

REGIONAL GUIDE ON WOMEN'S LEADERSHIP MENTORING



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Women are
well-qualified
enough to be leaders.
Why, then, have only
a select few reached
top decision-making
roles?



Think about it

INTRODUCTION



Gender-based stereotypes, influenced by values and beliefs embedded in society, are viewed as the main barriers to women's advancement. [1]

Studies conducted in the corporate sector indicate that women experience a delay relative to men when beginning their careers and rarely manage to catch up (Foust-Cummings, Dinolfo & Kohler, 2011). Additionally, Carter and Silva (2010) found that newly graduated women earn, on average, \$4 600 less than men, who typically start their careers in higher positions. Consequently, promoting female leadership has become a pressing priority within social, political, economic, and cultural spheres, given its vital role in achieving gender equality and ensuring diversity in decision-making positions. Female leadership mentoring has proven to be an effective learning practice that allows women to overcome obstacles and reach their full leadership potential. Mentoring opportunities are undoubtedly one of the most important factors and, for some, critical to women's professional advancement (Foust-Cummings et al., 2011)

The Forum of Federations, with financial support from the Canadian government, implements the project titled: "Empowering Women for Leadership Roles in the MENA Region: Tunisia, Morocco, and Jordan". This initiative aims to promote inclusive governance by strengthening the capabilities of women in decision-making positions. The project also prepares a new generation of women leaders and raises public awareness about women's empowerment. In this context, the project includes a female leadership mentoring program, where students and/or active young women are paired with women leaders involved in governance and decision-making processes within the political, economic, academic, and civil society spheres. This pairing fosters empowerment, inspiration, and positive development among the participating young women. Thanks to relationships with established women leaders, the participants gain essential skills, relevant knowledge, and increased self-confidence, enabling them to actively participate in governance and the transformation of their society.

PART 1 : MENTORING AND ITS IMPACTS



This section offers a theoretical perspective on the concept of mentoring. It presents a precise definition of mentoring, identifies its components, and highlights its notable benefits, drawing on the mentoring program developed by the Forum of Federations in the three project countries.

SECTION 1: THE CONCEPT OF MENTORING



A. OVERVIEW OF MENTORING

Definition

Mentoring originates from Greek mythology, where Mentor was a wise advisor. It is a process of guidance in which an experienced person (the mentor) assists a less experienced person (the mentee) to enhance and develop their personal and professional abilities.

It focuses on attitudes and interpersonal skills, offering emotional support and assistance with career planning and professional development. The mentor acts as a role model and encourages the mentee to engage in decision-making processes and participate in public life.

It is important not to confuse mentoring with other forms of support, such as coaching, tutoring, shadowing, or even sponsorship.

Mentoring is also not technical training, a pre-hiring internship, supervision, or an academic or technical internship.

It is a driving force for development, where the mentee draws inspiration from the established mentor's expertise and personal qualities. It relies on observing and analyzing a leader's daily life, strengthening the mentee's personality through soft skills.

*“Mentoring always aims to help the mentee change something, improve their performance, develop leadership qualities, enhance partnership skills, realize their vision, and make the transition from where the mentee is (“there”) to where they want to be.”
(Mike Turner, gathered by Andrew Gibbons for the Coaching and Mentoring Network, 1999-2013)*



The Different Types of Mentoring

Traditional Mentoring :

Pairing a senior executive (the mentor) with a junior pupil (the mentee), where the mentoring occurs one-on-one and is led by the mentor.

Modern Mentoring :

The mentee learns from multiple mentors and directs their own mentoring, which can be virtual.

Informal Mentoring :

A spontaneous approach that takes place fortuitously over a variable period, where the pairing between mentor and mentee is based on their mutual interests.

Formal Mentoring :

A time-limited mentoring approach where the mentor and mentee are intentionally paired.

Group Mentoring :

Multiple experts (mentors) and multiple learners (mentees), or a group of learners (mentees) seeking to gain knowledge from each other. The learning in this type of mentoring is structured and individualized according to each learner.

Peer Mentoring :

Takes place between two peers with similar knowledge, experience, and expertise.

Online Mentoring :

The mentor and mentee communicate through virtual exchange platforms, such as e-mail services, text messaging platforms, chat rooms, websites, virtual meeting software (Zoom, Skype, Whatsapp), and more.

These different forms of mentoring can complement each other and offer a variety of perspectives and learning opportunities. It is up to each individual to choose the combinations of mentoring that best align with their goals and personal or professional development.

CHASE
Goals



B. THE PARTIES INVOLVED

The Mentor

A mentor is an experienced volunteer who provides support, advice, and encouragement to someone seeking to progress in their personal and/or professional life. They do not assume the roles of a supervisor or coach, and they do not position themselves as a trainer or manager. Their commitment to support you in your journey is voluntary. Unlike a hierarchical superior, a mentor does not evaluate your learning like a supervisor. They do not report to an organization, make decisions for you, or set your objectives; instead, they guide and support you in your decision-making processes and aim to enhance the mentee's autonomy and responsibility.

You are solely responsible for your choices, and blame should not be an issue between you and your mentor.

The mentor acts as a role model, ready to lend a listening ear to your questions and choices during periods of transition and projects. They facilitate your access to new circles, enabling you to broaden your field of reflection and learning. This way, you will develop your ability to recognize opportunities and manage difficult or crisis situations.

This experience offers you a clearer and more coherent vision of your life project and the means to achieve it.

Mentors can come from various fields, such as : executive directors, CEOs, magistrates, civil society activists, politicians, and more.



The Mentee

The mentee benefits from the mentor's guidance to acquire skills, increase confidence, enhance abilities, and improve chances of success in achieving personal and professional goals, and to strengthen their personality through soft skills.

A mentor-mentee relationship largely depends on the mentee's involvement and curiosity, which allows them to gain valuable advice from their mentor.

For this, the mentee must possess several qualities, such as:



Curiosity : The mentee should actively seek to learn, ask pertinent questions, and deepen their understanding in their area of interest.

Respect : The mentee should show respect towards their mentor by valuing their time, expertise, and advice.



Open-mindedness : The mentee should be willing to explore new ideas, perspectives, and approaches, and be open to constructive feedback from their mentor.

Motivation : The mentee should be motivated to achieve their goals and work actively to develop their skills and career.

Responsability : The mentee should take responsibility for their own development by following the mentor's recommendations and taking concrete steps to achieve their objectives.

Adaptability : Being receptive to advice and adaptable to change is important for the mentee, as this allows them to explore different approaches and find what works best for them.

C. THE BENEFITS OF MENTORING

Benefits for Involved Parties



It is often stated that mentoring is beneficial for mentees, but we forget that it is also advantageous for mentors. It is a win-win development approach.



The Mentor

According to Bower and Hums (2008), Kay and Wallace (2010), and Soklaridis et al. (2014), mentors gain the following advantages from mentoring:

- A renewed sense of engagement at work.
- A surge of new ideas.
- Continuous training and professional advancement.
- Improved leadership skills.
- Satisfaction from mentoring within the community that has influenced and shaped them.

Additionally, mentors can:

- Identify and define their success model.
- Capitalize on their experience.
- Sustain their success model.
- Share their experience and interpersonal skills.
- Assert their leadership by serving as role models.
- Be connected with future generations.
- Expand their network by connecting with other women leaders who act as mentors.

The Mentee

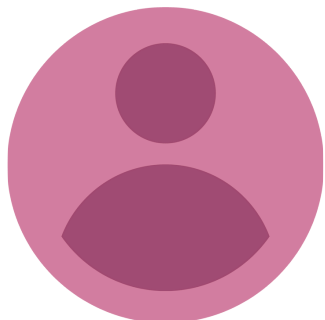
According to Higgins (2000), Kay and Wallace (2010), and Soklaridis et al. (2014), mentees gain the following advantages from mentoring:

- Increased motivation, self-efficacy, and productivity.
- Reduced feelings of isolation.
- Greater professional mobility and, more generally, higher levels of job contentment and satisfaction.

Additionally, mentees can:

- Have a leadership role model to follow.
- Develop soft skills (self-confidence, self-control, emotional and social intelligence, communication, etc.).
- Enhance networking skills and strengthen their network.
- Benefit from the support and guidance of a female leader.
- Be introduced to the professional world.
- Become more autonomous.

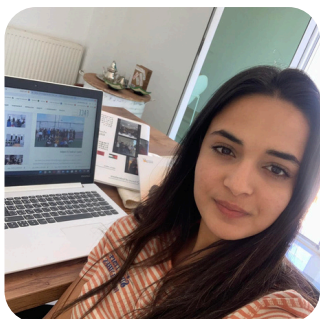




**Mentored in
Morocco**
Khawla Qozmane

Our Stories

"Mentoring is a valuable catalyst for professional growth. The mentoring was not only professional but also personal. My mentor encouraged me to define my goals and develop a plan to achieve them. She helped me build my self-confidence, refine my communication skills, and expand my professional network. I cannot express how transformative this experience has been for me. At the end of these three months, I felt not only better prepared for my career but also inspired to follow in my mentor's footsteps and become a leader. I would like to sincerely thank the Forum of Federations for making this mentoring program possible and my mentor for her dedication and exceptional mentoring."



**Mentored in
Tunisia**
Samar Sakouhi

Our Stories

"The mentoring internship allowed me to better understand my professional and personal goals as an independent woman. Currently, I live in Canada, I am responsible for my life, my studies, and my future. I plan to finish my studies and launch my own human resources marketing company. I also plan to get involved in a feminist association."

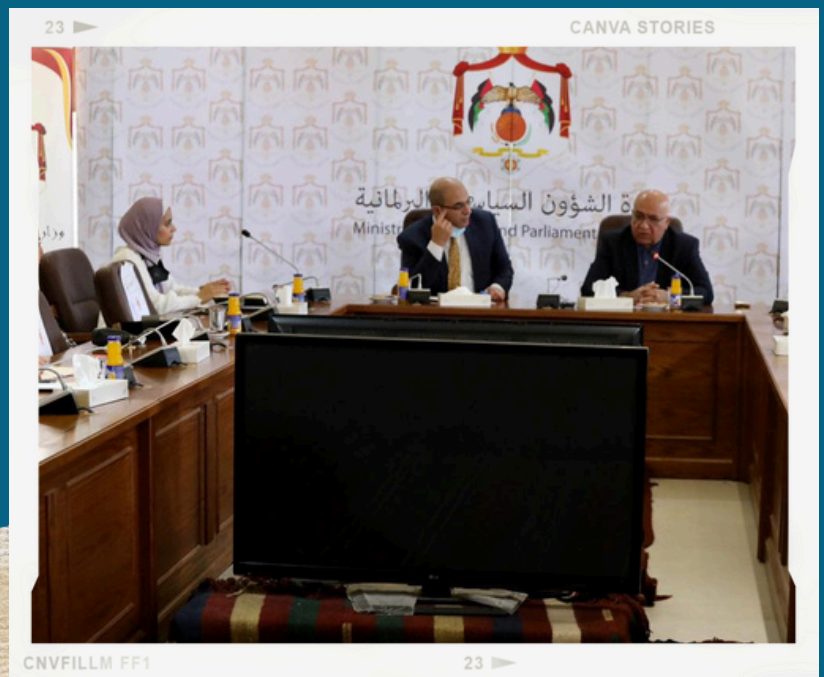


Mentored at:



*I am
capable*





BENEFITS FOR ORGANIZATIONS

Thanks to mentoring, organizations gain the following advantages (Butyn, 2003; Payne & Huffman, 2005) :

- Talent development and retention,
- Engagement and loyalty,
- Renewed enthusiasm,
- Reduced employee turnover and increased productivity



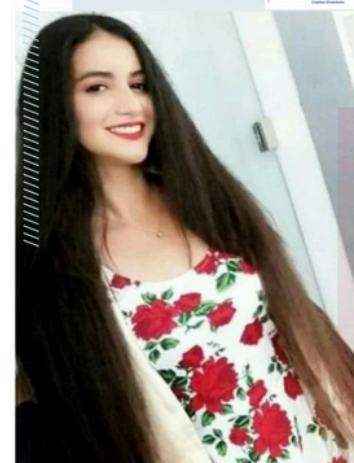
SECTION 2 : MENTORING IN FEMALE LEADERSHIP

THE FORUM OF FEDERATION'S MENTORING PROGRAM

The Forum of Federations' mentoring program is part of its project "Empowering Women for Leadership Roles in the MENA Region: Jordan, Morocco, and Tunisia," which aims to achieve more inclusive governance in the MENA region. The Forum thus adopted mentoring to advance women's empowerment by preparing them for leadership roles and providing mentoring opportunities to young women aspiring to become leaders. The program aims to achieve concrete results by the end of this initiative.

General Objective

The primary goal of the mentoring program is to develop skills in the next generation of women leaders, enabling them to take on leadership roles and participate in decision-making processes. This is achieved by enhancing the capabilities of young women (often students and/or active young women in civil society, politics, involved in research work, etc.) in areas related to transformative leadership and by strengthening their skills in a professional environment.



66 I strive to undertake a significant entrepreneurial project while ensuring gender parity in my company. I aim to contribute to the economic empowerment of women in Tunisia and become a successful role model. Mentoring will enable us to achieve our goals through personal and professional development."

Canada



66 I aspire to hold a position of responsibility in a large organization and advocate for women's causes. The mentoring internship, with all its learning opportunities, will help me learn how to set goals and achieve them, and how to balance private and professional life.

Canada

Specific Objectives

The mentoring period with female mentors allows:

a. For mentored students to:



- 1 Acquire skills to develop their leadership abilities through participation in projects, workshops, events, etc.
- 2 Have the opportunity to closely observe how female leadership is exercised by participating and accompanying the female mentor in various travels and meetings, and assisting her in her different responsibilities.
- 3 Apply the knowledge acquired during their studies.
- 4 Understand the constraints and obstacles female leaders encounter in fulfilling their missions, as well as the advantages and opportunities that arise along their path.

b. For female mentors to :

Combat discrimination:

Women often face sexism and gender-based stereotypes that prevent them from obtaining certain leadership positions or professional development opportunities. The support from female mentors aims to help future women leaders combat discrimination, secure the positions they desire, and achieve their dreams without fear. [2]



Value Female Talent:

As leaders, they are responsible for guiding and supporting women in their advancement, fostering their professional development, and strengthening their confidence to overcome obstacles. The importance of female mentoring is emphasized as it provides opportunities, creates new relationships, and broadens perspectives. Role models and mentors have the power to open doors for young women that were previously closed.



Expected Results

According to the project's logical framework, the mentoring program contributes to achieving Immediate Result 1120, which is to develop the skills of the future generation of women leaders to assume leadership roles and participate in decision-making processes.

It is expected :

a. From mentored students :

- An awareness and understanding of a female leadership environment.
- The development of their leadership skills to enhance their participation in decision-making processes across various professional, associative, political, and union-based contexts.
- The promotion of transformative female leadership among students through the tool of female mentoring.
- The strengthening of mentees' knowledge in gender equality, women's rights, and human rights in general to positively, sustainably, and strategically influence policies and practices that impact collective well-being, both currently and in the future (within universities and communities through the organization and participation in debates).

b. From female mentors :

- To coach the young interns by opting for quality communication methods that will enhance their learning and integration during the mentoring period in a female leadership environment.
- To ensure the sharing of necessary, useful, and possible information.
- To ensure the intern's integration within the work team.
- To ensure respect for human rights and personal dignity. This requires firm commitment from the parties, solid policies, appropriate mentor training, and monitoring mechanisms to create a safe, respectful, and conducive environment for learning and development.



PART 2 : IMPLEMENTING MENTORING



SECTION 1 : THE PHASES OF THE FEMALE LEADERSHIP MENTORING PROCESS

For a mentoring program to achieve its objectives, it must go through 3 phases: the initial or initiation phase, the intermediate phase, where the mentee benefits from the mentor's support, and the final evaluation phase.

A. INITIAL PHASE: THE FUNDAMENTALS OF THE MENTOR-MENTEE RELATIONSHIP

Thorough preparation before starting mentoring is essential to establish a solid foundation, maximize the benefits of the relationship, and ensure mutual commitment to achieving the mentee's goals.

a. Preparation Phase

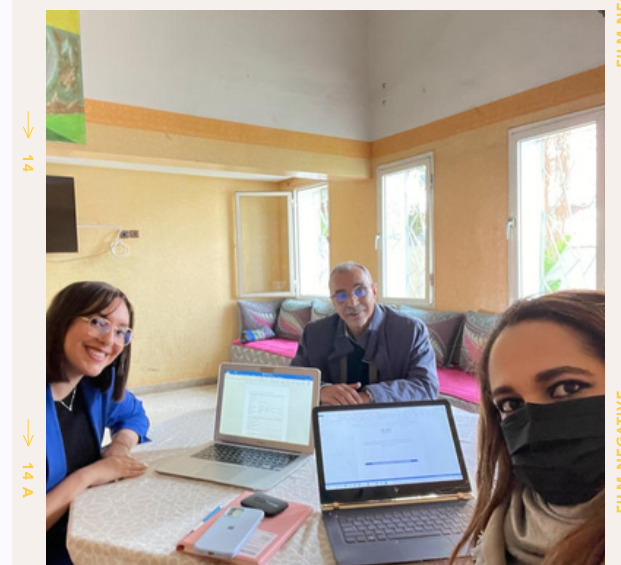
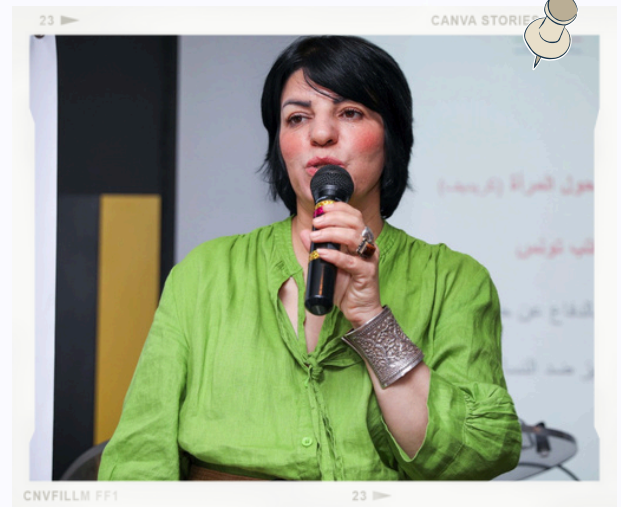
a1. Preparing to Be a Female Mentor

To be a female mentor, it is essential to acquire a set of characteristics and the ability to assume specific roles and commitments.

The Attributes of a Female Mentor

The profile of a female mentor is described as follows:

- Being a female leader who assumes responsibilities and is recognized as such;
- Being able to establish a relationship of trust and mutual respect;
- Being capable of conveying a clear vision;
- Having good listening and communication skills;
- Knowing how to delegate;
- Knowing how to stimulate reflection and critical thinking;
- Being able to encourage others to surpass themselves;
- Being able to help others achieve their goals.



The Role of the Female Mentor

The role of the female mentor in the context of mentoring includes the following aspects:

1 Advancing the mentee's autonomy :

The mentor's goal is to enable the mentee to make informed decisions, develop her skills, and become more confident in her professional journey. Mentoring aims to provide support and advice while encouraging the mentee to take initiative and fully embrace her role in her professional development.



2 Sharing experiences :

The mentor shares her experience as a woman leader, including the challenges and obstacles she faced. She shares inspiring and authentic stories from her journey, allowing the mentee to feel understood and to benefit from the lessons learned.



A mentee in
Tunisia
Mariem Dimassi

Our Stories



Mentored at:

Managers

"Right after my mentoring internship, I started a new experience with street art as a volunteer and was subsequently accepted at Yaluna Magazine as an editor. Today, I am the community manager there. It is no coincidence that all these opportunities came just after my training and internship with you."



Une mentorée
au Maroc
Zahira Elidrissi

Our Stories

"One of the most valuable lessons I learned from Ms. Imane is the importance of perseverance. She shared her own journey with me, the obstacles she overcame, and how she kept moving forward despite the challenges. This gave me the determination to never give up, no matter the difficulties that come my way."

3 Awareness of her own potential :

The mentor helps the mentee recognize her potential and map out a life project by encouraging her to deeply reflect on her passions and ambitions, as well as to understand her values and skills.



A mentee in
Tunisia
Karima Khabthani

Our Stories

“The training period and especially my mentoring internship allowed me to gain a better understanding of what it means to be a true leader and what women are capable of in our society, despite all the obstacles that may arise. Realizing one's potential and qualities strengthens self-confidence.”



Mentored at :



4 **Active listening** : The mentor creates a safe and supportive space where the mentee can share her concerns, doubts, and questions. This facilitates her reflection process and invites her to make decisions.

5 Motivation and encouragement: She motivates and encourages the mentee to take action. She recognizes the mentee's strengths and skills, boosts her self-confidence, and pushes her to step out of her comfort zone. The mentor uses encouragement to stimulate the mentee and motivate her to overcome obstacles and pursue her goals.



6 Advice and Challenges :

The female mentor provides practical advice and strategies to help the mentee tackle professional challenges. She also assigns challenges and activities tailored to the mentee's needs, fostering continuous learning and growth.



You Got This!



A Mentee in Tunisia

Sawssen Ferchichi

Our Stories



Mentored at:



"For me, it has been a total change up to today, as I used to be a reclusive person with no activities. But now, I have experienced a positive change; I am more dynamic and interactive than before. I now dive into new experiences to discover and learn both personally and professionally. And the best is yet to come. It is often the small steps that lead to the greatest victories."



A mentee in Tunisia

Yosr Jemni

Our Stories



Mentored at:



"We have been working and preparing for an international competition for the past 7 months. It has been, and still is, a tough experience marked by numerous conflicts and toxicity, which led to a loss of team spirit and a shift towards individualism. I was, and I emphasize this thanks to the leadership training, the only one who consistently tried to remind the team members of the importance of team spirit and professionalism. This was confirmed by the testimonies of the two coaches and the head of our master's department."

Commitments of the Female Mentor

To ensure the success of the mentoring program, the mentor commits to:

- 1** Be available to the best of her ability and provide support throughout the mentoring period;
- 2** Demonstrate empathy, act as a guide, communicate effectively, listen attentively, and provide constructive explanations;
- 3** Facilitate the mentee's integration into the new structure;
- 4** Take initiative in establishing a trusting relationship with the mentee;
- 5** Be receptive to the mentee's viewpoints and feedback;
- 6** Encourage the mentee to send topics she wishes to discuss in advance of the next meeting to prepare and foster more fruitful exchanges;
- 7** Encourage the mentee to participate in meetings and events related to the mentor's responsibilities;
- 8** Provide regular feedback to the mentee;
- 9** Follow-up with the mentee on the achievement of previously set goals using the meeting journal;

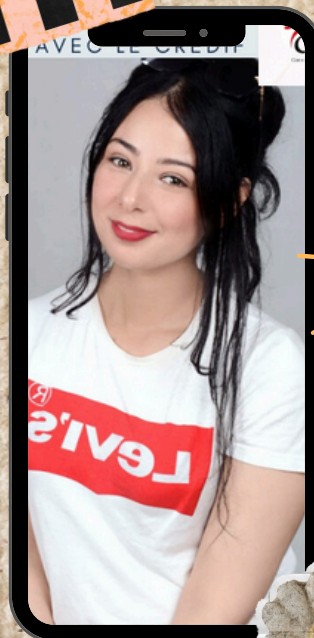
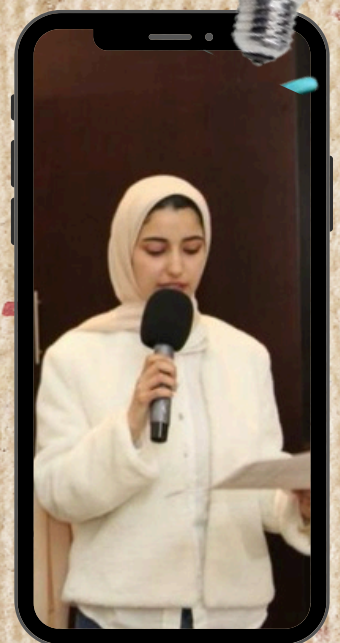
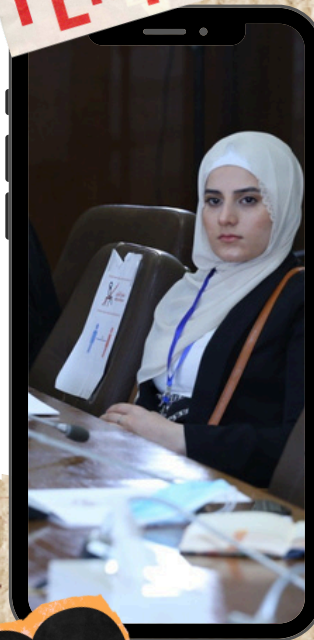
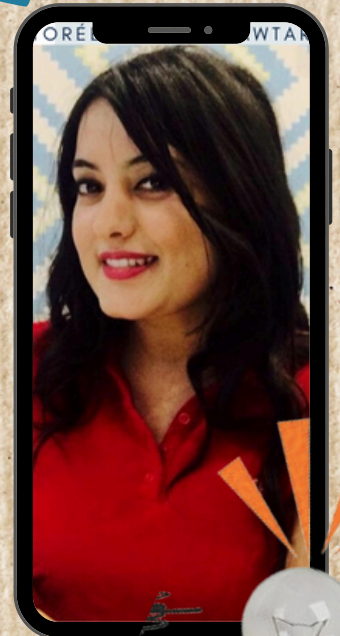


Fearless

a2. Preparations for the Mentee

Before starting her mentoring program, the mentee can ask herself a few questions:

- 1** Her professional and personal development is shaped by the vision she has for her life project.
- 2** She truly discovers herself by identifying what she really enjoys doing.
- 3** She clearly defines what she wishes to be, become, and accomplish.
- 4** Her learning objectives encompass the needs to be addressed, the knowledge to be acquired, and the skills to be developed.



b. The Initiation Phase


The initiation phase is a relatively short but very important stage of the mentoring relationship, as it establishes the foundation for the mentoring once parties are matched. It is when the mentor and mentee get to know each other, clarify their expectations, roles, and commitments, define a shared vision and common objectives, and develop a plan to achieve these goals.

For this stage to progress smoothly, the mentor should take the lead during the initial meetings to facilitate the mentee's integration into the new structure. Then, throughout this stage, the mentor and mentee implement their plan and regularly review progress to ensure the pre-established objectives are met.

The action plan will organize the necessary steps over time to achieve the objectives set for the mentoring period.

Several tools can be used to ensure the success of the initiation phase, such as:

- 1** Setting **SMART** Goals:
 - Specific:** As precise as possible and expressed clearly.
 - Measurable:** With indicators for objective evaluation.
 - Achievable:** With an intelligible and understandable formulation.
 - Result-oriented:** Attainable with available resources.
 - Time-based:** Integrated within a timeline with deadlines and key dates.



For example: with the support of her mentor, the mentee will add 3 influential contacts to her network by the end of the mentoring program.

- 2** Or the adoption of the **E.E.O.R.** model:
 - Establish** objectives,
 - Ensure** the objectives are realistic,
 - Observe** the possibilities, and
 - Realize** the actions, which is a helpful tool for setting realistic goals.





B. INTERMEDIATE PHASE: THE RESPONSIBILITIES OF THE MENTOR AND MENTEE

In this relationship phase, the mentee benefits from the mentor's support. It involves the mentee's immersion into the mentor's world and participation in various actions undertaken by the female mentor, such as internal and external meetings, networking events, or advocacy meetings. Over time, the mentee becomes increasingly autonomous.

a. Responsibilities of the Mentor

Ensure the implementation of the actions outlined in the action plan and encourage the mentee's reflection.

While accompanying the mentee, the mentor must ensure the actions outlined in the action plan are implemented and encourage the mentee's reflective thinking. The mentor will assign activities to achieve the goals set by the mentee within the framework of their action plan, such as developing communication skills, public speaking, etc.

These actions also aim to allow the mentee to discover the mentor's field of activity and test their own abilities.

Throughout this phase, the mentor will also monitor the progress and achievement of the objectives and encourage the mentee's ongoing development. It is useful for them to have appropriate tools at their disposal.





The 5Cs Model is a mentoring model based on five essential components:

Contact : Establish an initial connection with the mentee, creating an environment of trust and mutual understanding.

Contemplation : This step involves reflecting on and analyzing the mentee's goals, challenges, and aspirations to better understand their needs and motivations.

Course Correction : Once the goals are clearly defined, it is important to provide advice and guidance to help the mentee adjust their trajectory and achieve their objectives.

Congratulations : Praise the progress and successes of the mentee, thus offering a source of motivation and satisfaction.

Celebration : Celebrate major achievements and goals reached throughout the development journey, thereby reinforcing self-confidence and perseverance.



By using the 5 C Method, mentors can provide comprehensive and compassionate support, enabling individuals to reach their full potential and achieve their goals in an effective and rewarding manner.

Observation of Leadership in Action: For successful mentoring, the woman mentor should provide opportunities for the mentee to observe the full scope of her duties and to see female leadership in action. Whether it's meetings with her teams or external events, the mentor should involve the mentee in her daily activities as much as possible. When facing a crisis or challenges, invite your mentee to accompany you in managing such situations and ask objective and factual questions.

What is the problem? What are the causes of the problem? What are the possible solutions? What is the best solution? What is the best way to communicate?

Inviting the mentee to attend meetings and events allows her to observe leadership in action and develop her critical thinking skills.

b. Responsibilities of the Mentee

For effective mentoring, the mentee must:

Prepare for Meetings: Before each meeting, the mentee's role is to prepare an agenda, identify her goals, and communicate them in advance to her mentor. A well-prepared meeting leads to better results. By being prepared in advance, both the mentor and the mentee save time. The mentee is then more likely to (quickly) achieve her goals. The exchanges will be more interesting, relevant, and fruitful.

Be an Engaged and Active Learner: A mentee is expected to arrive on time, take initiative, ask questions, and provide feedback on her learning. It is important for the mentee to adopt a learning mindset by revealing her needs, strengths, and weaknesses.

Be Collaborative: In collaboration with their mentors, mentees explore and identify their areas of interest, strengths, areas for improvement, and professional aspirations.

Mentees should be open to constructive feedback from their mentors to ensure they improve all the skills necessary to navigate professional structures.

Integrate with the Mentor's Teams: This integration will allow the mentee to enhance her knowledge, expand her network, and better achieve her goals by engaging not only with her mentor but with the entire team.

Respect the Mentor's Availability and Expertise: A mentor offers her time voluntarily. She may not always be available and may not respond as quickly as desired. The mentor may not always have the answers to all questions. It is important to respect schedule changes and unforeseen events.

Be Honest and Authentic: In mentoring, as in any relationship, honesty and authenticity are key to a good rapport. As a mentee, it is important to remember that your mentor is not there to judge you but to listen and support you in your efforts. Hence, the mentee must be sincere about her needs and intentions to achieve this.[4]

Engage in Exchanges: Exchange and discussion with other mentees on a collectively predefined exchange platform.

Understand that the mentor is not responsible for your success or professional integration: The mentee's success or professional integration should not be directly attributed to the mentor. This highlights the idea that while the mentor's role is to provide support and advice, the mentee must remain responsible for her own actions and decisions. This encourages the mentee's autonomy and allows her to take initiatives based on her personal goals and professional aspirations.



C. POST-SUPPORT PHASE : EVALUATION AND IMPACT OF MENTORING

When the mentoring internship comes to an end, the active parties enter the completion and closure phase of the internship.

a. Assessment

Now that the mentoring period is ending, it is important to plan a meeting between the mentor and mentee to assess and summarize the progress made. To conclude the experience properly, take advantage of this moment to recapitulate and acknowledge the mentee's progress. At this point, the mentor and mentee reflect on the skills acquired during the period and identify areas for improvement. The mentoring is successful when the goals set during the initiation phase are achieved and lessons are learned from the experience.

After the assessment, you can consider making a list of things you want to continue working on together, independently, or with another mentor.[5]

b. Evaluation

Towards the end of the mentoring program, the mentor and mentee celebrate their experience and aim to evaluate the achievement of the objectives. Celebrating the mentoring experience can take various forms: giving a thank-you card to your mentee, a certificate of achievement, etc. It is also important for the mentor to evaluate their own development throughout the mentoring relationship.

Here are some actions that can be taken during the closure phase :

- ❶ Conduct an overall evaluation of the mentoring plan's actions and set objectives. This evaluation allows for a review of the progress made, the goals achieved, and any challenges encountered throughout the mentoring. It also notes lessons learned to improve future mentoring programs.
- ❷ Provide feedback to the mentee on the strengths she demonstrated during the internship.
- ❸ Identify areas for improvement that the mentee should continue to work on. Request feedback from the mentee about the internship period. Evaluate yourself as a mentor.
- ❹ Invite the mentee to re-examine their professional and personal vision, considering the experience gained and the learnings realized through the mentoring.
- ❺ Evaluation and planning of the steps following the mentoring are opportunities to measure the program's effectiveness and to predict how the acquired skills can be integrated into the next stages of career development. (Banwell, Kerr, and Stirling, 2017).

A relevant example of successful mentoring experience is demonstrated by the testimonials of three alumni from the mentoring program:



**Une mentorée
en Tunisie**
Fatma Mtiri



Mentored at:



Our Stories

"My participation in discussions about gender equality has become routine within my family, university, and during academic debates and conversations. I constantly advocate for the necessity of gender equality and the elimination of discrimination against women, which, I believe, should be done at every opportunity and across all social classes. "The door to change can only be opened from within" is a truth I could confirm after completing my mentoring in female leadership. Today, I am the new Fatma, with more strength, courage, self-esteem, and hope... and I dream of achieving all my dreams, to solely live the life I deserve, which is the life of a successful and fulfilled woman leader."

MENTORED BY
DOUJA GHARBI
CEO
REDSTART TUNISIE



**A Mentee in
Morocco**
Ghada Abbou

Our Stories

"My mentoring allowed me to acquire new technical skills and helped me develop my self-confidence, enabling me to take initiative. By the end of the mentoring, I felt not only better prepared for my career but also inspired to follow the same path as Mrs. Amal." – Mentee mentored by Amal Haddaj, Entrepreneur



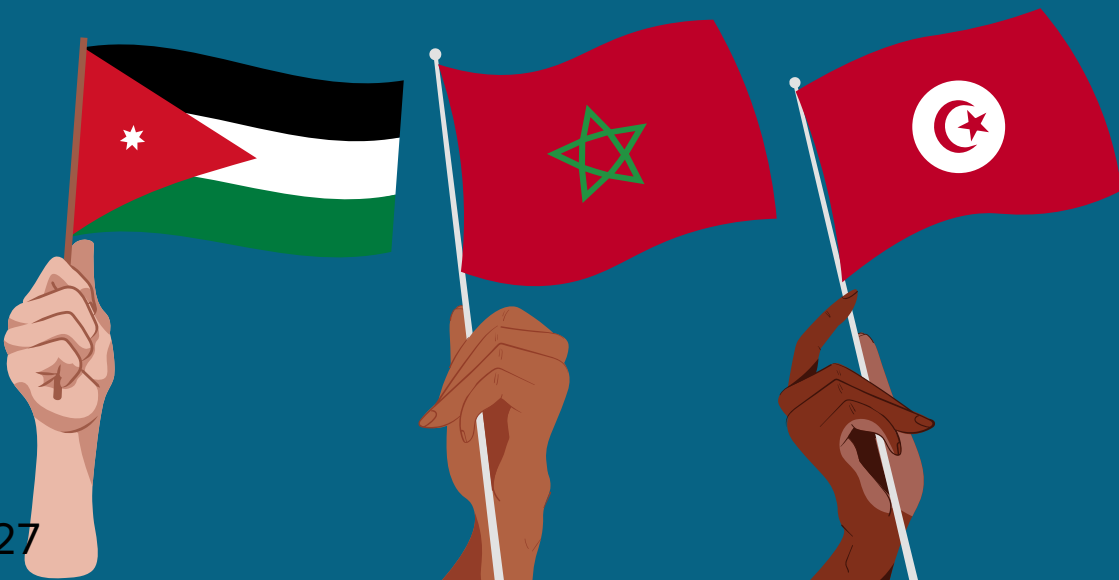
**A Mentee in
Jordan**
Tuqa M. Sarairoh

Our Stories

"During my mentoring journey, I had the privilege of being guided by Diana Haddadin, Head of the Policy and Monitoring Unit at the Jordanian National Commission for Women (JNCW). Her mentoring provided me with invaluable insights into women's rights, projects aimed at empowering women in Jordan, and the work of the JNCW. Additionally, my meeting with Dr. Rafah Al-Tarawneh, a leader from the Karak governorate, offered me perspectives on overcoming economic challenges. Dr. Al-Tarawneh highlighted the importance of resilience and proactive leadership, encouraging us to initiate change. This mentoring experience and the opportunities it provided to be guided and meet women leaders have profoundly influenced my understanding of effective leadership, emphasizing self-confidence and proactive approaches in addressing societal issues."

SECTION 2: THE IMPLEMENTATION OF MENTORING WITHIN THE FORUM OF FEDERATIONS' MENA PROJECT

The Forum of Federation's mentoring program plays a crucial role in achieving results for a future generation of women leaders. It is implemented specifically in each country within the project.

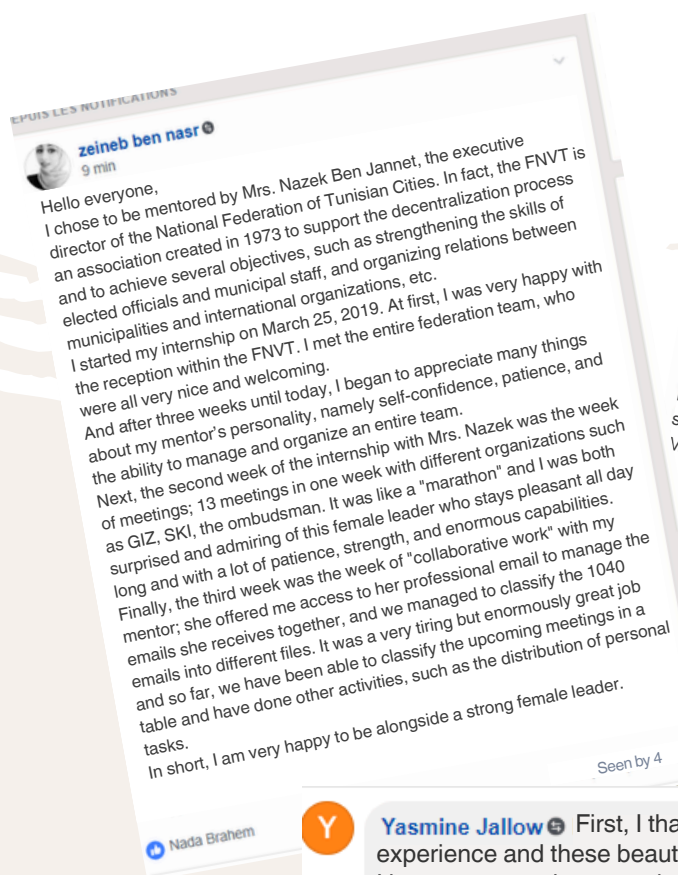


A. IN TUNISIA



“ We are investing and contributing to having women leaders in Tunisia; betting on our youth is investing in the future ! ”

These were the words spoken by Leila Haouaoui, Regional Director of the MENA Project for the Forum of Federations, during an interview in Tunis to present the mentoring program.

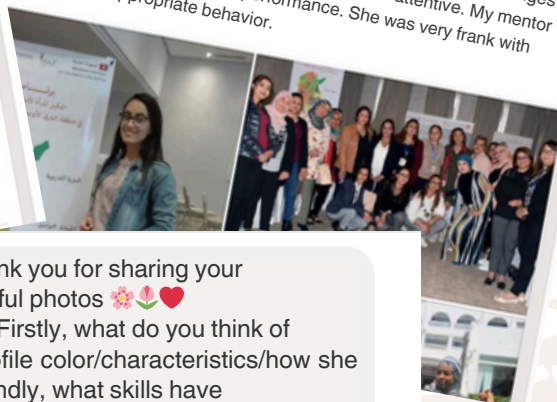


Seen by 4

Nada Brahem

yosr zafrane is with Yasmine Jallow
Yesterday, at 12:35
Hello everyone,

We attended the second session of the political academy. The participants were kind, active, and respectful, which created a favorable atmosphere for creativity and collective work. They shared their life stories with us in full emotion. We were comfortable with them as if we had known each other for a long time. Compared to the first session held during the week of 04/11/2019 to 04/13/2019, there was training dedicated to female delegates from different regions on "Leadership, Communication, and Crisis Management," organized in collaboration with the Forum of Federations in a program titled "Empowerment of Women for Leadership Roles." For us (my colleague and I), the communication was not as effective as with other women from political parties. We felt a hierarchical relationship with the delegates. They were not respectful regarding the schedule of each session, whether it was the morning or afternoon session. Madam politely drew their attention to the issue, but there were no changes in their behavior. They were neither understanding nor attentive. My mentor implicitly dissatisfied with their performance. She was very frank with about their inappropriate behavior.



Yasmine Jallow First, I thank you for sharing your experience and these beautiful photos 🌸🌿❤️ I have two questions to ask. Firstly, what do you think of Mrs. Hizem? (Her profile/profile color/characteristics/how she manages things, etc.). Secondly, what skills have you acquired and developed during these three weeks? Thank you 🌸

Mentoring in Tunisia Involves Six Phases:

- A two-step selection process.
- Integration of candidates into organizations.
- Monitoring and evaluation.
- Reporting.

MENTORING PROCESS

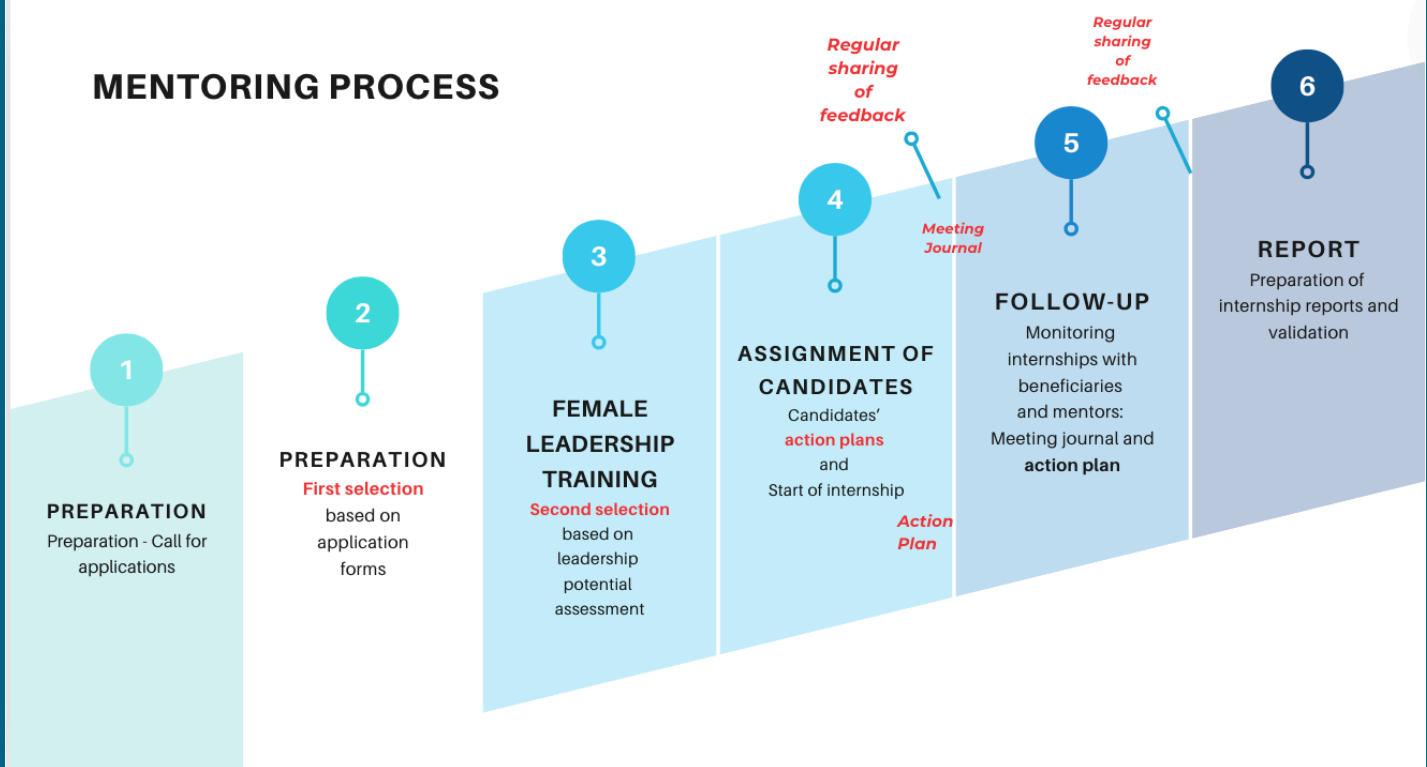


Figure 1: Mentoring process in Tunisia



Preparation (Phases 1, 2 and 3):

A call for applications is launched to get an initial idea of the candidates' motivations and interests. A pre-selection phase is then carried out.

Next, a three-day training is organized for the selected candidates, covering the project's concepts, including a transfer of knowledge on gender equality and female leadership, and 2 days of coaching in female leadership.

These trainings aim to equip the participants with leadership and communication skills, preparing them to integrate effectively into mentoring internships for future responsibilities. Through workshops and group exercises, participants familiarize themselves with various leadership profiles, strategic planning, introspection, and key aspects of leadership.

The session concludes with a final exercise aimed at framing and contextualizing the learnings, allowing the participants to identify their capacity-building needs, set objectives, and create a roadmap to give direction to their aspirations.

“This training was very enriching on a personal level. It allowed us to exchange our ideas, our ambitions, and to dream of a better future.”

—Participant in the mentoring preparation training

“It facilitated our ability to speak up, which will help us adapt better in our future internships and even in our professional lives.”

—Participant in the mentoring preparation training

Following the training, the Forum of Federations partners with a coaching expert to make the final selection of candidates for the mentoring program and assign them to host organizations. After the selection, the Forum holds several meetings with the beneficiaries to prepare them and raise awareness about the rules of mentoring.

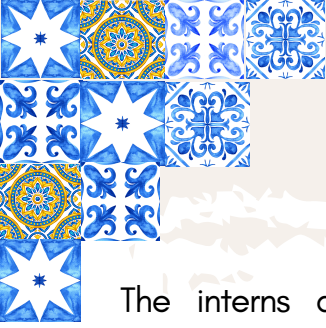
The preparation phase also includes the prospecting, identification, and contacting of host organizations that will partner in the mentoring program.

Assignment of Candidates and Follow-up (Phases 4 and 5) :

After the selection and preparation of the candidates, each one is placed in an organization where she will be mentored by a female leader in an internship lasting 1, 2, or 3 months, depending on the availability of the host organizations.

Subsequently, the action planning process becomes essential. This process allows the intern to define the necessary steps to achieve her goals (Appendix 1). Each intern will also prepare a meeting report for each interaction with her mentor. This journal is a way to document the exchanges with the mentor, recording the basic information to avoid losing track of assigned actions and decisions made (Appendix 1).





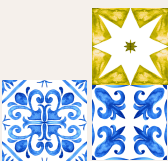
The interns also have access to a virtual exchange space. This space facilitates the analysis of issues related to female leadership, provides the opportunity to ask questions, and allows them to share their experiences with their peers.

During the internship period, the mentee must regularly contribute content of this space by providing substantial analyses at least once a week on the evolution of their reflections and learnings throughout the internship. The mentees' contributions will be evaluated based on their relevance, the quality of their reflection, and analysis. Evaluations will be conducted regularly, and the project team reserves the right to request an internship report if the contributions do not meet the evaluation criteria. Regular contact between the Forum team, the interns, and the mentors is maintained to closely monitor the mentee's integration and the proper conduct of her internship.

Reporting (Phase 6)

At the end of the internship, the mentees will be required to write a report that reflects their learning progress throughout the internship, based on their contributions during the program.

Pre- and post-questionnaires are administered to the candidates to document the program's effects on the beneficiaries.



B. IN MOROCCO

In Morocco, the mentoring program lasts for a period of 3 months (renewable) and benefits master's students. They will be accompanied by women leaders occupying decision-making positions in political, social, economic, and academic spheres.

Preparation:

In Morocco, a call for applications is disseminated through the Tanmia.ma platform. Applicants are invited to submit their resumes, cover letters, and the resumes of women leaders who could become their mentors. This approach aims to assess the candidates' ability to establish connections with women leaders and demonstrate their commitment to fulfill their aspirations and become authentic leaders. Applications are initially shortlisted based on the applicants' skills.

Shortlisted candidates then participate in an interview with the project team. The selected candidate attends a meeting with the project team to review the project guidelines and exchange useful information for the proper conduct of the internship. Then, the intern organizes a meeting in collaboration with the Forum team and the woman mentor, thus sealing her commitment to the process.

Implementation and Follow-up

After selecting the participants and their mentors, it becomes crucial to establish an action planning process. The Forum requests interns to create and review a 12-week schedule, which is then submitted for mentor validation. During the internship, this action plan can be adjusted according to the mentee's needs (see Appendix 2).

Mentees are also invited to regularly write and review their personal learning plans. This document identifies specific and personalized questions, outlines what the intern wishes to learn during the experience, and details methods for achieving the key final outcomes expected from the action. Each month, interns must submit an electronic copy of this plan to their mentor and the Forum. A discussion group is also available for mentees to share their experiences and ask other participants questions. Each week, throughout the 12 weeks of the internship, they must contribute by addressing various themes related to the mentoring objectives.



Reporting :

At the end of each month, a progress report must be submitted to better track the students' progress and define or revise the objectives for the following month. Similarly, the student must prepare a final internship report at the end of the internship. This report is essential for addressing the issues encountered during the mentoring. It provides a concise presentation of the work experience with the mentor and analyzes the link between the mentees' experiences and the new skills acquired. This makes it an indispensable tool for interns to apply their new knowledge concretely.

The intern must submit an electronic copy of the report to their mentor and the Forum's office in Morocco within one month from the end date of the internship.





C. IN JORDAN

In Jordan, the mentoring program extends over a year and specifically targets young women aged 20 to 24 enrolled in universities located in the southern governorates. This program includes both group and individual activities, carefully designed and executed in collaboration with accomplished female leaders from various fields.

Selection Process :

Each year, the Thuraya Center and the Forum of Federations select eight young women, both students and graduates, to represent the universities targeted by the project. The process begins with the meticulous development of selection criteria.

Subsequently, an application form is posted on the Center's Facebook page and the pages of the concerned universities. The received applications undergo a thorough evaluation by a joint selection committee from the Thuraya Center and the Forum of Federations, which is based on the pre-established criteria to determine admission into the program.

The selected mentees are accompanied by seasoned mentors from various sectors, such as politics, cultural affairs, social issues, public activism, media, and academia. It should also be noted that male "champions" of gender equality have been specifically chosen as mentors.

The mutual commitment between mentors and beneficiaries is formalized through a Commitment Form (Appendix 3), highlighting their dedication to the program's objectives.

Implementation Methodology :

At this stage, the importance of the action planning process is reflected throughout several steps. Firstly, a meeting assembling the candidates and mentors is organized, during which:

- Participants review the program's objectives, expected outcomes, and the roles associated with the beneficiaries and mentors.
- Mentor-beneficiary teams are formed.
- The experiences and skills of each mentor are evaluated.
- The beneficiaries' goals are clarified, and the desired outcomes during the mentoring period are defined.

Next, each mentor develops detailed individual action plans outlining training, awareness sessions, community activities, and initiatives to undertake.

Emphasis is placed on the active participation of all beneficiaries, thus promoting the sharing of knowledge and experiences. These action plans, presented in Appendix 3, aim to guide the mentoring process in a personalized and collaborative manner.

Reporting

Each month, the mentors submit reports detailing their achievements and the activities planned for the upcoming month, as stipulated in Appendix 3. The use of the "Report Form" facilitates the systematic documentation of progress and accomplishments, providing mentors and mentees with the ability to track their journey toward leadership and personal development.





D. REGIONAL MENTORING

To capitalize on the experiences of national mentoring, the Forum saw an opportunity to gather former program beneficiaries from the three project countries at the regional level. Indeed, the project values mentoring and acknowledges that future leaders need ongoing support.

The objective of the regional mentoring program was to bring together mentees who have strengthened their skills through national cohorts, providing them with a space to share experiences and highlight their professional growth and leadership journey.

Preparation

The regional mentoring included alumni from the national mentoring programs who had completed their mentoring journey in their respective countries or were currently participating. We also extended some workshops to other young people trained within the Forum of Federations' MENA project to enrich discussions on the principle of mentoring and the concept of female leadership.

Implementation

As part of the regional mentoring program, the Forum of Federations organized a series of virtual activities to enrich the mentoring journey of the beneficiaries, some of which were a response to the COVID-19 pandemic.

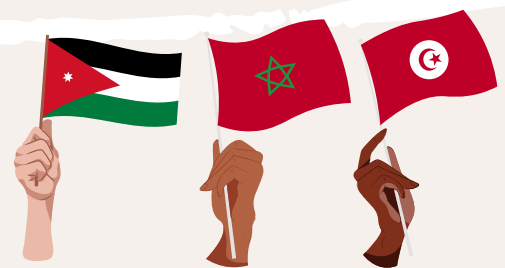
These sessions, led by international mentors from Canada and elsewhere, aimed to connect mentees and young leaders with perspectives from globally recognized leaders.

Participants included members of the Forum of Federations' steering committee, renowned female politicians, activists, and opinion leaders. During the closing session of the program, successful alumni who had become influential female leaders were invited to share their experiences. This approach aimed to inspire current mentees and young leaders by sharing concrete examples of leadership and success.

Through online exchange platforms, mentees were also invited to other Forum activities deemed relevant to their development.

The project team at headquarters in Ottawa primarily managed the coordination and implementation of the regional mentoring program activities, with close collaboration from the country teams. Overall, 5 regional webinars were organized.

In addition, a Facebook group was created to enhance exchanges and sharing among beneficiaries from each country. This facilitated the creation of a practical community where participants could share and be inspired by each other's journeys and progress. This aspect of the program emphasized interactions and collective inspiration.



Furthermore, the Forum brought a team of researchers into the online community to provide resources regularly. This initiative aimed to enrich the knowledge and skills of the mentees, as evidenced by their active participation in organized workshops. The mentees were encouraged to:

- Share their learnings for collective benefit, highlighting the importance of knowledge sharing and exchange.
- Provide resources such as information sheets, articles, podcasts, and practical leadership and skill development advice, emphasizing substantial content rather than personal updates or networking experiences.
- Share their challenges and obstacles, fostering a supportive atmosphere in the community. This approach highlighted the role of the mentoring platform in enhancing women's confidence in leadership. It offered a space to seek advice and reinforced the message that they are not alone in their journey.

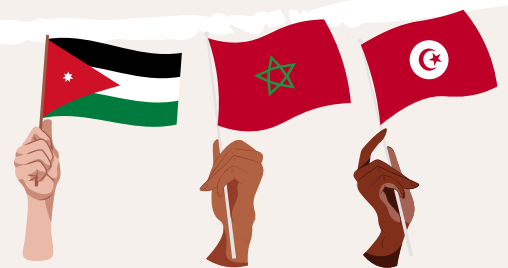
Following the implementation of the mentoring platform, the coordination team organized an orientation session to strengthen synergy among the mentees and present the program's objectives, benefits, and their role as mentees.

This session also served as an introduction to the young researchers associated with this initiative, who came from Jordan and Morocco, further enriching the diversity and scope of the program.

The platform's coordination was managed by project team members. Their responsibilities included:

- Approving submissions from the mentees.
- Stimulating discussions by asking questions.
- Encouraging mentees to share their learnings for collective benefit.
- Distributing leadership and skill development resources, such as information sheets, articles, podcasts, and practical advice, focusing on educational content rather than personal anecdotes.
- Promoting the sharing of challenges as a means of support, which strengthened self-confidence and enhanced the sense of community among participants.

Creating community guidelines was also important to improve communication among mentees and their engagement on the platform.

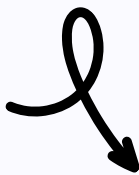




Challenges of Regional Mentoring

Among the challenges encountered in the implementation of regional mentoring, we note:

- The multilingualism of participating countries complicated communication and activities.
- Some dominant participants monopolized the scene, limiting the diversity of contributions and preventing others from fully expressing themselves.
- The career advancement of mentees reduced their engagement on the platform.
- Initial contributions often consisted of simple updates on their daily journey, sometimes lacking depth.
- The platform's sustainability is threatened without continuous support from the project, including financial and human resources.
- Geographic dispersion hindered in-person gatherings of the mentees.
- COVID-19 restrictions impacted the program's execution and mentee interaction.



🌟 Explore the highlights of our virtual events, where inspiration and sharing were the focus 🌟

- <https://fb.watch/qMji2hVUw7/>
- <https://www.youtube.com/watch?v=ukFU7umrO8A>



E. MENTORING IN FIGURES

61




Following the four editions of the mentoring program, 61 future women leaders participated, including

16 from Jordan

28 from Tunisia

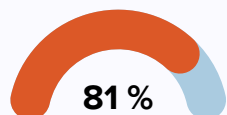
17 from Morocco

Over the years, the mentoring experience proved to be a success for the mentors, but especially for the mentees. On-the-spot evaluation questionnaires, answered by 57 mentees, clearly demonstrated that these programs had significantly improved their:

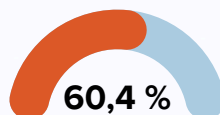
- Self-confidence to assume leadership roles  **100 %**
- Level of courage to participate in decision-making processes  **92,6 %**
- Knowledge of transformative leadership  **4.25/5**

⇒ The positive impact of the mentors on skill and knowledge development was confirmed by the mentees, with an average rating of: **4.60/5**

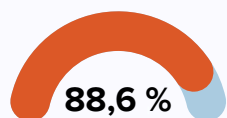
The mentoring program profoundly transformed the lives of these young women. This training demonstrated a long-term impact through delayed feedback questionnaires, revealing significant results. The responses of the 48 participants clearly indicated that:



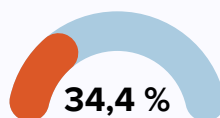
of the participants confirmed that they tried to assume leadership roles since participating in leadership and soft skills training.



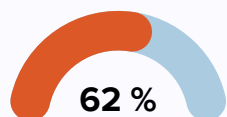
of the participants were integrated into community life.



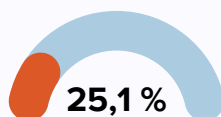
of the participants noticed that their professional and personal skills improved after the mentoring.



of the participants obtained employment after the mentoring.



of the participants explored new experiences after the mentoring: searching for a job, participating in training, having new interests, taking action within their organization or workplace, or exploring a new academic path.



of the participants developed entrepreneurial skills.

CONCLUSION

The leadership mentoring program implemented by the Forum of Federations enables young future women leaders to acquire the leadership skills of their mentors, fostering both their know-how and interpersonal skills. The mentoring experience benefits not only the mentees but also the women mentors.

For the mentees, personalized advice from experienced female leaders provides a unique advantage. By the end of the program, mentees emerge more confident and more prepared to embrace leadership roles, a transformation attributed to the attentive support of the Forum of Federations and their mentors. Some may even advance to leadership positions or projects, allowing them to thrive as women in a predominantly male world.

Regarding the women mentors, they have the opportunity to share their expertise and skills with new generations of women leaders, significantly impacting their careers and personal development. Being a mentor is both a rewarding and enriching experience, even if it comes with challenges.

“One of the most inspiring things Zahira (my mentee) taught me is that women's empowerment is not limited to professional success but also encompasses personal emancipation and the positive impact women can have in their communities.

Thanks to her, I became aware of the importance of getting involved in organizations and projects aimed at promoting gender equality. I am grateful to her for guiding me on this path of social engagement. She showed me that mentoring is not just about transmitting knowledge but also a mutual source of inspiration for positive change.”

— Imane Lakchiri, Head of Knowledge Management Service in the Gender-Sensitive Budgeting Division - Budget Directorate, Ministry of Economy and Finance.

This perspective highlights the need to intensify training programs for women mentors to better prepare them for their roles and enhance their mentoring skills.

Moreover, a new trend has emerged within this mentoring dynamic: “reverse mentoring.” This concept, perfectly aligned with mentoring, involves exchanging knowledge and experience between less experienced or younger individuals and their more experienced or older peers.

This approach can not only enrich the mentees' journey but also strengthen the women mentors by helping them stay connected to new trends and perspectives. Therefore, reverse mentoring becomes a natural extension of female leadership mentoring, allowing generations of leaders to inspire one another. [6]



APPENDICES: THE MENTORING TOOLS DESIGNED AND USED BY THE 3 COUNTRIES



Mentoring Tools in Tunisia

1 - MENTORING ACTION PLAN

Based on what you were introduced to during the female leadership training and mentoring preparation (team-boat exercise), complete your action plan.

Mentor

Mentee

Action Plan Start Date :

Estimated Completion Date :

Long-term Goal :

(Insert as many goals as you wish)

Short-term Goals and Priorities Related to the Long-term Goal (Sub-goals)

(Insert as many goals as you wish)

The Actions to Implement to Achieve My Goals : Listing the Various Actions.

No action plan... without actions! Carefully selected in advance, these different measures can be prioritized. The goal is to highlight the most urgent actions or those that contribute the most to achieving the targeted objective.

While it is necessary to describe the action's details to a minimum, be concise to ensure the plan maintains readability. Remember, this will be a reference document throughout your mentoring program.

Action 1 :

Timeline for Achieving Goals

While some actions have a specific deadline, others are subject to a certain recurrence (once a month, twice a quarter...). Take this into account.

Goal 1 :

Goal 2 :

Goal 3 :

Etc.



Success Criteria - Objective Achievement Indicators

This involves quantifying the achievement of the goals in question. Defining success criteria ensures that the action's outcome aligns with the initial intentions. It may also be wise to indicate a starting value to have a point of comparison. (For instance, if one of the identified actions is to reduce stress, a success criterion could be: the number of times I feel stressed has been halved.)

Indicator 1:

Indicator 2 :

Additional Comments

2- Mentoring Meeting Journal :

The first meeting is an opportunity to :

- Start building the mentoring relationship
- Clarify expectations and objectives
- Initiate the action planning process
- Identify resource needs
- Agree on how meetings will be conducted (e.g., Skype, face-to-face, email)
- Set realistic deadlines for achieving objectives
- Agree on the schedule, duration, and location of meetings

Mentor

Mentee

Date of meeting: / /

Duration of the meeting :

**Contact Method : Face-to-face / Phone / Email / Skype / Others
(specify)**

Objectives Achieved Since the Last Meeting: Measure of Achievement

Challenges and Solutions

Topic (s) for this Meeting

**Steps to Follow to Achieve the Objectives Set During This Meeting
(for example, required resources, responsibilities):**

Topic (s) for the Next Meeting

Actions for the Mentee or Mentor Before the Next Meeting

Resources Needed to Achieve the Objectives of the Next Meeting:

Critical Points to Monitor Based on Planned Actions:

Date of the Next Meeting:

Mentoring Tools in Morocco

1- Action Plan

Tasks to be Completed During the Internship:

- Objectives to be achieved each week ;
- Locations and times of meetings
- Work to be submitted
- Resources to be mobilized

2- Progress Report

Introduction

- I- What Objectives Were Completed
- II- Activities and Tasks to be Performed
 - 1 - Activities
 - 2 - Tasks Completed
- III- What Needs to be Revised and Improved
- IV- How to Ensure All Goals are Achieved Next Month
- V- Challenges and Obstacles Encountered
- VI- What You Learned from This Experience

Remarks and Recommendations

Conclusion

Appendices

Appendix 1 :

The Mentoring Tools in Jordan

Mentoring Program Support Documents:

Distributed throughout the mentoring program, participants will have access to a comprehensive set of documents designed to enhance their engagement and learning experience. These documents include:

- 1. Needs Identification Form** - aids in tailoring the program to each participant's unique requirements, ensuring a personalized approach.
- 2. Action Plan for Beneficiaries** - serves as a roadmap, helping young women set and achieve their career and personal development goals.
- 3. Commitment in M Program Form for Benefi Program Form for Beneficiaries -ciaries** - formalizes the dedication of both mentors and mentees, fostering a strong sense of commitment to the program's objectives.
- 4. Report Form** - allows for the systematic documentation of progress and accomplishments, enabling mentors and mentees to track their journey towards leadership and personal growth.



Community guidelines

Thank you for joining this Facebook Workplace Group! We have been delighted to see all the ongoing interaction, truly creating a vibrant space of exchange and dialogue. Here are a few guidelines that will be pinned at the top of the group for any new member to look at.

Focus on the QUALITY of your content: The purpose of this group is to share knowledge, tips and anything that may provide others support and resources on their journey towards leadership. When sharing a post about what you have been up to, try and mention two or three things you have learned that others can benefit from and implement in their personal or professional lives.

Don't be afraid to initiate a conversation! Need support with something? Ask! Looking for resources or way to build a specific skill? Ask! If you find an article, podcast or video that you find interesting and useful, feel free to share it so we can all benefit!

Be Kind and Courteous: We're all in this together to create a welcoming environment. Let's treat everyone with respect. Healthy debates are natural, but kindness is required.

No Hate Speech or Bullying: Make sure everyone feels safe. Bullying of any kind isn't allowed, and degrading comments about things like race, religion, culture, sexual orientation, gender or identity will not be tolerated.

Respect Everyone's Privacy: Being part of this group requires mutual trust. Authentic, expressive discussions make groups great, but may also be sensitive and private. What's shared in the group should stay in the group.

This is your group as well so if you had any ideas or suggestions, feel free to comment down below! Welcome and good luck on your leadership journeys!

SOURCES

- 1** Women Leaders, personal leadership and challenges by Marelize van Wyk, Phd Thesis: faculty of management university of Johannesburg, January 2012.
- 2** <https://leadershipaufeminin.fr/2023/06/05/le-mentorat-dans-le-developpement-du-leadership-feminin/>
- 3** <https://www.pourlasolidarite.eu/sites/default/files/outil-empowerment-bruxelles-2017.pdf>
- 4** <https://elomentorat.com/fr/blogue/roles-mentor-mentore/>
- 5** <https://afev.org/actualites/mentor-lafev-comment-anticiper-la-fin-de-mon-accompagnement>
- 6** <https://www.pushfar.com/article/reverse-mentoring-what-is-reverse-mentoring-how-does-it-work-and-what-are-the-benefits/>
- 7** Johan Sellitto | Concepteur-Rédacteur Web @CadresEnMission



REGIONAL GUIDE ON FEMALE LEADERSHIP MENTORING

As part of the project “Empowering Women for Leadership Roles in the MENA Region: Jordan, Morocco, and Tunisia”

Implemented by



Financed by :

