

AMREF HEALTH AFRICA MENTORSHIP POLICY

- Draft -

TABLE OF CONTENTS

1.	POLICY BRIEF & PURPOSE.....	2
2.	SCOPE.....	2
3.	ACCOUNTABILITY, PRIMARY RESPONSIBILITIES & OBLIGATIONS.....	2
3.1.	POLICYOWNER.....	2
3.2.	FUNCTIONAL ACCOUNTABILITY.....	2
4.	ELEMENTS OF THE AMREF MENTORSHIP PROGRAMME.....	3
5.	ELIGIBILITY OF MENTEES & NOMINATION OF MENTORS.....	4
5.1.	ELIGIBILITY.....	4
5.2.	NOMINATION OF MENTORS.....	5
6.	PREPARATION FOR THE MENTORING EXPERIENCE.....	5
7.	MENTORSHIP PROGRAMME EVALUATION.....	5

1. POLICY BRIEF & PURPOSE

This Mentorship Program Policy outlines guidelines that will govern Mentorship as a practise in Amref Health Africa. Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career or professional development.

Mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom or experience (the mentor) and a person who is perceived to have less (the mentee)".

As part of Amref Health Africa's enduring commitment to enhancing its employee experience, build individual capability and enhance organizational effectiveness, Amref Health Africa establishes the Amref Mentorship Programme that will in effect contribute to high levels of productivity, greater levels of job satisfaction for employees and in step with global best practises.

2. SCOPE

This policy applies to all employees of Amref Health Africa and its affiliate entities (Amref International University, Amref Health Innovations & Amref Flying Doctors).

The Mentorship Policy shall in effect fully comply with the Labour laws within all jurisdictions that Amref Health Africa operates in.

3. ACCOUNTABILITY, PRIMARY RESPONSIBILITIES & OBLIGATIONS

3.1. POLICY OWNER – Human Resource Directorate

The office of the Group Human Resource Director will:

- i. Develops structure and metrics for Mentorship within the organization
- ii. Assesses & Review the effectiveness of Mentorship programme as a practise within Amref Health Africa
- iii. Advise Group Leadership Team on the suitability, efficacy and strategic contribution of the Mentorship Programme.

3.2. FUNCTIONAL ACCOUNTABILITY – All Line Managers

Programme & Line Managers will be accountable for the successful execution of mentorship within their functions/programs by providing an enabling environment and facilitative support to both Mentors and Mentees before, during and after the Mentorship programme. This includes ensuring staff participating in the programme are adequately resourced to ensure smooth operations of their respective Functions/Programmes/Units by:

- i. Having regular one on one development discussions with their direct reports to identify capability gaps, advise on potential mentorship goals and encourage continuous improvement.
- ii. Monitoring employee progression throughout the mentorship programme
- iii. Approving direct reports participation in the Mentorship programme.

- iv. Notifying newly-hired employees of the availability and their eligibility for mentorship programme
- v. Evaluating the impact of mentorship on direct reports performance and personal growth.
- vi. Managing work flows and schedules to ensure effective delivery of KPIs and full participation of the employee in the Mentorship Programme.

4. ELEMENTS OF THE AMREF MENTORSHIP PROGRAMME

Mentoring is a structured relationship, with clearly defined goals, roles and expectations where a senior executive, the Mentor, facilitates the development of the Mentee by advising, challenging and sharing of expertise, skills and unwritten rules of the company.

It is a powerful relationship-based development tool that supports individuals in their leadership development and reaching career goals.

Mentoring can take place informally, when both parties establish and maintain the relationship with basis on personal motivations. Or it can be formal, through participation in a programme established and managed by Amref. Amref encourages both (formal and informal mentorship) with the objective of moving towards a mentoring culture.

Mentoring is a:

- i. Development Tool in which the Mentor challenges and advises the Mentees by sharing advice and candid feedback.
- ii. Knowledge Sharing Opportunity that improves mutual sharing of knowledge, experiences and insights and facilitates the flow of information and ideas throughout the organisation.
- iii. Organisational Culture Enhancer, helping employees better understand Amref's unwritten rules, foster psychological safety and embed a fit for purpose culture.
- iv. Commitment in terms of time and effort of both parts.
- v. Confidential relationship with nothing at stake. The rules of confidentiality need to be established at the beginning of the relationship.

Mentoring is not:

- i. Sponsorship. It doesn't provide any assurance of promotion or increase in compensation. However, both parties may develop competencies and skills that improve overall job performance.
- ii. Performance coaching, remedial or basic training. It doesn't replace formal training, but rather can enhance formal development activities.

- iii. Career management or a substitute for the line manager's responsibilities. The Mentor should not take on the responsibilities of the Mentee's line manager.

5. ELIGIBILITY OF MENTEES & NOMINATION OF MENTORS

Participation in the Amref Mentorship programme will be voluntary or recommended; and open to all staff with development needs that have been identified during the performance evaluation, self-assessment (Leadership and technical competencies assessments), 360° reviews, talent reviews and succession planning. The Mentorship programme will serve as part of a holistic development approach to building individual and team capabilities across Amref.

5.1. ELIGIBILITY

Eligibility to participate in the Amref Mentorship Programme will be automatic, however priority will be given to Colleagues who have a clearly defined development plan aligned with their role, career aspirations and organizational needs.

The following criteria will help to identify and give priority to candidates who:

- a. Demonstrate high potential, with a recognized possibility to be developed into more senior management positions, ideally seen as High Potentials.
- b. Have strong past performance reviews and a history of achieving and exceeding their objectives. If this is not the case, then further assessment and effort should be put into dealing with current performance issues.
- c. Have clear development gaps that can be narrowed by Mentoring. An assessment of each candidate's planned future steps and how the organization sees his/her future contribution, if this information is available, and give priority to candidates whose gaps can be narrowed by Mentoring.
- d. Have been in their current position one year or more, as employees in this situation are more likely to be trying to understand their next career move whereas employees who recently moved into a position are usually more focused in current performance.
- e. Have a strong interest in developing their career. With a clear understanding of their career plans and aspirations. Are interested in progressing and taking on more responsibilities or a more senior role. Have discussed with the line manager and obtaining consistent performance ratings.
- f. Have desire to learn more about the organization, other functional areas of the organization, the culture, unwritten rules, etc. Give priority to candidates who wish to broaden insight and knowledge of the organization.
- g. Have not previously participated in formal Mentoring programmes

5.2. NOMINATION OF MENTORS

The quality of Mentors is critical to the success of the Mentorship programme. It is imperative to match Mentor's profiles and expertise according to the personal development goals of the Mentees. It is more important to have a Mentor with the set of skills that will help the Mentee and **Not** necessarily with the most senior position.

Ideal Mentors are those who:

- **Have an outstanding track record and potential.** These comprise Leaders with enough seniority to talk about their career paths and provide a helicopter view of the organization.
- **Are considered inspiring leaders with great interpersonal skills.** Mentoring is a relationship-based development activity. To be a successful relationship, the Mentor and Mentee need to connect early on. Mentors with great interpersonal skills will usually be able to more quickly establish a relationship and create an open and honest environment.
- **Highly interested in the development of others.** Mentoring is a commitment of time and effort. Select Mentors generally viewed as people developers, as they will derive more satisfaction of mentoring others and will genuinely want to do it.
- **Highly developed communication skills.** In a Mentoring relationship, many skills are used, but it is absolutely key for Mentors to have good communication skills. A good Mentor will be able to efficiently use skills such as active listening and providing feedback.
- **At Corporate Head Office, in the Country/Unit and in any Programme/Function.** Have a wide scope of Mentors. Mentees may benefit from insights from different businesses units, countries or functions. Moreover, this will minimize situations of conflict of interests.

6. PREPARATION FOR THE MENTORING EXPERIENCE

Training for Mentoring participants is critical to help explain roles and responsibilities, manage expectations, and provide critical success factors and key skills. With proper training, mentoring relationships are three times more likely to succeed if both the Mentor and the Mentee are trained.

Given the impact that training has on commitment and satisfaction with the programme, it is highly recommended that **ALL** Mentoring participants (Mentors & Mentees) undergo a Mentorship Training to effectively prepare them for a successful mentorship engagement.

The training should emphasize the importance of setting expectations, key success factors and skills, managing the boundaries, and problem solving techniques.

7. MENTORSHIP PROGRAMME EVALUATION

To be able to understand the effectiveness of the Mentoring Programme, it is necessary to evaluate it regularly. These check-points will help:

- Assess Mentees and Mentors satisfaction with the Programme
- Understand to which extent the programme was used and how people participated

- Identify any possible issues and rectify them for the remaining duration of the Programme and/or improve the following editions.

Important Quantitative Measures

- Financial impact (i.e. quantifiable return of investment resulting from opportunities made available through Mentoring relationships)
- Talent Assessment (i.e. number of participants that maintain or improve their talent assessment)
- Bench strength (i.e. nomination of Mentees in succession plans and promotion rate to executive level)
- Engagement (i.e. Mentees' satisfaction and engagement e.g. survey results)
- Retention (i.e. turnover rate within the Mentees population)

Important Qualitative Measures:

- Anecdotal evidence gathered through focus groups
- Surveys of participants between 8 to 12 months after the programme launch
- Self-assessments by Mentees on skills and competency levels

APPENDIX.

i. AMREF MENTORSHIP PROGRAMME RESOURCES

Mentors can submitted their interest to participate in the program via the Amref Leadership Academy Portal; [Mentor Interest form](#)

Mentees can submitted their interest to participate in the program via the Amref Leadership Academy Portal; [Mentee Interest form](#)

ii. MENTORSHIP PROGRAMME EVALUATION APPROACH

Mentorship Phase	What	How
Pre-Programme	<ul style="list-style-type: none"> Assess if Mentees set goals and objectives Early opinions of Mentoring programme Discuss issues, successes, and obstacles Mentees skill and competencies level pre-Mentoring programme 	<ul style="list-style-type: none"> Informal contact Written evaluation Focus group Self-Assessments
Mid-Programme	<ul style="list-style-type: none"> Satisfaction with the programme and with the match Assess positive and negative aspects of the programme Discuss improvements for the remaining of the programme Sharing experiences with other participants Tracking of goals (on track, delayed, completed). 	<ul style="list-style-type: none"> Surveys Focus group Interview calls
Post-Programme	<ul style="list-style-type: none"> Quantitative metrics (e.g. ROI, talent, bench strength, retention, etc.) Satisfaction with the programme and with the match Completion of the programme and objectives evaluation (completed, cancelled, etc.) Discuss improvements for following editions of the programme Mentees skill and competencies level post-Mentoring programme 	<ul style="list-style-type: none"> Talent system data Survey Focus group and live feedback sessions Self-Assessments