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HORIZONT
3000

Caritas



SECURE LIVELIHOODS FOR SOUTH SUDANESE REFUGEES AND HOST COMMUNITIES IN WEST NILE REGION, UGANDA

BUSINESS MENTORSHIP & COACHING GUIDE



1.1 About the project

Since the outbreak of violence on the 7th of July 2016 and corresponding deterioration in the overall security situation, in South Sudan and in DRC more than 1,294,954 people from South Sudan, DRC and Burundi mainly have fled across the borders to Uganda, of which 82% are women and children, increasing the total number of South Sudanese refugee arrivals in Uganda since 2016 to over 880,168 as of 20 March 2020.

Bidibidi in West Nile is home to approximately 230,000 refugees who fled the civil conflict from South Sudan, making it one of the largest refugee settlements in the world. 53% of the refugee population are female; only 29% are of working age (18-59) and only a quarter of these are classed as having an occupation. The livelihoods of the inhabitants of Bidibidi are lacking in comparison to other refugee settlements around Uganda. A recent Multi-Sector Needs Assessment (2018) found that Yumbe District had the second-highest proportion of refugee households in need of livelihoods support in the entirety of Uganda. In December 2017, there were 21 (I)NGOs engaged in support for livelihoods and environment, second only to WASH, and implementing interventions that met emergency needs and short term in nature.

In a bid to enable refugees and host communities achieve economic, social and environmental self-sufficiency, Austrian Organization for Development Cooperation (HORIZONT3000), in partnership with the Agency for Accelerated Regional Development (AFARD) and Palm Corps secured a two-year funding from the Austrian Development Cooperation, Bruder und Schwester in Not Innsbruck (BSI) and Caritas Kärnten to support livelihood initiatives in Arua and Yumbe districts.

The primary objective of the project is,

“Refugees and host communities have secure livelihoods and contribute to sustainable development within Rhino camp and Yumbe resettlement areas, in West Nile Region, Uganda.”

The specific objectives are:

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| <p>(i) To improve the nutrition status of the 1,125 targeted households (67% females) in refugees and host communities by 2022;</p> <p>(ii) Profitable sustainable agriculture practiced by 750 households (67% female headed) in refugees and host communities;</p> | <p>(iii) To improve women’s average income from economic activities in refugees and host community by 2020; and</p> <p>(iv) To promote peaceful settlements for refugees and host communities where natural resources are conserved and shared.</p> |
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1.2 About the Guide

The Migration project adopted livelihood diversification as a critical resilience strategy for poor household since it permits income smoothening. Through the strategy, the project will promote among others provision of adequate start-up kits, business mentoring, market linkages, and use of peer role-model entrepreneurs to provide the business mentorship support to trigger women, youth and girls to start microenterprises and adopt good business management practices that in turn will increase women’s time spend on productive work, increase their sales volume and profits and ultimately monthly income, savings, and ownership of productive assets (that gives women more social and economic status in their families and communities). This guide therefore brings out the steps in conducting business mentorship and coaching. It will be used by the project managers and Officers.

The guide is specifically designed to help the project team to:

- (i) Identify project beneficiaries engaged in businesses
- (ii) Diagnose the businesses to find out the challenges they are facing
- (iii) Give the best business mentorship support to help the businesses to thrive

1.3 What is business mentorship and coaching?

Business mentorship and coaching is a business development service, which falls specifically under the grow your business management skills “grow your business skills” as ILO terms it. It mainly supports the growth of newly established enterprises to stand the shocks created by lack of business management skills.

The business mentorship and coaching approaches:

- Mentorship and coaching by the project Officer or a role model business owner
- Business mentorship through business clinics.

1.4 Process of conducting business mentorship and coaching

The Migration project uses 5 steps to ensure effective mentorship and coaching so as to enable business owners stand the shocks that come as a result of limited knowledge on good business practices.

Steps	Actions
1	<p>Selection/prioritizing of good business practices.</p> <p>This entails</p> <ul style="list-style-type: none">• Coming up with key business management practices for example, for the Migration project, emphasis was put on Business record keeping, Business planning, Business location, access to business finances, customer care services and leadership for improved business viability.• Mapping out the categories of businesses/ business owners so as to select which business practice will effectively be practiced by him/her
2	<p>Business mapping</p> <p>Here, the project team</p> <ul style="list-style-type: none">• Identifies beneficiaries with businesses• Classifies the businesses according to types• Collects information for business diagnosis
3	<p>Business diagnosis</p> <p>This entails</p> <ul style="list-style-type: none">• Visiting the beneficiary business premises to see their conformity with the good business management check list• Identifying the existing gaps (good practices vs. business owners practices)
4	<p>Business mentorship</p> <p>This entails</p> <ul style="list-style-type: none">• Plugging in the gaps. For example taking the business owner through the specific business practice she/he is lacking, or doing corrections where he/she is wrong.• The POs provide business health checks and give customized advice for better business performance
5	<p>Business coaching</p> <ul style="list-style-type: none">• At this point, the business owner should be using the knowledge she/he got from the mentorship visits• POs continue to do business performance assessments to see improvements

Steps in business mentorship and coaching and the necessary tools to facilitate the process

There are various tools that aid the above steps. It is good to note that business mentorship and coaching is a step wise process and the steps should be followed the way they appear in the table above. If the processes are managed wrongly, then effective execution of the mentorship will be hampered. POs are encouraged to always discuss these steps in their teams so as to know what to do, and do it as required.

STEP 1: SELECTION OF GOOD BUSINESS PRACTICES.

This is the first step in business mentorship and coaching. Its core objective is to help the POs to come up with key business management practices (selection of a few from the very many) so that impact or adoption of the practices is easily measured, and that it is not a waste of time to do business mentorship. Sometimes POs get demotivated when they realize that efforts they have put into business mentorship and coaching are not materializing for reasons that they go with too many practices that the business owners may not be conversant with for some reasons which include among others, they are busy, making ends meet, some are illiterate, others have very small stock sizes, and the types of businesses.

To avoid the challenges that affect both the POs and the business owners, selection of a few key business management practices and mapping out which business or business owner needs which practice will help provide satisfaction to all the stakeholders since they will be able to see impact in terms of adoption, hence growth of the businesses.

TOOL 1: GOOD BUSINESS PRACTICE SUITABILITY CHECKLIST.

This is a simple checklist that will help the POs to ascertain which practice best suits which business/ business owner. Before putting this tool into use, the POs will sit as a team and brain storm on the existing good business practices with reasons why they think some may be more relevant for their beneficiary's businesses. After the discussions, they should be able to come up with a list of practices to be promoted in the project, with which business/ business owner needs the practice most.

S/n	Good practice	Owners literacy level	Type of business	Size of stock

STEP 2: BUSINESS MAPPING.

This is the second step in business mentorship and coaching. Its objective is to identify project beneficiaries who own businesses.

Steps in conducting business mapping.

The quickest way to conduct business mapping is through group meetings.

- The PO should invite group members to a group meeting with the help of the group chairperson,
- Should emphasize what the meeting is about and ensure that the chairperson invites all business owners who are group beneficiaries.

Once the PO and the chairperson have agreed on the dates to hold the meeting, then the chairperson mobilizes his /her group members and ensures that he/she invites all the business owners.

In the meeting,

- The PO gives the introduction to the meeting, of course pointing out why the meeting and sets ground rules.
- It is important to note that the PO should carefully explain to the group why it is important for business owners to have good business management practices to help them grow their businesses, and the project will be helping them to do this step by step through business mentorship and coaching.
- He/she should ensure that their fears are allayed so that they take the exercise in a positive way since it will be a journey they should move together.
- After the guidance from the PO, he/she then by show of hands gets the business owners and gets their business addresses and phone contacts by using tool 2 below.

TOOL 2: BUSINESS OWNER IDENTIFICATION TOOL

S/n	Name of group	Name of business owner	Business address/telephone contact

After the PO's have identified the business owners, they can now do business/ business owner capacity assessment. This assessment entails finding out the potential or capacity of the business/ owner to adopt and have the impact of the good business practice identified. This information is collected using tool 3, below.

TOOL 3: BUSINESS ASSESSMENT FORM

S/n	Name of group	Name of business owner	Type of business	Literacy level of business owner	Size of stock

After the business assessment, the PO is now well versed with project beneficiaries who have businesses and what good practices can be best introduced to them during the mentorship sessions for improved business performance. One thing the PO needs to do is business diagnosis which is step 3.

STEP 3: BUSINESS DIAGNOSIS.

Business diagnosis is step 3 in business mentorship and coaching process. Its core objective is to find out the gaps in the businesses project beneficiaries are operating. These gaps can be in terms of business owners limitations in following the business good practices introduced to them in the income generating activity trainings, or other challenges related to business management, which can sometimes be observed by the PO as he/she visits the business premises. A business diagnosis form can be used to aid diagnosis.

Steps in conducting business diagnosis

- The PO contacts the business owner through a phone call either directly to him or her, or through the group chairperson.
- Once they have agreed on the date and time, the PO then visits the business owner's business premises.
- The PO using the business diagnosis form to assess the business owners' compliance to business good practices by either ticking ✓ or crossing ×.

- The PO can also discuss other challenges related to the business that need to be addressed through mentorship with the business owner, and can also observe what is happening around the business which points to the fact that the business owner needs help.
- He/she can then use the form below to collect information.

TOOL 4: BUSINESS DIAGNOSIS FORM.

S/n	Name of owner	Type of business	Good practice 1	Good practice 2	Good practice 3	Good practice 4	Good practice 5	Other challenges

After business diagnosis, the PO should be ready to start mentorship. But to be more efficient, he/she should cluster same businesses with same challenges, and are in the same group so that he/she can use the group approach to do mentorship where possible. Business diagnosis should also be able to help the PO identify peer role model entrepreneurs who can help in the mentorship processes.

STEP 4: BUSINESS MENTORSHIP

Business mentorship is step 4 in the business mentorship and coaching process. Its core objective is to help business owner’s unplug the challenges they face, which have hampered business growth. This sometimes involves customized training in some of the good practices in business management, for example business record keeping and some life skills that can make the business owner assert him /her self.

Steps in conducting business mentorship.

- The PO identifies business challenges from the business diagnosis form
- Clusters the business owners depending on uniformity of their challenges
- The PO then organizes business clinics for the business owners in that manner. In case the business owners do not have same challenges, the PO has to do one on one mentorship.
- At every mentorship visit, the PO and the business owners agree on a specific work plan on when they can work on the challenges identified. The PO will then start coaching visits.

STEP 5: BUSINESS COACHING

Coaching is done to find out if business owners are putting to practice what they learnt during mentorship visits (monitoring progress). It is a continuous process until the desired result is achieved. The PO follows up monthly to see if the business owners are picking up the new business ideas by reviewing the business diagnosis form from time to time to ascertain change, and record his/her findings in a monthly monitoring form, tool,5. Note that the PO is not to follow all the businesses monthly, he/she can fix time depending on their work plans with the business owners.

TOOL 5: MONTHLY BUSINESS MONITORING FORM.

Name of project staff	Date of visit	Topics covered during mentorship
Name of Business owner	Telephone no:	Changes observed by both business owner/PO
Persistent challenges	Suggestion for improvement	
Remarks	By the PO By the business owner	

As the PO continues to mentor and coach the business owners, it is important for him/her to do business impact assessment for the businesses that are improving. This is the only way the PO will know that assistance has been given, and the objective of the mentorship and coaching support is being met. The business health check form can be issued bi- annually so that business growth is measured in terms of business volume, and income.

Name of business owner	Type of business	Sex: Male Female
When was the business started	How old is the business	What was the size of your startup capital
Source of startup capital	Is your business registered	What is the current value of the business
Do you have a written business plan		
Do you have a business vision		
Is the business performance improving		
Are your products unique to the market		
Are your prices competitive		
Have your sales increased in the last 6 months		
Has the number of your customers increased in the last 6 months		
Do you keep business records		
Have your profits increased		
Do you have access to business loans		
Do you separate your business money from family expenditure		
What is working well		
What is not working well		

