbia.
- About 150 people are employed by both agencies now and only 50 people will remain in the newly created Development of Serbia Agency.
- All changes are expected to be completed by the end of August 2015.
- It will be also an issue of manpower to implement the Donor projects in the future, however reorganization will only affect Belgrade and National level.
- RDAs are expected to remain and there will be less problems when working with the regions.
- GIZ has reduced projects in Montenegro, since it is seen as a small country with a focus on tourism, and enough level of development. However this is only refers to bilateral projects. If Montenegro is a part of regional project as one of the countries, the support is expected to continue.

## **GIZ Potential synergy with JICA Project**

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- Since it is the same case as USAID, GIZ is using mentors from RDAs that are trained by JICA project as well. In this way both programs have sort of a synergy that supports Serbian mentors with more knowledge.
- Agreed to discuss on regular basis the development of projects one time in 3 months

## Serbia General Conclusions

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- EBRD has regional coordination via Belgrade office. In future contact established at the meeting can be useful to discover opportunities for cooperation. There is a strong impression that EBRD Belgrade is targeting to take a lead in other Western Balkan Countries.
- GIZ is waiting to see the result of merger between NARD and SIEPA to make a decision on future collaboration model.
- Despite the fact that Serbia is improving development level, some problems of SMEs (access to finance, business planning) seem to be similar to those in 2 other countries. Bigger market with a political target of becoming a local hub is more attractive for foreign investors and gives more opportunities for local SMEs.
- International donors still plan to continue providing support for Serbia.