



Mentoring program za mala i srednja poduzeća

www.serda.ba



Mentoring podrška za unaprijeđenje poslovanja.

STRUČNO VOĐENJE PROGRAMA MENTORINGA

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



Da li ste ikada pomislili

"Želim da povećam produktivnost, ali nemam dodatna sredstva za nova ulaganja"

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

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

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

AKO STE NA BILO KOJE PITANJE ODGOVORILI SA "DA", VEĆ IMATE DOVOLJNO RAZLOGA DA SE PRIJAVITE ZA USLUGU MENTORINGA!

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



UTISCI PRETHODNIH KORISNIKA PROGRAMA:



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

“Poboljšali smo
produktivnost fabrike.”

“Zaposleni su uspješno
naučili Kaizen metod.”

“Osjećam se manje
zabrinuto oko svoje firme.”

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



Mentore je certifikovala Japanska agencija za međunarodnu saradnju. Pored toga što imaju **profesionalno iskustvo u oblasti malih i srednjih poduzeća**, mentori su **praktično i teorijski osposobljeni za pružanje mentorskih usluga, uz podršku alata i znanja eksperata iz Japana**. Mentoring usluga se pruža kroz mentorski proces, tokom najmanje 50 sati podrške mentora za korisnika.

PROCES MENTORINGA

UVOD

- Objašnjenje usluge mentoringa
- Prikupljanje osnovnih informacija
- Detaljan razgovor sa vlasnikom

PRIKUPLJANJE INFORMACIJA

- Proučavanje kompanije
- Finansijska analiza
- Detaljan razgovor sa ključnim osobama u kompaniji

ANALIZA

- Postavljanje cilja
- SWOT analiza
- Ostale potrebne analize
- Identifikovanje oblasti za unaprijeđenje poslovanja
- Identifikovanje onog što je najvažnije za uspjeh
- Definisanje aktivnosti
- Detaljan razgovor sa ključnim osobama

DIJAGNOSTIFIKOVANJE

- Mentor postavlja dijagnoze i priprema izvještaj o tome
- Ohrabivanje kompanije za sprovođenje aktivnosti

IMPLEMENTACIJA

- Na osnovu akcionog plana, realizuju se definisane aktivnosti za poboljšanje poslovanja. Sve vrijeme implementacije mentor pruža podršku.

FINALNI IZVJEŠTAJ

- Mentor priprema finalni izvještaj o pruženoj mentoring usluzi.



Mentor ne obavlja poslove umjesto vlasnika, jer jedino vlasnik ili zastupnik mogu naći rješenje. Neophodno je sprovođenje mentoring usluga kojima se vlasnici dobrovoljno pridružuju u aktivnostima čime se stvara jedan praktičan servis.

ISKUSTVA PODUZEĆA

ANI-BH d.o.o.
(Zabavište)



SLABOST:

Nedostatak finansijskih sredstava.



REZULTATI MENTORINGA:

- Povećanje obima posla i broja zaposlenih - Na početku mentoring programa imali su 16 ugovora i 4 zaposlenih, a po završetku programa 42 ugovora i 8 zaposlenih

- Promocija usluga

FIN PROFI d.o.o.
(Računovodstvene usluge)



SLABOST:

Loša i nesigurna naplata potraživanja od kupaca, sa dugim kašnjenjem i nenaplaćenim ishodom.



REZULTATI MENTORINGA:

- Poboljšana realizacija naplate potraživanja
- Uvođenje novih inovativnih usluga i novog računovodstvenog softvera koji omogućava lakšu, bržu i kvalitetniju uslugu

SMC d.o.o.
(Prodaja konfekcije,
zastupnici za Benetton)



SLABOST:

Vraćanje starih kupaca i pridobijanje novih kupaca.



REZULTATI MENTORINGA:

- Veći prosječni broj izdatih računa
- Napravljena baza redovnih kupaca, kojima je dodijeljena kartica kojom ostvaruju popust



Sarajevska regionalna razvojna agencija SERDA

Kolodvorska 6, Sarajevo 71000

Web: www.serda.ba e-mail: info@serda.ba



Mentoring program za mala i srednja preduzeća

www.nasme.me



Mentoring podrška za unaprijeđenje poslovanja.

STRUČNO VOĐENJE MENTORSKOG PROGRAMA

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



Da li ste ikada pomislili



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

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

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

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

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

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UTISCI PRETHODNIH KORISNIKA PROGRAMA:



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organizacionu strukturu
za razvoj naše kompanije.”



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

PROCES MENTORSTVA

UVOD

- Objašnjenje mentorske usluge
- Prikupljanje osnovnih informacija
- Detaljan razgovor sa vlasnikom

PRIKUPLJANJE INFORMACIJA

- Proučavanje kompanije
- Finansijska analiza
- Detaljan razgovor sa ključnim osobama

ANALIZA

- Postavljanje cilja
- SWOT analiza
- Dalje analize
- Identifikovanje najvažnije teme
- Identifikovanje onoga što je najvažnije za uspjeh
- Pronalaženje aktivnosti
- Detaljan razgovor sa ključnim osobama

DIJAGNOSTIKOVANJE

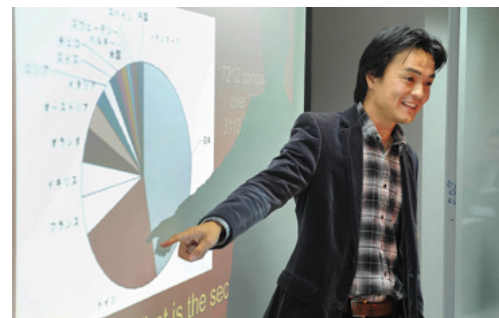
- Sastavljanje izvještaja o dijagnostifikovanju
- Postavljanje dijagnoze

IMPLEMENTACIJA

- Intervencije u implementaciji pružaju odgovarajuću podršku na osnovu akcionog plana. Jedna od najvažnijih karakteristika mentorstva u Crnoj Gori je saradnja tog mentora sa malim i srednjim preduzećima radi implementacije Akcionog plana.

FINALNI IZVJEŠTAJ

- Finalni izvještaj mentora
- Izvještaj za Direkciju za razvoj malih i srednjih preduzeća



Mentor ne obavlja poslove umjesto vlasnika, jer jedino vlasnik ili zastupnik mogu naći rješenje. Neophodno je sprovođenje mentoring usluga kojima se vlasnici dobrovoljno pridružuju u aktivnostima čime se stvara jedan praktičan servis.

ISKUSTVA PREDUZEĆA



Anglian d.o.o. (proizvodnja namještaja)



SLABOST:

Velike zalihe gotovih proizvoda



REZULTATI MENTORINGA:

- Povećala se korisna površina skladištenog prostora
- Zalihe repromaterijala će se nabavljati i ubacivati u proizvodnju tačno u momentu kada su potrebne.
- Smanjeno vrijeme potrebno za pronalaženje sirovina i repromaterijala (1 minut maksimalno).



FOBRA D.O.O. (auto djelovi)



SLABOST:

- Višedimenzionalna poslovna politika. Nedovoljno razvijen marketing.



REZULTATI MENTORINGA:

- Preporuke za poslovno planiranje i strategiju poslovanja (izrada plana diverzifikacije poslovanja sa definisanim aktivnostima, nosiocima i rokovima)
- Preporuke za izradu web site-a i unaprijeđenje promotivnih aktivnosti



Amplitudo d.o.o. (razvoj i distribuciju softvera, implementacija ICT rješenja)



SLABOST:

Pronalaženje novih kupaca i kooperanata



REZULTATI MENTORINGA:

- Prilagođen sajt za inostrane klijente
- Uspostavljena saradnja sa institucijama koje se bave podrškom MSP
- Učešće na otvorenim pozivima COSME, H2020



Direkcija za razvoj malih i srednjih preduzeća

Rimski trg 46

81000 Podgorica

Tel: +382 20 406-302

Fax: +382 20 406-323

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





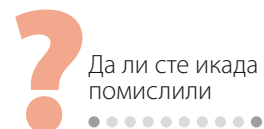
Менторинг програм за мала и средња предузећа

www.ras.gov.rs



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

Плод сарадње Јапанске агенције за међународну сарадњу и Националне агенције за регионални развој (сада Развојне агенције Србије) је институционализован систем менторства са циљем подршке малим и средњим предузећима у Србији. Од почетка ове две агенције су најпре реализовале пројекат за институционализацију система менторства у Србији (2008-2011), а затим други пројекат за промоцију менторских услуга.



- "Желим да размислим о свом послу са неким коме могу да верујем."
- "Желим да повећам продуктивност, али немамо додатна средства за нова улагања."
- "Имам пад продаје неколико месеци. Да ли да мењам маркетинг план?"
- "Иако се наша компанија проширила, ја и даље радим најважније послове. Морам да развијем добре помоћнике."
- "Некако сам покренуо свој посао, али какав бизнис план треба да урадим?"
- "Узећу позајмицу од банке да инвестирам у свој посао, али не знам да ли је то добра одлука."
- "Почео сам сопствени посао не тако давно, значило би ми да се посаветујем са искусним професионалцем."
- "Постоје сектори које желим да побољшам, али ако је могуће са представницима сектора који би се у то укључили".

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

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



УТИСЦИ ПРЕТХОДНИХ КОРИСНИКА ПРОГРАМА



“У разговору са стручњаком, добио сам нове добре идеје.”

“Изменили смо маркетинг план и продаја је порасла према очекивањима.”

“Створен је одговарајући план инвестиција који је довео до даљег развоја моје фирме.”

“Нацрт јасног пословног плана је мотивисао запослене.”

“Побољшали смо продуктивност фабрике.”

“Запослени су успешно научили Кајзен метод.”

“Добили смо одличну шансу да креирамо лидере у нашим одељењима фирме.”

“Осећам се мање забринуто око своје фирме.”

“Открили смо неопходну организациону структуру за развој наше компаније.”



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

ПРОЦЕС МЕНТОРСТВА

УВОД

- Објашњење менторске услуге
- Прикупљање основних информација
- Садржајан разговор са власником

ПРИКУПЉАЊЕ ИНФОРМАЦИЈА

- Проучавање предузећа
- Финансијска анализа
- Детаљан разговор са кључним особама у предузећу

АНАЛИЗА

- Постављање циља
- SWOT анализа
- Друге потребне анализе
- Идентификовање области за унапређење пословања
- Идентификовање елемената најважнијих за успех
- Дефинисање активности
- Детаљан разговор са кључним особама у предузећу

ДИЈАГНОСТИФИКОВАЊЕ

- Ментор поставља дијагнозе и саставља извештај о томе
- Охрабривање предузећа за спровођење активности

ИМПЛЕМЕНТАЦИЈА

- На основу акционог плана, реализују се дефинисане активности за побољшање пословања. Све време имплементације, ментор пружа подршку.

ЗАВРШЕТАК

- Припрема извештаја од стране ментора, за пружену услугу.



Ментор не обавља послове уместо власника или директора. Једино власник или директор могу пронаћи решење, јер једино уколико власник или директор добровољно учествују у проналажењу решења, менторство ће бити успешно. Заједничким радом ствара се један практичан сервис.

ИСКУСТВА ПРЕДУЗЕЋА



Рецика д.о.о.
(прерада коже)



СЛАБОСТ:
Непотпуно искуство у продаји сопственог производа.



РЕЗУЛТАТИ МЕНТОРИНГА:

- Отварање сопствених малопродајних салона;
- Ширење мреже купаца;
- Развој широке лепезе производа.

S&V
Drilling mine services d.o.o.
(специјализовани грађевински радови)



СЛАБОСТ:
Увођење нове делатности, хотелијерства.



РЕЗУЛТАТИ МЕНТОРИНГА:

- Отворен хотел "Ana Lux Spa";
- Формиране организационе структуре и дефинисана радна места;
- Израда маркетинг плана.

К Консалтинг
(агенција за образовни консалтинг)



СЛАБОСТ:
Недовољан број клијената.



РЕЗУЛТАТИ МЕНТОРИНГА:

- Повећан број клијената за 20 МСПП;
- Успостављена сарадња са 3 невладине организације;
- Успостављена сарадња са Секретаријатом за образовање у Врању у вези са едукацијом професора и наставника.



Београд: Регионална агенција за развој и европске интеграције
Београд д.о.о, Топличин венац 11/4; телефон: 011/2186 730, 2186 740; www.rarei.rs

Врање: Регионална агенција за економски развој и предузетништво Пчињског округа
"VEEDA" Цара Душана 12 б/27; телефони: 017/405-641; 064/685-86-04; 064/685-86-23;
www.veeda.rs

Зајечар: Регионална агенција за развој источне Србије „RARIS“
Трг Ослобођења бб; телефон: 019/426-376, 426-377; www.raris.org

Зрењанин: Регионални центар за друштвено економски развој „Банат“
Чарнојевићева 1; телефон: 023/ 510 567; 561 064; www.banat.rs

Крагујевац: Регионална агенција за економски развој Шумадије и Поморавља
Краља Петра I 22; телефон: 034/300 575; 302 704; www.redasp.rs

Краљево: Регионална агенција за просторни и економски развој
Рашког и Моравичког округа, Цара Душана 49; телефон: 036/397-777; www.kv-rda.org

Крушевац: Агенција за регионални развој Расинског округа д.о.о.
Балканска 63/IV; телефон: 037/418-520.

Лајковац: Агенција за регионални развој општина Колубарског округа „АРРОКО“
Омладински трг 1; телефон: 014/34-33-196; www.arroko.rs

Лесковац: Центар за развој Јабланичког и Пчињског округа
Пана Ђукића 42; телефон: 016/016/233-440; www.centarzarazvoju.org

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Нови Сад: Агенција за развој МСПП „ALMA MONS“
Светосавска 3а; телефон: 021/427-822; 427-574; www.almamons.rs

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Рума: Регионална развојна агенција „Срем“
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Ресавска 13-15, Београд, ana.zegarac@ras.gov.rs, www.ras.gov.rs



Promotion plan for April, 2015

-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)-

1. Key points on the promotion for during this period

- Development of the Promotion Strategy for the region of the Western Balkans
- Implementation of activities (raising awareness among Target Groups regarding Public Call)
- Media plan development

2. Activity list

- Develop a brochure of mentoring service in PDF
- Revise the Web site of mentoring service
- Contacting regional development offices in 3 countries
- Contacting media for marketing promotion and creation of media plan
- Meetings with the key contacts in the regional agencies in 3 countries

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement PR Specialist	Meetings with the stakeholders, collecting and analysing data, development of the Promotion Strategy	300 €	5	1500€
PR assistant		90 €	5	450€
Photographer		/		/
Transportation costs		100 €	3	300€
Designer	Developing Brochure in PDF for all 3 territories, part of the fixed fee	500€		500 €
Press Clipping	Collecting, Monitoring	/		/
Advertising	Brochure in PDF, Revising Web Site, media scheduling (web sites and news letters)	1,850 €		1,850 €
IN TOTAL				4,600€

Remarks:

- ProPR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Promotion plan for May, 2015

-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)-

1. Key points on the promotion for during this period

- Implementation of the Promotion Strategy for the region of the Western Balkans
- Implementation of activities (raising awareness among Target Groups regarding Public Call)
- Media plan development and implementation

2. Activity list

- Develop a brochure of mentoring service in PDF
- Revise the Web site of mentoring service
- Contacting regional development offices in 3 countries
- Contacting media for marketing promotion and creation of media plan
- Delivery of promotional materials to the regional agencies
- Mentoring Trainings photographing

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement - PR Specialist	Meetings with the stakeholders, collecting and analysing data, development of the Promotion Strategy	300 €	5	1500€
PR assistant		90 €	10	900€
Photographer		85 €	3	255 €
Transportation costs		100 €	3	300€
Designer	Developing Brochure in PDF for all 3 territories, web banners, adverts; part of the fixed fee	300€		300 €
Press Clipping	Collecting, Monitoring	145 €		145 €
Advertising	Brochure in PDF, Revising Web Site, media scheduling (web sites and news letters)	1,200 €		1,200 €
IN TOTAL				4,600€

Remarks:

- ProPR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Promotion plan for June, 2015

-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)-

1. Key points on the promotion for during this period

- Implementation of the Promotion Strategy for the region of the Western Balkans
- Implementation of activities (raising awareness among Target Groups regarding Public Call)
- Media plan development and implementation

2. Activity list

- Develop a brochure of mentoring service in PDF for Bosnia
- Revise the Web site of mentoring service for Bosnia
- Contacting regional development offices in 3 countries
- Contacting media for marketing promotion
- Delivery of promotional materials to SERDA in Bosnia
- Advertising for Bosnia

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement - PR Specialist	Meetings with the stakeholders, collecting and analysing data, development of the Promotion Strategy	300 €	2	600€
PR assistant		90 €	4	360€
Photographer		85 €	0	0 €
Transportation costs		100 €	2	200€
Designer	Developing Brochure in PDF for all 3 territories, web banners, adverts; part of the fixed fee	0€		0 €
Press Clipping	Collecting, Monitoring	150 €		150 €
Advertising	Brochure in PDF, Revising Web Site, media scheduling (web sites and news letters)	890 €		890€
IN TOTAL				2,200€

Remarks:

- ProPR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Promotion plan for July, 2015

-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)-

1. Key points on the promotion for during this period

- Implementation of the Promotion Strategy for the region of the Western Balkans
- Promotion of Public Call in bosnia nad Herzegovina
- Implementation of activities in Montenegro and Serbia(raising awareness among Target Groups regarding Mentoring)
- Media plan development and implementation

2. Activity list

- Contacting regional development offices in 3 countries
- Developing additional communication tools for Bosnia (news letter, web banner, social media content, press release, brochure)
- Contacting media and developing content for marketing promotion in Serbia
- Contacting media and developing content for marketing promotion in Montenegro

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement - PR Specialist	Meetings with the stakeholders, collecting and analysing data, development of the Promotion Strategy	300 €	2	600€
PR assistant		90 €	3	270€
Photographer		85 €	2	170 €
Transportation costs		100 €	3	300€
Designer		0€		0 €
Press Clipping	Collecting, Monitoring	150 €		150 €
Advertising	Media scheduling (web sites and print media)	610 €		610€
IN TOTAL				2,100€

Remarks:

- Pro PR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Promotion plan for September, 2015

-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)-

1. Key points on the promotion for during this period

- Implementation of the Promotion Strategy for the region of the Western Balkans
- Raising Public awareness among Target Groups regarding Mentoring (implementation of activities) in Serbia, Montenegro and Bosnia and Herzegovina
- Media plan development and implementation

2. Activity list

- Contacting regional development offices in 3 countries
- Contacting beneficiaries, mentors and media; developing content for marketing promotion in Serbia
- Contacting beneficiaries, mentors and media; developing content for marketing promotion in Montenegro
- Contacting beneficiaries, mentors and media; developing content for marketing promotion in Bosnia and Herzegovina

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement - PR Specialist	Meetings with the stakeholders, collecting and analysing data, development of the Promotion Strategy	300 €	4	1200€
PR assistant		90 €	5	450€
Photographer		85 €	2	170 €
Transportation costs		100 €	5	500€
Designer		200€		200€
Press Clipping	Collecting, Monitoring	150 €		150 €
Advertising	Media scheduling (web sites and print media)	710 €		710€
IN TOTAL				3,380€

Remarks:

- Pro PR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Promotion plan for October, 2015

-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)-

1. Key points on the promotion for during this period

- Implementation of the Promotion Strategy for the region of the Western Balkans
- Continuous Raising Public awareness among Target Groups regarding Mentoring in Serbia and Montenegro
- Media plan development and implementation

2. Activity list

- Contacting regional development offices
- Contacting beneficiaries, mentors and media; developing content for marketing promotion in Serbia
- Contacting beneficiaries, mentors and media; developing content for marketing promotion in Montenegro
- Creating best cases materials for the new Brochure in Serbia and Montenegro

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement - PR Specialist	Meetings with the stakeholders, collecting and analyzing data, development of the Promotion Strategy	300 €	3	900€
PR assistant		90 €	5	450€
Photographer		85 €	1	85€
Transportation costs		100 €	5	500€
Designer		0€		0€
Press Clipping	Collecting, Monitoring	60 €		60 €
Advertising	Media scheduling (web sites and print media)	710 €		710€
IN TOTAL				2,705€

Remarks:

- Pro PR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Promotion plan for November, 2015

-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)-

1. Key points on the promotion for during this period

- Continuous Raising Public awareness among Target Groups regarding Mentoring in Serbia and Montenegro
- Implementation of the Promotion Strategy for the region of the Western Balkans
- Media plan development and implementation

2. Activity list

- Creating best cases materials for the new Brochure in Serbia
- Promotional support for the SOTC
- Contacting regional development offices
- Contacting beneficiaries, mentors and media; developing content for marketing promotion in Serbia
- Developing content for marketing promotion in Montenegro

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement - PR Specialist	Development of the Promotion Strategy, collecting and analyzing data	300 €	3	900€
PR assistant		90 €	6	540€
Photographer		85 €	1	85€
Transportation costs		100 €	3	300€
Designer		0€		0€
Press Clipping	Collecting, Monitoring	60 €		60 €
Advertising	Media scheduling (web sites and print media)	500 €		500€
IN TOTAL				2,385€

Remarks:

- Pro PR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Promotion plan for December, 2015

-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)-

1. Key points on the promotion for during this period

- Continuous Raising Public awareness among Target Groups regarding Mentoring in Serbia, Bosnia and Herzegovina, Montenegro
- Implementation of the Promotion Strategy for the region of the Western Balkans
- Focusing on success stories among SMEs

2. Activity list

- Creating best cases materials for the new Brochure in Serbia and Montenegro
- Promotional support for the Bosnia and Herzegovina OJTs
- Contacting regional development offices
- Contacting beneficiaries, mentors and media; developing content for marketing promotion

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement - PR Specialist	Development of the Promotion Strategy, creation of materials	300 €	1	300€
PR assistant		90 €	4	360€
Photographer		85 €	1	85€
Transportation costs		100 €	2	200€
Designer		0€		0€
Press Clipping	Collecting, Monitoring	85 €		85 €
Advertising	Media scheduling (web sites and print media)	230 €		230€
IN TOTAL				1,260€

Remarks:

- Pro PR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Promotion plan for January, 2016

-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)-

1. Key points on the promotion for during this period

- Emphasizing success stories among SMEs
- Continuous Raising Public awareness among Target Groups regarding Mentoring in Serbia, Bosnia and Herzegovina, Montenegro
- Implementation of the Promotion Strategy for the region of the Western Balkans

2. Activity list

- Development of best cases materials for the new Brochure in Serbia
- Promotional support for the Bosnia and Herzegovina
- Media negotiation for all 3 countries
- Contacting beneficiaries, regional agencies; developing content for marketing promotion

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement - PR Specialist	Development of the Promotion Strategy, creation of materials	300 €	1	300€
PR assistant		90 €	2	180€
Photographer		0€		0€
Transportation costs		100 €	2	200€
Designer		0€		0€
Press Clipping	Collecting, Monitoring	0€		0€
Advertising	Media scheduling (web sites and print media)	0€		0€
IN TOTAL				680 €

Remarks:

- Pro PR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Promotion plan for February, 2016

-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)-

1. Key points on the promotion for during this period

- Emphasizing success stories among SMEs through the Mentor Awards in Serbia, Bosnia and Herzegovina, Montenegro
- Continuous Raising Public awareness among Target Groups regarding Mentoring in Serbia, Bosnia and Herzegovina, Montenegro
- Informing wider audience regarding Mentoring

2. Activity list

- PR coordination regarding Mentor Awards in all 3 countries
- Development of best cases materials for the updated Brochures
- Media negotiation for all 3 countries
- SOTC promotional coverage

3. Estimation

Description	Note	Price/day	Days	Total
PR engagement - PR Specialist	Development of the Promotion Strategy, creation of materials	300 €	5	1500€
PR assistant		90 €	8	720€
Photographer		85€	5	425€
Transportation costs		100 €	5	500€
Designer		600€		600€
Press Clipping	Collecting, Monitoring	155€		155€
Advertising	Media scheduling (web sites and print media)	600€		600€
IN TOTAL				4500 €

Remarks:

- Pro PR duly conducts the planned activities within this estimation.
- The estimation includes necessary taxes.

Background of Serbia's Institutional Development on Mentoring System after October 2008

0. Before JICA assisted project

- Implementation of mentoring service was continued by SADSMEE¹ from 2005 to 2006 but it was not implemented between 2007 and 2009 because the government did not allocate any budget during the period.

1. Phase I: Establishment of Overall Project Plan (From Aug. 2008 to Mar. 2009)

- The activity plan until Mar. 2009 was approved during JCC. The activity plan included the followings:
 1. Survey of present situation of mentoring activities and trainings being carried out by SADSMEE and RA/C including level of capacity of operating staff
 2. Seminar on Japanese mentoring system
 3. Preparation of scope of mentoring system by the trainees of Japan Training through workshop
 4. Preparation of i) Implementation guideline, ii) Curriculum, and iii) Definition of mentor eligibility, those were based on prepared scope
 5. Preparation of 3 years' activity plan until Aug. 2011²
- The followings was completed by Mar. 2009
 - Study on Mentoring Service in Serbia
 - Implementation Guideline for Mentoring
 - PDM for the Project

¹ Serbian Agency for the Development of Small and Medium-size Enterprises and Entrepreneurship. SADSMEE was established in 2001 and changed to NARD in 2009 adding the function on regional development.

² As the result, activity plan until Aug. 2010 was approved, but planned activities were only continued until Mar. 2010 because the budget on Pilot Project was not prepared by both parties (JICA and Serbia).

PDM of Prior JICA Project

Output1: Establishment of Mentor System

- 1-1 Plan and policy formulation of mentor system
- 1-2 Preparation of implementation guideline of mentoring system
- 1-3 Formulation of policy on mentor eligibility and accreditation system
- 1-4 Formulation of mentor training curriculum and syllabus
- 1-5 Coordination of stakeholders on mentoring system and implementation of Joint Coordination Committee
- 1-6 Implementation of seminar and workshop on mentoring system
- 1-7 Implementation of Japan Training

Output2: Cultivating mentor trainers and mentors

- 2-1 Training implementation on enterprise diagnosis and practical tools used in mentoring service
- 2-2 Assistance on practical support to mentor through OJT
- 2-3 Follow up survey on mentoring service
- 2-4 Developing the supplemental training materials for enterprise diagnosis
- 2-5 Implementation of additional training for cultivating mentor trainers

Output 3: Implementation of mentoring service

- 3-1 Selection of client SMEs for mentoring service
- 3-2 On the field implementation of mentoring service
- 3-3 Evaluation of mentoring service

Output4: Preparation of DB of enterprise diagnosis and case study

- 4-1 Establishing prototype of enterprise diagnosis
- 4-2 Editing model case and constructing DB
- 4-3 Preparation of DB management manual

The phase to implement above PDM

- From Aug. 2008 to Mar. 2009: Phase I (Establishment of Overall Project Plan)
- From Apr. 2009 to Mar. 2010: Phase II (Cultivating Mentor & Mentor Trainer)
- From Apr. 2010 to Aug. 2011: Phase III (Implementation of Pilot Project)
- From Apr. 2011 to Dec. 2011: Phase IV (Expansion of Mentoring System)

2. Phase II: Cultivating Mentor & Mentor Trainer (From Apr. 2009 to Mar. 2010)

- Implementation of classroom training
 - Essential training includes: i) Financial management, ii) Marketing, iii) Production management, iv) Enterprise diagnosis, and v) Business plan. Since the start-up companies were the initial target of mentoring, financial management (especially how to read BS and PL9) and marketing (especially how to increase sales) was placed importance on classroom training.
 - Classroom training on i) to iv) above was completed prior to Pilot Project which was to be started from Apr. 2010.
 - Supplemental training materials, namely "How to work with Bank" and "SME Support Program" were delivered for the purpose of self-learning.
 - A part of classroom training was subcontracted to Serbian expert (ex. "Production management" was trained during Nov. to Dec. 2009 by Serbian consultant)
- The number of RA/C at 14 as of Sept. 2009 was reduced to 12 in two months (as of Nov. 2009) and the project needed to reconsider the proper number of mentors to be trained and efficient distribution of mentors to RA/C.
- A seminar was held for project promotion and more or less 50 participants from various NGOs and government agencies participated.
- Discussion of project management (ex. the criteria of selecting local consultants) was held with SADSMEE.
- The budget on 2010 Pilot Project at RSD 5 million including SADSMEE's administrative costs was obtained based on the following estimation:
 - Management cost of recruitment and selection of client SMEs: RSD100,000 x 5RA/Cs
 - Cost of mentoring service: RSD1,300/hour x 50 hours x 10 SMEs
 - Overall management cost: Approx. 10% from above
- JICA Expert was planning to cultivate mentor trainers first and then let them train new mentors. However, the level of mentors' knowledge

was nearly the same at that time and it seemed difficult to choose mentor trainers among those. Firstly, all mentors were trained and mentor trainers were selected in the process of training, accordingly.

- RA/C is a sort of private entity and finally, more or less 3 mentors were cultivated** in most of RA/C s.

*** JICA Expert has pointed out that the positioning of mentor trainer might be an important issue; for example, the distribution of mentor trainer to each RA/C and how the cost of mentor trainers would be demarcated. Further, when National Employment Agency (NEA) expressed their intention of having an independent mentoring service, there was an idea in NARD to render training service to NEA staff and contribute to own mentoring system through this sale. This idea may be informative for the policy formulation of BiH and Montenegro in the future.*

3. Phase III. Implementation of Pilot Project for 46 SMEs (Apr.2010 to Aug. 2011)

<Major Climate Change surrounding the Project>

- Until 2010, NEA has secured national budget for SME mentoring and subcontracted implementation to NARD. That was 20 hours/SME mentoring service toward 200 client SMEs annually. However, NEA decided to establish an independent mentoring service adopting its own human resources. Thus, NARD needed to secure its own budget for the service, and luckily the influence to prior JICA Project was slight because NARD had succeeded to secure it by its own effort.
- The 2010 Pilot Project started by public announcement on May and determined client SMEs by June. Since it was a short time for beneficiaries to submit applications, totally 50 SMEs applied, out of which 46 were chosen.
- Mid-term evaluation of the prior JICA Project was organized on Dec. 2010 and the government agencies concerned, participating RA/Cs and trainers were interviewed. The following recommendation was suggested and shared by JCC members.

- Definition of "Standardized Mentoring Service" should be determined (-->NARD prepared Mentoring Guideline corresponding to this suggestion)
- Mentor trainer should be cultivated (--> NARD decided to have mentor trainer by themselves)
- Information on mentoring should be shared among RA/Cs (--> NARD tried to gradually increase mutual communication among RA/Cs)
- Project promotion should be enhanced (--> JICA expert increased the seminar and information provision to media)

<Achievement of the Pilot Project>

- Japan Training for institutional design with participation of high-ranked officers
- Enterprise diagnosis to approx. 20 SMEs on May-June 2010.
- Delivery of supplemental training materials namely, "Business Environment in Serbia", "Basic Taxation for Business" and "Basic Law for Business" for the purpose of self-learning.
- Implementation of TOT for enterprise diagnosis on June 2010. The cultivating of mentor trainers was started**.

*** Eligibility of mentor trainer candidates: qualified mentor who was among the participants of classroom training for enterprise diagnosis. The target of mentor trainers is to have skills which enable them to make a presentation for mentor candidates using existing diagnosis guideline, training presentations/materials. Candidates were requested to prepare their own presentation and demonstrate it in front of other candidates. After that presentation, the points for improvement were discussed by all participants. Finally 7 mentor trainers were cultivated through this training.*

- The OJT on project management (ex. procedure to hiring consultants, preparation of TOR, management of consulting services, etc). This activity included the direct advice to RA/C and contributed for strengthening the administrative capacity of RA/Cs.
- Seminar on Japanese production Management which supplement the

knowledge of production management on the classroom training**.

*** The majority of mentors have university Economics degree and production management was one of the tough fields for them. To cope with this situation, 5S and Kaizen policy were included to this training.*

- Classroom training including: i) production management, ii) Enterprise diagnosis**, iii) Business plan for commercial banks. All classroom training was completed by so doing.

*** Training contents include i) preparation of diagnosis, ii) flow of diagnosis and iii) use of diagnosis tools. The training was conducted in practical manner. Important contents were summarized in "Enterprise diagnosis guideline".*

• Business Plan for Commercial Bank

- Regarding Business Plan for Commercial Bank training a Head of one of the banks was chosen as a trainer. The following subjects were discussed: 1) How the commercial bank sees and evaluates the clients; 2) How to explain financial project in simple language and how to make a business plan.

• Small OJT through Consultants

- We have made an exercise of dispatching consultants 2 days for OJT after realizing that classroom training is not enough to get practical knowledge and experience.
- The variability of the scheme implementation was greater in the case of RAs. NARD prepared a list of consultants based on the information given by each RA regarding the availability of the consultants who could provide the kind of service so that the companies could be able to apply for OJT in compliance with the scheme.
- OJT will be used as enterprise diagnosis for all SMEs except for Start-ups. Regarding the experienced enterprise managers, mentors can also make an important contribution as facilitators and coordinators of governmental support. It became possible even for high level SMEs to discover some gaps while receiving mentoring services. RA/C also gave

a high assumption of the practical part of mentoring activities.

• DB development DB development was requested to local consultants in April-May'10 period. It included:

- Name of RC/A were implemented
- Company Profile
- Story for Action Plan
- Mentor Support Plan
- Completion Report
- Evaluation Report
 - All RA/C filled out the forms as above and delivered it to NARD and Mentoring costs were refunded. NARD received DB files by mail from each RA/C, imported into NARD Master BD and sent copy to each RA/C. As a result of receiving DB, each RA/C had access to information regarding mentoring service being provided to other RA/C, including year conducted, implementation and support.

4. Phase IV: Expansion of mentoring system (April 2011~ December 2012)

- Phase IV "Expansion of mentoring service" was added. After changes in Serbian legislation new RA/Cs appeared and compared with the stage when pilot project was launched the number of RA/Cs reached 18.
- In September/October 2010 period enterprise diagnosis was implemented on the production facilities during the OJT. (OJT was exercised on 4 companies with over 25 employees). As a result, Production Facility Diagnosis Guideline was created.
- "Characteristics of Japanese Production Management", "Basic Production Management" and "Introduction of Simple Tools for Work Improvement" were given to the mentors for self-study.
- Education of Mentor Trainer started.

5. After January 2012

- JICA project review meeting for Serbia, BiH and Montenegro was held (July 2012)
- Record of discussion regarding current project signed in September'12
- Current Project started (May'2013)
- Number of Trained Mentors

Year	2010	2011	2012	2013	2014
Trained Mentors	32	11	0	27	?

➤ Mentor Trainers study all 5 subjects. Number of people trained per subject is as following:

- ① Financial Management (3), ② Marketing (5), ③ Production Management (5), ④Enterprise Diagnosis (7), ⑤Business Planning (2)


Number of SMEs receiving mentoring service

Year	Until 2010	2010	2011	2012	2013	2014
No. of SME beneficiaries	700	44	133	134	107	?
Registered mentors	-	32	11	0	27	?



Institutional Design Work Shop

JICA Consultant Team
October 21, 2013



Q&A Session Outline

- How to involve the decision makers to design mentoring system
- Role of those decision makers have to do?
- How to expand mentoring system nationwide in each country?
- How to manage day-to-day activities of mentor?
- How many staffs are necessary to run nationwide mentoring system?

1

Mentoring Service Comparison (1)



Serbia



Bosnia and Herzegovina



Montenegro

- Comprehensive and relatively long process of support to the enterprises/ entrepreneurs which are facing crucial moment for development or survival.
- Gives emphasis on joint effort between a mentor and enterprise/ entrepreneur to overcome current situation.
- The mentor works as a facilitator, coordinator and adviser for all processes of development to achieve the final objective of the enterprise. Through this approach, the enterprise/ entrepreneur is able to receive timely and continuously support rather than ad hoc one and achieve stable results.

2007 **Functioning** 2013 **Under Construction** 2016

2

Comparison table (3) Charge for receiving mentoring service



Serbia

- During this JICA Project SME client will not have to pay for receiving mentoring Service. (They are not charged at all, service is free of charge for the beneficiary)



BIH

- SERDA will require 10 client SMEs for the given minimum 50hours to maximum 150hours of mentoring services in 2014, which will be implemented mainly by 10 SERDA in-house mentor candidates and 2 mentor candidates from The Foreign Trade Chamber of Bosnia and Herzegovina .
- Mentoring service charge for SME beneficiaries: KM138 for the year 2014, KM376 for 2015, and KM690 after 2016 on.



Montenegro

- According to the "Strategy Paper for Mentoring System" prepared in Japan Training, SME client will not have to pay for the mentoring service provided in 2014, because basically, the necessary budget for mentors coming from the BCs will be covered by DDSME.

4

Comparison table (2) Stakeholders: Design, Budget, Personnel



Serbia

- Ministry of Economy
- Ministry of Regional Development and Local Self-Government
- NARD plays a predominant role as the implementer of the project as well as counterpart agency of the current JICA Project)
- Work as certified mentors have to be employed in RA/RC/RDAs



BIH

- MOFTER (is the supervisory agency which has the responsibility of entire project implementation)
- SERDA (plays a predominant role as the implementer of the project as well as counterpart agency of this JICA Project)
- The Foreign Trade Chamber of Bosnia and Herzegovina (is the newly nominated entity as partner of SERDA which will participate to the project as the source of mentor cultivation in the future)
- Sarajevo Canton and 32 Municipalities which form SERDA (they are founders of SERDA which will benefit through project implementation)

**Participation by educational institutions is considered if proper proposal is submitted to SERDA*



Montenegro

- Ministry of Economy (will act like a coordinator, along with DDSME)
- DDSME (plays a predominant role as the implementer of the project as well as counterpart agency of this JICA Project)
- Ministry of Finance
- Two Municipalities, Cetinje and Bar (in the first stage of the project they will have the role of participants, being targeted destinations of the chosen SME beneficiaries; will also act as SME support service by providing organizational assistance)
- Two business centers incident to municipalities, Business Center Cetinje and Business Start-up Center Bar (are selected as implementers of the project, and two mentors from each BC will be trained through the Project)

3

Comparison table (4.1) Employing Mentors. Conditions for obtaining qualification



Serbia

- For becoming Mentor, the staff members working for RA/CS are required to join 6 training programs (Managing the mentoring scheme, Financial Management, Production Management, Marketing, Enterprise Diagnosis, Business Planning) - more than 75% attendance in each training/module) and pass the exams (more than 70% score) at the end of each training/module.



BIH




- (The eligibility of mentor applicant)
- Age more than 30 years old
- At least university graduate and above
- At least 3 year experience as counselor/manager in SME development/consulting field.
- SERDA Employee
- Applicant who has been recommended by the Foreign Trade Chamber of Bosnia and Herzegovina and approved by SERDA
- Have undergone the necessary classroom training which is to be undertaken in this JICA Project
- (Qualified mentor)
- Passing exam of all necessary subjects. The examination will be implemented in the classroom training by JICA Expert. For passing Start-ups subject mentor candidates will also have an examination.
- Undergoing at least 50 hours of OJT planned and implemented through JICA Project.
- The venue of the exam will be determined by JICA Consultant and SERDA, and examination will be held once in a year in Sarajevo.

- During the project period there will not be required an examination charge, however it will be discussed in the Steering Committee after 2016.





- The venue of the exam will be determined by JICA Consultant and SERDA, and examination will be held once in a year in Sarajevo. During the project period there will not be required an examination charge, however it will be discussed in the Steering Committee after 2016.

- Totally 12 mentor candidates will be trained in 2014, ten from SERDA and two from Foreign Trade Chamber of Bosnia and Herzegovina, out of which 10 are expected to become Mentors.
- Due to their multi-tasking working level, the trainees will be divided into several groups and alternatively go over Classroom Training sessions.





5

Comparison table (4.2) Employing Mentors. Conditions for obtaining qualification		
 Serbia	<ul style="list-style-type: none"> ➤ For becoming Mentor, the staff members working for RAICs are required to join 6 training programs (Mentoring, Financial Management, Production Management, Marketing, Enterprise Diagnosis, Business Planning) - more than 75% attendance in each training) and pass the exams (more than 70% score) at the end of each training. 	
 Montenegro	<ul style="list-style-type: none"> ➤ (The eligibility of mentor applicant) ➤ Age more than 25 years old ➤ At least university graduate and above ➤ At least 3 year experience in SME development field. ➤ DDSME Employee ➤ Person designated by DDSME, who is employee of BCs ➤ Applicant who is approved by DDSME ➤ Have undergone the necessary classroom training which is to be undertaken in this JICA Project. ➤ (Qualified mentor) ➤ Passing exam of all necessary subjects. The examination will be implemented in the classroom training by JICA Expert and trainers dispatched from NARD, Serbia. ➤ The venue of the examination will be determined by JICA Consultant and DDSME, and examination will be held once a year in Podgorica. 	<ul style="list-style-type: none"> ➤ Mentor candidates for 2014 are employees of DDSME (5) and 2 BCs, namely Business Start-Up Center BAR (2) and Business Center Cetinje (2), totally 9 candidates, who will gather in Podgorica during the certain periods of classroom training. (Necessary training provided by JICA Project) ➤ DDSME follows mostly the same classroom training as Serbia. However, in 2014 there will be no Classroom Training for the subject of "Start-ups" and also, OJT 2014 will not be provided to start-up companies. ➤ The classroom training on Start-ups and OJT might be introduced after 2015, based upon the results and experiences accomplished during 2014.





6

Comparison table (6) Who will prepare the examination of mentor candidates?		
 Serbia	<ul style="list-style-type: none"> ➤ Exams were designed in cooperation with JICA and NARD during previous JICA project 2008-2011 	
 BIH	<ul style="list-style-type: none"> ➤ NARD, Serbia, through the support of JICA Consultant, will support preparing the examination of mentor candidates. Serbian OJT mentor trainers are considered to be dispatched in Bosnia and Herzegovina to support this task. 	
 Montenegro		





8





Comparison table (5) Who will shoulder mentor's expenses?		
 Serbia	<ul style="list-style-type: none"> • The necessary budget for mentoring scheme will be covered by NARD. 	
 BIH	<ul style="list-style-type: none"> • These issues will be further discussed in the future before completing the Project. • Tentative idea is shown in "C. Mentor day-to-day Work". • For this JICA project, SERDA and Foreign Trade Chamber of Bosnia and Herzegovina will assign mentor candidates and shoulder mentor's expenses based on the rules and regulation of each organization. 	
 Montenegro		<ul style="list-style-type: none"> • This issue is to be discussed in the future, before the end of the Project. For this JICA project, during 2014, DDSME will assign mentor candidates and mentor's expenses will be shouldered based on the rules and regulation of DDSME. As for the subsidiary after 2015, it is still to be determined and either DDSME or municipalities may need to shoulder the expenses.





7





Comparison table (6) Mentor day-to-day work. Work as mentor.		
 Serbia	<p>Mentors visit their beneficiaries and majority of activities conduct on the field, in the beneficiaries' premises (offices/manufacturing plants etc.). Certain, minimum period of time (hours) foreseen for mentoring could be utilized for desk research and other mentors' office-located activities, without presence of beneficiaries. Mentoring is direct support to the beneficiaries and thus has to be implemented jointly with them, as much as possible.</p> <p>Every mentor is employed in the RA/RC/RDA and their mentoring day-to-day activities are completely in-line with this. This means that they use their offices and equipment as for every other activity they conduct. Beside mentoring visits, beneficiaries can address to their mentors whenever they identify some need and even after completion of the program (with 50 hours minimum completed), they are free to ask for some additional information (although then it is formally and technically not possible to have full mentors support).</p>	
 BIH	<p>"For this project, it is planned that the number of OJT in 2014 to be 10. Until the project completion, the 10 mentors will work at their own offices and visit client SMEs on ad hoc basis. Since the OJT will not be a heavy burden for each mentor, mentors need to perform multi-tasking work. There are no special promotion and salary increase through the project, but the project will finally recommend the promising candidate of future project manager who will be responsible to nationwide disseminate the project."</p>	
 Montenegro	<p>"Mentors will have their own offices in their institutions' premises, but for providing mentoring service they will also have to go outside the office. For JICA Project, mentors will need to provide 50 hours of mentoring service to each recipient SME, during 6 months' time and each mentor will support two client SMEs. Until the project completion, the 9 mentors will work at their own offices and visit client SMEs on ad hoc basis. Since the mentoring service will not be a heavy burden for each mentor, mentors need to perform multi-tasking work. There are no special promotion and salary increase through the project. The DDSME will provide JICA Consultant with feedback upon each mentor's achievements and it may be utilized for the personnel matters for mentors. DDSME will share this information with the municipalities which affiliate the BCs in question."</p>	

9


Comparison table (7) Mentor day-to-day work. Determination of recipient SME		
 Serbia	<p>Step 1. Announcement by public call Step 2. Potential beneficiaries address RA/Cs with a request for receiving mentoring service Step 3. In the RA/C client receives administrative assistance, prepares mentoring proposal and the end of this phase is final approval of pre-selected recipients, signed and stamped by the director of RA/RC/ROA. Step 4. Mentoring proposal goes to the Evaluation committee within NARD - after checking and evaluation - final proposal is made by the Evaluation committee. Final approval NARD director's decision. Step 5. Once finally approved mentoring proposals are to be distributed back to the beneficiaries (RA/RC/RDA), contract should be concluded and mentoring activities should get started Eligible enterprises for applying to the mentoring scheme:</p> <ul style="list-style-type: none"> - Registered Serbian SME and Entrepreneurs-major private ownership - Paying taxes (Tax Office certificate) - Holding basic management documents such as financial statements* <p style="text-align: right;">* Applicable for existing companies</p>	
 BiH	<p>Since mentoring service is shouldering public function to cultivate and strengthen SMEs, it is not necessary to compete with private sector consulting firms. Determining of SME beneficiaries should be choosy on JICA assisted project. While on the actual mentoring service, 60% of mentor should be positioned to over-the-counter work to welcome visiting SMEs, while the remaining 40% should visit client SMEs for after care and further mentoring service. If mentoring service roots among SMEs, it is not necessary to choose SME client after the project completion.</p>	
 Montenegro	<p>"During the period of pilot stage (JICA project period) each mentor will be in charge of two SMEs for providing mentoring services. Therefore the total number of SMEs to receive mentoring service will be 18 per year (9 mentors x 2 companies). In each fiscal year, the selection of recipient SMEs will begin by the announcement of a public call in order to assure transparency and provide fair chances to all possible beneficiaries. Meanwhile, DDSME will adopt the same strategy with Serbia; ex: Mentoring service will be performed during six months' time, also including SME selection period. This procedure will be reviewed by DDSME before JICA Project will have been completed."</p>	10




Comparison table (9) Mentor day-to-day work. Condition of qualification renewal		
 Serbia	<p>In process. No formal procedure exercised. Only considering for mentors being employed by RA/RC/RDA. If the person quits the organization he or she still can be engage in mentoring service, base on demand.</p>	
 BiH	<p>"Since Bosnia and Herzegovina aims for a mentoring system with payment, it is necessary to permanently keep the quality of mentoring service high. Therefore, after the independent mentoring system will be launched in 2016, it is necessary to discuss the quality maintenance system of mentoring. After mentor accreditation system will be created, the license renewal system should also be introduced. License renewal system is believed to be essential for maintaining the sustainability of mentoring system in Bosnia and Herzegovina."</p>	
 Montenegro	<p>"Since DDSME aims for a free of charge mentoring system, it is necessary to permanently keep the quality of mentoring service high. Therefore, during nationwide disseminating project (expected to be completed until 2020), it will be necessary to discuss the quality maintenance system of mentoring. After mentor accreditation system will be created, the license renewal system should also be introduced. License renewal system is believed to be essential for maintaining the sustainability of mentoring system in Montenegro. DDSME should then refer to mentoring renewal system in advanced countries."</p>	12

Comparison table (8) Mentor day-to-day work. Mentoring Service		
 Serbia	<p>There is a specific time limit of mentoring hours (50hrs) and mentoring period (6 months).</p>	
 BiH	<p>There is no specific time limit set force in Bosnia and Herzegovina. However, it is necessary to set a rule of frequency of mentoring services that one SME can be provided with mentoring services maximum two times, in order to have a market demarcation with professional consulting firms. As for the third time on, the mentoring request from the same SME will be relegated to private sector consulting firms.</p>	
 Montenegro	<p>Specific time limit of mentoring hour (50hrs) and mentoring period in six months' time will be applied. Each mentor will support two SMEs a year allowing for his/her multi-tasking situation. The client mentoring report, that each mentor has to prepare, will be submitted to DDSME.</p>	11


Comparison table (10) Continuity of mentoring service		
 Serbia	<ul style="list-style-type: none"> ➢ Mentoring scheme under new methodology, established through previous Project with JICA, is being implemented since 2010. In 2010 pilot-project was launched and mentoring program in cooperation with all RA/RC/RDAs started in 2011. In 2012 new category of beneficiaries was introduced, start-ups and 2013 program is implemented along with new JICA mentoring project. ➢ Within the new Project, mentoring scheme in Serbia is to be improved, with established system of mentors' activities evaluation, defined mentoring procedure for start-ups, reinforced capacities of mentors, established OJT (on-the-job training) ToT etc. 	
 BiH	<ul style="list-style-type: none"> ➢ It will be discussed throughout project period. If the project proves that the mentoring system in Bosnia and Herzegovina is effective, this agenda will be discussed by the Steering Committee of the Project. 	
 Montenegro	<ul style="list-style-type: none"> ➢ The conditions required for the continuity of the service will be discussed throughout project period. If the project proves that the mentoring system in Montenegro is effective, this agenda will be discussed by the Steering Committee by the end of the Project. 	13

Case Study

McKinsey Lean Production lean production model factory in Russia 

Input	Model Factory	Result
 <ul style="list-style-type: none"> intellectual property consultancy team 	<ul style="list-style-type: none"> Innovative education method based on extensive international experience and expertise of McKinsey. Managing in real manufacturing conditions Mechanical processing and assembly for workers and managers of manufacturing enterprises as well as Banking departments, Client and call-center service. All-level managers and is fully adjusted for Russian profile. 	<ul style="list-style-type: none"> Ability to recall 60% of material in 6 month ... usual 10% Improve employees managing and functional skills Practical experience Creating production samples Improve University ranking
 <p>57000 students</p> <ul style="list-style-type: none"> Place Staff Factory facility 	<ul style="list-style-type: none"> Training period 1-7 days Group 15-20 people Max. capacity 40p/day ... 8800/year 	
 <p>Revenue \$800 MM</p>		
<p>Total Investment \$5MM/5ears</p>		

14



The Project on establishment and promotion of Mentoring service for SMEs in the West Balkans-Serbia, Bosnia and Herzegovina and Montenegro


Institutional Design Workshop

Belgrade, 21st October 2013

www.narr.gov.rs



HVALA NA PAZNJI!



Mentoring in Serbia in 2013.



- Public call closed on 17th June; 107 beneficiaries selected;
- Two categories of beneficiaries, start-ups and so called existing companies;
- 17 RA/RC/RDA involved in the implementation;
- In 2013. 27 new mentors trained (May-June),
- Out of 107 beneficiaries, 30 are start-ups.

www.narr.gov.rs




On the job training
 July (Belgrade, Kraljevo, Zaječar, Leskovac, Niš)
 September – Novi Sad, Kragujevac, Užice (start-ups)
 October – Zrenjanin, Subotica, Vranje, Novi Pazar, Požarevac, Lajkovac, Ruma

www.narr.gov.rs

On the job training

Out of 17 RA/RC/RDA, 5 will be selected for OJT training.

Classroom training will be organized during January and February 2014.

www.narr.gov.rs






On the job training

Preparation of the training materials for the mentors` activities dedicated to start-ups (specific needs and position of the target group).

Materials will be prepared till the end of October.


www.narr.gov.rs

Some conclusions from OJT

- 90% of start-up companies close businesses within first two years of existence;
- Target beneficiaries do not have to be considered always and automatically as start-ups, since they have family background;
- The necessity of clarification of the business target;
- The necessity of product differentiation;
- **Every mentor`s visit have to be defined in advance, with clear goal.**

www.narr.gov.rs



Core of mentoring- to have vision for the future (ideal goal image)


Objectives and goals of each visit are not defined /precised; later, it is not possible to evaluate achievements.

Important to strengthen purpose and goals of each SME visit.

Mentoring process have to be defined in the time frame, in order not to spend to much time on „info collecting“.

~~MENTOR-OJT TRAINERS – cca 5 persons will be delegated to be trained as mentors trainers for OJT (beside existing classroom trainers).~~

www.narr.gov.rs




New learning material for Mentoring to start-up companies

Through the OJT process, JICA experts have recorded what was identified as the most important action to increase the possibility of survival of each start-up company.

Huge difference between the start-up companies and non-startup comanies in management resource-mentors have to find out the priority and let owners focus on the most important activity.


www.narr.gov.rs



OJT continuation – possibility for engaging consultants/specialists for certain identified fields;

Mentoring program in 2013 will be finished till 30th November 2013

www.narr.gov.rs




Interview skills – „collecting information“ even in their 5th or 6th visit;

Reflection – mentors have to reflect what the owners said and sometimes point out what owners need to considerate more; *mentors do not have to write down what the owners said.*

Marketing skills – to provide basic knowledge and frameworks of marketing is essential and useful to support those beneficiaries.

www.narr.gov.rs



Started activities on preparation of mentors' evaluation scheme – questionnaires filled by the mentors, as the basic action for setting up the methodology.

Parallel to the Project and mentoring program itself, evaluation of the mentoring program conducted in 2012 is current. Final reports are to be prepared by 15th December 2013.

www.narr.gov.rs



Montenegro
Directorate for development of small and medium-sized enterprises

Institutional Design Report MONTENEGRO

Andjela Gajević

Beograd, 21.10.2013.

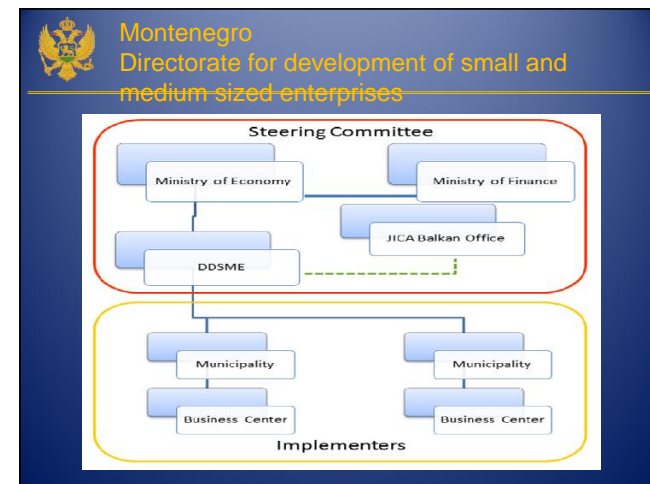


THANK YOU FOR THE ATTENTION

National Agency for Regional Development
www.narr.gov.rs

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Montenegro
Directorate for development of small and medium-sized enterprises

MAJOR STAKEHOLDERS/MEMBERS OF STEERING COMMITTEE:

- DDSME
- Ministry of Economy
- Ministry of Finance
- Municipalities (Cetinje and Bar)
- BCs (Business Center Cetinje and Business Start-up Center Bar)
- JICA Balkan Office

The Steering Committee - the highest authority that is in charge of supervising the mentoring system that is to be implemented in Montenegro during the current JICA Project. Steering Committee is also responsible for determining policies and rules/regulations related to JICA project.



Montenegro
Directorate for development of small and medium-sized enterprises

THE ROLE OF MINISTRY OF ECONOMY

- coordinating
- supervising the budget
- involving in system of design
- communication with JICA and JICA Consultant Team

The two municipalities, Cetinje and Bar - providing organizational assistance.



Montenegro
Directorate for development of small and medium-sized enterprises

DDSME ROLES AND TASKS

- Development, design and improvement of the scheme
- Training of future mentors (5 from DDSME and 2 from each Cetinje and Bar BCs)
- Fundraising for the implementation (budget and funds received from ministries and national government)
- Organization of Steering Committee meetings
- Daily management (including financial management)
- Selection of the beneficiaries
- Design, implementation, follow-ups and evaluation of the JICA Project and mentors
- Provide mentoring services to client SMEs through the support of trained mentors




Montenegro
Directorate for development of small and medium-sized enterprises

STATISTIC DATA

The total number of SMEs – **22,313**

- **22,058** or **98.86%** are Micro and Small companies
- **255** or **1.14%** are Medium-sized companies
- Podgorica Municipality covers **7,063** or **31.6%**
- Bar Municipality **2,277** or **10.2%**
- Cetinje Municipality **579** or **2.6%**



Montenegro
Directorate for development of small and medium-sized enterprises

CHARACTERISTICS OF SMES IN MONTENEGRO

- Approx. **39%** of all SMEs operate in trade, wholesale and repair,
- **11.2%** accommodation and food service activities,
- **9%** in construction,
- **8.7%** in manufacturing, professional, scientific and technical activities,
- and **7.1%** in transportation.

Production sector, including manufacturing and construction, covers only **17.7%** in Montenegro.



Montenegro
Directorate for development of small and medium-sized enterprises

THE CRITERIA OF EMPLOYING MENTORS

- Age more than 25 years old
- At least university graduate and above
- At least 3 year experience in SME development field.
- Have undergone the necessary classroom training which is to be undertaken in this JICA Project.

The whole process of mentors' selection will be controlled by DDSME.



Montenegro
Directorate for development of small and medium-sized enterprises

JICA PROJECT (DEFINING AND ROLE)

- To support DDSME in training mentors
- To categorized as the venue for pilot project which aims to find the unique way of Montenegro mentoring service.

Project, DDSME will test the following possibilities and viabilities:

- SMEs' need of mentoring support
- Effectiveness of mentoring service
- Expand the mentoring SME support program nationwide



Montenegro
Directorate for development of small and medium-sized enterprises

QUALIFIED MENTOR


- Passing exam of all necessary subjects.
- The examination will be implemented in the classroom training by JICA Expert and trainers dispatched from Certificated Mentors from NARD, Serbia.



Montenegro
Directorate for development of small and medium-sized enterprises

MENTOR CANDIDATES FOR 2014

- employees of DDSME (5)
- 2 BCs - Business Start-Up Center BAR (2) and Business Center Cetinje (2)



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MENTOR DAY-TO-DAY WORK

Mentors will have their own offices in their institutions' premises, but for providing mentoring service they will also have to go outside the office.

For JICA Project, mentors will need to provide 50hours of mentoring service to each recipient SME, during 6 months' time and each mentor will support two client SMEs.

Until the project completion, the 9 mentors will work at their own offices and visit client SMEs on ad hoc basis.




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Directorate for development of small and medium-sized enterprises

ESSENTIAL SUBJECTS FOR CLASSROOM TRAINING

- Mentoring (1 day)
- Financial management (2 days)
- Production Management (2days)
- Marketing (2days)
- Business planning (1 day)

- Start-ups (1day)

Whether or not, the training on Start-ups is carried out, will be discussed on the beginning of 2015 and it will not be adopted in 2014.




Montenegro
Directorate for development of small and medium-sized enterprises

DETERMINATION OF RECIPIENT SME (MONTENEGRO)

- The total number of SMEs to receive mentoring service will be 18 per year (9 mentors x 2 companies).
- In each fiscal year, the selection of recipient SMEs will begin by the announcement of a public call in order to assure transparency and provide fair chances to all possible beneficiaries.

The client mentoring report, that each mentor has to prepare, will be submitted to DDSME.



Montenegro
Directorate for development of small and
medium-sized enterprises

CHARGE FOR RECEIVING MENTORING SERVICES

In 2014, according to the "Strategy Paper for Mentoring System" prepared during Japan Training, SME client will not have to pay for the provided mentoring services. Also, in the same period of the Project realization, the necessary budget for mentors coming from the BCs will be covered by DDSME.

Thanks for your attention!!!

Andjela Pusonjic Gajevic
Adviser for Institutional Support
Phone:+382 20 406 321;
Fax:+382 20 406321;
E-mail: andjela.pusonjic@eurinfo.me




Montenegro
Directorate for development of small and
medium-sized enterprises

IDEAL SCENARIO

Nationwide mentoring system will be available after 2020. It is deemed that after the completion of JICA project in the first quarter 2016, DDSME will proceed to expand the mentoring system nationwide through introducing the support from international donor.

According to this, all Eleven (11) BCs will be equipped with capable mentors and DDSME's management as the implementation agency will be realized.

Steering Committee needs to discuss about these matters after the completion of current JICA Project.



**Mentoring system in
Bosnia and Herzegovina
PILOT PROJECT**

M.Sc. Asad Karišik, Senior Program Manager
Beograd, 21.10.2013

Project structure

- Preparation phase (till 2014)
- Development of the MS and implementation of the PILOT (2014-2016)
- Development of the MS at national level (2016-...)

Process and services

- Long term support to the development of the SMEs by joint effort of the mentors and enterprises through:
 - Facilitation
 - Coordination and
 - Advising

Outputs of the project

- Mentor system (Institutional setup) – PILOT
- Fostered mentors (12) – PILOT
- Accredited Mentor System at national level – after implementation of the pilot project
- Fostered Mentors – selected in accordance with criteria (mentor qualifications, company distribution in municipalities...)
- Development of the quality maintenance of the system

Stakeholders

- JICA and SERDA – implementers
- Ministry of Foreign Trade and Economic Relations of B&H (MOFTER) – Supervisory body
- Foreign Trade Chamber of B&H – partner and mentor cultivation in the future
- Sarajevo Canton and 32 municipalities – beneficiaries
- SMEs in SMR – beneficiaries (and Start-ups)
- Educational organizations – if proper proposal
- Steering committee

Financial features of the system

- Mentor costs – PILOT project

The diagram consists of two light blue rounded rectangular boxes. The left box is labeled 'SERDA' and contains a smaller dark blue box with the text '10 Mentors'. The right box is labeled 'Foreign Trade Chamber of B&H' and contains a smaller dark blue box with the text '2 Mentors'.

- JICA - consultants

Financial aspects of the system

- Charging system-financial participation by the SME (case study)

The diagram shows three light blue rounded rectangular boxes arranged horizontally. Each box contains a smaller dark blue box with a value. The first box is labeled '2014' and contains '138 KM'. The second box is labeled '2015' and contains '376 KM'. The third box is labeled 'AFTER 2016 ON' and contains '690 KM'.

Impementation of the PILOT

- Timeline
 - March 2014 Orientation
 - April/May Selection of target clients
 - May 2014 Clients action plan
 - July 2014 Mentor action plan- and start of mentoring
 - July/September 2014 Mid-term evaluation and re-challenging activities
 - September 2014 Mid-term evaluation
 - February 2015 Completion of mentoring and evaluation
 - March 2015 Feedback and conclusion

SMEs

- 60% from municipalities: Centar Sarajevo, Novi Grad Sarajevo, Novo Sarajevo, Ilidža
- 40% from other SMR municipalities

Mentors

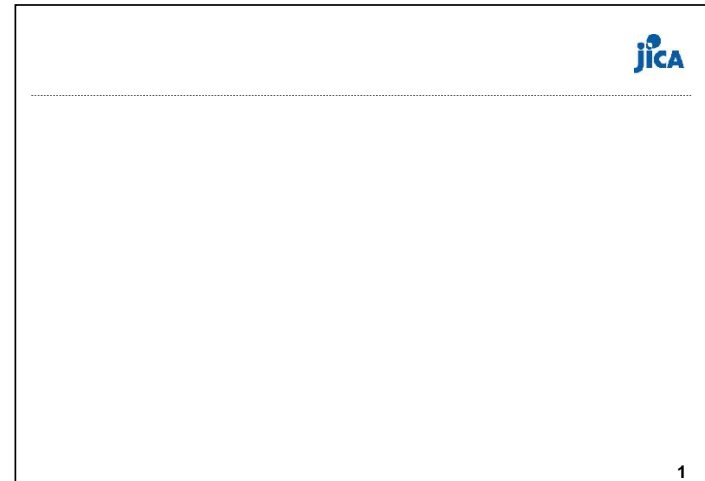
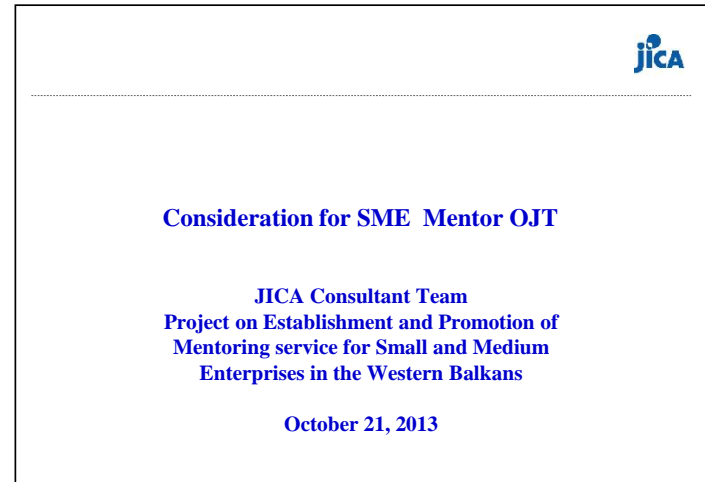
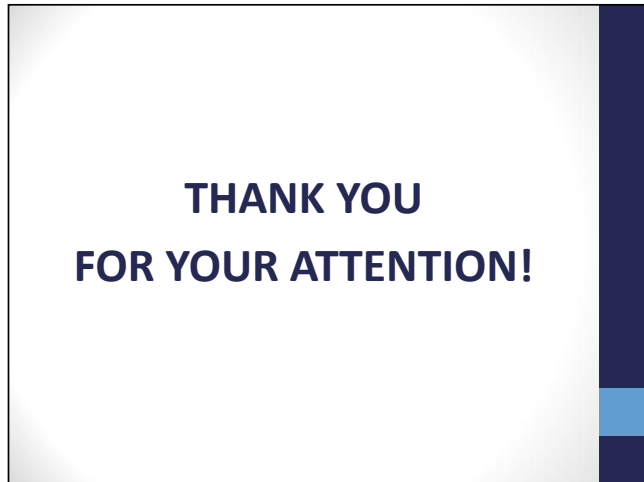
- Min 50 to max 150 hrs of mentoring
- 300 days of training
- Joint work with JICA experts
- 4-6 visits

Mentors

- Topics of training
 - Mentoring (1 day)
 - Financial management (2 day)
 - Production management (2 day)
 - Marketing (2 day)
 - Enterprise diagnosis (2 day)
 - Business planning (1 day)
 - Start-Ups (1 day)

Specific issues

- Avoiding competition with consultancy service providers
- SMEs willingness to financially contribute
- Definition of the suitable period of MS services with payment
- Involvement of the state level – Foreign Trade Chamber of B&H



OJT for SME Mentors – Basic Policy in Serbia



■ What

- Enterprise diagnosis according to NARD guideline

■ When

- July 2013 to October 2014

■ Who

- New SME mentors
- Mentors for Start-ups

■ Where

- At site and/or email

■ How

- JICA expert WILL NOT conduct diagnosis, but it is to be done by mentors
- Focus is on diagnosis report
- If on-site, focus on “Soft Skills” of mentors
- Involve RA/RC/RDA directors by reporting training progress

2

Major Points for Consideration for Mentoring OJT



1. Positioning of OJT in SME Mentor Training
2. Participants
 - a. SME mentor trainee
 - b. Beneficially / How to chose?
 - c. OJT mentor trainer
3. Cost of service
 - a. Pricing
 - b. Source of fund
 - c. Treatment of unsuccessful case
4. Schedule
5. Sharing of experience

4

OJT for SME Mentors – Sharing of Experience



■ On-site

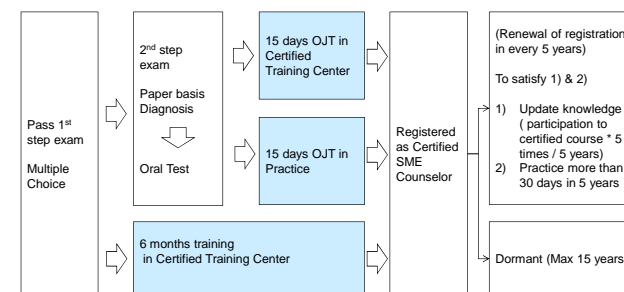
- All Mentor Meeting
- Main objectives for July 8
 1. Get to know each other and share their experience
 2. Adjust expectations on the JICA project OJT
 3. Obtain consents on assessment of mentors and perform knowledge assessment
- Next : TBD

■ Off-site

- Mailing list / SNS
- To develop a data base for case studies

3

OJT for SME Mentors - Japan



5

Sharing experience in other countries (4)



3. Action plans taken by the company and the counselor

Month	Company's Action	Counselor's Action
January	<ul style="list-style-type: none"> 1. Develop a business plan for the company. 2. Develop a business plan for the company. 3. Develop a business plan for the company. 	<ul style="list-style-type: none"> 1. Conduct a market survey. 2. Visit the company in the field. 3. Visit the company in the field.
February	<ul style="list-style-type: none"> 1. Develop a business plan for the company. 2. Develop a business plan for the company. 3. Develop a business plan for the company. 	<ul style="list-style-type: none"> 1. Conduct a market survey. 2. Visit the company in the field. 3. Visit the company in the field.
March	<ul style="list-style-type: none"> 1. Develop a business plan for the company. 2. Develop a business plan for the company. 3. Develop a business plan for the company. 	<ul style="list-style-type: none"> 1. Conduct a market survey. 2. Visit the company in the field. 3. Visit the company in the field.

3. Action plans taken by the company and the counselor

3.2. Detail actions per Month

10

OJT for SME Mentors – Montenegro and BiH



What

- Mentoring service according to NARD guideline, adjusted

How

- Desk top diagnosis training using case studies from Serbia
- From choosing SME beneficiaries to monitoring after the service (Format in Serbia will be referred and customized)
- Result of OJT will be shared by the mentors in three countries

When

- after 3rd Quarter 2014

Who

- To SME mentors to be by JICA Consultant including SME Mentors in Serbia

12

Sharing experience in other countries (5)

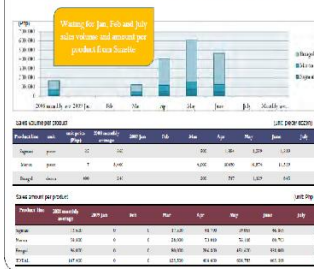


3. Action plans taken by the company and the counselor

Month	Company's Action	Counselor's Action
April	<ul style="list-style-type: none"> 1. Develop a business plan for the company. 2. Develop a business plan for the company. 3. Develop a business plan for the company. 	<ul style="list-style-type: none"> 1. Conduct a market survey. 2. Visit the company in the field. 3. Visit the company in the field.
May	<ul style="list-style-type: none"> 1. Develop a business plan for the company. 2. Develop a business plan for the company. 3. Develop a business plan for the company. 	<ul style="list-style-type: none"> 1. Conduct a market survey. 2. Visit the company in the field. 3. Visit the company in the field.
June	<ul style="list-style-type: none"> 1. Develop a business plan for the company. 2. Develop a business plan for the company. 3. Develop a business plan for the company. 	<ul style="list-style-type: none"> 1. Conduct a market survey. 2. Visit the company in the field. 3. Visit the company in the field.

4. Sales Achievement

4.1. Sales volume and amount per product per month (quantitative result)



11

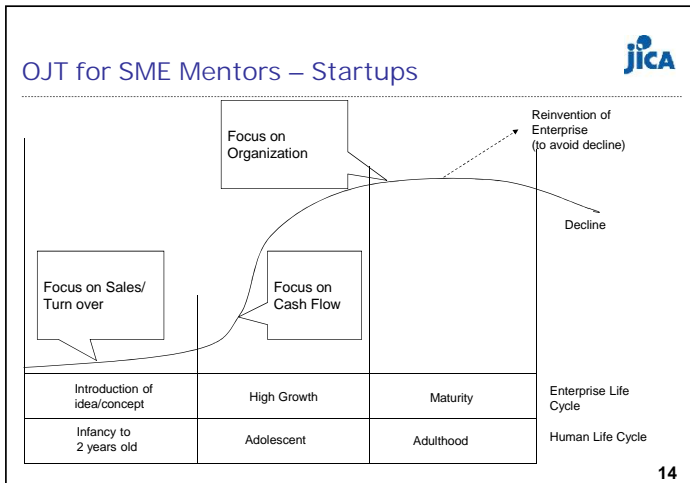
OJT for SME Mentors - Special Consideration for BiH



- JICA Consultant will keep relationship with consulting services provided by EU because sale of agricultural products to EU affiliate countries such as Croatia seems to become a key issue for SME development.

- Since mentor candidates of SERDA (and Trade Chamber of Commerce) are not government officials but they are belonging to joint public-private ventures, it is necessary to provide them the training which views to chargeable services in the future.

13



jica

Institutional Design Work Shop

JICA Consultant Team
October 21, 2013

jica

Q&A Session Outline

- How to involve the decision makers to design mentoring system
- Role of those decision makers?
- How to expand mentoring system nationwide in each country?
- How to manage day-to-day activities of mentor?
- How many staff members are needed to run nationwide mentoring system?

1

Mentoring Service Comparison (1)



Serbia



Bosnia and Herzegovina



Montenegro

- Comprehensive and relatively long process of support to the enterprises/ entrepreneurs which are facing crucial moment for development or survival.
- Gives emphasis on joint effort between a mentor and enterprise/ entrepreneur to overcome current situation.
- The mentor works as a facilitator, coordinator and adviser for all processes of development to achieve the final objective of the enterprise. Through this approach, the enterprise/ entrepreneur is able to receive timely and continuously support rather than ad hoc one and achieve stable results.



2

Comparison table (3)

Charge for receiving mentoring service



Serbia

- During this JICA Project SME client will not have to pay for receiving mentoring Service. (They are not charged at all, service is free of charge for the beneficiary)



BIH

- SERDA will require 10 client SMEs for the given minimum 50 hours to maximum 150 hours of mentoring services in 2014, which will be implemented mainly by 10 SERDA in-house mentor candidates and 2 mentor candidates from The Foreign Trade Chamber of Bosnia and Herzegovina.
- Mentoring service charge for SME beneficiaries: KM138 for the year 2014, KM376 for 2015, and KM690 after 2016 on.



Montenegro

- According to the "Strategy Paper for Mentoring System" prepared in Japan Training, SME client will not have to pay for the mentoring service provided in 2014, because basically, the necessary budget for mentors coming from the BCs will be covered by DDSME.

4

Comparison table (2)

Stakeholders: Design, Budget, Personnel



Serbia

- Ministry of Economy
- Ministry of Regional Development and Local Self-Government
- NARD plays a predominant role as the implementer of the project as well as counterpart agency of the current JICA Project
- Work as certified mentors have to be employed in RA/RC/RDAs



BIH

- MOFTER (is the supervisory agency which has the responsibility of entire project implementation)
- SERDA (plays a predominant role as the implementer of the project as well as counterpart agency of this JICA Project)
- The Foreign Trade Chamber of Bosnia and Herzegovina (is the newly nominated entity as partner of SERDA which will participate to the project as the source of mentor cultivation in the future)
- Sarajevo Canton and 32 Municipalities which form SERDA (they are founders of SERDA which will benefit through project implementation)

**Participation by educational institutions is considered if proper proposal is submitted to SERDA*



Montenegro

- Ministry of Economy (will act like a coordinator, along with DDSME)
- DDSME (plays a predominant role as the implementer of the project as well as counterpart agency of this JICA Project)
- Ministry of Finance
- Two Municipalities, Cetinje and Bar (in the first stage of the project they will have the role of participants, being targeted destinations of the chosen SME beneficiaries; will also act as SME support service by providing organizational assistance)
- Two business centers incident to municipalities, Business Center Cetinje and Business Start-up Center Bar (are selected as implementers of the project, and two mentors from each BC will be trained through the Project)

3

Comparison table (4.1)

Employing Mentors. Conditions for obtaining qualification



Serbia

- For becoming Mentor, the staff members working for RA/CS are required to join 6 training programs (Managing the mentoring scheme, Financial Management, Production Management, Marketing, Enterprise Diagnosis, Business Planning) - more than 75% attendance in each training/module and pass the exams (more than 70% score) at the end of each training/module.



BIH

- (The eligibility of mentor applicant)
- Age more than 30 years old
- At least university graduate and above
- At least 3 year experience as counselor/manager in SME development/consulting field.
- SERDA Employee
- Applicant who has been recommended by the Foreign Trade Chamber of Bosnia and Herzegovina and approved by SERDA
- Have undergone the necessary classroom training which is to be undertaken in this JICA Project
- (Qualified mentor)
- Passing exam of all necessary subjects. The examination will be implemented in the classroom training by JICA Expert. For passing Start-ups subject mentor candidates will also have an examination.
- Undergoing at least 50 hours of OJT planned and implemented through JICA Project.
- The venue of the exam will be determined by JICA Consultant and SERDA, and examination will be held once in a year in Sarajevo.




- During the project period there will not be required an examination charge, however it will be discussed in the Steering Committee after 2016.

- The venue of the exam will be determined by JICA Consultant and SERDA, and examination will be held once in a year in Sarajevo. During the project period there will not be required an examination charge, however it will be discussed in the Steering Committee after 2016.





- Totally 12 mentor candidates will be trained in 2014, ten from SERDA and two from Foreign Trade Chamber of Bosnia and Herzegovina, out of which 10 are expected to become Mentors.

- Due to their multi-tasking working level, the trainees will be divided into several groups and alternatively go over Classroom Training sessions.





5

Comparison table (4.2) Employing Mentors. Conditions for obtaining qualification		
 Serbia	<ul style="list-style-type: none"> ➤ For becoming Mentor, the staff members working for RAICs are required to join 6 training programs (Mentoring, Financial Management, Production Management, Marketing, Enterprise Diagnosis, Business Planning) - more than 75% attendance in each training) and pass the exams (more than 70% score) at the end of each training. 	
 Montenegro	<ul style="list-style-type: none"> ➤ (The eligibility of mentor applicant) ➤ Age more than 25 years old ➤ At least university graduate and above ➤ At least 3 year experience in SME development field. ➤ DDSME Employee ➤ Person designated by DDSME, who is employee of BCs ➤ Applicant who is approved by DDSME ➤ Have undergone the necessary classroom training which is to be undertaken in this JICA Project. ➤ (Qualified mentor) ➤ Passing exam of all necessary subjects. The examination will be implemented in the classroom training by JICA Expert and trainers dispatched from NARD, Serbia. ➤ The venue of the examination will be determined by JICA Consultant and DDSME, and examination will be held once a year in Podgorica. 	<ul style="list-style-type: none"> ➤ Mentor candidates for 2014 are employees of DDSME (5) and 2 BCs, namely Business Start-Up Center BAR (2) and Business Center Cetinje (2), totally 9 candidates, who will gather in Podgorica during the certain periods of classroom training. (Necessary training provided by JICA Project) ➤ DDSME follows mostly the same classroom training as Serbia. However, in 2014 there will be no Classroom Training for the subject of "Start-ups" and also, OJT 2014 will not be provided to start-up companies. ➤ The classroom training on Start-ups and OJT might be introduced after 2015, based upon the results and experiences accomplished during 2014.





6

Comparison table (6) Who will prepare the examination of mentor candidates?		
 Serbia	<ul style="list-style-type: none"> ➤ Exams were designed in cooperation with JICA and NARD during previous JICA project 2008-2011 	
 BIH	<ul style="list-style-type: none"> ➤ NARD, Serbia, through the support of JICA Consultant, will support preparing the examination of mentor candidates. Serbian OJT mentor trainers are considered to be dispatched in Bosnia and Herzegovina to support this task. 	
 Montenegro		





8





Comparison table (5) Who will shoulder mentor's expenses?		
 Serbia	<ul style="list-style-type: none"> • The necessary budget for mentoring scheme will be covered by NARD in 2013. 	
 BIH	<ul style="list-style-type: none"> • These issues will be further discussed in the future before completing the Project. • Tentative idea is shown in "C. Mentor day-to-day Work". • For this JICA project, SERDA and Foreign Trade Chamber of Bosnia and Herzegovina will assign mentor candidates and shoulder mentor's expenses based on the rules and regulation of each organization. 	
 Montenegro	<ul style="list-style-type: none"> • This issue is to be discussed in the future, before the end of the Project. For this JICA project, during 2014, DDSME will assign mentor candidates and mentor's expenses will be shouldered based on the rules and regulation of DDSME. As for the subsidiary after 2015, it is still to be determined and either DDSME or municipalities may need to shoulder the expenses. 	





7





Comparison table (6) Mentor day-to-day work. Work as mentor.		
 Serbia	<p>Mentors visit their beneficiaries and majority of activities conduct on the field, in the beneficiaries' premises (offices/manufacturing plants etc.). Certain, minimum period of time (hours) foreseen for mentoring could be utilized for desk research and other mentors' office-located activities, without presence of beneficiaries. Mentoring is direct support to the beneficiaries and thus has to be implemented jointly with them, as much as possible.</p> <p>Every mentor is employed in the RA/RC/RDA and their mentoring day-to-day activities are completely in-line with this. This means that they use their offices and equipment as for every other activity they conduct. Beside mentoring visits, beneficiaries can address to their mentors whenever they identify some need and even after completion of the program (with 50 hours minimum completed), they are free to ask for some additional information (although then it is formally and technically not possible to have full mentors support).</p>	
 BIH	<p>"For this project, it is planned that the number of OJT in 2014 to be 10. Until the project completion, the 10 mentors will work at their own offices and visit client SMEs on ad hoc basis. Since the OJT will not be a heavy burden for each mentor, mentors need to perform multi-tasking work. There are no special promotion and salary increase through the project, but the project will finally recommend the promising candidate of future project manager who will be responsible to nationwide disseminate the project."</p>	
 Montenegro	<p>"Mentors will have their own offices in their institutions' premises, but for providing mentoring service they will also have to go outside the office. For JICA Project, mentors will need to provide 50 hours of mentoring service to each recipient SME, during 6 months' time and each mentor will support two client SMEs. Until the project completion, the 9 mentors will work at their own offices and visit client SMEs on ad hoc basis. Since the mentoring service will not be a heavy burden for each mentor, mentors need to perform multi-tasking work. There are no special promotion and salary increase through the project. The DDSME will provide JICA Consultant with feedback upon each mentor's achievements and it may be utilized for the personnel matters for mentors. DDSME will share this information with the municipalities which affiliate the BCs in question."</p>	

9


Comparison table (7) Mentor day-to-day work. Determination of recipient SME		
 Serbia	<p>Step 1. Announcement by public call Step 2. Potential beneficiaries address RA/Cs with a request for receiving mentoring service Step 3. In the RA/C client receives administrative assistance, prepares mentoring proposal and the end of this phase is final approval of pre-selected recipients, signed and stamped by the director of RA/RC/ROA. Step 4. Mentoring proposal goes to the Evaluation committee within NARD - after checking and evaluation - final proposal is made by the Evaluation committee. Final approval NARD director's decision. Step 5. Once finally approved mentoring proposals are to be distributed back to the beneficiaries (RA/RC/RDA), contract should be concluded and mentoring activities should get started Eligible enterprises for applying to the mentoring scheme:</p> <ul style="list-style-type: none"> - Registered Serbian SME and Entrepreneurs-major private ownership - Paying taxes (Tax Office certificate) - Holding basic management documents such as financial statements* <p style="text-align: right;">* Applicable for existing companies</p>	
 BiH	<p>Since mentoring service is shouldering public function to cultivate and strengthen SMEs, it is not necessary to compete with private sector consulting firms. Determining of SME beneficiaries should be choosy on JICA assisted project. While on the actual mentoring service, 60% of mentor should be positioned to over-the-counter work to welcome visiting SMEs, while the remaining 40% should visit client SMEs for after care and further mentoring service. If mentoring service roots among SMEs, it is not necessary to choose SME client after the project completion.</p>	
 Montenegro	<p>"During the period of pilot stage (JICA project period) each mentor will be in charge of two SMEs for providing mentoring services. Therefore the total number of SMEs to receive mentoring service will be 18 per year (9 mentors x 2 companies). In each fiscal year, the selection of recipient SMEs will begin by the announcement of a public call in order to assure transparency and provide fair chances to all possible beneficiaries. Meanwhile, DDSME will adopt the same strategy with Serbia; ex: Mentoring service will be performed during six months' time, also including SME selection period. This procedure will be reviewed by DDSME before JICA Project will have been completed."</p>	10




Comparison table (9) Mentor day-to-day work. Condition of qualification renewal		
 Serbia	<p>In process. No formal procedure exercised. Only considering for mentors being employed by RA/RC/RDA. If the person quits the organization he or she still can be engage in mentoring service, base on demand.</p>	
 BiH	<p>"Since Bosnia and Herzegovina aims for a mentoring system with payment, it is necessary to permanently keep the quality of mentoring service high. Therefore, after the independent mentoring system will be launched in 2016, it is necessary to discuss the quality maintenance system of mentoring. After mentor accreditation system will be created, the license renewal system should also be introduced. License renewal system is believed to be essential for maintaining the sustainability of mentoring system in Bosnia and Herzegovina."</p>	
 Montenegro	<p>"Since DDSME aims for a free of charge mentoring system, it is necessary to permanently keep the quality of mentoring service high. Therefore, during nationwide disseminating project (expected to be completed until 2020), it will be necessary to discuss the quality maintenance system of mentoring. After mentor accreditation system will be created, the license renewal system should also be introduced. License renewal system is believed to be essential for maintaining the sustainability of mentoring system in Montenegro. DDSME should then refer to mentoring renewal system in advanced countries."</p>	12

Comparison table (8) Mentor day-to-day work. Mentoring Service		
 Serbia	<p>There is a specific time limit of mentoring hours (50hrs) and mentoring period (6 months).</p>	
 BiH	<p>There is no specific time limit set force in Bosnia and Herzegovina. However, it is necessary to set a rule of frequency of mentoring services that one SME can be provided with mentoring services maximum two times, in order to have a market demarcation with professional consulting firms. As for the third time on, the mentoring request from the same SME will be relegated to private sector consulting firms.</p>	
 Montenegro	<p>Specific time limit of mentoring hour (50hrs) and mentoring period in six months' time will be applied. Each mentor will support two SMEs a year allowing for his/her multi-tasking situation. The client mentoring report, that each mentor has to prepare, will be submitted to DDSME.</p>	11

Comparison table (10) Continuity of mentoring service		
 Serbia	<ul style="list-style-type: none"> ➢ Mentoring scheme under new methodology, established through previous Project with JICA, is being implemented since 2010. In 2010 pilot-project was launched and mentoring program in cooperation with all RA/RC/RDAs started in 2011. In 2012 new category of beneficiaries was introduced, start-ups and 2013 program is implemented along with new JICA mentoring project. ➢ Within the new Project, mentoring scheme in Serbia is to be improved, with established system of mentors' activities evaluation, defined mentoring procedure for start-ups, reinforced capacities of mentors, established OJT (on-the-job training) ToT etc. 	
 BiH	<ul style="list-style-type: none"> ➢ It will be discussed throughout project period. If the project proves that the mentoring system in Bosnia and Herzegovina is effective, this agenda will be discussed by the Steering Committee of the Project. 	
 Montenegro	<ul style="list-style-type: none"> ➢ The conditions required for the continuity of the service will be discussed throughout project period. If the project proves that the mentoring system in Montenegro is effective, this agenda will be discussed by the Steering Committee by the end of the Project. 	13

Case Study

McKinsey Lean Production lean production model factory in Russia 

Input	Model Factory	Result
<ul style="list-style-type: none"> intellectual property consultancy team 	<ul style="list-style-type: none"> Innovative education method based on extensive international experience and expertise of McKinsey. Managing in real manufacturing conditions Mechanical processing and assembly for workers and managers of manufacturing enterprises as well as Banking departments, Client and call-center service. All-level managers and is fully adjusted for Russian profile. 	<ul style="list-style-type: none"> Ability to recall 60% of material in 6 month ... usual 10% Improve employees managing and functional skills Practical experience Creating production samples Improve University ranking
 <ul style="list-style-type: none"> Place Staff Factory facility 		
 <p>57000 students</p>		
 <ul style="list-style-type: none"> Equipment Capital for facilities 		
<p>Revenue \$800 MM</p> <p>Total Investment \$5MM/5ears</p>	<ul style="list-style-type: none"> Training period 1-7 days Group 15-20 people Max. capacity 40p/day ... 8800/year 	

14






HVALA NA PAZNJI!

Minutes of Meeting (Institutional Design Workshop)		Date: 3/12/2013	
Time	11 00 – 12 30		
Location	SERDA Conference Room	Style	phone Meeting
Attendance	SERDA: Mr. Sevkija Okeric, Ms. Sanela Dzevlan, Mr. Asad Karisik, Mr. Dragisa Marek DDSME: Mr. Aleksandar Pavicevic, Ms. Sanja Varajic, Ms. Andjela Pusonjic Gajevic Ministry of Economy of Montenegro: Ms. Milica Scepovic NARD: Ms. Ana Zegarac, Mr. Srdjan Beljan, Mr. Milan Vujovic JICA Consultant: Mr. Masashi Takano, Mr. Toru Ishioroshi, Mr. Sorin Tudor		
<p style="text-align: center;">Ms. Sanela Dzevlan facilitated the meeting.</p> <p>Subjects Main Issue</p> <p>1. Opening Remarks (Mr. Sevkija Okeric)</p> <ul style="list-style-type: none"> Mr. Okeric greeted all the participants and thanked for their participation The main theme of the Workshop is that Serbian mentoring know-how, good practices, official forms and official contracts are presented to the Montenegrin and Bosnian representatives SERDA is currently implementing 23 projects <p>2. Mentoring service in Serbia</p> <p>【Mentoring service in 2013】 (Mr. Milan Vujovic)</p> <ul style="list-style-type: none"> Presentation included the following: <ul style="list-style-type: none"> Public call closed on 17th June and 107 beneficiaries were selected, out of which 30 were Start-Ups 17 RA/RC/RDAs involved in the implementation In 2013 there were 27 new mentors trained during May-June 90% of Start-Up companies close businesses within first two years of existence Target beneficiaries do not have to be considered always and automatically as start-ups, since they have family background When visiting the beneficiaries, mentors need to clarify business target, to state the necessity of product differentiation and each visitation has to be defined in advance 5 persons will be delegated to be trained as mentor trainers for OJT Evaluation of the mentoring program conducted in 2012 will be prepared until 15th December 2013 The mentoring procedure from public call until evaluation of mentoring reports Forms: <ul style="list-style-type: none"> Registration form Reporting form Evaluation within pre-selection Report on schedule and duration of mentor's support Contracts: <ul style="list-style-type: none"> Between NARD and RA/RC/RDA Between RA/RC/RDA and beneficiary The mentoring service providing for year 2013 has finished in November After being checked by the Evaluation Committee the final beneficiaries' selection is approved by the director of NARD 			

- ✓ The Evaluation Committee currently consist of 3 members: Ms. Ana Zegarac, Mr. Srdjan Beljan and Mr. Milan Vujovic
- ✓ Mentoring duration during one fiscal year is at least 50 hours in 6 months' time
- ✓ All the documents issued are on both hardcopy and softcopy formats
- ✓ The average number of mentors in an RA/RC/RDA is 3-4 mentors
- ✓ After a company is selected for taking part in the mentoring process, NARD sends email to RA/RC/RDAs and the RA/RC/RDAs have the obligation to further inform the beneficiaries
- ✓ Brief presentation of the Mentor Master database

【General Overview】 (Ms. Ana Zegarac)

- NARD will have a detailed presentation of the process and documentation forms of mentoring in Serbia
- Besides JICA's budgetary assistance for mentoring service in Serbia, NARD has also allocated funds from its own budget
- Freelance mentors are not officially recognized
- One of the output of the project is to create a mentors' database
- For the project's promotion NARD has also used the name of JICA, as an worldwide recognized organization, which is directly involved in supporting the mentoring system in Serbia
- The less-promising companies should also be among the beneficiaries, as these companies need more assistance than the promising ones
- The mentors are being paid after providing the mentoring service
- All the necessary forms used in the mentoring process in Serbia will be provided to Bosnia and Montenegro counterparts at the beginning of year 2014

3. Q&A from Montenegro and Bosnia and Herzegovina replied by Serbia and JICA Consultant

(Questions of Mr. Sevkija Okeric)

- Q: Is there any association or organization of mentors?
A: No. (Ms. Ana Zegarac)
- Q: How you evaluate and promote the results?
A: The first evaluation was semi-informal evaluation and for the promotion NARD uses flyers. (Mr. Milan Vujovic)
- Q: At project level, could it be possible for Serbian mentors to go to Bosnia and Herzegovina or Montenegro to present the image of mentoring?
A: This matter should be discussed on a later point of the project. (Ms. Ana Zegarac)
A: This matter will be considered, after analyzing budgetary and schedule implications. (Mr. Masashi Takano)
- Q: How many JICA Consultants will be supporting the classroom training in Bosnia, 2014?
A: JICA consultants will be moving from country to country according to the needs and assignment periods. Regarding classroom training instructors, JICA consultants will be trainers for the subjects Production Management subject and Start-ups. (Mr. Masashi Takano)

(Questions of Mr. Dragisa Marek)

- Q: Is there a limit of the number of SME applications that are being proposed to NARD by each RA/RC/RDA?
A: No. For instance, this year the average was 6 applications per RA/RC/RDA, while in 2012 the average was of 9 applications. (Mr. Milan Vujovic)
- Q: Are there any cases when the mentoring process can exceed the 6 months mentoring period?
A: The mentoring process has to take place within 6 months in order for NARD to be able to cover the necessary budget. (Mr. Milan Vujovic)
- Q: Are there any possibilities to use mentors from other RA/RC/RDA?
A: Yes, if the mentor is certified and the RA/RC/RDA is able to cover the budget. (Mr. Milan Vujovic)

- Q: Can the SME applications be made directly via Internet?
A: At this point No. In Serbia the application are submitted in Office Access electronic format, and each application must be processed by NARD. (Mr. Milan Vujovic)
- Q: What is the average size of the companies applying to mentoring service?
A: Small sized companies. (Mr. Milan Vujovic)
- Q: When a mentor cannot perform his tasks because of external causes what happens to mentoring service?
A: The mentoring service will be continued by another mentor. (Mr. Milan Vujovic)

(Questions of Ms. Sanela Dzevlan)

- Q: What happens if there are more SME applications than the budget cover?
A: The Evaluation Committee will choose the most promising SMEs. (Mr. Milan Vujovic)
- Q: What is the time limit of an SME application to be evaluated by the Evaluation Committee?
A: The time limit of an SME application to be evaluated by the Evaluation Committee is less than 15 days. (Mr. Milan Vujovic)

(Questions of Mr. Aleksandar Pavicevic)

- Q: Did NARD have any marketing activities regarding the mentoring system?
A: Not formal ones, it was a part of our work to promote the system as best as we could, in the contract it is said that RA/RC/RDAs are to promote the system, but without any formal documents. (Mr. Milan Vujovic)

(Questions of Ms. Andjela Pusonjic Gajevic)

- Q: If we do not promote the system at the beginning, how will we attract companies?
A: Maybe it would be better to promote the system using by media channels. (Mr. Srdjan Beljan)
- Q: In the first year of implementation project did you make any promotion by media?
A: Yes, promotion by media was performed on both national and regional level. (Ms. Ana Zegarac)
- Q: Which of the phase of the mentoring process requires the longest amount of time?
A: Diagnosis phase. (Mr. Milan Vujovic)
- Q: Is there a specific time allocation for each phase of the mentoring service?
A: At this point No, but this subject remains to be further discussed. (Mr. Milan Vujovic)

The 3rd Institutional Design Workshop was concluded by Ms. Sanela Dzevlan at 12:30.

Picture of 3rd Institutional Design Workshop (1)



Picture of 3rd Institutional Design Workshop (2)



Reference

Order of 3rd Institutional Design Workshop

- 11:00 - 11:05 Opening Remarks (SERDA Director, Sevkija Okeric)
- 11:05 - 12:05 Explanation of Serbia's document protocol (Mr. Milan Vujovic)
- 12:05 - 12:30 Moving forward (Q&A from Montenegro and Bosnia and Herzegovina replied by Serbia and JICA Consultant)

Mr. Sevkija Okeric
Director
Sarajevo Economic Regional Development
Agency

Mr. Aleksandar Pavicevic
Director
Directorate for Development of Small and
Medium-sized Enterprises

Ms. Ana Zegarac
Assistant Director
National Agency for Regional Development

Република Србија



INSTITUTIONAL DESIGN WORKSHOP

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

**- SERBIA, BOSNIA AND HERZEGOVINA, MONTENEGRO-
18th November 2014, 10:00 a.m. – 1:00 p.m.
Terazije 23/II, Belgrade (conference room no. 2, 2nd Floor)**

A G E N D A

- 10:00-10:15 Opening remarks – Mr. Ito Ryuichi; Mr. Miloš Ignjatović

Report from JICA Consultant

- 10:15-10:30 Sharing PDM Indicators – Mr. Masashi Takano
- 10:30-10:45 Output of Serbia's Improved Institutional Design - Mr. Takashi Kimura
- 10:45-11:10 Phase II Action Plan on "Output 4"-Mr. Masashi Yamanaka
- 11:10-11:30 Evaluation of JICA Classroom Training/OJT by mentors - Mr. A. Silnitskiy
- 11:30 – 11:45 - *Coffee Break*

Proposal on Phase II Activities

- 11:45-12:00 Proposed Work Package and Phase II Highlights-Mr. Masahsi Takano
- 12:00-12:20 Free Discussion among three countries in local language
- 12:20-13:00 Comments/requests on Phase II Proposal (BiH, Montenegro, Serbia)
- Closing Remarks
- 13:30 – 15:30 *Lunch session* at Hotel "Moskva", Terazije 20

Table Comparison of Target Indicator on PDM by Country

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

Updated Mentoring Scheme



Takashi Kimura
Assistant Team-Leader
of JICA Consultant

Aim and Objectives

Aim:

Facilitate the collaboration on mentoring service among three countries.

Objectives:

1. Share the Implementation Manual.
2. Share the progress on improving Mentoring Guidelines.
3. Clarify the things to be done by the end of November.

Implementation Manual

1. The definitions of key concepts on Mentoring.
2. Training system
3. Qualification system
4. Management structure of Mentoring Service

Things to be done by the end of November.

1. Understand updated Serbian mentoring scheme.
2. Identify which parts are applicable in your country, and which part should be newly developed by yourself.

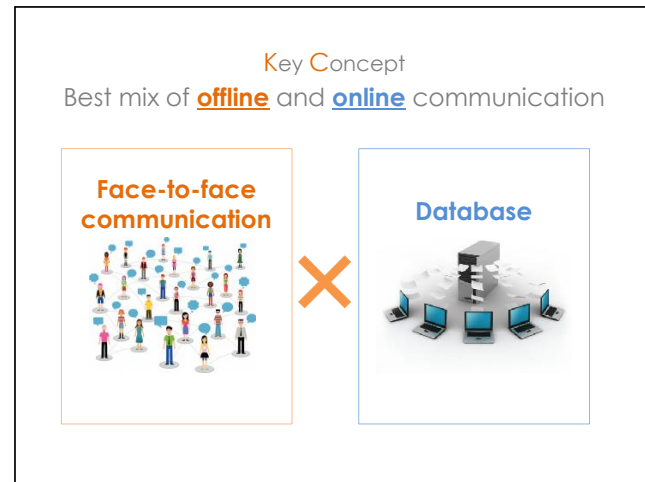
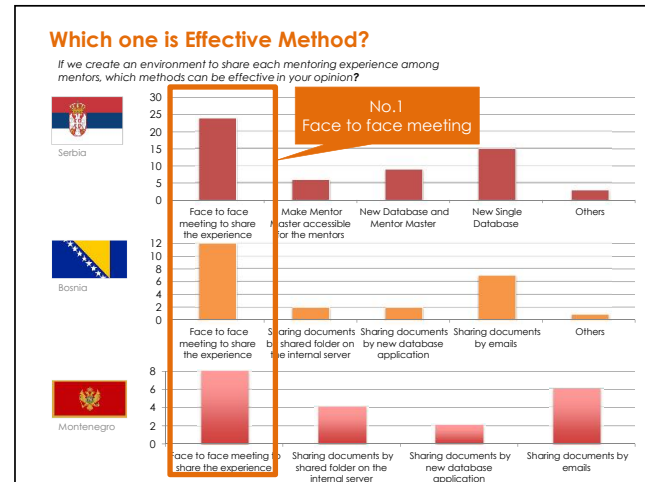


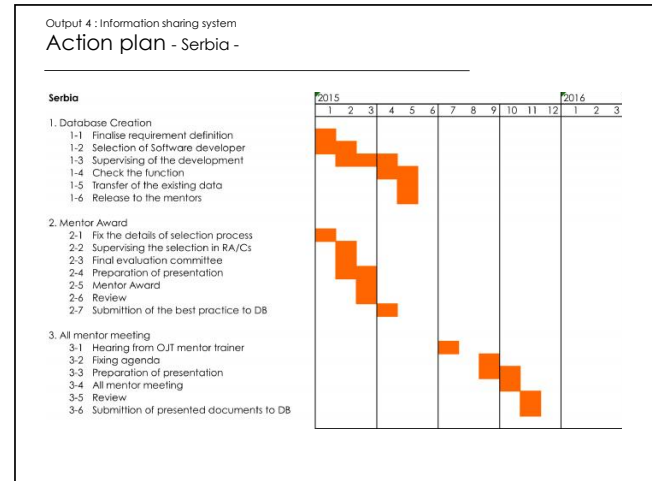
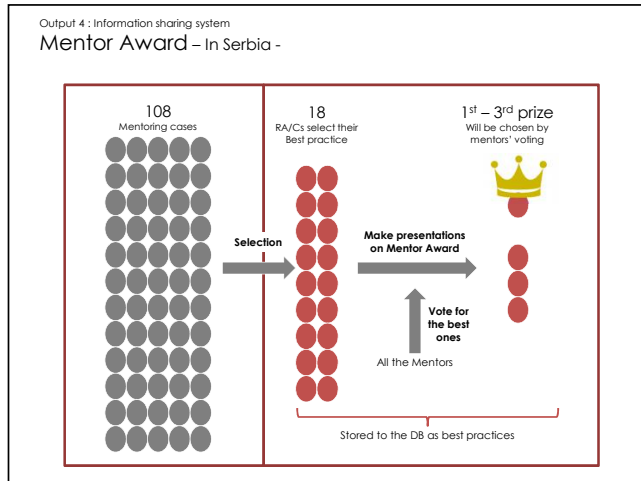
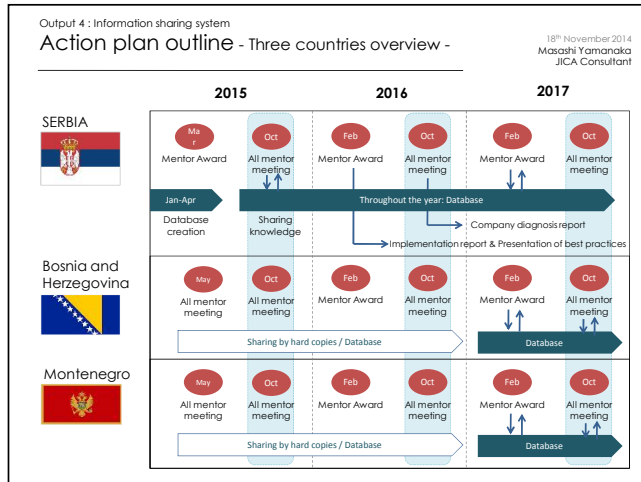
Thank you!

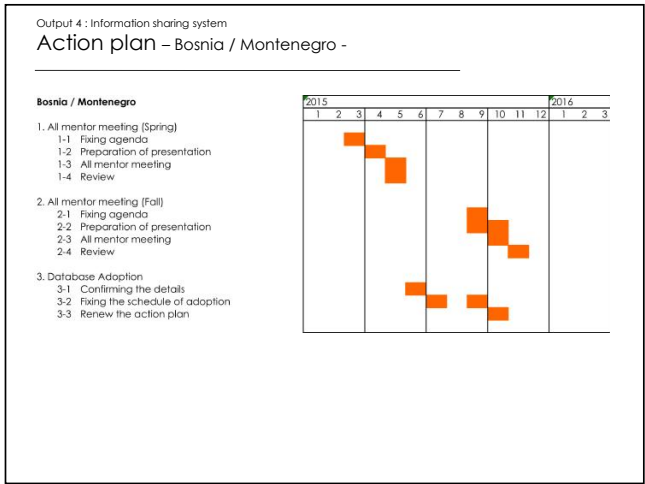
Mentoring Guideline

1. For Mature SMEs.
2. For Start-Ups.

During Phase 2, the contents of these training materials is going to be improved corresponding to the updated training system.



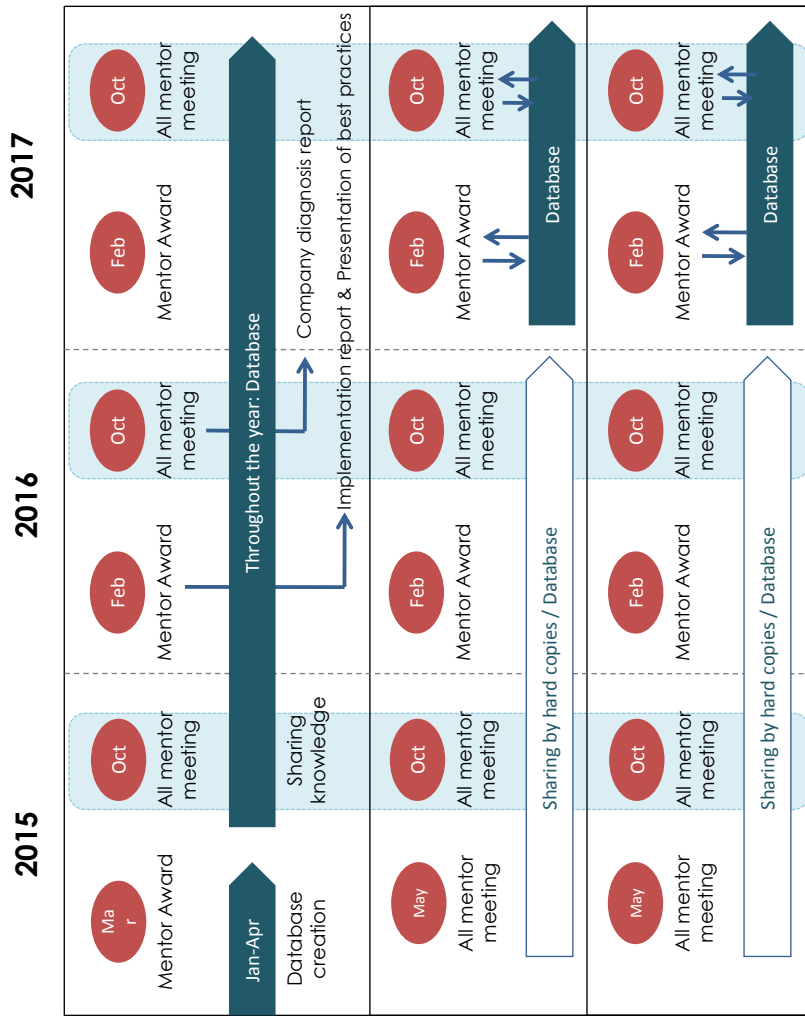




Output 4 : Information sharing system

Action plan outline - Three countries overview -

18th November 2014
 Masashi Yamahaka
 JICA Consultant



2014 On The Job Training Review Survey

Results of survey conducted among new mentor candidates/ mentors in Bosnia and Herzegovina and Montenegro

JICA Consultant Team

Questionnaire outline

- Questionnaire contained 6 questions about Phase I of the project and 5 questions about Phase II of the project
- Mentor candidates/ mentors were also given the opportunity to add any comments in part 3
- Once filled in, the questionnaire was modified together with JICA consultant during 1:1 discussion

Example of questionnaire

Key Findings

- All mentor candidates/ mentors in two countries would like to continue OJT during Phase II
- All mentor candidates/ mentors in two countries confirmed that they would like to be mentors in the future
- Mentor candidates/ mentors want the presence of JICA consultants to be increased during OJT in Phase II
- Mentor candidates/ mentors defined skills to be developed in Phase II based on OJT'14 experience:
 - Financial management
 - Marketing and sales
 - Promotion
- Mentor candidates/ mentors consider it is necessary to provide training for the management of SMEs, so that SMEs could learn more about the core ideas of mentoring service
- Japan training is seen as a very useful activity to understand best practices of mentoring service in the way it is originally made
- More practical advice from Japanese expert and more involvement of Japanese experts are desired by all mentors

Introduction

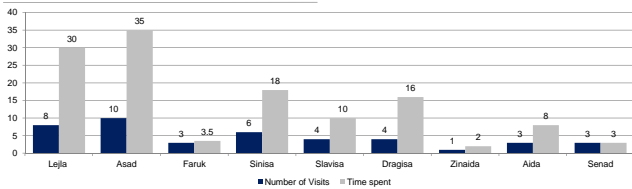
- The survey was conducted in October 2014 among all mentor candidates/ mentors in BiH and Montenegro.
- JICA Consultant developed a questionnaire and sent it to the mentor candidates/ mentors in two countries on the 9th of October, 2014.
- JICA consultant visited mentor candidates/ mentors in BiH and Montenegro during October 20–28 period to have 1:1 interviews.
- The purpose of the survey was to get the opinion of mentor candidates/ mentors regarding the possible improvements of the system establishment of mentoring system during the Phase II of the project.



OJT Review results in Bosnia and Herzegovina

- Time issue is the main difficulty mentioned by SERDA and Foreign Trade Chamber of Bosnia and Herzegovina mentor candidates
- In BiH mentor candidates of SERDA would like to work as a team and develop expertise in their own field: industry focus, finance, marketing, PR
- Companies in BiH look at mentoring service as an opportunity to get some investment from Japan as well

Number of client visits and time (hours) spent with the client



4



Voice of the Mentors

- Need more experts from Japan or high qualified expert from NARD to give more practical advice. Theory is good but boring and sometimes not useful
- Better system of promotion of mentoring services for the next project phase: sometimes SMEs do not know what to expect or expectations are too high and include investment and image of professional consulting service
- Mentoring service takes time, so it is confusing of not being able to spend enough time with the client
- It is difficult to be a generalist covering everything. Developing special skills based on own expertise and teaming up to help a client may be the solution

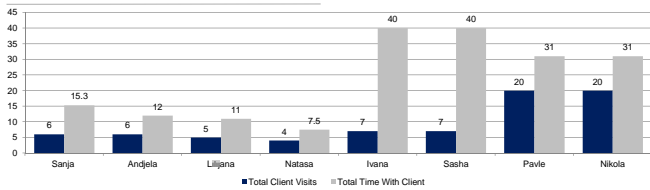
6



OJT Review results in Montenegro

- In Montenegro DDSME mentors see main difficulty of combining state official activity with mentoring obligations
- DDSME understands classroom training as a very important part of becoming a mentor and would like to improve the process: one subject a week with the whole period of training taking up to 6 weeks
- SMEs have high expectations from the project as DDSME mentors are government officials and they see mentoring service as an approved support from government in some way

Number of client visits and time (hours) spent with the client



5

Република Србија



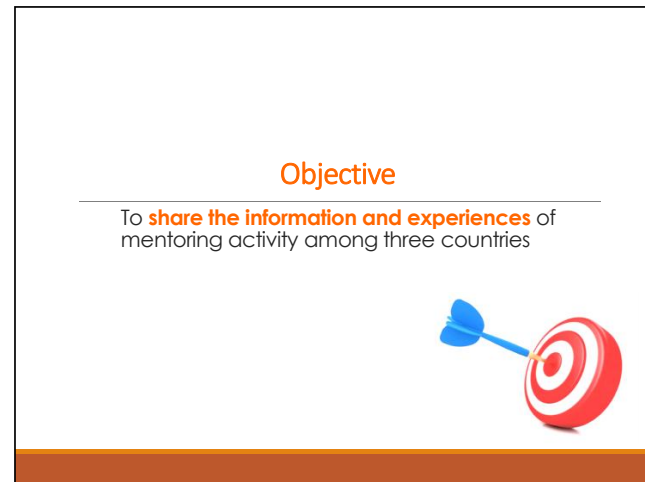
INSTITUTIONAL DESIGN WORKSHOP

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

26th May 2015, 10:00 a.m. – 3:00 p.m.
NARD, Terazije 23/7, 11000 Belgrade

A G E N D A

- 10:00 – 10:10 Opening remarks
- 10:10 – 11:00 **Activities in the three countries**
- Achievement in 2014, challenges in 2015 -
SERBIA
- 11:00 – 11:10 *Coffee break*
- 11:10 – 12:00 **Bosnia and Herzegovina**
- 12:00 – 12:50 **Montenegro**
- 12:50 – 13:30 *Lunch break*
- 13:30 – 14:30 Future vision of the mentoring
- 14:30 – 15:00 Moving forward



Timetable

10:00 1. Opening Remarks

10:10 2. What we have done in 2014

- 1) Achievements in figure
- 2) Key issues to step forward

11:30 - Coffee break -

11:40 3. What we are going to challenge in 2015

- 1) Promotion Activity
- 2) Mentoring for Cluster Management
- 3) OJT by OJT Trainers
- 4) Standardization of the operation of mentoring



13:00 - Lunch break -

13:40 4. Where we will reach in 2018

- 1) Brainstorming & Presentation

14:45 5. Moving Forward

Key Factors to increase the project impact

		2014	2015	2018
Beneficiary	Number of beneficiaries			
	Type of beneficiaries			
Mentor	Number of mentors			
	Quality of mentoring			
	Efficiency of mentoring			
HQ	Efficiency of operation			
	Stable Financial Resource			

Three questions

1. How do you satisfy with the achievement in 2014?
2. What can be the biggest challenge in 2015?
3. What kind of ideas/supports would you like to have from the other countries/JICA consultant team?



Montenegro
Ministry of Economy

Directorate for development of small and medium sized enterprises



Република Србија



INSTITUTIONAL DESIGN WORKSHOP

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- SERBIA, BOSNIA AND HERZEGOVINA, MONTENEGRO-

15th July 2015, 11:00 a.m. – 4:00 p.m.
(Small hall, 3rd floor – Ministry of Economy)

A G E N D A

- 11:00 – 11:10 Opening remarks
- 11:10 – 11:30 **Vision for the post project**
 - Proposal for the sustainable development of the mentoring system, feedback from the other country -
- Montenegro**
- 11:30 – 12:00 **Bosnia and Herzegovina**
- 12:00 – 12:20 *Coffee break*
- 12:20 – 12:50 **Serbia**
- 12:50 – 14:00 Discussion on the possibility of cooperation
- 14:00 – 14:20 *Coffee break*
- 14:20 – 15:30 Action plan to finalize the proposal
- 15:30 – 16:00 Moving forward

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

All Mentor Meeting

29th September 2015, 10:00 a.m. – 4:00 p.m.
Zepter Hotel, Terazije 10, Belgrade

A G E N D A

- 10:00 – 10:25 **1. Opening Session**
 - Opening remarks
 - Icebreaking
- 10:25 – 11:40 **2. Knowledge from the manufactures in Japan**
 - What we found in Japan:
Participants of Japan Training 20
(Serbia, Bosnia, Montenegro)
- 11:40 – 12:30 *Lunch break*
- 12:30 – 14:00 **3. Knowledge sharing session**
 - Share the experience among mentors
(10 people group, seven groups)
- 14:00 – 14:30 *Coffee break*
- 14:30 – 15:40 **4. Sharing the harvest**
 - Presentation from each group
 - Discussion

Република Србија



15:40 – 16:00 **5. Moving Forward**

- Status quo of the Project
- Closing remarks



MENTORING -PRIMERI DOBRE PRAKSE SRBIJA

NAŠI UTISCI IZ JAPANA...

UNAPREĐENJE SVAKI DAN



ULAŽITE U LJUDSKE RESURSE- Wakof



STVARI DRZATI UREDNO



BITI ORGANIZOVAN



ZNANJE JE MOĆ-Wakof



ISKUSTVO JE PREDNOST, TREBA GA KORISTITI-Kitajjima



PRIMERI IZ SRBIJE

YUMIS

- Prerađivačka industrija, Prehrambeni proizvodi, pića i duvan
- Supe, začini, čajevi, pudinzi, šlagovi, sladoledi, pakovani proizvodi, konditorski proizvodi
- 234 zaposlenih
- Osnovano 1991
- Svake godine razvija 10-15 novih proizvoda

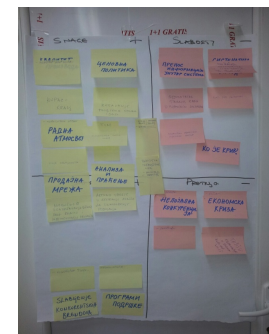
DIJAGNOSTIFIKOVANI PROBLEMI I OSTVARENI REZULTATI

PROBLEMI:

- dug period naplate potraživanja
- Postoji potreba za stalnim unapređivanjem proizvodnog procesa

OSTVARENI REZULTATI:

- preduzeće pripremljeno za uvođenje KAIZEN-a
- edukovan menadžment i zaposleni
- urađen akcioni plan za uvođenje KAIZEN-a i otpočeta implementacija



PRIMERI IZ SRBIJE

SUPERIOR

- SUPERIOR d.o.o. iz Velike Plane je prva domaća privatna selekciona stanica, osnovana 1993. godine, sa ciljem unapređenja poljoprivredne, prvenstveno povrtarske proizvodnje, preko uvođenja boljih, domaćih sorti u praksu
- Firma zapošljava 35 radnika
- Superior prodaje svoju robu poljoprivrednim apotekama. Ukupno ima 546 apoteka

DIJAGNOSTIFIKOVANI PROBLEMI I OSTVARENI REZULTATI

PROBLEMI:

- Srednji nivo menadžmenta
- #### OSTVARENI REZULTATI:
- Kodeks ponašanja zaposlenih u preduzeću Superior
 - Unapredjenje znanja i ključnih kompetencija (Timski rad i Kaizen)
 - Kroz kampanju osposobljavanja „srednjeg menadžerskog kadra“, kao nosioca proizvodnih aktivnosti, dobilo se rasterećenje visokog menadžmenta, t.j. vlasnika firme, a sve u cilju poboljšanja radnih mogućnosti i preraspodele odgovornosti



PRIMERI IZ SRBIJE

NIKOD

- NIKOD doo je nastao davne 1989. godine – porodični biznis
- Firma zapošljava 6 radnika
- Metalski sektor
- Pružanje usluga galvansko cinkovanje i elektrostatička plastifikacija

DIJAGNOSTIFIKOVANI PROBLEMI I OSTVARENI REZULTATI

PROBLEMI:

- Visoki troškovi proizvodnje i preveliki kapaciteti u odnosu na planirani obim proizvodnje u oblasti plastifikacije proizvoda
- Neodlučno vlasnik
- Ne postoji plan marketing aktivnosti

OSTVARENI REZULTATI:

- Analiza troškova linije za plastifikaciju (novu uslugu)
- Predlog za optimizaciju troškova linije za plastifikaciju proizvoda
- Marketing strategija za osvajanje tržišta sa novom uslugom
- Organizaciona struktura u skladu sa širenjem poslovanja



PRIMERI IZ SRBIJE

FABRIKA MERNIH TRANSFORMATORA

- Osnovana je 1969. i prošla je kroz proces privatizacije
- FMT se bavi proizvodnjom niskonaponskih strujnih transformatora i izolatora, otpornika, elektromagneta, elektronskih vaga, regulatora, ispravljača i pretvarača napona, uređaja za ispitivanje, otpušivača transpornih sistema, itd
- Fabrika broji preko 160 stalno zaposlenih radnika

DIJAGNOSTIFIKOVANI PROBLEMI I OSTVARENI REZULTATI

PROBLEMI:

- unapređenje prodaje (širenje tržišta)
- vertikalna i horizontalna komunikacija unutar kompanije

OSTVARENI REZULTATI:

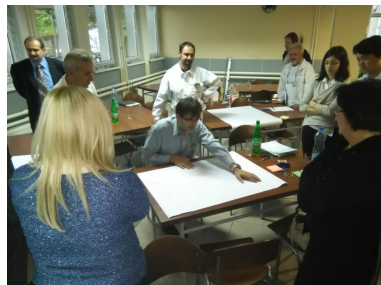
- realizovane su obuke za menadžment kompanije na temu poslovne komunikacije i unapređenje kapaciteta zaposlenih
- kompanija je aplicirala i za SES program (Senior Expert Service) u oblasti menadžmenta proizvodnje i unapređenja rada laboratorije

I ZA KRAJ.....

UZIVAJTE U JAPANU



UZIVAJTE U JAPANU



HVALA
ARIGATO



MENTOR AWARD

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

23rd – 24th February 2016
(Hotel Metropole Palace)

A G E N D A

D A Y 1 – 23rd February

- 10:30 – 10:40 **Opening remarks:**
Ana Zegarac, Development Agency of Serbia
Masahi Takano, JICA Consultant
- 10:40 – 11:00 **Orientation**
- 11:00 – 12:30 **Presentation on mentoring experience (5RA/Cs)**
- 12:30 – 13:30 *Lunch break*
- 13:30 – 15:30 **Presentation on mentoring experience (6RA/Cs)**

D A Y 2 – 24th February

- 09:00 – 11:15 **Presentation on mentoring experience (4RA/Cs)**
- 11:15 – 11:30 **Voting to the best practice**
- 11:30 – 12:30 **Introduction of the renewed "Mentor Master":**
Takashi Kimura, JICA Consultant
- 12:30 – 13:30 *Lunch break*
- 13:30 – 13:50 **Awarding ceremony**
- 13:50 – 14:10 **Feedback from JICA consultant: Masahi Takano**
- 14:10 – 14:30 **Wrap Up: Ryohei Anzai, JICA**
- 14:30 – 15:00 **Mentoring activity 2016 (RAS), Closing remarks**
Ana Zegarac, Development Agency of Serbia

MC: Naoya Sakamoto, JICA Consultant



MENTOR AWARD

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

15th February 2016, 1:00 p.m. – 3:00 p.m.
(SERDA)

A G E N D A

- 13:00 – 13:05 **Opening remarks**
- 13:05 – 13:20 **Introduction of the Mentoring Service in BiH**
- Outline of the Mentoring Service
- Achievement
- 13:20 – 14:30 **Presentation on the Best Practice**
- Presentation from the mentors
- 8 min Presentation
- Company name, Industry
- Problem
- Outline of the Mentoring activity
- Achievement
- Key learning
- 4 min Q&A
- 14:30 – 14:40 **Awarding ceremony**
- 14:40 – 14:50 **Feedback from JICA consultant**
- 14:50 – 15:00 **Closing remarks**



Montenegro
Ministry of Economy

Directorate for development of small and medium sized enterprises



MENTOR AWARD

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

16th February 2016, 9:00 a.m. – 3:00 p.m.
(Ministry of Economy)

A G E N D A

- 09:00 – 09:10 **Opening remarks**
- 09:10 – 09:20 **Orientation**
 - Objective today
 - Timetable
- 09:20 – 12:30 **Presentation on mentoring experience**
 - Presentation from the mentors
 - 10 min Presentation
 - Company name, Industry
 - Problem
 - Outline of the mentoring activity
 - Achievement
 - Key learning
 - 5 min Q&A
 - Coffee break
 - Voting to the best practice
- 12:30 – 13:30 *Lunch break*
- 13:30 – 13:50 **Announcement of result**
- 13:50 – 14:10 **Feedback from JICA consultant**
- 14:10 – 14:30 **Mentoring activity plan 2016 (DDSME)**
- 14:30 – 15:00 **Wrap-up, closing remarks**