GUIDE ON TARGETED MENTORSHIP FOR AGRI-STARTUPS

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Agri Jobs 4 Youth BDS Mentoring Guide
2024 – Version 1

ACKNOWLEDGEMENTS/ APPRECIATIONS

ABOUT THE GUIDE

The guide explores the overall process; roles and skills involved in business mentoring and aim to provide the reader with a good understanding of the mentoring journey. The guide is targeted to be used by Business Development Service providers, County governments, NGOs, Universities/ Colleges and other relevant institutions that would want to offer mentorship to Agri-Startups. By using the guide, the reader will:

- Develop an understanding of the mentorship programme.

- Apply business mentoring techniques and processes

- Carry out a successful mentorship for the mentorship programme

- This guide will develop ability by institutions, mentors and mentees to facilitate structured learning, knowledge sharing, personalized guidance, networking opportunities, career development, enhanced confidence, and long-term relationship building. These are some of the value propositions of using the guide.

The guide acts as a roadmap for a successful mentoring experience, facilitating growth, development and strong foundation for the mentorship relationship. Outlines the program's goals, duration, commitment levels, and roles of mentors and mentees. The structure guides mentors and mentees through the program, suggesting activities, communication strategies, and goal-setting processes. The guide can offer tips for smoother initial meetings and rapport building, making it easier for mentors and mentees to connect and establish a trusting relationship. By outlining communication expectations, the guide fosters effective information exchange and feedback loops, which are crucial for a successful mentorship. The guide can provide guidance on setting SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound) and offer strategies for tracking progress throughout the program. This is done through effective monitoring and evaluation techniques and report/feedback; by providing a central source of information, the guide saves time for both mentors and mentees by eliminating the need to constantly search for answers or best practices.

1.0.   INTRODUCTION

Agri jobs 4 youth initiative since its inception has seriously considered gender issues in decision making especially in its early stages. The main objective of the initiative is to create opportunities and to empower young people and women to build their livelihoods through gainful salaried employment or self-employment in agribusiness. In the course of our project, various efforts have been put in place to promote gender equality in our country especially in the society we live in.

DEFINITIONS

"Mentoring is to support and encourage people to manage their own learning in order that they may maximize their potential, develop their skills, improve their performance and become the person they want to be." Eric Parsloe, The Oxford School of Coaching & Mentoring

1.1. Definitions of Mentorship

Mentorship in Agri Jobs 4 Youth programme is defined as personalized support to help young entrepreneurs develop their abilities and insights as they start and grow their own businesses. It is a long – term relationship in which a more experienced person (the business/ industrial mentors) guide and helps a less experienced entrepreneur (Agri Start-up) to navigate their personal and professional development. Growth and result in creation of decent jobs and employment opportunities from women and young people.

Some of the key aspect areas;

- Guidance and advice
- Knowledge and experience transfer
- Peer to peer exchange (business to business)
- Linkage of industry experts
- Two-way relationship where both mentee and mentor learn
- Long term commitment beyond the stipulated mentorship timeline one the contract
- Personal development

- Role modelling and inspiration

- Feedback and reflections

- Business planning and development & Confidentiality and ethical

Business Mentor:

A business mentor is an experienced and knowledgeable individual who provides guidance, support, and advice to an entrepreneur, business owner, or aspiring business professional. The mentor typically possesses significant expertise in various aspects of business operations, management, and entrepreneurship.

Industrial Mentor:

An industrial mentor is a mentor specializing in the industrial sector, which encompasses manufacturing, engineering, construction, and related industries. The industrial mentor brings extensive industry-specific knowledge, experience, and expertise to support individuals working within these sectors.

Business to Business Mentor:

Mentorship in Kenya's business-to-business (B2B) sector can be crucial for fostering growth and success among entrepreneurs and small businesses. Here are some key points to consider if you're looking to initiate or participate in B2B mentorship in Kenya: Networking forums, Local business incubation Hubs, Industry associations, Online platforms, Chamber of Commerce, Peer to peer networks and formal mentorship program.

Definition of a Mentee:

A mentee is a startup that has interest/ nascent stages of business and actively participates in a mentorship relationship, benefiting from the knowledge, experience, and insights shared by a

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mentor. They are typically less experienced or knowledgeable in a specific area compared to their mentor and seek to learn, grow, and achieve personal or professional goals with the mentor's guidance.

1.2. Roles of Business/ Industrial Mentors and Mentees

Mentors are guides who can help the mentee to find the right direction and who can help them to develop solutions to career, business or life issues. Mentors rely upon having had similar experiences to gain an empathy with the mentee and an understanding of their issues. Mentoring provides the mentee with an opportunity to think about options and progress.

Business Mentor Primary Role:

The primary role of a business mentor is to help the mentee;

- Navigate challenges
- Capitalize on opportunities and achieve their business goals through personalized coaching
- Feedback
- Financial management
- Market positioning
- Business strategies
- Strategic insights.
- Leadership development
- Growth strategies
- Networking
- Help in decision making
- Personal development within the business success context

Industrial Mentor Roles:

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Their role is to guide and mentor mentees on;

- Technical skills

- Operational best practices

- Industry regulations

- Safety protocols

- Technological advancements relevant to their field.

- Developing mentees' technical proficiency

- Problem-solving abilities

- Project management skills

- Leadership capabilities within the industrial context.

- Facilitate networking opportunities

- Provide insights into industry trends

- Assist with career development strategies tailored to the industrial sector.

The ideal profile of a mentor encompasses a blend of personal qualities, professional experiences, and leadership attributes. The mentors should possess the following characteristics; Experience, knowledgeable, highly skilled, effective communicator, supportive, strategic thinker, adaptable, flexible, ethical, of high integrity, inspiring leader, lifelong learner and emphatic.

Key questions that can be taken into consideration in considering ideal mentors are; like age, geographical location, gender, technical skills, soft skills)

Mentee Roles and Responsibilities:

Roles and Responsibilities of a Mentee:

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- **Learning and Development:** The primary role of a mentee is to engage in continuous learning and development. They should be eager to acquire new knowledge, skills, and perspectives from their mentor.

- **Goal Setting:** Mentees should set clear and achievable goals for their personal or professional growth. These goals serve as a roadmap for their mentorship journey.

- **Active Participation:** Mentees actively participate in the mentorship process by asking questions, seeking clarification, and contributing to discussions. They demonstrate initiative and engagement in their own development.

- **Receptivity to Feedback:** Mentees should be open to receiving feedback, constructive criticism, and advice from their mentor. They use this feedback to improve their performance and decision-making.

- **Implementation of Advice:** Mentees should take proactive steps to implement the advice, strategies, and action plans discussed with their mentor. This demonstrates their commitment to applying what they learn.

- **Reflection and Self-Assessment:** Mentees reflect on their experiences, achievements, challenges, and areas for improvement. They engage in self-assessment to monitor their progress and identify areas where they need further development.

- **Respect and Trust:** Mentees build a relationship of respect and trust with their mentor. They value the mentor's expertise, insights, and perspective, fostering a positive and supportive mentorship dynamic.

- **Accountability:** Mentees hold themselves accountable for their actions, commitments, and goals within the mentorship relationship. They take ownership of their development and follow through on agreed-upon actions.

- **Feedback to the Mentor:** Mentees provide feedback to their mentor on the effectiveness of the mentorship process, the support received, and areas where they may need additional guidance or resources.

- **Commitment to Growth:** Mentees demonstrate a commitment to their own growth and development. They actively seek opportunities to learn, expand their skills, and achieve their personal and professional aspirations with the mentor's guidance.

1.3. Benefits of Mentorship to Mentees and Mentors

Benefits to the Mentor

Becoming a mentor can enrich your life on a personal and professional level by helping you do the following:

- ✓ Build your leadership skills
- ✓ Improve your communication skills
- ✓ Learn new perspectives
- ✓ Advance your career
- ✓ Gain personal satisfaction

Benefits to the Mentee

- ✓ Gain valuable advice
- ✓ Develop your knowledge and skills
- ✓ Improve your communication skills
- ✓ Learn new perspectives
- ✓ Build your network
- ✓ Advance your career

2.0. HOW TO START A MENTORING PROGRAMME

Program materials and tools; The programme materials and tools required for effective implementation of the BDS programme will include: **i) mentor and mentee agreements; ii) baseline/gap analysis form for mentees; iii) mentoring guides**; **iv) journals to be filled by both the mentor and mentee at the end of each session; v) report templates to be filled and submitted by the mentor on monthly basis; vi) case study templates to be filled and submitted by the mentor by the end of the six months, vii) Business improvement plan to be submittedat the end of the three months viii) end line data forms**

Mentoring Approach; Simple business mentoring models that have been tested and proven to work over time will be applied to mentor MSME's in the BDS programmes. The Business models which will be appropriate for this programme include: **Lean Model Canvas and McKinsey 7s Framework**.

In addition to the Business mentoring models, soft skills will be applied which include: **The GROW mentoring model**, **Appreciative Inquiry**, **Emotional Intelligence** & **Listening & Questioning**. The guiding model for each session will be **GROW model** and Business gaps will be addressed from the start of mentorship.

Through this BDS programme the mentees will be supported to; Review their business idea, identify their business systems and unique value proposition, carry out business gaps identification, develop business gap closing measures and growth plans, come up with financial plans forclosing business gaps and develop a business & action plan for growth.

2.1. Mentorship Activities

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Mentorship activities encompass a wide range of interactions and engagements designed to foster learning, growth, and development in the mentee. These activities can vary depending on the goals of the mentorship relationship, the needs of the mentee, and the context in which mentorship is taking place. Here are some common mentorship activities:

1. Needs assessment
2. Request for application
3. Mentee selection
4. Mentor selection and training
5. Mentor and mentee induction/matching
6. Actual mentorship
7. Business to business mentorship
8. Feedback and reporting

2.2. Mentorship Stages and Process

1. Needs assessment

Needs assessment is the first and the most import beginning aspect in conducting mentorship. Needs assessment helps in identifying the targeted mentees for mentorship program. Conducting a thorough needs assessment for BDS mentorship, mentors can effectively guide businesses through their growth journey, address critical challenges, and capitalize on opportunities for success. This structured approach ensures that mentorship efforts are targeted, impactful, and conducive to sustainable business development.

2. Request for application

In conducting a mentorship programme, it is essential to develop a request for application for the participating enterprises (Agri-Startups) and mentees based on the needs assessment done. Below are some of the important aspects to include in the structure of the request of application; Business

overview, reasons for seeking to conduct mentorship, relevance of the program objective, clear expectation, commitment and readiness, contact information and closing.

3. Mentee selection

Selection of mentees is a critical part of the mentorship process. Selection is done just after getting applications of targeted mentees and Agri-Startups. In selecting mentees its important to consider the following;

- **Mentee Identification** – Mentee identification is a crucial process in any mentorship program or initiative. It involves selecting and matching Agri-Startups(mentee) who will benefit from mentorship with suitable mentors. Here are key considerations and steps involved in mentee identification; needs assessment report, targeted audience, diversity of inclusion, alignment of goals and communication confirmations.

- **Selection criteria -** Selection criteria for mentees in a mentorship program should be carefully crafted to ensure the program's objectives are met and both mentees and mentors benefit from the relationship. Then evaluating criteria for a good mentorship program or any other endeavor, green flags can help identify strengths and positive attributes. Here are some green flags to consider when assessing criteria for a good mentorship program:

  I. Clear objectives and goals

  II. Application and Screening

  III. Target Audience Definition

  IV. Structured program

  V. Commitment to Diversity and Inclusion

  VI. Long-Term Perspective

  VII. Access to Resources

  VIII. Feedback and Evaluation

- **Sensitization –** This plays a crucial role in creating a supportive and inclusive mentorship environment where both mentors and mentees can thrive. It promotes understanding,

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respect, and effective communication, ultimately enhancing the quality and impact of mentorship relationships.

4. Mentors Selection and Training

Selecting and training mentors is critical to the success of any mentorship program. Here's a structured approach to mentor selection and training;

- **Selection of mentors** – The criteria for selecting a mentor will consider the following aspects; competency, experience, communication skills, commitment and availability, leadership and supportive.

- **Application and screening** – Invite potential mentors' application to the program, providing detailed information about the program expectation and responsibilities. Then screen the applications and select the mentors based on their qualifications, aligned with the program set goals and readiness to engage in the set activities.

- **Training –** It is important to carefully selecting and adequately train mentors, mentorship programs can ensure mentees receive valuable guidance and support to achieve their goals and enhance their professional development effectively. This structured approach promotes a positive mentorship experience for both mentors and mentees, fostering growth and success within the program.
    I. Orientation and Onboarding
    II. Skills Development
    III. Role Clarification
    IV. Continuous Learning and Support
    V. Evaluation and Feedback

5. Mentors and Mentee Induction/ Matching

Mentor and Mentee Induction

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I. **Orientation Session**:

- **Purpose**: Conduct a joint orientation session for mentors and mentees to introduce them to the mentorship program.
- **Topics**: Cover program goals, expectations, roles and responsibilities, confidentiality agreements, communication guidelines, and the importance of the mentorship relationship.

II. **Icebreaker Activities**:

- **Purpose**: Facilitate icebreaker activities to help mentors and mentees get acquainted and build rapport.
- **Activities**: Include introductions, sharing professional backgrounds and goals, and discussing expectations for the mentorship.

III. **Setting Expectations**:

- **Facilitate Discussion**: Encourage mentors and mentees to discuss their individual expectations, goals for the mentorship, and desired outcomes.
- **Agreement**: Establish a mutual agreement on how often and in what format meetings will take place, preferred communication methods, and timelines for achieving goals.

IV. **Resource Sharing**:

- **Program Materials**: Provide mentors and mentees with program materials, including handbooks, templates for goal-setting, and resources for professional development.
- **Support Contacts**: Share contact information for program coordinators or support staff who can assist mentors and mentees throughout the mentorship journey.

Mentor and Mentee Matching

I. **Needs Assessment**:

a. **Evaluate Goals and Needs**: Conduct a thorough needs assessment for both mentors and mentees to identify specific goals, challenges, and areas of expertise.

b. **Compatibility Factors**: Consider factors such as personality, communication style, industry experience, career goals, and developmental needs when matching mentors and mentees.

II. **Matching Process**:

a. **Structured Approach**: Develop a structured matching process that ensures mentors and mentees are paired based on complementary skills, expertise, and objectives.

b. **Consideration of Preferences**: Take into account preferences expressed by mentors and mentees during the application or induction process.

III. **Initial Introduction**:

a. **Facilitate Introduction**: Arrange an initial meeting or introduction between mentors and mentees to facilitate a smooth transition into the mentorship relationship.

b. **Discussion Topics**: Encourage mentors and mentees to discuss their backgrounds, experiences, expectations, and initial goals during the first meeting.

IV. **Signing of the mentor and mentee agreement/ contract**.

Creating a mentor-mentee agreement or contract can formalize the expectations, responsibilities, and goals of both parties in a mentoring relationship. Here's a structured outline of what such an agreement might include:

- Introduction
- Roles and Responsibilities
- Goals and Objectives
- Communication and Meetings

- Confidentiality
- Evaluation and Feedback, Termination and Signatures

6. Actual Mentorship

Structure/Process of Mentorship Sessions

Tables 1 & 2 (below) provide an overview of the structure for the individual and group mentorship sessions. Each mentee/enterprise will participate in twelve individual mentoring sessions (of 2 hours each) in a bi-weekly structure over the six months period. The group sessions will adopt the ILO/SIYB training Programme for entrepreneurs and discussion of topical issues such as: 1) Investor Readiness and Digital Markets; 2) Strategy Development and Innovation Management; 3) Risk Assessment and Management; 4) Legal and Business Compliance; 5) Financial Management and Book Keeping; 6) Partnership, Business Relations and Competition Analysis; 7) Product, Brand Development and Market Research; and 8) Business Leadership and Governance.

During the group sessions 1&2 there will be introduction to peer-to-peer mentorship and also business-to-business mentorship as per the shortlisted businesses that align to the mentee business line/ industry. The industrial mentors too can be introduced so that they can help mentor the mentee businesses.

The table below shows details of how the hybrid mentorship which will include both the individual mentorship and the other forms of mentorships approaches proposed above.

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Table 1: Structure of Individual Mentorship Sessions

Session	Objective of the Session	Activities	Models and Tools	Time

Session 1
 	
Introduction and Objective Setting; Review of baseline information; Identification of prioritized gaps
 	
Business gap closing measures for the first gap
	The objective of this session is to lay the framework for the mentorship relationship and for the mentor and entrepreneur to agree on the business gaps to be addressed during the mentorship period	✓ Introduction of the mentor and mentee; building of rapport
		✓ Review of the baseline information
		✓ Setting the agenda for the mentorship
		✓ Identification of key areas to be addressed and driven by the mentee
		✓ Mentee driven prioritization of the 3 gaps
		✓ Focus on the first business gap
		   ○ Review of gap closing strategies;
		   ○ Focus on activities to implement the strategies
		   ○ Establish success indicators
		   ○ Discuss support required
		   ○ Establish Budget and timelines
		✓ Draw an action plan for the next session
			Business Model Canvas
			
			Mckinsey 7s Framework.
			
			The GROW mentoring model, Appreciative Inquiry, Emotional Intelligence, Listening & Questioning.
				2hours
				
				Physical session

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Session 2, 3 & 4
 	
Business gap closing measures for the first gap
	The objective of this session is to review progress on the action plan for session one, two and three to address the first most important business gap (including coming with gap closing measures)	✓ Review progress on action plan for the previous meeting
		
		✓ Explore the first business gap; Review of gap closing strategies;
		
		   ✓ Discuss activities to implement the Strategies Establish success indicators;
		
		   ✓ Discuss support required
		
		   ✓ Establish Budget and timelines
		
		Draw action plan for the next session
			Business Model Canvas
			
			McKinsey 7s Framework.
			
			The GROW Mentoring model, Appreciative Inquiry, Emotional Intelligence, Listening& Questioning.
				2hours each
				
				Physical sessions

Session 5, 6 & 7 Progress on the action plan for the previous session	The objective of this session is to review progress on the action plan for session four, five and six to	✓ Review progress on action plan for the previous meeting ✓ Explore the second business gap; ✓ Review of gap closing	Business Model Canvas Mckinsey 7s	**2hours each** **Physical sessions**

		strategies;	Framework.	
Business Gap closing measures for the second gap	address the second most important business gap (including coming with gap closing measures)	✓ Discuss activities to implement the Strategies Establish success indicators; ✓ Discuss support required ✓ Establish Budget and timelines ✓ Draw action plan for the next session	The GROW Mentoring model, Appreciative Inquiry, Emotional Intelligence, Listening& Questioning.	
Session 8, 9 &10 Review of progress on the action plan for the previous session Business Gap closing measures for the third gap	The objective of this session is to review progress on the action plan for session seven, eight and nine to address the third most important business gap (including come up with gap closing measures)	✓ Review previous session progress on action plan ✓ Focus on the third business gap 　a. Review of gap closing strategies 　b. Discuss activities to implement the strategies 　c. Identify success indicators 　d. Discuss support required 　e. Establish Budget and timelines ✓ Draw an action plan for the next session	Business Model Canvas Mckinsey 7s Framework. The GROW mentoring model, Appreciative Inquiry, Emotional Intelligence, Listening & Questioning	**2hours each** **Physical sessions**

Session 11 & 12	The objective of this session is to review progress on the action plan for session ten, elven and develop a Business Improvement plan and fill in the endline survey tool and	✓ Review previous session progress on action plan
		
		✓ Focus on the third business gap
		
		✓ Develop a business improvement plan as par the template provided
		
		   a. Discuss activities to implement the strategies
		
		   b. Identify success indicators
		
		   c. Discuss support required
		
		   d. Establish Budget and timelines
		
		✓ Fill in the baseline survey tool
			Business Model Canvas
			
			Mckinsey 7s Framework.
			
			The GROW mentoring model, Appreciative Inquiry, Emotional Intelligence, Listening & Questioning
				2hours each
				
				Physical sessions

Review of progress on the action plan for the previous session Developing the Business Improvement plan Fill in the endline survey tool				

Table 2: Structure of the Group Mentorship Sessions

Session	Objective of the Session	Activities	Models and Tools	
Session 1 Introduction, Objective	The objective of this session will be; ✓ To obtain group rapport and	✓ Introduction of the group members	Business Model Canvas	<u>4 hours</u>

Setting and Group Discussions Introduction of business mentors Introduction of Industrial mentors From the carefully selected businesses/ Industrial companies	discuss key issues that affect business growth for the concerned businesses ✓ To obtain peer to peer support and opportunities for networking. The Group mentorship forums will offer a platform for discussing issues not prioritized during the individual mentorship sessions. These include but not limited to; 1) Investor Readiness and Digital Markets; 2) Strategy Development and Innovation Management; 3) Risk Assessment and Management; 4) Legal and Business Compliance; 5) Financial Management and Book Keeping; 6) Partnership, Business Relations and Competition Analysis; 7) Product, Brand Development and Market Research; and 8) Business Leadership and Governance	✓ Brief about each MSME ✓ Identify key issues and topics for group mentorship intervention ✓ Presentation (by mentor or sector expert) based on agreed topic; providing guidelines and asking questions to trigger group discussions ✓ -Discussion on issues, proposed solutions and individual mentees perspectives, to the problems etc; ✓ Draw a group action	McKinsey 7s Framework. The GROW mentoring model, Appreciative Inquiry, Emotional Intelligence, Listening& Questioning, teamsand team dynamics, peer mentoring	

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		plan for addressing the pressing issues		
Session 2 Review of action plans progress Topical discussions Group Discussions and Peer to Peer Support Business to business mentorship Group action plan	The objective of the group mentorship sessions will be to Review group progress on the action plan for the previous session. Discussion on selected topics by the mentor or sector expert. Group discussion on key issues that affect business growth for the concerned businesses Peer to peer support and opportunities for networking.	✓ Review of action plan from previoussession; ✓ -Mentor/sector expert to make apresentation basedon agreed topic-addressing theissues; providing guidelines and asking questions to trigger group discussions ✓ -Mentees to lead group and peer to peer discussions on issues, offer ideas and individual company	Business Model Canvas Mckinsey 7s Framework. The GROW mentoring model, Appreciative Inquiry, Emotional Intelligence, Listening& Questioning, teamsand team dynamics, peer mentoring	4 hours

		perspectives, solutions to the problems etc; ✓ Group to come up with an agreed upon action plan for addressing the ✓ pressing issues		

3   MONITORING AND EVALUATION

- **Monitoring and Evaluation on Mentorship Recruitments**

  Monitoring and evaluating mentorship recruitments is essential to ensure the success and effectiveness of a mentorship program. Here's how you can approach monitoring and evaluation in mentorship recruitments:

  a) Monitoring Mentorship Recruitments:

  - **Tracking Recruitment Process** – Documentation and Timeline
  - **Quality of Applicants -** Criteria Alignment and Diversity
  - **Feedback Mechanism -** Applicant Feedback and Internal Feedback

  b) Evaluating Mentorship Recruitments:

  - **Effectiveness of Matching Process** - Match Quality and Feedback
  - **Progress Towards Objectives** - Goal Achievement and Performance Metrics
  - **Impact on Participants** - Professional Development and Mentor Satisfaction
  - **Program Improvement** - Identify Strengths, Weaknesses and Adjustments
  - **Long-Term Outcomes** - Longitudinal Tracking

  c) Continuous Improvement

  - Iterative Approach
  - Stakeholder Engagement

- **Monitoring and Evaluation on Training (Mentor & Mentee)**

  Monitoring and evaluation of training for mentors and mentees in a mentorship program are critical to ensure participants acquire the necessary skills, knowledge, and readiness to engage effectively in mentorship relationships. Here's how you can approach monitoring and evaluation in mentor and mentee training:

  I. **Monitoring Training** - Attendance and Participation, Content Delivery and Learning Outcomes.

  II. **Evaluating Training -** Skill Application, Feedback and Reflection, Performance Metrics, Continuous Improvement and Long-Term Impact.

  III. **Stakeholder Engagement -** Engage Stakeholders and Communication

- **Monitoring and Evaluation on Mentoring Services**

    I. **Monitoring Mentoring Services** – Achievements and goals, Participant satisfaction, Impact and improvement, Long-term benefits and Program effectiveness.

    II. **Monitoring the Key Performance Indicators –** Milestones achieved, feedback integration, mentee satisfaction and tools.

    III. **Continuous Improvement –** Feedback integration, Iterative approach and tools.

    IV. **Stakeholder Engagement -** Engage stakeholders interms of collaborations and Communication

- **Monitoring and Evaluation on Mentor & Mentee Relationships**

Monitoring and evaluation (M&E) in mentor-mentee relationships are crucial for assessing the effectiveness and impact of the mentoring process. Here's a structured approach to M&E in this context:

- **Monitoring** – Goal progression, Interaction frequency and quality, Skills development, Challenges and solutions, Satisfaction levels of the mentees.

- **Evaluation** – Goal achievements, Behavioral change, Relationship dynamics, Organizational impact, Feedback and lessons learned

- **Tools and Methods** – Survey and feedback forms, Performance reviews, Case Studies, Peer reviews,

- **Post Mentorship Evaluations & Mentee Activities**

Post-mentorship evaluation is a critical step to assess the overall impact and effectiveness of a mentoring program after its completion. Here's a structured approach to conducting a post-mentorship evaluation:

- Define Evaluation Objectives

- Select Evaluation Methods

- Design Evaluation Tools

- Collect Data

- Analyze Data

- Report and Share Findings

- Implement Recommendations

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- Celebrate Achievements

- **Post Mentorship Mentee Activities**

  After completing BDS (Business Development Services) mentorship, mentees(business) can undertake several activities to effectively apply what they've learned and continue their business development journey. Here are key activities for mentees to consider post-BDS mentorship:

  - **Action Plan Implementation**:

    Develop a detailed action plan based on the insights and recommendations received during mentorship. Prioritize tasks and set timelines for implementation.

  - **Monitoring and Evaluation**:

    Regularly monitor key performance indicators (KPIs) to track progress against goals set during mentorship. Evaluate the effectiveness of implemented strategies and make adjustments as necessary.

  - **Networking and Relationship Building**:

    Maintain and expand the network established during mentorship. Foster relationships with mentors, industry experts, potential clients, and partners identified through the mentorship program.

  - **Continuous Learning and Skill Development**:

    Stay updated on industry trends, best practices, and new technologies relevant to your business. Attend workshops, seminars, or online courses to further develop skills and knowledge.

  - **Financial Management and Planning**:

    Apply financial management principles learned during mentorship to ensure sound financial health. Monitor cash flow, manage budgets effectively, and explore financing options for growth.

  - **Market Expansion and Diversification**:

    Explore opportunities to expand into new markets or diversify your product/service offerings based on market insights gained during mentorship. Conduct market research to inform expansion strategies.

  - **Customer Relationship Management**:

    Strengthen customer relationships and enhance customer service based on mentorship advice. Implement strategies to improve customer retention, satisfaction, and loyalty.

  - **Strategic Planning and Goal Setting**:

    Develop or refine long-term strategic plans aligned with your business objectives and mentorship insights. Set SMART (Specific, Measurable, Achievable, Relevant, Time-

bound) goals and regularly review progress.

- **Feedback and Performance Review**:

    Seek feedback from stakeholders, including customers, employees, and mentors, to gain valuable insights and identify areas for improvement. Use feedback to refine business operations and strategies.

- **Mentorship and Leadership Development**:

    Consider mentoring others or engaging in peer-to-peer learning within your industry. Share your experiences and mentorship lessons to contribute to the growth of other entrepreneurs and businesses.

4 REFERENCE MATERIALS

Business Development Service Providers for – Early-Stage Business

✓ **BAYE Africa**

Located in Nairobi and Western Kenya (Kisumu), BAYE Africa offers an incubation program that includes mentorship, training, coaching and access to networks for early-stage startups.

www.bayeafrica.org

✓ **Kenya National Chamber of Commerce and Industry (KNCCI)**:

KNCCI provides resources on business development, trade opportunities, and regulatory updates in Kenya.

www.kenyachamber.or.ke

✓ **iBizAfrica**:

- Located at Strathmore University in Nairobi, iBizAfrica offers an incubation program that includes mentorship, training, and access to networks for early-stage startups.

www.elearning.ibizafrica.co.ke

Business Development Service Providers for – Growth-Stage Business

✓ **BAYE Africa**

Located in Nairobi and Western Kenya (Kisumu), BAYE Africa offers an incubation program that includes mentorship, training, coaching and access to networks for growth-stage startups.

✓ **Growth Africa**:

- Growth Africa runs accelerator programs and provides mentorship to startups in Kenya, focusing on scaling businesses across various sectors.

www.growthafrica.com

The guide explores some sources and materials that could be helpful during mentorship

✓ **Kenya Investment Authority (KenInvest)**:

- KenInvest offers information on investment opportunities, incentives, and regulations for businesses in Kenya.
- Website: investmentkenya.com

✓ **Kenya Association of Manufacturers (KAM)**:

- KAM represents the manufacturing sector in Kenya and provides insights into industrial policies, trade facilitation, and business development.
- Website: kam.co.ke

✓ **Kenya Export Promotion and Branding Agency (KEPROBA)**:

- KEPROBA supports Kenyan exporters and provides information on export opportunities, market access, and export promotion strategies.
- Website: brand.keproba.go.ke

✓ **Government Publications and Reports**:

- Reports and publications from government agencies like the Ministry of Industry, Trade, and Cooperatives, and the Kenya Revenue Authority can offer insights into regulatory frameworks and economic trends.

✓ **Academic Institutions and Research Centers**:

- Universities and research centers in Kenya often publish reports and studies on business development, entrepreneurship, and economic trends.

✓ **Business Development Service Providers**:

- Local consultancy firms, NGOs, and development organizations may provide resources, case studies, and reports on business development specific to Kenya.

✓ **Online Databases and Libraries**:

- Platforms like JSTOR, ResearchGate, and Google Scholar can provide academic papers and articles on various aspects of business development in Kenya.

✓ **International Organizations**:

- Institutions like the World Bank, International Finance Corporation (IFC), and United Nations Development Programme (UNDP) often publish reports and studies on business and economic development in Kenya.

✓ **Networking Events and Conferences**:

- Attending local business forums, conferences, and workshops can provide firsthand knowledge and networking opportunities with industry experts and entrepreneurs.

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Lean Canvas

Lean Canvas

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
Existing Alternatives	Key Metrics	High-Level Concept	Channels	Early Adopters

Cost Structure	Revenue Structure

Mackinsey 7s Framework

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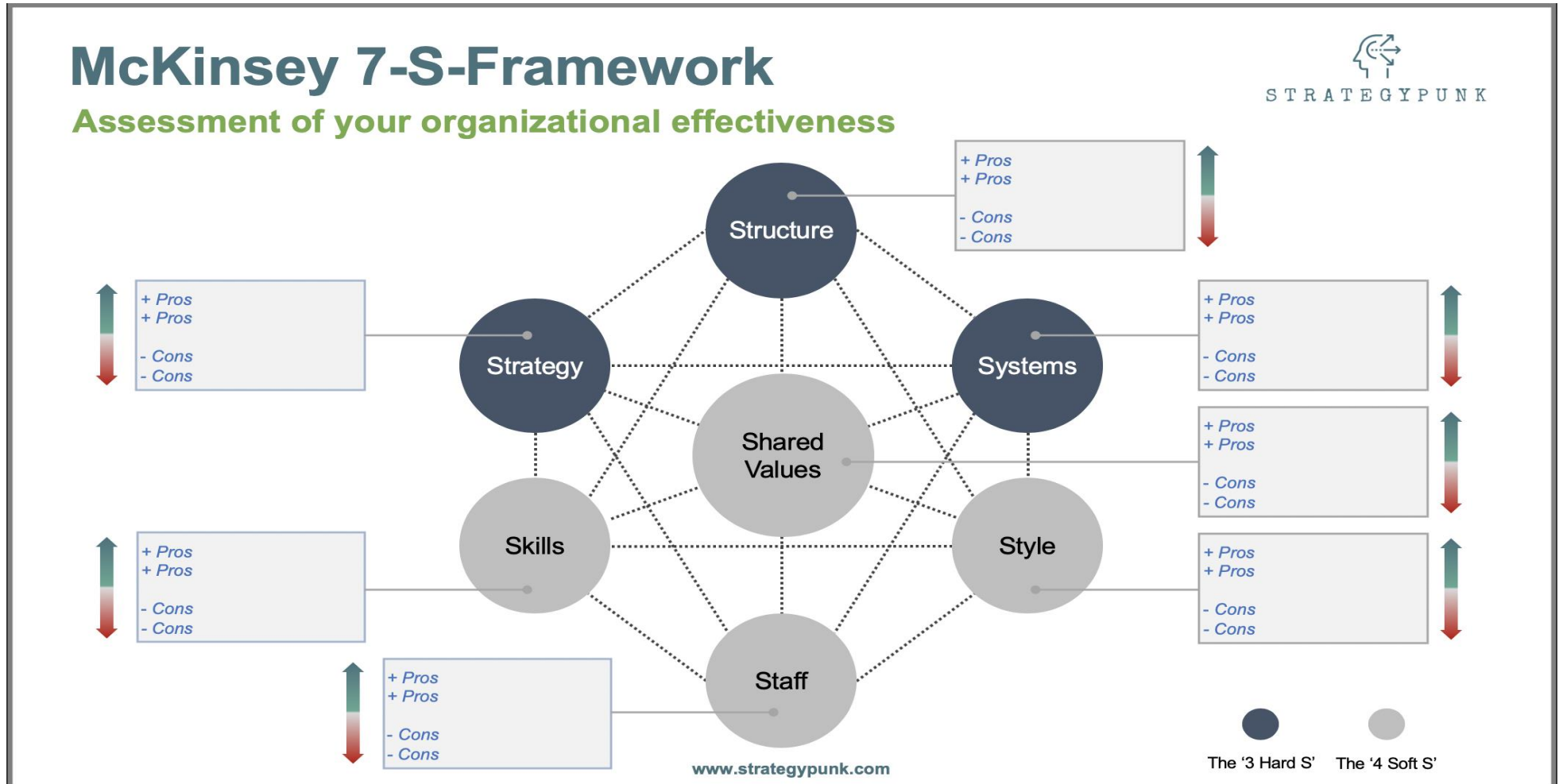
Monitoring & Evaluation Tool

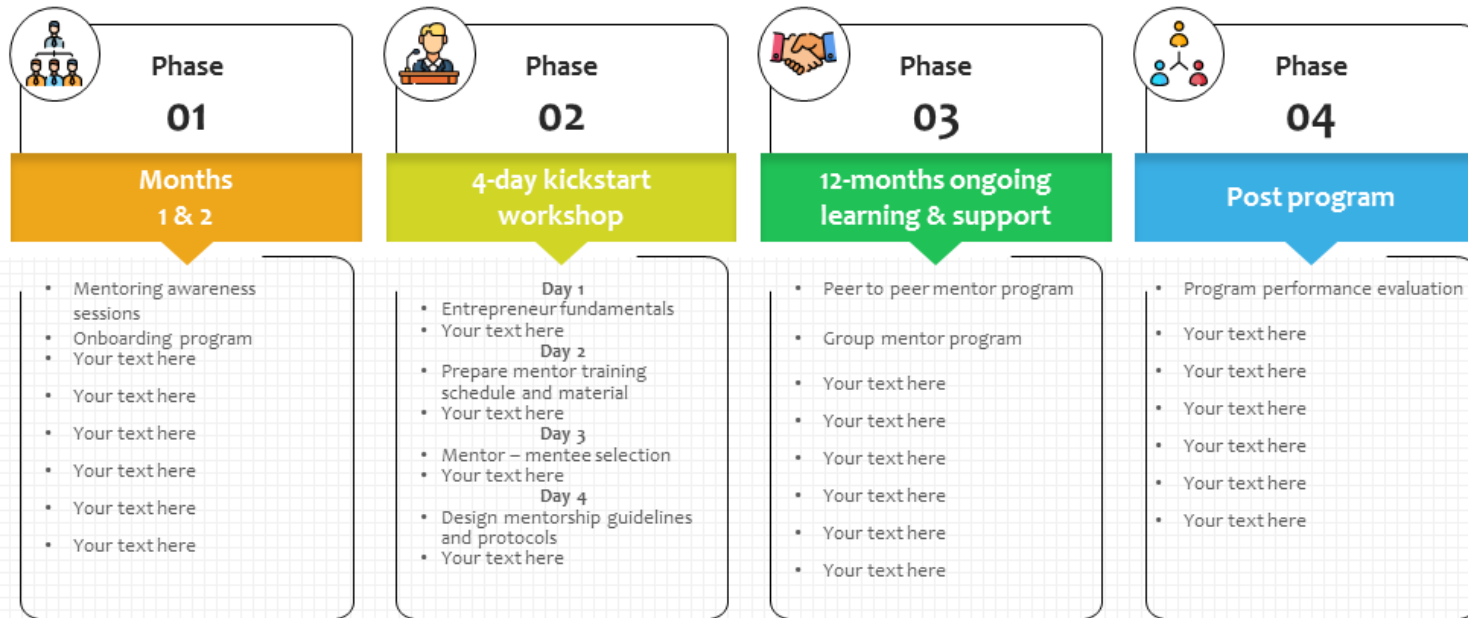# Corporate Mentoring Program for attaining Entrepreneurial Skills

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Phase 01 — Months 1 & 2

- Mentoring awareness sessions
- Onboarding program
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Phase 02 — 4-day kickstart workshop

Day 1
- Entrepreneur fundamentals
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Day 2
- Prepare mentor training schedule and material
- Your text here

Day 3
- Mentor – mentee selection
- Your text here

Day 4
- Design mentorship guidelines and protocols
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Phase 03 — 12-months ongoing learning & support

- Peer to peer mentor program
- Group mentor program
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Phase 04 — Post program

- Program performance evaluation
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