Feasibility study for an industry-led mentoring program in the construction sector

Final Report

By DEPA Consulting - Salome Makaridze, Zviad Kvlidze

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1. Acronyms

**ICCA** - Infrastructure Construction Companies’ Association

**RSMEDP** - Rural SMEs Development Project

**SME** – Small and Medium Size Enterprises

**GEOSTAT** – Georgia Department of Statistics

**GDP** – Gross Domestic Product

**FTSE 100** – Financial Times Stock Exchange 100 Index

**PM** – Project Manager

**Mngmt** - Management

**EMCC** - European Mentoring and Coaching Council

**CEO** – Chief Executive Officer

**GCMS** - Georgia Construction Materials Cluster
2. Introduction

This document has been prepared in the scope of feasibility study for an industry-led mentoring program in the construction sector.

The construction sector is one of the most dynamic and fast-growing sectors in the country. The demand for construction materials is increasing, however the construction material market is very import intense. Smaller Georgian enterprises face challenges in producing quality materials due to various reasons, they need support in understanding the investment required to better respond to market demand, build business partnerships with larger buyers, develop and reach sustainability.

This feasibility study is an initiative of the Infrastructure Construction Companies’ Association (ICCA) and Swisscontact under the Rural SMEs Development Project (RSMEDP) aimed at seeking solutions to support small rural enterprises in the construction industry to improve their performance through mentoring services delivered by ICCA members.

The feasibility study shall explore the construction companies’ purchasing needs, current supply-side limitations related to domestic suppliers of construction materials, and their capacity and willingness to engage in mentoring suppliers. It will also look at the business advisory needs of rural-based construction materials suppliers, their potential to improve performance and the scope of the mentoring service required to influence changes in their business performance.

In the end, the study shall draw recommendations on the model for industry-led mentoring program.

The objective of the study is to understand the capacity and willingness of construction companies and rural SME suppliers to engage in the mentoring initiative. The main research questions include

- analysis of construction companies with the highest capacity and willingness to participate in a mentoring program, and identification of potential coaches.
- segmentation of rural based SME construction materials suppliers most suitable for the mentoring program and indication of how they can benefit/ what level of impact can be anticipated.
- definition of the best suitable model for mentoring pilot

This document presents the following deliverables of the study:

- overview of the construction sector in Georgia
- selected international practices of mentoring and hypothetical model
- findings of interviews held with construction/developer and rural SME producer companies
- recommendations for the final model

3. Methodology

The project has been delivered in three broader steps.

- First - literature review and development of hypothetical model
- Second - field work, interviews with construction and producer companies
- Third - analyzing findings and developing recommendations on the final mentorship model
First Step

In order to develop the literature review document and hypothetical model we made desk study in two main directions.

- First direction was desk review of various data available on the construction and construction materials production market in Georgia, its volume, international trade data, challenges and other.
  
  To complete this assignment, we collected data from the following sources:
  - Geostat
  - Produce in Georgia Agency
  - Galt and Taggart

To better understand the value and supply chain specifics we also conducted semi structured interviews with the GIZ cluster development expert Salome Arghvliani and with the Georgia Construction Materials Cluster (GCMS) management.

Second direction was desk review of various studies and information available on mentoring schemes, both in construction sector as well as in other sectors, with the purpose to identify the hypothetical model on which the further research shall be conducted. To complete this assignment, we collected information and data various case studies, reports and articles available online, detailed references are presented in the Annex 3 of this document below.

Second Step

After reaching agreement on hypothetical model, we developed field research instruments – two questionnaires. One for construction/developer companies and another for regional SME producer companies.

We held in-depth interviews with top management representatives of five construction/developer companies, members of ICAA. The interviewee contacts were provided by ICAA and the first contact with them was done by ICAA as well. After these interviews, we had workshop were findings were summarized and decision about target segment for the second phase of interviews was defined. This field work was done in Tbilisi.

For the second part of field work, we targeted rural SME producers, that were mentioned by large construction companies as their potential or existing partners in regions. Contact information of interviewees was provided by construction companies. We held 7 interviews with construction material SME producers. The fieldwork was done in Zestaphoni, Tskaltubo, Kutaisi, Rustavi, Tbilisi. One interview was held online with Adjara based company.

Third Step

Third step was analysis of information obtained during field research, compiling them with the findings of the literature review phase and development of the final mentorship model.

The document below has the following chapters

Chapter 4 - Construction sector value and supply chain

Chapter 5 – Selected Mentorship Practices
4. Construction sector value and supply chain

4.1. Country General Data

Georgia economy has been shuttering during the COVID pandemic period, its gradual recovery has started mid-2021. The impact of Feb 2022 Russia invasion in Ukraine on Georgia economy is not assessed yet.

According to Geostat, in 2021, GDP per capita was USD 5015.6 and the 2021 GDP real growth is estimated at 10.4%. This rate demonstrates the process of economic recovery, versus 2020 and 2019 with -6.8% and 5.0% GDP growth rates respectively.

The average annual inflation rate has been increasing during the last seven years constantly and stands at 12.8% as of April 2022. The unemployment rate is also high and makes average 22%. Population stands at 3.7 million people.

Construction sector, the focus of our study, is one of the fastest growing sectors in the country.

4.2. Construction Market

The construction market has been stably growing during the last 10 years in Georgia.

![Graph showing the growth of the construction market in Georgia from 2011 to 2021.](image)

*Source: Geostat*

By the end of the 2021 the sector annual turnover amounted GEL 9.4 billion. According to economy and sector experts, the construction market is expected to further grow;
The dominant share of construction volumes comes on residential real estate; followed by roads and railway construction – with 52% and 27% respectively. In 2020-2025 construction projects pipeline up to 45% is residential real estate and up to 25% is government infrastructure projects (Galt & Taggart).

As of 2020, up to 70% of construction projects were located in Tbilisi and up to 15% in Achara, mainly Batumi, which clearly demonstrate the low level of regional, especially rural activities in construction sector.

### 4.3. Construction Sector Purchases and Imports

In line with sector growth, the market demand for construction materials is growing annually as well.

*Source: Geostat*

The volume of material and service purchases made by the construction sector in 2021 made GEL 6.2 bln. It was GEL bln 5.9 and 5.5 in 2020 and 2019 respectively.

The construction market is highly import intensive. Local production of construction materials meets on average only 25% of construction market demand.
In 2019, the imports of construction materials amounted USD 1.9 billion. In 2019 the largest articles of import were wire cables and electric machinery (16%), machinery (loading, unloading), heating, boilers (15%), articles of iron and steel (14%).

Source: Geostat

4.4. Construction Material Production

The local production of construction materials has also been stably growing during the last decade. In 2019, the volume of production made USD 596 mln.

Source: Galt & Taggart, Need for a new Economic model in a Context of Global Change

The largest share of local production is made of re-bars (25%), concrete (25%) and cement (22%).
4.5. Import Substitution Potential and Challenges

According to Galt & Taggart *Need for a new Economic model in a Context of Global Change* analysis if local production of construction materials is encouraged, it will be possible to substitute imports worth of **USD 450 mln.** As per same source, production of the following products is feasible: wires and cables, re-bars, plastic materials, furniture, articles of iron and steel, ceramic products, paints, electric water heaters, wood materials, cement clinker.

The produce in Georgia Agency also positively evaluates import substitution potential and makes indication on natural resources. According to Produce in Georgia agency there are nine marble mines in Georgia, the availability of raw materials enables production capacity of 8 800 tons per year to substitute import and create export potential to neighbor countries. Georgia also has ceramic tiles production capacity of 132 thousand tons per year, thanks to clay deposits. Local production can substitute 40% of imports and the rest can be exported to neighbor countries. Georgia has 36.4 million tons of fireproof clay that is the main raw material for refractory bricks production, hence good potential. This product has a positive import growth rate in south Caucasus. Georgia also has several mines of glass sand, which is the main raw material for glass wool production.

The basic value chain can be demonstrated with the picture below

The challenges of local producers vs imports may be grouped according to construction phases (based on semi structured interview with GIZ, GCMC and former senior executives of one of the leading construction companies)

- For the foundation and framing phase - local production, namely re-bars and concrete is available. However, **quality** can be mentioned as one of the main challenges.

- For the white frame phase – there is less of local production, especially to satisfy the need for large construction companies. **Volumes and pricing** are the main challenges.

- For the interior/renovation phase – local production is very little, pricing and volumes are challenge here.

Another important challenge that can be applied to all phases – is lack of certification.
5. Selected Mentorship Practices

5.1. Mentoring Definition

In order to efficiently proceed with the assignment and have common understanding, it was important to define the term Mentoring. The definition of mentoring is more or less the same in various sources - it can be defined as a relationship, where mentor empowers mentee through experience sharing.

According to the World Education Services, mentorship is a relationship between two people, where individual with more experience, knowledge and connections is able to pass along what they have learned to a more junior individual within a certain field.

For the better understanding we a present brief comparison of mentor and coach in the table below.

<table>
<thead>
<tr>
<th></th>
<th>MENTOR</th>
<th>COACH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DOES WHAT</strong></td>
<td>Gives advice based on own experience</td>
<td>Co-creates action with client</td>
</tr>
<tr>
<td><strong>FOCUS ON</strong></td>
<td>Tasks, Projects</td>
<td>Personal Development</td>
</tr>
<tr>
<td><strong>HOW</strong></td>
<td>Puts in information</td>
<td>Challenges via questioning</td>
</tr>
<tr>
<td></td>
<td>Informs</td>
<td>Pulls out solutions</td>
</tr>
<tr>
<td></td>
<td>Advices</td>
<td>Finds own solutions</td>
</tr>
<tr>
<td></td>
<td>Recommends</td>
<td>Is not directive</td>
</tr>
<tr>
<td></td>
<td>Guides</td>
<td></td>
</tr>
<tr>
<td><strong>EXPERIENCE</strong></td>
<td>Has own experience in particular business/domain.</td>
<td>Does not need to have experience in particular business/domain.</td>
</tr>
</tbody>
</table>

5.2. Mentor Profile

In order to understand who can be potential mentors, what is their profile and main competencies, in our literature, we made literature review focus on mentor profile too.

The European Mentoring and Coaching Council (EMCC), which develops, promotes and sets the expectation of best practices in mentoring and coaching in Europe, is a key player in experience sharing of mentors.

It has published a mentor’s competence framework in 2009 and second edition EMCC Global Competence Framework V2 in 2015. The EMCC Competence Framework is a result of collaborative research, is widely recognized by coaching and mentoring communities.

The competency framework (EMCC 2015) is suitable for all kinds of mentoring, including eight competence categories focusing on personal and interpersonal skills, as well as the mentoring process: 1) Understanding self, 2) Commitment to self-development, 3) Managing the contract, 4) Building the relationship, 5) Enabling insight and learning, 6) Outcome and action orientation, 7) Use of models and techniques, and 8) Evaluation.

As a general competence framework for mentors, it does not include any business or professional specific competencies. The competence framework consists of 10 business skills, a mentoring process and four soft mentoring skills:
| Business Skills | 1. Can analyse business environment  
|                | 2. Can analyse market demand and supply  
|                | 3. Can analyse, manage and develop business strategies  
|                | 4. Can analyse, manage and develop production  
|                | 5. Can analyse, manage and develop financial management  
|                | 6. Can analyse, manage and develop investments  
|                | 7. Can analyse, manage and develop human resources  
|                | 8. Can analyse, manage and develop marketing  
|                | 9. Can analyse, manage and develop logistics  
|                | 10. Can analyse, manage and develop research, development and innovation activities  
| Mentoring Process | 11. Can manage the mentoring process  
| Soft Skills | 12. Has self-awareness and behavioral awareness  
|                | 13. Is able to manage mentoring relationships and communicate with a mentee  
|                | 14. Is committed to own learning and interested in helping others  
|                | 15. Is able to identify ethical questions and behave ethically  

The competence framework works as an assessment tool by providing a description of a mentor at four distinct levels of development (Foundation, Practitioner, Senior Practitioner, and Master practitioner). It is regarded as one of the gold standards in Europe for individuals as well as for the development of training programs.

The MentorProfile online platform, presents information on mentors, that can be inspiration for many other mentors worldwide. For example, among such mentors are - Steve Jobs, Ben Horowitz, Bill Gates, Warren Buffet, William Campbell, Sheryl Sandberg, Mark Zuckerberg, Marissa Myers and others. At the same time, at some point of their career they all have been mentees themselves. We included this point, as we find it very helpful for motivation potential mentors.

5.3. Mentorship Types
There are two basic types of mentorship that are widely used in practice internationally - these are intra-company and cross-company mentoring practices. Intra-company is a case when mentor and mentee are both from one company, it is a practice that has a longer history. The cross-company mentoring is a case when mentee and mentor are from different companies. The cross-company mentoring is emerging as a very popular practice in the last decades.

Cross-company mentoring can be non-reciprocal or reciprocal. Non-reciprocal is a case when one company representative mentors another company representative, while reciprocal is a case when company representatives mentor each other.

A reverse mentoring is case when in comparison to classical mentoring, in which mentor is more senior, a mentor is younger and less experienced in business, however has more knowledge in a particular field. Reverse mentoring is often used in technologies, where young mentors share their experience and knowledge in technologies with senior executives who have less expertise in it.
As the scope of the feasibility study is an industry-led mentoring program in the construction sector, where construction companies offer mentoring to construction material producer rural SMEs, further in this document we shall concentrate more on cross-company mentoring approaches.

5.4. Mentorship Business Case and Benefits

Both inter-company and intra-company mentorship practice has a long-proven business case, it proved to be beneficial both for mentors and mentees, as well as the companies. According to Gartner 2006, 5Y study of 1000 employees, Harvard Business Review, 2015 and other various sources, it is about:

- **Leadership Development** - Mentors report gaining more leadership identity and skills, more confidence in leading projects
- **Employee Development** - mentees who participate in mentoring programs are 5X more likely to be promoted
- **Top Companies Choice** - approximately 70% of fortune 500 companies have mentorship programs
- **CEO Strengthening** - as per Harvard Business Review 2015, 84% of CEOs said a) mentors helped them avoid costly mistakes and become proficient; 69% made better decisions
- **Employee Retention** - as per Gartner 5Y 1000 employee study, 2006, the retention rates are higher for mentees (72%) and mentors (69%), than for those who didn’t participate (49%) in mentorship program
- **Employee Engagement** - 90% of employees who have mentors are satisfied with their jobs and 57% say they are very satisfied
- **Cost** - the average learning and development allowance for employee is much higher than that of mentoring, which can bring similar results
- **Culture** - mentoring is proven to maximize knowledge by pulling intra or inter organizational knowledge that otherwise may not be available
- **SME Benefit** - according to one of the researches, 93% of SMEs in UK say mentoring has helped them succeed and 55% say mentoring had positive impact on profit.

The table below summarizes specifically cross company mentoring benefits for both companies.

<table>
<thead>
<tr>
<th>CROSS COMPANY MENTORING BENEFITS AT COMPANY LEVEL</th>
<th>MENTOR COMPANY</th>
<th>MENTEE SME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gaining new perspective from different business, other side of value chain, someone not involved in the corporate culture or politics</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Costs of training, administration, support and evaluation are shared either with partner company, or mentoring program lead</td>
<td>-</td>
<td>X</td>
</tr>
<tr>
<td>Openness of mentors and mentees, less competition. mentors acting more objective in accessing mentees growth and development (vs. intra-company model)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Program lead gives participants support and learning opportunities, the cross-company mentoring network organized by dedicated team can be very rich</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Corporate Social Responsibility is one of the key benefits for mentor companies, they lend their expertise to others for the good of society</td>
<td>X</td>
<td>-</td>
</tr>
<tr>
<td>Public outreach, brand building – efficient if organized and facilitated by network lead</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
To summarize, mentoring benefits are really high both at personal, as well as company level. At personal level, while benefits of mentees can seem more obvious, mentor benefits are also significant:

- Positioning of mentors as top-level professionals in business society
- Mentor leadership skills development
- Personal growth and development through serving others
- Mentor shows corporate and personal social responsibility
- Possibility to help small businesses to grow
- Membership of respected mentoring network
- Participation in business events
- Ability to act as a role model, adviser and consultant

5.5. Cross-Company Mentorship Challenges

Along with its vast number of benefits, cross company mentoring has its challenges as well.

- **Organization** - cross-company format needs more organization and coordination than intra-company model. A third-party organization as a program lead is recommended. Most of the cross-company models are led by third parties such as SME supporting non-profit organizations, mentorship and coaching development institutes, associations, consulting businesses, sometimes even public institutions that aim at SME sector development.

In order to respond to this challenge, mentoring program lead organization should be engaged from the beginning of the program. The model shall be well thought and the process shall be well planned in advance.

- **Buy in** - convincing companies that it is a good idea can be a challenge in case of cross company mentoring. When mentoring concerns one company, the benefits may be more obvious for the company.

In order to face this challenge, cross company mentoring organizers are recommended to obtain a) finances to deliver the program and organize good marketing outreach campaigns, to promote participants of the program, especially the mentors and mentor provider companies. and b) from the very beginning “book” few strong partner companies who will provide their mentors. These companies may be sector leaders, opinion leaders, HR gurus. Their participation should be anticipated by others an important message – participation is valuable.

- **Fear** - mentee organizations concerns about “poaching” of talent or people leaving to other organizations. This is usually prevented by the ethics of the mentoring program, by the communication between participants of the program and gentleman agreement between the companies. Case studies do not prove that this is a realistic fear.

5.6. Cases Studies

In order to better understand how cross company mentoring works, we analyzed several case studies of different cross-company mentoring models. As the feasibility study concerns construction sector, it is important to note, that sector specifics mentoring programs are available mostly in intra-company mentoring models. Mentoring is one of the important experience-sharing and guiding practices in the
construction sector companies, however we didn’t find any notable cross-company mentoring cases that would be specific for the construction sector.

Below we present a brief overview of 4 cross-company mentoring cases.

**Case 1**

**The FTSE 100® Cross-Company Mentoring Executive Program**

*A Cross-Company Mentoring program:* established in 2003 for senior women executives. The program brings together senior women executives and leading business decision makers.

**Program Lead:** The Mentoring Foundation, UK

**Participants:** FTSE 100 or 250 companies. Both can nominate mentors and mentees simultaneously.

**Process:**
- Mentoring Foundation matches mentors and mentees, considering wishes of mentor/mentee organizations
- Mentoring pair meets at least once in 3 months, duration 1.5 hrs.
- networking and public outreach - program launch, mentoring alumni meetings

**Mentor Examples** (as a demonstration of mentor seniority level): Chair and Senior Partner of Herbert Smith Freehills; Chair of Babcock International Group plc. Chair of Impact Investing Institute. Chair of Taylor Wimpey; Chair of Pennon, etc. All the mentors represent C level position in this program.

**Some Numbers:** 250 women have been through the program since 2003, 104 companies placed at least one mentee, 73 mentors.

**Case 2**

**Mentoring for Growth**

Mentoring for Growth is a Scottish local action group, partly financed by the Scottish Government and The European Community Leader 2014 – 2020 program, that aims at supporting SMEs to develop and grow

**Cross Company Mentoring for SMEs:** A 12-month mentoring program that helps SMEs benefit from the expertise and experience of larger firms

**Program Lead Organization:** Be the Business

**Mentors:** Senior-level mentors from leading companies such as Siemens, GSK, BAE Systems and John Lewis Partnership share their experience, sector expertise and best practice with SMEs.

**Commitment:** 12 months support intervention to deal with business challenges

**Support:** participation in virtual groups and webinars covering support on relevant topics

**Matching:** program lead organizes mentor and mentee matching process to ensure compatibility

**Frequency:** monthly calls or online meetings of 1-2 hours duration
Case 3

**ACE Progress Network Reverse Mentoring Program**

**Reverse Mentoring Meaning:** bringing different generations together – through early-career employees teach new skills to senior employees, often technology and innovation (General Electric, EY, BBC, Lloyds, Microsoft have been using this practice).

**Why:** increased appetite for mentoring, generation shift, current and upcoming technological revolutions, changes in consultancy and engineering - multi disciplinary, multi-national, multi-generational work

**Lead Organization:** ACE, Association for Consultancy and Engineering “ACE Progress Network”

**Match:** 11 pairs, 22 people

**Timetable and process:** month 1 – application deadline for candidates, month 2 – Kick off workshop, month 6 – midpoint feedback, month 10 – final feedback.

In the beginning, ACE developed mentoring structure and mentoring meeting notes. Mentor-mentee meetings were conducted monthly, or minimum 4 times during mentoring period. WhatsApp group conversations - mentor and mentee groups separately were available to participants during the project. Matches were also encouraged to contact each other through WhatsApp messaging.

Case 4

**M4G by Queensland state, Australia**

Mentoring program led by Queensland State of Australia to support SMEs

**Mentors:** business, industry and export specialists who voluntarily provide their time, knowledge and expertise to Support SMEs

**Mentees:** Australian business located in Queensland, having a business plan in place, has commenced business operations and has a specific business opportunity or challenge to discuss.

**Process:** registration of mentors and mentees, selection of mentoring format by mentees - several formats available

**Mentor Chats:** available for businesses requiring one-on-one assistance to address a particular business challenge or opportunity. The mentorship sessions generally run for 45 minutes with 2 mentors attending.

**Mentor Panels:** are run for established businesses with a significant financial turnover. The sessions generally run for 90 minutes with around 4 mentors, including a chairperson.
6. Hypothetical Model

As a result of literature review and analysis of the obtained information, we elaborated hypothetical model for mentoring program and the mentor profile.

6.1. Hypothetical Model

In the hypothetical model mentoring program is led and facilitated by ICCA. ICCA member companies provide mentors who support mentees provided by rural SME construction material producer companies, which are their existing or potential business partners.

Both – mentor and mentee are representatives of senior level management. Mentoring is done regarding key business issues - strategy, operations, marketing, production, organizational development or other. The topics will be defined while matching. The potential topics of interest are one of the important subjects of the research.

Where services required are outside the scope of the company, the ICCA may provide subsidized technical assistance through collaboration with third-party service providers. Where financial investments are required, the supplier will be supported to explore existing bank and state financing options.

The mentoring model shall be piloted with 6-8 companies that provide potential 1-2 mentors each. The pilot could seek to support 12-15 SMEs through mentoring with mentors supporting multiple SMEs in the target areas.

The hypothetical model has three core players.

<table>
<thead>
<tr>
<th>Role</th>
<th>Program Lead Organization</th>
<th>Mentor Providers</th>
<th>Mentee Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who</td>
<td>ICCA</td>
<td>ICCA member companies</td>
<td>Construction Material producer rural SMEs</td>
</tr>
<tr>
<td>Function</td>
<td>develops mentoring model and instruments, selects pilot organizations, engages them in the program, organizes networking and public outreach events, coordinates the process, collects feedback, ensures quality, analyzes and integrates pilot lessons learned into the final model</td>
<td>Provides individual mentor for the pilot, supports mentor engagement in dedicated activities, participates in public outreach activities, may also support outreach activities, participates in feedback and analysis, shares experience</td>
<td>Provides individual mentees for the pilot, supports engagement of mentee in dedicated activities, participates in public outreach activities, participates in feedback and analysis, shares experience</td>
</tr>
</tbody>
</table>

The mentoring program consists of nine broader steps, which are:

1. Definition
   - program goals
   - KPIs
   - benefits for participants
   - number of partners
   - pilot decision
   (Who: ICCA, consultant)
2. Partner recruitment
   - putting together the key messages and pre-selling the concept to mentor provider organizations
   - in the beginning it is important to have 1-3 strong partners to obtain the buy in of other participants
   (Who: ICCA)

3. Management platform creation
   - Set up of platform management team in ICCA
   - Set up of cross-organization steering committee
   (Who: ICCA)

3. Program design
   - Design of standard operating procedures – launch, recruitment, training, matching, ongoing support, evaluation
   - Design of standard instruments – a) mentor recruitment form, b) mentee recruitment form, c) company and key topics description form, d) mentoring meeting form e) mentor feedback form f) mentee feedback form g) program evaluation form
   (Who: ICCA, consultant)

4. Launch
   - Event for senior managers of participating organizations and key influencers
   - Series of mini events in member organizations
   - Public outreach
   (Who: ICCA)

5. Recruitment and matching
   - Announcement of mentor platform, where strategic partners are already participating (e.g. few top companies) and additional are welcome
   - Provision of mentors by companies
   - Announcement of mentor profiles and communication of program pilot with various stakeholders, public outreach
   - Recruitment of mentee companies
   - Matching mentors and mentees considering company challenges and preferences
   (Who: ICCA)

6. Mentor training
   - Training of mentors in program rules
   - Methodology instruments and basic approaches of mentoring
   (Who: invited trainer/consultant, who has experience in mentoring or has theoretical knowledge of mentoring together with ICCA representative to provide details on program rules and instruments)
7. **Program management and ongoing support**
   - Periodic follow up with participants of mentoring meetings
   - Two follow up meetings in the process of mentoring, individually with each mentor and mentee
   - One common follow up meeting

Important: Mentoring meetings are done by mentors and mentees individually, without participation of any third parties. ICCA makes follow up and collects feedback, to ensure quality of meetings.

(Who: ICCA)

8. **Wrap up**
   - Evaluation, experience sharing, post pilot research among participants
   - Celebration of achievements
   - Public outreach

The estimated duration of the program is 11 months, the 9 steps are presented through the period of 11 months in the pictures below.

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6.2. **Mentor Profile**

According to the hypothetical model, the mentor is expected to

- hold senior management position in the ICCA member construction company
- have experience and success story in business
- have good interpersonal and communication skills
- have ability to act as a role model
- be motivated to engage in the program as a mentor

Teaching, coaching, mentoring, management consulting or training experience should be considered as a value added.

The selection of mentors shall be done by mentor provider company HR or C level management in collaboration with ICCA. Involvement of consultant in the selection process could also be considered.

While selecting mentors the EMCC Global Competence Framework could also be taken into account.
7. Interview Findings - Construction/Developer Companies

Construction/developer company field work included interviews with top management of five companies, company and respondent information is presented in the Annex 2 - Interview list.

Interview findings are grouped in four thematic blocks: Big Picture, Partnerships, Strengthening Suppliers and Mentorship, each of the blocks is presented in detail below.

7.1. Big Picture

This section includes how interviewed construction companies see construction sector, local producers, sector strengths, weaknesses, challenges and opportunities; Also sources and reasons for local material purchases.

<table>
<thead>
<tr>
<th>Aspect</th>
<th>In regard to Construction Companies</th>
<th>In regard to Producer Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths (internal)</strong></td>
<td>• Sector is young and dynamic, even small positive changes can have a big impact on its development</td>
<td>• Rich natural resources • Concrete and iron production</td>
</tr>
<tr>
<td><strong>Weaknesses (internal)</strong></td>
<td>• Human capital • Lack of strategic vision</td>
<td>• Service time • Limited quantities • Quality of product • Payment conditions (mostly prepayment) • Lack of modern technical-material base • Lack of market awareness, strategic vision • Human capital</td>
</tr>
<tr>
<td><strong>Challenges (faced externally)</strong></td>
<td>• Country has no strategy for construction sector development • In public tenders, the lowest price providers win, this is a big barrier for sector development • Access to cheap resources, including financial</td>
<td>• Country has no strategy for local production development; no support programs for producers vs. importers</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td>• Development of country level strategic vision</td>
<td>• Strengthening of human capital through education, trainings • Change of working culture • Raising market awareness • Public policy and strategies supporting local producers • Access to finance to renew outdated material-technical base</td>
</tr>
</tbody>
</table>
Among strengths of the construction sector was mentioned that sector is young and dynamic and even small positive changes can have big impact on it. As of the construction material producers, their strength was mentioned in access to rich natural resources and also production of concrete and iron, price was also mentioned as their strength over imported materials.

Among weaknesses of construction companies, the main topics were human capital qualification and lack of strategic vision. In regard to the same question asked about construction material producers, construction companies named their weakness in human capital, lack of modern technical-material base, lack of market awareness, strategic vision as well as low quality service and limited quantity of products. Other weaknesses were also mentioned.

Among challenges of construction companies, were mentioned such external factors as lack of public strategy and policy to develop construction sector. As government is one of the largest customers and public tender system that is low price oriented hinders sector development. Access to cheap financial resources was also mentioned as a challenge of construction companies. When same question was asked about producer companies the main challenge mentioned there was also lack of support from the state.

Among opportunities of construction companies, was mentioned creation of construction sector development strategy on state level. The same responses for producers were strengthening of human capital through education and trainings, changing attitudes and working culture from closed and self-defensive to open and development oriented, raising market awareness and implementing public strategy and policies that support local producers versus imported materials. Access to finances in order to renew material technical base was also mentioned as an opportunity.

Some Quotes

“As of sources and reasons for local production material purchases, interviewees mention price, which is often better than of imported materials. Along with price, efficiency was also mentioned, in case of heavy materials such as concrete, block and iron, that due to transportation reasons are better purchased locally. Certain post implementation services are also often purchased locally.”
Local purchases other than concrete, block and iron, are mostly done in case of urgency and unpredicted need - e.g. state projects that are intense on decorative stone, were mentioned as an example. All interviewed companies say, that from time to time, when they are engaged in regional projects, they need to cooperate with regional SME producers; However, challenges that they face are - quality of service, availability and quantity of product. Construction companies are eager to cooperate with local producers if they find reliable partners.

7.2. Partnerships
In this section we asked construction companies about existing and potential local producer partners. Most of the interviewed companies have local partners for heavy materials such as concrete, iron, stone. Most of their partners are medium scale companies.

As of partnership with rural SME producers, this practice is episodic and takes place in case of regional projects and availability of specific product producers in specific region. All of the interviewed companies are eager and willing to partner with regional SME producers in case of regional projects and readiness of suppliers to offer quality services.

However, we have to mention, that except the three leading products, the cooperation is not stable and mostly depends whether construction company has a regional projects and urgency or not. Which leads us to the thought that one of the three may be true – local construction companies don’t see enough motivation for long term partnership with local producers, there is lack of availability of quality local producers, or there is lack of communication between these two parties.

7.3. Strengthening Suppliers
This question was about strengthening suppliers, whether companies are engaged in such activities, or how they can engage.

Out of five interviewed companies, one is engaged in supplier strengthening activities. This company is Prime Beton, that has a high demand of locally produced stone for regional project and actively works with local producers.

They shared their rich practice of local supplier strengthening, such as helping them develop operating procedures, safety rules, support them with centralized purchases, transportation etc.

Other companies are not engaged in local supplier strengthening and have no clear motivation to do so. They say, that in general they understand that strong local suppliers with good quality of service, would be beneficial for construction companies as well. However, they said that still construction companies need to better understand the long-term benefits of strengthening local suppliers. They expressed their wish to get more information on benefits of strengthening local producers in short and long run. Specific examples, demonstration of past experience, figures would be helpful motivators for action.

Some Quotes
As a response to question how can construction companies strengthen suppliers, the following topics were mentioned: through sharing experience and practice; through communicating construction company needs and requirements more clearly, sharing long term plans in advance; Through maintaining high standards in purchase requirements, which would force producer companies to improve their services. Through empowering on one hand strategic vision and on other hand operation excellence in them.

As a conclusion we can say, that construction sector has to see long term pragmatic benefits of engaging in supplier strengthening activities. Four interviewed companies out of five, said in general they understand that strengthening local suppliers would be beneficial for the whole sector, but in a daily routine and decision-making processes this topic is not a priority. We consider that the enhancement of a dialogue between construction companies and producer companies is essential.

### 7.4. Mentorship

None of the companies have experience with inter-company mentorship. However, all of them expressed their willingness and readiness to engage in mentorship program according to hypothetical model presented to them by the researcher.

**Mentors:** all companies agreed, that potential mentors shall be high level strategic managers and are willing to provide such

**Among potential areas of mentorship were mentioned** - strategic vision, market awareness, operational excellency, HR and organizational development basics, Importance of delegating, support in networking, advice on marketing and communications

**Construction companies see following benefits in engaging in mentorship program with producers** - corporate social responsibility, company image enhancement, networking with colleagues from other
Construction companies and also mentees, pragmatic benefit of strengthening local existing or potential partner, a good project in company portfolio, potential of creating a beneficial partnership or other type of new collaboration

**Construction companies see the following mentor benefits** - gaining new experience, personal development of mentor, networking, mentor status.

Construction companies also listed **risks** to successful implementation of mentorship program, that should be taken into account from the very beginning of the project. **Low and inefficient engagement** of mentees was considered as one of the key risks of this project. Therefore, selection of mentees should be done carefully and their motivation should be clear; they should be open minded, have capacity and personal readiness to engage in mentorship program. The matching is also important, right matching should contribute to motivation. During matching, company potential and mentor/mentee personalities shall be considered. Wrong **expectations** from mentorship by mentees and engagement of other **construction companies** by association was also mentioned as challenge, as not all companies are “modern and development oriented”.

**Other important topics** that should be considered according to interviewees

- Careful selection of mentees - open minded, having capacity and personal readiness to engage in mentorship program
- Right people from both sides
- Preliminary training of mentors
- Preliminary list of mentorship topics
- Efficient matching - mentee needs vs. mentor experience. Mentee personality vs. mentor personality.

8. **Interview Findings - Rural SME Producers**

Field work for interviews with SME producers of construction materials included interviews with seven companies. Out of these seven, six contacts were obtained through construction/developer companies – who we asked to give us information about their existing or potential partners.

Interview findings are grouped in four thematic blocks: Big Picture, Partnerships, Strengthening Suppliers and Mentorship, each of the blocks is presented in detail below.

8.1. **Big Picture**

This part includes how rural SME producers see sector construction sector strengths, weaknesses, challenges and opportunities of local producers as well as construction companies.
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<thead>
<tr>
<th>Aspect</th>
<th>In regard to producer companies</th>
<th>In regard to construction companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths (internal)</td>
<td>• No problem with sales (mentioned by all producers, except one - Kamara)</td>
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<tr>
<td></td>
<td>• High quality, that satisfies demand (mentioned by all producers, except one - Kamara)</td>
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<tr>
<td>Weaknesses (internal)</td>
<td>• Lack of qualified or non-qualified but motivated workforce (three companies)</td>
<td>It is important to note that the most of the interviewed construction material producers have no opinion about strengths and weaknesses, challenges and opportunities of the construction sector and particularly construction companies</td>
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<tr>
<td></td>
<td>• Low price paid by the client, profit margin.</td>
<td>Analysis note: this once again underlines that they don’t see big picture, have low market awareness and low level of curiosity as well</td>
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<tr>
<td></td>
<td>• All work done by owner/manager, no delegation (this is seen as a weakness by some producers and as a strength by others)</td>
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<tr>
<td>Challenges (faced externally)</td>
<td>• State tenders: interests of local producers vs. importers are not considered; tenders are not transparent</td>
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<td></td>
<td>• Bureaucracy in relationship with state, corruption also mentioned</td>
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<td></td>
<td>• Access to cheap financial resources</td>
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<tr>
<td></td>
<td>• Economic instability, price instability</td>
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</tr>
<tr>
<td></td>
<td>• Construction companies don’t want to pay price that is relevant to quality</td>
<td></td>
</tr>
<tr>
<td>Opportunities</td>
<td>• More communication with construction companies, knowing about expected potential projects in advance - to be able to plan potential sales (mentioned by 2 companies)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Communicating with construction companies and knowing what kind of materials they need, to better design the product (mentioned by 2 companies)</td>
<td></td>
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<tr>
<td></td>
<td>• Governmental support for local producers vs. imported products. E.g. local production requirements in state tenders</td>
<td></td>
</tr>
</tbody>
</table>

Based on the analysis of these interviews we can conclude that most of the interviewees don’t see big picture, don’t see and understand that they have more potential for growth in case of better business planning, optimized operations, organizational development. To resolve this – they should be enriched with big picture vision, more information, education; Attitude changing activities are needed.

The concern of producers in relation to qualified workforce can be taken as a fact, which can be proved by many other sources countrywide. Low level of delegation, one-person management - is a stage of organizational development that has to be overcome, in order to reach business growth. However approx. half of the interviewed managers do not understand this.
Often personal attitude of owner/manager is a decisive factor how company sees challenges and opportunities. For rural SME producers, personal attitudes, values and beliefs of owner/manager have huge impact on business development. Approximately half of the interviewed managers has attitude - I’m good, it’s the outside world that has problems. Most of them believe there is not much that somebody else can teach them. Mostly they see opportunities in additional financial resources and have difficulties to see other opportunities.

More information, more communication, more examples and training in order to change attitudes, beliefs and values are needed to help regional SME producers see and grab existing opportunities.

8.2. Partnerships
This block asked questions about partners of producer companies, who they cooperate with. The interviewed regional companies mostly cooperate with regional construction companies. Their collaboration with the largest, Tbilisi based companies is not regular. Except of one company, that produces materials for cement and concrete production and partners with large local producer of concrete.

8.3. Strengthening Suppliers
None of the interviewed companies is engaged in any activities that is strengthening suppliers. Two companies mentioned their wish to invite foreign experts and technical assistance. One company had information about free of charge consulting opportunities from retired specialists in EU countries. Another company mentioned inviting workers from Central Asia, as s/he had challenges finding local workforce in the region.

As a response to the question – how can construction sector strengthen suppliers, the most of the responses were related to information - construction companies should share information about long term plans and projects with local producers, share their needs on products more clearly. This will help local producers in planning, give them less risky possibility to renew their material-technical base to adapt to construction company requirements.

8.4. Mentorship
None of the companies have experience with inter-company mentorship. Out of interviewed, thee were eager to engage in mentorship activities. Others think that it is not relevant for them, mostly due to the reason that they think they can deal with development challenges themselves, or they think they have no weaknesses or challenges, it is mostly the outside world and others that hinder their development. A

Mentors: those companies that are willing to engage in mentorship are ready to put front mentees from top level management

The potential areas of mentorship mentioned by producer companies are the following:

- Human resources, organizational development
- Support in recruiting and training
- Sharing needs, requirements
- Sharing information about planned and expected projects

Supplier company benefits from mentorship, as seen by respondents
• Potential partnership with construction/developer company
• More information about their plans and possibility to plan own production ahead
• Advice about people recruitment
• Possibility to talk to “first person” in the company
• Existence of formal platform for dialogue

Mentee benefits, as seen by respondents
• New experience
• Personal development
• Networking

9. Recommendations on the final model

It has to be noted, that the model presented in this chapter is the final model for piloting. It may be further adjusted after pilot results are evaluated.

9.1. Goals

The ultimate goal of the mentorship program is to strengthen local production of construction materials vs imports, namely rural SME construction material producers and those business services that are needed by them. The long term expected results are

• dialogue between construction/developer companies and SME producers
• enhanced partnerships between them
• identification of business services they need and supporting them in implementing these business services, as well as access to finance
• creation of the system, that supports the process of strengthening local producers

All this should result in strengthening local producers, especially strengthening them vs. importers, empowering the sector and the economy in whole.

The specific, short term aim of the pilot mentorship is

1. better understanding between mentee - mentor companies
2. enhanced business partnerships between mentee – mentor companies
3. understanding needs of mentee companies for business services
4. strategic and organizational strengthening of mentee company through mentee empowerment

9.2. Why, How and What - of the model

Why we do mentorship

We, ICCA believe, that through strengthening SME producers, in the long term, we strengthen construction companies, by creating strong base of reliable local partners and decreasing our dependency on import.

Through strengthening SME producers and ourselves, we strengthen construction sector and contribute to economy strengthening as a whole.
How we do mentorship

We, ICCA engage our member companies to put front mentors who are ready to share experience with rural SME producers. We engage them to select potential mentee companies, with whom they would like to work in the mentorship process. We arrange the process, networking, public outreach, evaluation and feedback.

What we do

We pilot 12 months mentorship program in which construction companies put front mentors for rural SME producer companies. The program begins with networking event, has 6 monthly mentorship meeting in between and is wrapped up by summarizing event and evaluation research. We do the mentorship program annually. In the pilot 10 pairs are expected.

9.3. Core Roles and Functions

The model has three core players.

<table>
<thead>
<tr>
<th>Role</th>
<th>Program Lead Organization</th>
<th>Mentor Providers</th>
<th>Mentee Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who</td>
<td>ICCA</td>
<td>ICCA member companies</td>
<td>Construction Material producer rural / regional SMEs</td>
</tr>
<tr>
<td>Function</td>
<td>develops mentoring model and instruments, selects pilot organizations, engages them in the program, organizes networking and public outreach events, coordinates the process, collects feedback, ensures quality, analyzes and integrates pilot lessons learned into the final model</td>
<td>Provides individual mentor for the pilot, supports mentor engagement in dedicated activities, participates in public outreach activities, may also support outreach activities, participates in feedback and analysis, shares experience. <strong>Recommends their potential/existing partner local producers to ICCA for participation in the mentorship program.</strong></td>
<td>Provides individual mentees for the pilot, supports engagement of mentee in dedicated activities, participates in public outreach activities, participates in feedback and analysis, shares experience</td>
</tr>
</tbody>
</table>

Program lead is ICCA, its member construction companies provide mentors. In the pilot model, we draw attention to the process of mentee company selection. Initially our idea was rural SME construction material producers, however in the pilot both rural or regional SME construction material producers can be considered. For the pilot mentee companies shall be selected based on mentor company recommendations, from their existing or potential partners. Both – mentor and mentee represent senior level management.
9.4. Mentorship Topics
Mentoring is done regarding key business issues - strategy, operations, marketing, production, organizational development or other. It is very important that mentor companies consider possibility to share their company plans and expected projects with mentee companies, this would give mentee companies more chance to make relevant business offers and enhance potential partnership with these two. The core topics should be chosen in the process of matching and can amended in the process of mentorship based on mentor and mentee agreement.

Where services required are outside the scope of the company, the ICCA may provide subsidized technical assistance through collaboration with third-party service providers. Where financial investments are required, the supplier will be supported to explore existing bank and state financing options.

9.5. Mentor and Mentee Profile
The research showed that for the successful implementation of the project, careful selection not only of mentors but also of mentees is a key. It even showed that selection of mentees can be even more challenging, due to personal attitudes of SME producer owners or managers.

The research showed that in order to have bi-laterally efficient and valuable process

Mentor Should
- hold senior management position in the ICCA member construction/developer company
- have experience and success story in business
- have good interpersonal and communication skills
- have ability to act as a role model
- be motivated to engage in the program as a mentor
- teaching, coaching, mentoring, management consulting or training experience should be considered as a value added.

Mentee Should
- hold senior management position in the SME producer company
- have experience in business
- be open for personal growth
- be open for professional growth
- be motivated to engage in the program as a mentee
- have adequate interpersonal and communication skills

The selection of mentors for the pilot shall be done by ICCA member “mentor company” C level management or HR in collaboration with ICCA. Involvement of consultant in the selection process could also be considered.

The selection of mentees has several steps – mentee company is recommended by ICCA member company, as an existing or potential partner, with open minded management and hence, growth perspectives.

After this ICCA engages mentee company and does the matching.
9.6. KPIs

In order to evaluate how successful was the mentorship program, it is important to preliminarily set KPIs, the following are recommended:

Quantitative

1. Number of mentorship pairs involved in pilot – 10
2. Number of mentorship pairs who completed pilot - 8

Qualitative

1. Satisfaction of participants – can be measured through intermediate follow up and final evaluation of the project, based on interviews with the participants.
2. Engagement of participants – can be measured through the number of meetings and interactions held, as tracked by the project team. And also based on interviews during intermediate feedback and project final evaluation.
3. Number of new business partnerships established, or existing partnerships improved within 1.5 years of the mentorship program start - can be measured by project team, during the project or in 6 months after its completion.

Other KPIs related to particular milestones are presented in the project planning and piloting table, chapter below.

9.7. Project Planning and Piloting

The picture below presents detailed planning of the pilot project, with the following key components

1. Results expected from the project
2. Activities needed to perform the project
3. Allocation of responsibilities
4. Estimated budget
5. Estimated timeline
6. And Key performance indicators.

(Please see detailed Excel document attached)
<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible</th>
<th>Comment</th>
<th>Budget Estimates</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Year 11</th>
<th>Year 12</th>
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</thead>
<tbody>
<tr>
<td>Result 1 - Mentorship project structure developed</td>
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<tr>
<td>Activity 1 - creation and management of mentorship project team</td>
<td>ICCA, invited expert</td>
<td>Recommended to engage invited specialist for est. 6 months</td>
<td>15,000</td>
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<tr>
<td>Activity 2 - creation of operating procedures and instruments</td>
<td>ICCA</td>
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<tr>
<td>Activity 3 - mentorship program branding</td>
<td>ICCA</td>
<td>Branding can be done internally by marketing agency</td>
<td>10,000</td>
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<td>Milestone 1 - platform created as a structure</td>
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<td>Result 2 - Mentorship program launched</td>
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<tr>
<td>Activity 1 - pre-sales with strategic partner companies (mentor)</td>
<td>ICCA</td>
<td>in the beginning it is important to have 2-3 strong partners to obtain easy buy-in of other participants too</td>
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<td>Activity 2 - engagement of other mentor companies and mentors</td>
<td>ICCA</td>
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<tr>
<td>Activity 3 - selection of “mentee companies” based on “mentor company” recommendations</td>
<td>ICCA</td>
<td>in best case “mentee company” contacts should be provided by “mentor companies”, their potential or existing partners</td>
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<tr>
<td>Activity 4 - engagement of mentee companies and mentees</td>
<td>ICCA</td>
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<tr>
<td>Activity 5 - public outreach on mentorship project (online media, TV)</td>
<td>ICCA</td>
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<td>Activity 6 - formal matching</td>
<td>ICCA</td>
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<td>Activity 7 - organizing launch event and its public outreach in media</td>
<td>ICCA</td>
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<tr>
<td>Milestone 2 - matching completed</td>
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<tr>
<td>Milestone 3 - launch event conducted and shared with public</td>
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<tr>
<td>Activity 1 - delivering mentorship TOT, including motivational part</td>
<td>Invited expert</td>
<td>Recommended to engage invited expert, with mentorship experience to deliver mentorship TOT</td>
<td>5,000</td>
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<tr>
<td>(Participants - mentors and mentees)</td>
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<tr>
<td>Activity 2 - holding mentorship meetings</td>
<td>Mentor-mentee, coordinated by ICCA</td>
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<tr>
<td>Activity 3 - Assessing Intermediate results - meeting mentors, mentees</td>
<td>ICCA</td>
<td>PM periodically meeting mentors and mentees, online meetings and Whatsapp chats</td>
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<td>Milestone 4 - intermediate results</td>
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<td>Result 4 - Mentorship pilot finalization and wrap-up</td>
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<tr>
<td>Activity 1 - conducting pilot evaluation research</td>
<td>ICCA, invited expert</td>
<td>Recommended to invite researcher who would conduct independent evaluation of the project and story telling component separately</td>
<td>15,000</td>
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<td>Activity 2 - organizing wrap-up event</td>
<td>ICCA</td>
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<td>10,000</td>
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<td>Activity 3 - delivering public outreach campaign in media</td>
<td>ICCA</td>
<td></td>
<td>5,000</td>
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<td>Milestone 5 - pilot evaluation results and next step recommendations</td>
<td></td>
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<td>75,000</td>
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9.8. Potential challenges of the project and recommendations

**Organization** - cross-company mentorship needs good organization and coordination. ICCA should allocate project team that will be responsible for implementing the pilot project. Budget shall also be allocated.

**Booking Partners** – in order to make the project successful “booking” the participation of few strong partners is recommended. These companies may be sector leaders, opinion leaders, HR gurus. Their participation should be anticipated by others an important message – participation is valuable.

**Right mentees** – finding right mentees for the project can be a challenge. As the research showed almost half of the producer company management thinks they don’t need further development or experience sharing. Therefore, for the successful implementation of the project right mentees should be found – who will be motivated to participate, open minded and engaged.
Annexes

Annex 1 - Interview Guide

ნეტისების საფუძველებით

ზოგადი ნიშნით

მოგესალმებით, მე ვარ (ზვიად ქვლივიძე, სალომე მაკარიძე). პირველად როგორც ბრძანებით, თუმცა სკოლათა გუნდ ნიშნავდათ.

ნეტისების საფუძველის ყველა მოქმედი მონაცემის გაზარებლად პირველად დაიგრძელა. ნეტისების მცველი უკვე ამოვიწუქებინა ამ გათხოვება, რათა გაიშვაროთ მათზე გეგმის ფარგლებში. მსახურმა ტარდება Rural SMEs Development Project (RSMEDP) / მცირე და საშუალო (SME) კომპანიების განვითარების პროექტი. მისი მიზანია სათანადო და საზოგადო სამების დამუშავება, რთულ გამოცემად დამოუკიდებლობის შეამუშავოთ მათთვის მოწყობილობა საქმის საქმის, რომ გაგრძელებით დაგვისამშრომლო მივიღოთ მათთვის მხარე.

პროექტის ფარგლებში, ვატარებთ მიზანშეწონილობის კვლევა, რომლის ფარგლებშიც სხვა საკითხებით ერთად გაფართოვდება მდგომით კომპანიებთან და მენტორთა კომპეტენციად და შერჩევის კრიტერიუმებს, დამატებით სერვისებს და დანერგვის მიდგომა.

თქვენი როგორც სამშენებელი / სამშენებლო მასალების მწარმოებელი კომპანიის წარმომადგენლი გამონათქვათ სამშენებლო პროექტში, მათთვის მენტორთა სერვისის საშუალებით, რომ გაგონილი ხმაური დაგვისამშრომლო მივიღოთ, რომ შეგვიძლია მათთვის მანქანა მოქმედი.

კვლავ დასრულების შემდეგ ჩვენ შევიმუშავებთ ანგარიშს, რომელშიც თქვენი მსჯელობები იქნება მოყვანი ლი განზოგადოებულად, ანგარიშში, შესაძენი თუმცა თქვენი ნათქვამის ციტატებიც, თუმცა თქვენი სახელი და ვინაობა არსად იქნება მითითებული.

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კითხვარი - სამშენებლო კომპანიებისთვის

1) შეთავაზებული ნაწილი,

1. გათხოვთ გადაწყვეტილი ოფერი შეუდგის სასამართლოში სამშენებლო მსახიობო ლიტერატურის დოკუმენტი და უბანი მხარისგან, შესაძლოპირობობის და გამოწვევების შესახებ

2. გათხოვთ გადაწყვეტილი ოფერი შეუდგის სასამართლოში საბავშვო მსახიობო მშენებლობის ჯურის და უბანი მხარისგან, შესაძლოპირობობის და გამოწვევების შესახებ

3. თქვენ ჩვენსთვის ახდენთ სამშენებლო მსახიობო შესყიდვის ფაქტორები სასამართლოში წარმოდგენა რეგულირებულ მშენებლობაში? თუ დადებით - რატომ? თუ არ - რატომ?

4. როდის დაგემკვირდეთ, თუ მიღებით სავარჯიშო და გამოწვევა გაიზარდა საბავშვო მსახიობო მშენებლობის შესყიდვის დამატებით სასამართლოში? (არ აღიარება: შეღირება, გამოწვევი მოლეკულები, მისი და მეკაბი)

5. თქვენი პიროვნურობით, როგორ მიიღებთ ამ გამოწვევების გამოსწორება?

6) პარტნიორობა

6. ვინ არიან თქვენი ინტელექტუალური პარტნიორობები სამშენებლო მსახიობო შესყიდვის საქმიანობისთვის? თუ შედგინით მათთან თანამშრომლობა, როდის გათხოვთ იმის შეფასება?

7. როდის წარმოქმნით თანამშრომლები სამშენებლო მსახიობო შესყიდვის მეოქმედობაში ან თანამშრომლობა? თუ შეღირებით ან თანამშრომლობით არა?

8) ხელისუფლების გამოყენება

8. თუ მოგვაწერთ ნაწარმოები სამშენებლო პროცესში, როგორ შეგვიძლია ხელისუფლების გამოყენება?

9. ირინ შეეძლოთ სამშენებლო ქმნილების სამშენებლო მონაწილეობაში შესყიდვა? თუ შეღირებით კომპანიების უფლებები შესყიდვით? (საკითხები: გადაწყვეტილება, შეღირება და ან ფირფიტისგან)

10. გადაწყვეტილება საფუძველით ანგარიში ანგარიშმაგებთ, თუ შეღირებით?
11. რა სახის ბიზნეს გამოცდილების დამზადებას ისურვებდით თქვენი მენტორთან? როგორ ფიქრობთ თქვენ, რომ თქვენი მენტორთან მერქვლირი გამოცდილების გამოყოფა რომ გამოჩენილი იქნებოდა ხილობით საქმის მომწოდებელთა მომწოდებაში?

12. თქვენი სახით, რის მინარევებით არის შეიძლება თქვენი მენტორთან გამოყოფა გამოტვირთვის?

(გ) შექმნილება

13. თქვენი ფიქრით, რომ ჰაქომერთი საპილოების პროექტში გაგზავნა მენტორობის სამექანიზმო მასალას შექმნილობა ადგილობრივ კომპანიებს? როგორ ფიქრობთ თქვენ, რომ აქტიური როლი ითავსებულ მასალებს შეეძლო ადგილობრივ მმართველებს? (შექმნილობა მენტორის გამოყოფა)

14. თქვენი სახით, რომ შეიძლება თქვენმა შეიძლო შექმნილა თქვენს პროექტში მენტორობა? როგორ ფიქრობთ თქვენ, რომ მენტორობა გამოყოფით ყოველი რეგიონების აკრილს? (შექმნილობა თქვენს პროექტში)

15. თქვენი სახით, რის მინარევებით შეიძლო თქვენმა შექმნილა თქვენს პროექტში თეთროს მომწოდება? (თეთრს შეუძლია ხელმძღვანელობის საფუძველი)

16. თქვენი ფიქრით, ზოგი კომპანიაში პოლიტიკურ შექმნილება? (შექმნილობა მენტორთა პროფილი)

17. თქვენი სახით რის მინარევებით შეიძლო თქვენს შექმნილა თქვენი პროექტში თეთროს მომწოდება? (შექმნილობა თეთრის საფუძველი)

18. თქვენი ფიქრით, შეიძლო თქვენი პროექტში თეთროს მომწოდება ან პიროვნებში მოსამართლებობით?

19. თქვენი ფიქრით, თქვენი პროექტში თეთროს შექმნილა თეთროს მომწოდება თეთროს სასაზღვარებო ორგანოს შეუძლია ხელმძღვანელობა?

20. თქვენი ფიქრით, რა მიმართ მენტორთან გადაწყვეტა თეთროს შექმნილა თეთროს მომწოდებას?

21. თქვენი ფიქრით, რა შეცდომა ჰქონდა თეთრის საერთო შემთხვევა?
რეჟიმული - სამშენებლო ბიზნესის მნიშვნელოვანი მეწარმეობა და საქართველო ზომის
ქვეყნისთვის კომპანიებს

1) ზომების ნიშნავდა, ფოკუს საქმიანობა

1. გახსნით გაერთიანებისთვის თქვენი ხედვის საქართველოს სამშენებლო ბიზნესის
   რეგიონულების (საქართველოს და სუბენი) მწარმოებლები, მასშტაბისფრინავები და ადმინისტრაციის
   შესახებ

2. გახსნით გაერთიანებისთვის თქვენი ხედვის საქართველოს სამშენებლო საერთაშობით (საქართველოს და
   სუბენი) მწარმოებლები, მასშტაბისფრინავები და ადმინისტრაციის შესახებ

2) გამოწვევა

3. რა არის თქვენი ბიზნესის გამოწვევის მთავარი გამოწვევა? რა არის ახალი და
   სწორი გამოწვევის ამოცანები? რა არის გამოწვევის შესახებ?

4. რა არის თქვენი ბიზნესის გამოწვევის მთავარი გამოწვევი? რა არის ახალი და
   სწორი გამოწვევის ამოცანები? რა არის ნათლის გამოწვევის შესახებ?

5. თქვენი ბიზნესის განვითარების მთავარი გამოწვევი რა არის? რა არის ახალი და
   სწორი გამოწვევის ამოცანები? რა არის ნათლის გამოწვევის შესახებ?

6) პარტნიორები

6. რომ არის თქვენი მექანიზმი მანქანათა მოქმედების მიღება? რა არის გამოწვევის მთავარი
   გამოწვევი? რა არის ახალი და სწორი გამოწვევის ამოცანები? რა არის ნათლის გამოწვევის
   შესახებ?

7. რომ არის თქვენი მექანიზმი მანქანათა მოქმედების მიღება? რა არის გამოწვევის მთავარი
   გამოწვევი? რა არის ახალი და სწორი გამოწვევის ამოცანები? რა არის ნათლის გამოწვევის
   შესახებ?

8) საქმიანობა

8. თუ ხართ ხარჯის გარემოში რისთვის, როგორ გამოწვევით მოქმედები ახალი და
   სწორი გამოწვევის ამოცანები? რა არის გამოწვევის მთავარი გამოწვევი?

9. არსებობს რისთვის ახალი და სწორი გამოწვევი ახალი და სწორი გამოწვევი, რომელმაც
   ნიშნავს რის გამოწვევის მთავარი გამოწვევი? რა არის გამოწვევი, რომელმაც ნიშნავს
   რის გამოწვევის მთავარი გამოწვევი?

10. გამოწვევით ახალი და სწორი გამოწვევი ახალი და სწორი გამოწვევი? რა არის გამოწვევი?
11. რა სახის გაზიარების მიღებას გამოვნება სამშენებლო კომპანიებისთვის? როგორ ფიქრობთ შესაძლო შეცვლება გამოსავლეთ დოკუმენტებზე შეუძლიათ თუ არა?

12. რა საკითხებში აღრიცხებით გამოვნება?

გ) მენტორობა

13. საშუალოდ, თუმცა ჰაერეთით საბოლოო პროგრამში რითაცაც სამშენებლო კომპანიების შეცვლების შემთხვევაში არ გამოიწვევთ მენტორობის თუ არა კომპანიის შემთხვევით? რა შეგიძლიათ?

14. თუქანი პირით, რა შეფასება მიიღებთ მენტორობის თუ არა თუ გამოვიწევთ თუქანზე სამშენებლო მენტორობის შემთხვევაში?

15. რა შეგიძლიათ შეფასება გამოვიწევთ ისიც ისრუმებენ ან პირობებს?

16. გადაეცა კომპანიების შეცვლის პროფესიაში შექმნები შეცვლის შემთხვევაში გამომდიდრე რამდენი ჰაერეთით მენტორობის პროტოკოლში?

17. თუქანი პირით რა შეფასება გამოვიწევთ ისვლის გზით თუ არა თუქანზე მენტორობის შემთხვევაში, თუქანს შეფასება გამოთქვან სამშენებლო მენტორობის შემთხვევაში?

18. საშუალოდ კომპანიების როგორ შესაძლო გადაწყვეტილება თუ არა თუ მენტორობის მოპოვებაში?

19. რომ არ შეიძლოთ შეცვლების შემთხვევაში როგორ შეეძლოთ კომპანიების როლი, რომლადაც შეუძლიათ თუ არა მენტორობის შემთხვევაში?
Annex 2 - List of Interviews

List of Conducted Interviews

Period: May - June 2022

Construction/Developer Companies

<table>
<thead>
<tr>
<th>#</th>
<th>Company</th>
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<th>Position</th>
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<td>Insi</td>
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<td>Tbilisi</td>
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<td>2</td>
<td>Anagi</td>
<td>Mariam Gamtsemlidze</td>
<td>PR &amp; Marketing Head</td>
<td>Tbilisi</td>
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<td>Energoni</td>
<td>Nino Mchedlidze</td>
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<td>Zahesi</td>
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<td>4</td>
<td>Element Construction</td>
<td>Eka Zedelashvili &amp; Nana Ubilava</td>
<td>HR Director &amp; International Relations</td>
<td>Tbilisi</td>
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<td>Prime Beton</td>
<td>Alexander Sokolovski</td>
<td>CEO</td>
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Construction Material Producer Companies

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<tr>
<td>1</td>
<td>Kamara</td>
<td>David Machavariani</td>
<td>Director</td>
<td>Rustavi</td>
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<td>Smart Solutions</td>
<td>Levan Gogsadze</td>
<td>Director</td>
<td>Mtskheta-Mtianeti</td>
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<td>GTC Group</td>
<td>Kakha Margiashvili</td>
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<td>Mineral +</td>
<td>David Chagashvili</td>
<td>Director</td>
<td>Tskaltubo</td>
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<td>Kakha Nebieridze</td>
<td>Director</td>
<td>Zestaphoni</td>
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<td>6</td>
<td>Karavani 2008</td>
<td>Ilia Dogonadze</td>
<td>Plant Manager</td>
<td>Kutaisi</td>
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<td>7</td>
<td>VVG</td>
<td>Nugzar Chaghalidze</td>
<td>Director</td>
<td>Batumi</td>
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Annex 3 - References

1. European Mentoring and Coaching Council, EMCC Global Competence Framework V2, September 2015
3. Mentoring Definition, World Education Services
5. Gartner 2006, 5Y study of 1000 employees
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11. Improving performance of the SME sector by developing business mentoring in international co-operation, LAMK RDI JournalLAMKpub, 2017
15. Galt & Taggart, Need for a new Economic model in a Context of Global Change

Annex 4 - Project Plan

Project Plan Excel Sheet