



# MENTOR TOOLKIT

**FOR MICRO, SMALL & MEDIUM ENTERPRISES (MSME)  
BUSINESS MENTOR IN ZAMBIA**

In partnership with



BUILDING BUSINESSES  
AND PARTNERSHIPS



## Disclaimer

This MENTOR TOOLKIT that has been compiled as part of the MENTORpreneur Zambia™ Mentorship programme specifically developed for micro, small and medium enterprises (MSMEs) and has been piloted and validated in 2022. Vivian C. C. Mthetwa (Accelerated Growth for SMEs Programme) was the lead content developer. Final editing is the responsibility of Hannah Redders (Deutsche Sparkassenstiftung fuer Internationale Kooperation (DSIK) Southern Africa). The sole purpose of this toolkit is to support MSME Mentors of this programme in their activities with ideas, materials, and content. The use is strictly limited to this specific purpose. The certification of MSME Mentors under MENTORpreneur Zambia™ requires the successful completion of the MENTORpreneur Zambia™ MSME Mentor Training, whose certification rights are held by DSIK.

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For definitions and principles of the MENTORpreneur Zambia™ programme, please revert to the MENTORpreneur Zambia™ Mentorship Handbook. In the following “mentoring” and “mentorship” will be used as synonyms. For feedback and suggestions regarding this toolkit, please contact [office-southern-africa@dsik.org](mailto:office-southern-africa@dsik.org).

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# 1 INTRODUCTION

In the Mentorship Handbook for micro, small and medium enterprises (MSME's), the mentoring programme step by step has 7 steps. Step 5 in this process is the ongoing mentorship process. This toolkit provides information and instruments for Mentors to use during the process.

This toolkit is a guide to help Mentors understand their goals for mentoring and establishing a fruitful relationship with the Mentees. You will find in the toolkit tips, tools, and resources to use throughout your mentorship experience. The toolkit will help you to:

- Understand your role
- Establish the relationship
- Do mentoring and evaluate the results

## 1.1 OBJECTIVE OF THE TOOLKIT

The objectives of the toolkit are to:

- Provide Mentors with guidelines on how to acquire good mentor characteristics, skills, attitude, and processes
- Provide the Mentors and MSMEs with tools to use during the mentorship programme
- Give organisations running mentorship programmes for MSMEs a guide on tools their Mentors can use
- Allow Mentors learn more about mentorship techniques
- Enable the Mentor and the Mentee to follow the stages of mentor relationship
- Ensure MSMEs achieve business growth and sustainability

## 1.2 WHO IS THIS TOOLKIT FOR?

The Mentor Toolkit is primarily for mentors who are engaged in mentoring MSMEs. The Mentors will use this toolkit as a guide by following the steps and processes they need to undertake when they mentor MSMEs.

Some tools in the toolkit are to be used by the Mentees (entrepreneurs). The Mentor is responsible for providing these tools to the Mentees. The tools to be given to Mentees can be printed out. They are all in the appendices.

The organisations running mentorship programmes need to have the toolkit so they can make them available to the Mentors in their organisations.

## **1.3 THE MAJOR PLAYERS IN A MENTORSHIP PROGRAMME AND THEIR ROLES**

The major players in a mentorship programme are:

- The implementing organisation
- The Mentor
- The Mentee

### **1.3.1 THE ORGANISATION**

#### **ROLES OF THE ORGANISATION IN MENTORSHIP**

The organisation plays an important role in the mentorship programme. These roles are clearly outlined in the handbook.

Some of the key roles of the organisation are to:

- Ensure that senior management buy in.
- Define clear mentorship programme objectives.
- Set expectations.
- Publicise the programme and get Mentors and Mentees involved.
- Identify the Mentors and Mentees, monitor and manage their engagement.
- Manage the matching of Mentors and Mentees, in case they encounter challenges, they can re-match them.
- Provide support to Mentors during the mentoring process.
- Monitor the implementation of the mentorship programme.

### 1.3.1.1 THE MENTOR

#### TOOL # 1

#### WHO USES THIS TOOL?

MENTOR



MENTEE



This tool is to be used by the Mentor. It gives the Mentor insight on what is expected of them.

#### MENTOR'S ROLES IN MENTORING ENTREPRENEURS

It's the Mentor's role to:

- Serve as a positive role model
- Create a supportive and trusting environment
- Respect Mentee's time and resources
- Keep discussions on track
- Ensure the Mentee implements what is in their action plan
- Schedule uninterrupted time with the Mentee
- Be accessible, committed and engaged
- Be an active listener. Ask open questions
- Give the Mentee honest and positive feedback and reinforcement on their goals and plans
- Maintain confidentiality
- Maintain a professional relationship and do not delve into Mentee's personal life

#### CHARACTERISTICS OF AN IDEAL MENTOR

An ideal Mentor:

- Encourages and motivates the Mentee to move on in the business while overcoming business challenges
- Builds the Mentee's self-confidence and adaptability
- Is a role model for business success
- Is supportive, patient, respected, respectful to others, an effective communicator and self-confident

## DO'S AND DON'TS FOR MENTORS

DO'S	DON'TS
Listen	Protect from experience
Criticise constructively	Take over
Support and facilitate	Force
Teach by example	Use undue influence
Encourage and motivate	Lose critical oversight
Promote independence	Condemn
Promote balance	
Take pride in Mentee's success	

### A MSME WHO QUALIFIES TO BE A MENTEE:

- Needs help
- Willing to be mentored
- Has formalised business
- Business should have been running for a specific time<sup>1</sup>
- Is resourceful
- Has right mindset for business growth
- Is knowledgeable about their business
- Has passion for the business
- Willing to learn

You can find more information about the characteristics of a Mentor in the Mentorship Handbook on Page 8.

<sup>1</sup> Should be defined by implementing organisation



## 1.3.2 THE MENTEE

### TOOL # 2

#### WHO USES THIS TOOL?

MENTOR



MENTEE



The Mentor can print out this tool from the appendices and share it with the Mentee. It will assist the entrepreneur to learn how to be a good Mentee.

#### MENTEE ROLES IN ENTREPRENEURSHIP MENTORSHIP

#### CHARACTERISTICS OF AN IDEAL MENTEE

The ideal Mentee is:

- Eager to learn, admit
- Able and willing to work as a team player
- Patient
- A risk taker
- Focussed on a positive attitude

#### MENTEES ROLES IN THE MENTORSHIP PROGRAMME

1. The Mentee should allow the Mentor to take the lead in the relationship, at least initially. The Mentee should listen and respect the opportunities, limitations, and format of the relationship the Mentor is able to provide and should always act with courtesy and respect towards him/her.
2. The Mentee should use active listening skills during discussions with the Mentor and take notes when appropriate, ask good questions and have a purpose for the questions.
3. The Mentee should prepare the goals and objectives for his/her career and should be prepared to ask for specific guidance and advice on the goals, plans and strategic ideas. The more specific the Mentee can be, the easier it will be for the Mentor to help him/her.
4. The Mentee should take the initiative to ask for feedback. Feedback, although difficult to hear at times, is critical to personal and professional growth and development. The Mentee should not get defensive but rather thank the Mentor for taking the risk to be honest with him/her. Honest feedback gives the Mentee an opportunity to improve move towards fulfilling his/her potential.
5. The Mentee should be considerate and respect the Mentor's time by being thorough, but succinct in his/her explanations, experiences, and comments. It is polite to ask directly if you are talking too long.



6. The Mentee should return phone calls promptly and be on time with commitments or meetings. If the Mentor offers a specific time frame of availability, the Mentee should respect his/her wishes by following through.
7. The Mentee should seriously consider all advice or suggestions given. Arguing why the Mentor's advice would not work, can be construed as rude and close-minded.
8. The Mentee should demonstrate that he/she has followed advice or commitments for action at every opportunity, even if the plan has been modified. Pointing out that he/she has used the Mentor's help and sharing outcomes is important.
9. The Mentee should express appreciation for every form of assistance rendered by providing positive feedback, thanks as well as positive comments to him/her in front of others.
10. The Mentee should make only positive or neutral comments about the Mentor to others. If there is disagreement with the Mentor's values, behaviours, or attitudes, he/she should discuss it with him/her directly. The Mentee should respect the Mentor's confidence and trust.
11. The Mentee should assume the mentoring connection will be strictly professional. The Mentor should take the lead in establishing a more friendship-based connection. The Mentee should not intrude into the Mentor's personal life or expect to be close friends. If there is a cross-gender connection, any romantic involvement is inappropriate.
12. The Mentee should be prepared to move beyond mentoring connection once it has served its purpose. The relationship with the Mentor should end on a positive note.
13. The Mentee should keep the door open to return to the Mentor for assistance or advice at a future time.
14. The Mentee should follow up with the Mentor after termination to keep in touch, to share their progress and to continue to express their gratitude.

## DO'S AND DON'TS FOR MENTEES

DO'S	DON'TS
Take initiative	Avoid difficulties
Avoid perfectionism	Sidestep work
Maintain balance	Stay in your comfort zone
Work hard	Take advantage of potential friendship with
Support your peers	Mentor
Take responsibility for results	Avoid talking about problems
Welcome experience	Let ego get out of the way
Seek counselling	
Stay Focused	
Maintain Professionalism	

In the Mentorship Handbook characteristics and attitudes of an ideal Mentee are covered on Page 9

## 2 OVERVIEW OF THE MENTORSHIP PROCESS BETWEEN MENTOR AND MENTEE

In the mentorship programme are four (4) phases that are covered in the mentorship process. These phases are preparation phase, establishing the relationship phase, learning, and developing phase and the ending phase. These phases are explained in the Mentorship Handbook.

The tools being introduced in this chapter are for the Mentor to use during the four phases.

### 2.1 PREPARATION PHASE

#### TOOL # 3

#### WHO USES THIS TOOL?

MENTOR

MENTEE

#### 2.1.1 EXPECTATION FORM

##### EXPECTATIONS AND RESPONSIBILITIES<sup>1</sup>

Both the Mentor and Mentee should outline their expectations for the mentorship and outline any additional responsibilities he/she will be personally accountable for. Examples are provided below.

1. The Mentor expects his/her Mentee to (e.g., be on time, be open to trying new things, provide regular feedback about the relationship):



2. The Mentor additionally takes responsibility for (e.g., training his/her Mentee in managing employees in the business, improving his/her Mentee's marketing strategies):



3. The Mentee expects his/her Mentor to (e.g., introduce him/her to three new business contacts, work with him/her on his/her record keeping skills, take him/her to a business networking event)



4. The Mentee additionally takes responsibility for (e.g., networking with one new employee every week):



<sup>1</sup>The complete Tool for printing is in the Appendices

## 2.1.2 ENTREPRENEURS CHALLENGES AND GOALS

### TOOL # 4

#### WHO USES THIS TOOL?

MENTOR

MENTEE

At this stage, the Mentor is laying ground to start mentorship in interactions with the Mentee. It is important for the Mentor to discuss the needs and challenges of the Mentee. The Mentor will need to identify their own needs and challenges. Refer to Tool # 12 for common entrepreneurial needs.

The Mentor focuses on assisting the Mentee to set goals for the business. These goals should be achieved by the time the mentorship relationship ends.

The needs, challenges and anticipated challenges should be listed in order of priority:

BUSINESS NEEDS	MENTEES CHALLENGES	GOALS/OBJECTIVES

The tool for printing is in the appendices. Print for the Mentee to complete.

## 2.1.3 WHAT MENTEES LOOK FOR IN A MENTOR

Mentees look for the following in Mentors:

- Assisting in formulating SMART Goals for business improvement
- Being supportive and honest
- Making suggestions and giving guidance
- Assistance in making good decisions
- Providing factual business information, advice, and guidance
- Providing information on existing opportunities in the business environment
- Understanding the Mentee's abilities and challenges
- Being available without interruptions in the process
- Addressing touch issues to generate a clear plan
- Maintaining confidentiality
- Assisting the Mentee to identify their own strengths and weaknesses and how to overcome weaknesses

## 2.1.4 EFFECTIVE MENTORSHIP RELATIONSHIP TIPS

### TOOL # 5

#### WHO USES THIS TOOL?

MENTOR



MENTEE



The Mentor and Mentee should desire the relationship to work, committing the required time and process.

For the mentoring relationship to work effectively there should be the following:

- **Respect** – The Mentee recognises the competences, specialisation, and business skills the Mentor possesses and would like to improve to the same level. At the same time the Mentor appreciates the progress the Mentee is making in developing the business and acquiring business skills.
- **Expectations and Goals** – The Mentor assists the Mentee to set realistic business goals and realistic expectations from the mentorship process.
- **Developing a Successful Partnership** – This is achieved by having clear communication skills and developing problem solving techniques that can be used during the mentorship process.
- **Meeting Time** – Time for meeting should be set aside. Avoid changing time abruptly. Always communicate if change should be made.

#### SIGNS OF A SUCCESSFUL MENTORSHIP RELATIONSHIP

- Both the Mentor and the Mentee are inspired by the relationship, and they gain satisfaction from it.
- The Mentee feels a bond of connection with the Mentor valuing the relationship which has mutual respect without communication challenges.
- The Mentee is free to approach the Mentor whenever they need guidance.
- There is mutual commitment to identifying, understanding, and finding solutions to the entrepreneurs' challenges.
- The Mentor shows the Mentee their potential in handling new aspects of the business.
- The Mentor establishes a good learning environment and supports the growth of the Mentee.
- The Mentee regards the Mentor as a friend, someone they can confide in and who is free to seek advice in the future even after the mentorship process is completed.

## CHECKLIST FOR MENTORS ON GIVING FEEDBACK

What the Mentor should use:	What the Mentor should avoid using:
Good eye contact	Reduced eye contact and narrowing of eyes
Interested or neutral facial expressions	Tense or aggressing posture
A calm but clear voice	Rocking, pen bouncing, showing seriousness or defensiveness
Nodding of head to show understanding and agreement	Hands on hips or tightly clenched
Sitting slightly forward	Arms tightly crossed across the chest
Be relaxed	A blank expression
Give examples from experience	Using words like “but” or “however”
Give specific feedback	Do not interrupt
Give time for the Mentee to ask questions and express their viewpoint	
Listen attentively	
Respond to the body language of the Mentee	

## HOW TO IMPROVE ON ACTIVE LISTENING FOR MENTORS

Both the Mentor and Mentee need to practice active listening. Active listening skills can be improved upon by using the following tips:

- Face the Mentee as you speak, while seated
- Follow the discussion closely. Focus the person speaking. Put away anything that can distract, like the phone
- Acknowledge what the Mentee is saying
- Repeat what the Mentee has said in your own words to show that you have understood
- Ask questions about what the Mentee is saying for you to understand and show interest

Summarise what has been said to ensure you all understand the same information.

## 2.1.5 STEPS IN GETTING TO KNOW EACH OTHER

### TOOL # 6

#### WHO USES THIS TOOL?

MENTOR



MENTEE



#### Step 1 – Breaking the ice

At the time of meeting each other, it is important to break the ice by discussing what is common between the two of you. Discuss issues on:

- Names
- Family situation
- Education
- Businesses undertaken
- Successes achieved
- Challenges faced

#### Step 2 – Get to know each other

Read about your Mentee or Mentor. Reading through their CV will provide a lot of valuable information about the person.

#### Step 3 – Observe time

For the first meeting, arrive a few minutes before the appointed time. This will show commitment. Arriving late gives a negative picture.

#### Step 4– Time to talk

Give each other turns to talk and listen. You may have a lot to share but give each other enough time to express yourselves.

#### Step 5 – Stay focused

Focus on listening and understanding the other person.

#### Step 6 – Be open and honest

You are starting a new relationship; it will help you if you are honest from the beginning. It will also help build a good relationship.

#### Step 7 – Consider cultural differences

The Mentor and the Mentee may come from different cultures. Respect each other's cultures and adapt the discussions to suit the culture.



## 2.1.6 AGREEMENT AND COMMITMENT CONTRACT BETWEEN MENTOR AND MENTEE

### TOOL # 7

#### WHO USES THIS TOOL?

MENTOR



MENTEE



#### MENTORSHIP AGREEMENT

MENTEE:

DATE:

MENTOR:

We (Mentor and Mentee) agree to enter into a mentorship agreement for a period of \_\_\_\_\_ weeks. We agree to make our mentoring practise a priority until the expected Graduation date

\_\_\_\_\_

In this agreement, the Mentor recognises that his/her role as a business professional role model who, will share advice, experience, and guidance in accordance with the Mentee's needs/challenges identified.

The Mentee understands that this relationship is designed to meet his/her business needs, but it is his/her responsibility to implement planned improvements in their business.

The following terms have been agreed on:

Frequency of meetings:

Preferred methods of communication:

Mentoring objectives/goals:

We agree to respect the other's personal requests and to maintain confidentiality before, during and after the mentoring period.

Mentor's Signature

Mentee's Signature

## 2.2 LEARNING AND DEVELOPING PHASE

### TOOL # 8

#### WHO USES THIS TOOL?

MENTOR

MENTEE

This tool is to be used by the Mentor to generate discussion with the Mentee. Share the tool with the Mentee. Let them identify what needs they have in their business. They can use the identified needs to set their goals.

#### SOME COMMON NEEDS FOR MSMEs

No	Area of Need	Specific needs
1	Finance	<ul style="list-style-type: none"><li>• Start-up capital</li><li>• Working capital</li><li>• Suitable business financing solutions</li></ul>
2	Skills	<ul style="list-style-type: none"><li>• Technical training</li><li>• Business management training</li></ul>
3	Markets	<ul style="list-style-type: none"><li>• Local markets</li><li>• Export markets</li><li>• Market agents</li></ul>
4	Business sustainability	<ul style="list-style-type: none"><li>• Investment</li><li>• Joint ventures</li><li>• Suitable operating premises</li></ul>
5	Conducive policies	<ul style="list-style-type: none"><li>• Legal policies/ Regulatory systems</li><li>• Fiscal policies</li></ul>
6	Infrastructure	<ul style="list-style-type: none"><li>• Transportation</li><li>• Telecommunication</li></ul>
7	Technology	<ul style="list-style-type: none"><li>• Product standards</li><li>• Appropriate technology, machinery, and equipment.</li></ul>
8	Networks	<ul style="list-style-type: none"><li>• Business associations</li><li>• Chambers of commerce</li></ul>

## 2.2.1 COMMON ENTREPRENEURS' CHALLENGES

### TOOL # 9

#### WHO USES THIS TOOL?

MENTOR



MENTEE



The Mentor leads the process where they both reflect on the challenges in this tool. The Mentor formulates own sensitive questions based on the 15 challenges below for the Mentee to identify their own challenges. Print out and share a copy with the Mentee.

1. **Getting funds for your business** – It is not easy to access funds for the business, especially when one is a start-up due to lack of business history.
2. **Leaving your career** – Leaving a well-paying job and taking up the challenge of moving into unknown territories is not an easy undertaking, especially that the future is unpredictable.
3. **Hiring people** – It is not easy to find people who are willing to adapt to one's working culture and who may be willing to work under extreme stress.
4. **Facing rejection** – Some are rejected for their idea, age, and experience in the business world. It is not always easy to avoid the rejections.
5. **Decision-making** - Taking decisions on your own, while being aware that a wrong decision can cause you to have losses, is one of the common challenges entrepreneurs face.
6. **Facing criticism** – Entrepreneurs get criticised by people who know them and those who don't know them. Critics will warn you about the business idea and tell entrepreneurs the consequences of a failed business.
7. **Staying focused** - This is a challenge faced by entrepreneurs and especially young entrepreneurs. They might have invented a product, or their business idea is excellent, but it will all be wasted if they don't know how to stay focused.
8. **Missing out on life** - This is a challenge that all entrepreneurs face, and it is not a temporary challenge that they will face at the beginning of their careers. They will face this challenge throughout the journey.
9. **Being the visionary** - An entrepreneur is someone who continuously thinks and plans about the future. They will be expected to come up with innovative ideas from time to time.

- 10. Facing competition** - Once they are out in the market and their business is growing, the first challenge they will face is the competition. Competitors will not only be new businesses but also be well-established companies.
- 11. Stress and self-doubt** - Starting a new business from scratch is a stressful job, and it is normal for one to self-doubt in such a situation.
- 12. Marketing** - Once they have set up their business and have a product or service to offer, the next thing that they are required to do is the right marketing of their products. Marketing plays a vital role.
- 13. Health** - There will be many times they will miss to eat their lunch. There will be many sleepless nights when they will either be working the whole night or be up the entire night because of stress.
- 14. Loneliness** - One challenge faced by entrepreneurs is “loneliness.” Every entrepreneur has felt alone one or another time, and it is kind of a struggle that no one talks about.
- 15. Facing unknown challenges** - There will be times when entrepreneurs will encounter a problem that they have never thought would exist. In such a scenario, they will need their creative mind to deal with the situation.

## 2.2.2 ACTION PLANS FOR MENTEES TO COMPLETE AFTER EACH MEETING.

### TOOL # 10

#### WHO USES THIS TOOL?

MENTOR



MENTEE



The action plan is completed by the Mentee with the assistance of the Mentor after each meeting. At the start of the following meeting the action plan is revisited to check if the planned activities have been achieved. It is advisable to have one action plan template for each meeting. Please stick to this format after meeting 3 as well.

#### ACTION PLAN

##### Goals:

~~1~~

~~2~~

~~3~~

~~4~~

~~5~~

~~6~~

Meeting No:	Date	Problems/Challenges identified	Activity	Assignment to be implemented by; (Date)
1				
2				
3				

## **2.2.3 MENTOR – MENTEE MEETING PROCESS**

At this stage of the mentorship programme, the Mentee and the Mentor will go through a process. There are specific activities to do during:

- The First Meeting
- Progression Meetings
- (Exit Meeting)

### **a. The First Meeting**

During the first meeting the Mentor should do activities such as:

- Select a suitable venue with minimum disruptions
- Breaking the ice – this is about knowing each other with the Mentee
- Signing the expectations form or contract. This form is in the appendices
- Identifying needs and challenges and setting goals
- Completing the action plan on what needs to be done before the next meeting
- Set date for next meeting

The tools to use at this stage are in the appendices

### **b. Progression Meetings**

The follow up meetings may take place in a similar planned pattern, but there should be flexibility on both sides of the Mentor and the Mentee to ensure the meeting is taking place at a suitable time and venue for both. The following process can be followed or adapted:

- Both Mentor and Mentee discuss how they have been since the last meeting. This is very short
- Review the action plan to see what activities they planned to work on. Report on what has happened. Mentor leads a discussion to ensure both are satisfied with the results
- Check the identified needs and discuss the next need or challenge
- Agree on the action to be taken and write it in the action plan
- Give room to discuss new challenges being faced in the process
- End of meeting – set date for next meeting

## **HELPING THE MENTEE TO PLAN FOR NEXT STEPS**

As the Mentor is assisting the Mentee to develop the action plan, you may ask questions like:

- What steps are you going to take to reach your desired outcome?
- What are some ways you can overcome the challenges?
- What resources are available for you to do this?
- What can I do to help you?

## 2.3 ENDING PHASE

This is the time to move on. After this “learning by doing” relationship, which should have brought a lot of learning for both the Mentee and the Mentor, it is time to end the relationship.

Before exiting the relationship, the Mentor and the Mentee review and evaluate how the relationship was and if the goals were achieved.

Both parties say thank you to each other and move on.

Evaluation is done using the tool Mentor, Mentee Evaluation Form, Goals/Objectives Evaluation Form, and the Exit Form. These tools are in the appendices.



## MENTOR'S EVALUATION OF THE MENTEE<sup>2</sup>

### TOOL # 11

#### WHO USES THIS TOOL?

MENTOR

MENTEE

## MENTOR'S EVALUATION OF THE MENTEE<sup>3</sup>

1. The Mentee was committed to the relationship

☐ Yes

☐ No

Explain \_\_\_\_\_  
\_\_\_\_\_

2. The Mentor and Mentee discussed the following subjects during mentorship

a. \_\_\_\_\_

b. \_\_\_\_\_

3. Were the goals set out in the beginning achieved?

☐ Yes

☐ No

4. Were the desired outcomes achieved?

☐ Yes

☐ No

5. What worked well? Explain

\_\_\_\_\_  
\_\_\_\_\_

6. What did not work well? Explain

\_\_\_\_\_  
\_\_\_\_\_

7. I recommend that the Mentee to focus on the following steps

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

<sup>2</sup> Source GIZ – A Mentorship Guide. Mentor-Driven Capital for entrepreneurial success in Africa

## MENTORSHIP EVALUATION FORM

**TOOL # 12**

### WHO USES THIS TOOL? MENTOR MENTEE

**MENTOR**

**MENTEE**

Thank you for serving as a Mentor in the mentorship programme. Your efforts are greatly appreciated. We are always looking for ways to improve our programme and appreciate your feedback. Please complete the following and return.

**Name:**

**Date:**

**Name of Mentee:**

**Length of mentorship period:**

**Years**

**Months**

Check what best describes your relationship with your Mentee. Then please explain your answers below:

**Very Close**

☐

**Close**

☐

**Not Close**

☐

**Very Successful**

☐

**Successful**

☐

**Not Successful**

☐

Why is your mentorship relationship ending?

Do you feel like you made a difference in your Mentee's life?

☐

**Yes**

☐

**No**

Please explain below:

Did you feel you received adequate support and supervision from programme staff?

What aspects of the mentorship relationship did you like the best?

What aspects of the mentorship relationship did you like the least?

What could we have done to make our programme a better experience for you and/or your Mentee?

Would you like to be re-matched with the Mentee?

☐

**Yes**

☐

**No**

Would you like to be matched with another Mentee?

☐

**Yes**

☐

**No**

Please provide any additional comments:

## 2.3.1 MENTEE EVALUATION OF MENTOR<sup>3</sup>

### TOOL # 13

#### WHO USES THIS TOOL?

MENTOR

MENTEE

1. The Mentor was committed to the relationship

☐ Yes

☐ No

Explain \_\_\_\_\_

\_\_\_\_\_

2. The Mentor and Mentee discussed the following subjects during mentorship

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

3. Were the goals set out in the beginning achieved? ☐ Yes ☐ No

4. Were the desired outcomes achieved? ☐ Yes ☐ No

5. What worked well? Explain

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

6. What did not work well? Explain

\_\_\_\_\_

\_\_\_\_\_

7. I would recommend this Mentor to other entrepreneurs ☐ Yes ☐ No

Explain \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

<sup>3</sup>Source GIZ – A Mentorship Guide. Mentor-Driven Capital for entrepreneurial success in Africa

## 2.3.2 GOALS/OBJECTIVES EVALUATION FORM

### TOOL # 14

#### WHO USES THIS TOOL?

MENTOR

MENTEE

During the exit phase, the Mentor and Mentee evaluate the goals and objectives set at the start of the relationship

No	GOALS	RESULTS
1		
2		
3		
4		
5		
6		

### 2.3.3 MENTOR FINAL REPORT

#### TOOL # 15

#### WHO USES THIS TOOL?

MENTOR



MENTEE



During the completion phase, after Mentor/Mentee evaluation has been done, the Mentor writes a report to the organisation. The organisation will provide the report guidelines. If this has not been provided, the Mentor can include the following information:

- Period of mentorship
- The goals and objectives set
- Outcomes of the mentorship
- Further assistance needed by the Mentee
- Lessons learnt as a Mentor
- Recommendations for the implementing organisation

### 3 SOURCES

1. AFMC Mentor Handbook 2018 - Mentoring Growing People
2. A Mentorship Guide. Mentor – Driven Capital for Entrepreneurial Success in Africa
3. ILO - Start and Improve Your Business Training Package
4. Mentorship Toolkit for Mentors – Mandela Washington Fellows for young African Leaders
5. The Green Mentor Toolkit