

# Institute for Economic Empowerment of Women



The PEACE THROUGH BUSINESS® program provides long-term business education to women entrepreneurs in Afghanistan and Rwanda. The program is based on the theory that the more economically sound a country is, the greater its capacity for peace.

## PRESENTS

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## What is a Mentor?

-Teacher, Advisor, Expert, even Friend-

Mentors are often the first people we look to for valuable sources of information.

Managing work-life balance while building a business is tough; some would call it an art, yet it is something every entrepreneur has learned to manage. You have trained, practiced, learned the ropes and probably have taken a few hard knocks to gain this knowledge. By sharing your wisdom with other women, you are providing guidance, motivation, emotional support, and role modeling - paving the way for future generations of women entrepreneurs. Mentoring is about giving something back. Its benefits far outweigh any challenges you may face or concerns you may have. You are improving the status of women both domestically and internationally by sharing your wisdom. **The PEACE THROUGH BUSINESS® program allows you the opportunity to assist emerging women entrepreneurs from Afghanistan and Rwanda to grow their business and build their country.** Make a difference. Be the change - be a mentor.

- Gain a broader insight into business and work issues
- Increase your ability to work with individuals with diverse backgrounds
- Increase your ability to transfer knowledge more effectively
- Improve your own self-awareness
- Be inspired while you inspire

The PEACE THROUGH BUSINESS® (PTB) mentorship program, now in its 14th year, is considered one of the most important pieces of the student's education and can be accomplished online, in-person or by combining the two methods. Ultimately, we ask each mentor for a one-year commitment to the student, along with an obligation to provide IEEW with quarterly progress reports. There are three ways you can mentor PTB students:

- Your mentorship will begin online and has the potential to continue in person during on-the-ground, in-person mentorship when the student travels to the U.S. for Leadership Development training
  - *Online* - provide support, advice and guidance to your student via email and / or communication apps; we recommend correspondence of 2x per month beginning in January.
  - *Mentor Support* – use your particular skills to support our lead mentors. The support team is on-call throughout the mentorship process; you may spend an hour total per month with students online, depending on need (ex. Banking, loan presentations, marketing advice, etc)
  - *In Person* - if you choose to be a lead mentor / host, a student whose business type matches your skills will live and work with you for one week in July
  - *NOTE: End-of-In-country-Training* – just like the final essay or paper due in college, the busiest time for eMentorship (online) is toward the end of the session (**early to mid-March**) when business plans are due.

**Our goal is to develop a network of entrepreneurs excited about becoming long-term mentors, potential business contemporaries and allies.** It is our hope that both mentee and mentor will benefit from this relationship long after the commitment to the PEACE THROUGH BUSINESS® program is complete.

*"In another of life's strange coincidences, her goals [Emily, mentee] are pretty much what I did when I started my first business years back. So this seems to be a good match. Even the countries she wants to work with I either have my own office, or a partner, and in most cases they are woman business owners too... I really enjoyed working with Josephina last year and made a life-long friend in the process."* - Susan St. Germain, Houston, TX

# PEACE THROUGH BUSINESS® MENTORSHIP

## Mentorship Overview

**The Institute for Economic Empowerment of Women's PEACE THROUGH BUSINESS® program provides long-term business education to women entrepreneurs in Afghanistan and Rwanda.** The program is based on the theory that a country deemed more economically sound has a greater capacity for peace.

PEACE THROUGH BUSINESS® program begins with approximately 30 applicable students, per classroom, enrolled in a ten week in-country course taught from curriculum designed by Northwood University and enhanced by IEEW and supporting business experts. These Rwandan and Afghan students are matched with veteran women business owners (WBOs). The WBO is introduced to their student via email as soon as class work begins. The PTB student will discuss their course work with mentors, ask for advice on putting together their business plan and how concepts have worked for the mentor in their own business. **Mentors are asked to share their own experiences and insight, as well as offer encouragement.**

To complete the ten-week, in-country course, Afghan and Rwandan students must present their business plan to a panel of five independent, professional volunteers and instructors. **The top fifteen students from each country are chosen based on their presentation (including their English skills), the business plan itself (graded by the mentor), quiz grades, attendance and mentorship communication.**

In July, top students arrive from Afghanistan and Rwanda ready for a week of Leadership Development in the USA. Gathered together, they receive more training in marketing, finance and accounting. Student Leaders will receive additional public policy training. **After 'crossing over' Friday, the students are prepared to depart with mentors to live and work with the in-person mentor for five days.** IEEW will act as liaison for the mentor by getting the student to and from the Leadership Development city' airport for transit to their city. The mentor is responsible for the student's travel.

## Mentorship Requirements

### All Mentors -

- Provide support, advice and guidance to your student via email and / or communication apps; we recommend a minimum correspondence of 2x per month beginning in January,
- Complete the business plan grading rubric and submit to IEEW to complete the student's semester grade and eligibility for Leadership Development training in the USA.

### U.S. Host / In-Person Mentors -

- Devote five days to a student from either Afghanistan or Rwanda teaching them your business and showing them how to successfully combine work and family,
- Provide round-trip transportation from Leadership Development to your city for the student,
- Provide private sleeping space and meals for the student,
- Be available for at least one conference call with the Institute prior to the women's arrival,
- Provide a copy of your drivers license, Auto Insurance Verification card (students will be covered by Medical Insurance paid for by IEEW during their stay in the U.S.), a head shot Photo of yourself and the PTB Application.

### Optional -

- Attend IEEW Leadership Development and / or the Graduation Gala, complementary to mentors,
- Approval for IEEW to include your Mentorship experience in any media coverage deemed appropriate for the occasion. Additionally, we encourage you to submit a press release locally to mark your contribution as a PEACE THROUGH BUSINESS® mentor.

*"IEEW has by far been the best experience of my life. The IEEW program and staff is of the highest quality. The mentees are prepared and motivated. I appreciate the work from the heart and the professionalism in the execution." - Laurie Johnson, Phoenix, AZ*

# Mentorship Toolkit

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# Mentoring

## 1 A LEARNING PARTNERSHIP

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



# Mentoring

## 2 WHAT IS A PARTNERSHIP?

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- A relationship built on **trust**: showing up, being prepared, having each other's back.
- Two or more people with similar experiences: like businesses, **common goals** and aspirations.
- **Empathy** for ideals and beliefs: Being able to put yourself in each other's shoes and respect individuality.
- **Confidentiality**: What's said between the mentor and the mentee, stays between the mentor and the mentee.

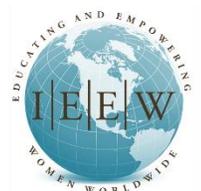
# The Mentee

## 3 WHAT ARE THE BENEFITS OF HAVING A MENTOR?

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- Developing **Leadership** Skills
- Learning to **Network**
- Learning to **Strategize** / Creating a Strategy
- Practicing the art of **Negotiation** and presenting Ideas
- Creating a **Road Map**
- Gaining **Feedback**
- Expanding Your **Vision**
- Getting **Perspective**, Seeing the Big Picture
- Developing **Acumen** (good judgment and the ability to make quick decisions)
- Gaining **Insight**; in both your personal life and professional life

THE PEACE THROUGH BUSINESS® MENTORSHIP PROGRAM IS MENTEE DRIVEN: THE MENTEE MUST TAKE THE INITIATIVE AND DO THE LEGWORK IN THE RELATIONSHIP. THIS IS PART OF THE LEARNING PROCESS OF THE PARTNERSHIP.

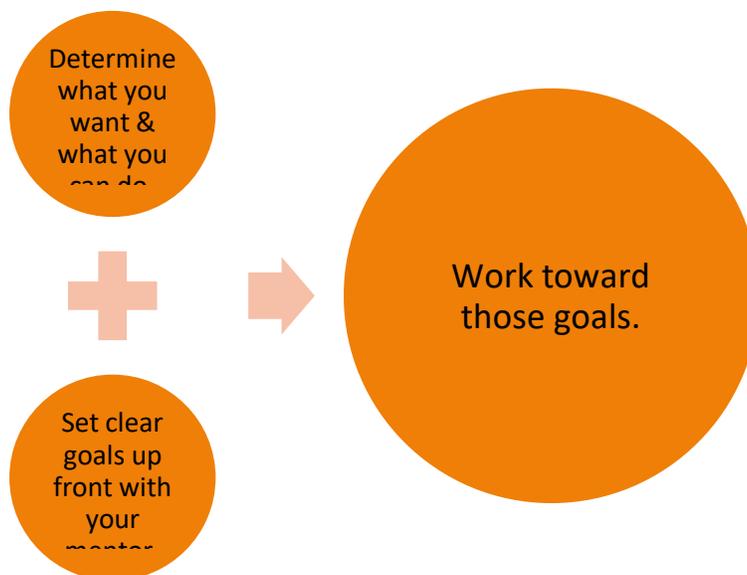


# The Mentee

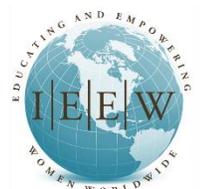
## 4 HOW DO I APPROACH MY MENTOR?

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- Discuss your **aims and goals**. What are your short- and long-term objectives?
- Find out your mentor's strengths and in **what areas your mentor can help you most**.
- Do not expect answers from your mentor. The mentor is there to help YOU think through options and formulate a plan. **You make the decisions**, you take responsibility.
- Consider mentorship **an opportunity** to look more closely at yourself; become more **self-aware** and take responsibility for your life's direction.



**The level of success realized from mentorship greatly depends on attitude and commitment.**

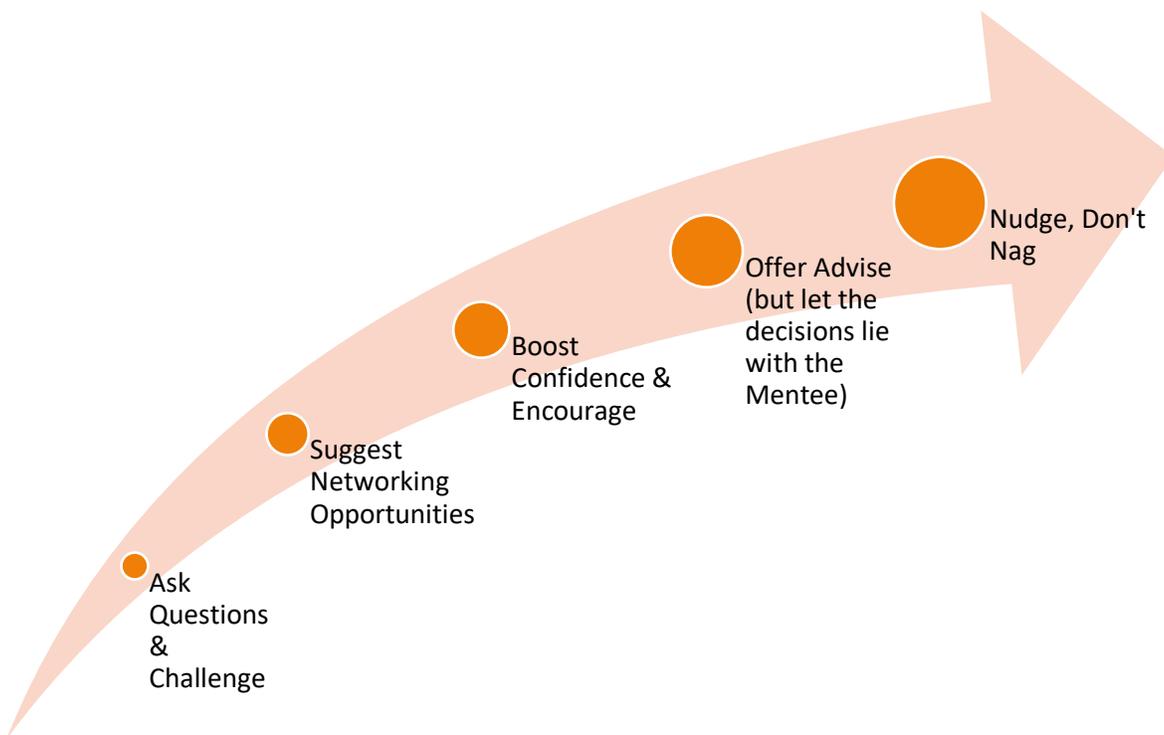


# The Mentor

## 5 HOW CAN I HELP?

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- Mentors can help with **self-development**, suggest network opportunities and empower mentees to make their own decisions and turn these into actions.
- Expose the mentee to current **business trends** and new ideas.
- **Coach** the mentee toward their goals, help her **to keep on track** throughout the course and beyond.



# The Mentor

## 6 HERE'S WHAT OTHER MENTORS ARE DOING

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### **Co-Mentor**

80% of past mentors establish mentor teams to work with the student based on need. They recruit colleagues from their network, local trade or interest groups and associations and / or engage in other non-profit volunteer opportunities.



### **Communicate Early**

Mentors say it is challenging to figure out what the student really needs - they don't know what they don't know. Be open, understanding, willing. Listen and be accepting of both cultural and generational differences.



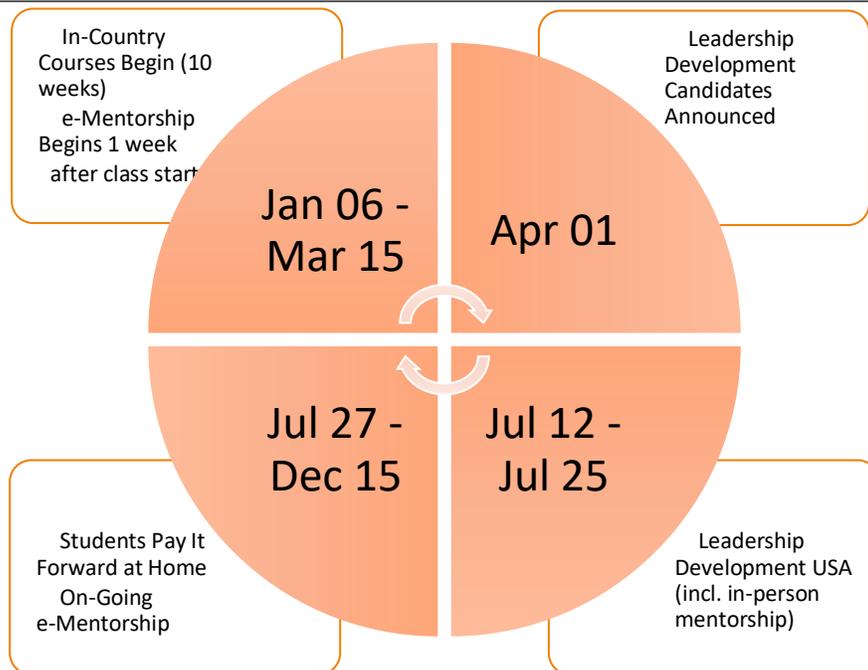
### **Prepare an Agenda in Advance**

Share the agenda with your mentee to make sure both of you are capable of the workload and time constraints. Build your agenda around the student's strongest needs but make sure to factor in fun time to get to know each other.



# PEACE THROUGH BUSINESS®

## 7 PROGRAM TIMELINE - 2020



- November 30, 2020 – Student application cutoff date
  - We will have our list of students for in-country coursework by mid-December
  - e-Mentor / e-Mentee Pairing will begin mid-January
- January 04 through March 19, 2020 – **e-Mentorship focus** is on building a business plan and course curriculum (remote, online mentoring)
- March 19 – December 31, 2020 – e-Mentorship continues for all in-country students (staying in touch) that didn't qualify to attend Leadership Development
- May 22, 2020 – **Mentors will be notified** if their student made the final cut and received a visa to come to Leadership Development and In-Person Mentorship
- July 12, 2020 – Students arrive in USA for Leadership Development
- July 18 - 23, 2020 – **In-Person Mentorship**. Travel days are July 18, Saturday and returning to Leadership Development July 23, Thursday (plan student travel early)
- July 23 – December 31, 2020 – e-Mentorship continues for all Leadership Development graduates



# PEACE THROUGH BUSINESS®

## 8 MENTORSHIP REQUIREMENTS

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### *e-Mentorship (January 04 – December 31, 2020):*

- Commit to a conversation at least twice per month
  - Most students can communicate via email and sometimes you may want to use Facebook Messaging, Skype or WhatsApp, Google+ (other methods are available and mentee / mentor can work this out in their initial conversation)
  - Feel free to bring in co-mentors to assist with specific skills if needed. IEEW will be collecting a database of qualified business professionals to serve as co-mentors
- Mentor **completes the grading rubric** for the paired mentee's final business plan
- Mentor **provides a quarterly progress report** on your student to IEEW – just a quick note to let us know how things are progressing for the student and accolades you would like to share
- **Mentee provides a quarterly report to the in-country facilitator** on the progress of your business and what you have learned through your mentorship
- **Mentee** completes the Student Application / **Mentor** completes the Mentor Application

### *In-Person Mentorship (July 18-23, 2020):*

- Commit to four full days of in-person mentorship
- Mentor provides transportation between Leadership Development and the mentorship city; you could also solicit a sponsor or an organization to help you with the cost if needed
- Mentor provides private sleeping space and meals for the mentee
- Mentor should be available for at least one conference call with IEEW prior to the mentee's arrival in the United States
- Mentor to provide IEEW with a copy of your driver's license and auto insurance verification
- IEEW will provide medical and liability insurance for the mentee during their U.S. stay
- Mentor provides a head shot photo and brief 2-3 sentence biography to IEEW

### *Optional for all Mentors:*

- Attend IEEW Leadership Development and / or Graduation during July to do a deep immersion into the program
- Approval for IEEW to include your Mentorship experience in any media coverage deemed appropriate for the occasion.
- IEEW encourages you to submit a press release in your market to highlight your contribution as a PEACE THROUGH BUSINESS® mentor – the IEEW mentorship coordinator can assist with details for your release.



# PEACE THROUGH BUSINESS®

## 9 THE E-MENTORSHIP CONVERSATION

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- Week 1 (January 04-10 Afghanistan) (January 21-24 Rwanda):
  - Get to know each other,
  - Set up a reliable system of communication,
  - Share your personal stories.
- Week 2 (January 11-17 Afghanistan) (January 28-31 Rwanda):
  - Start a conversation about the business plan,
  - Review your skills, advantages,
  - Create a description of your business, including the market analysis.
- Week 3 – 4 (January 18-31 Afghanistan) (February 04-14 Rwanda):
  - Review SWOT (strengths, weaknesses, opportunities & threats) Analysis and the Marketing Mix,
  - Create your Marketing Plan.
- Week 5 – 7 (February 01-14 Afghanistan) (February 18-28 Rwanda):
  - Basic Accounting - Practicing Transactions,
  - Financial Management,
  - Human Resource Management,
  - Building on the business plan.
- Week 8 – 10 (February 15-March 06 Afghanistan) (March 03-20 Rwanda):
  - Complete the Business Plan – Final Edits,
  - Business Plans presented to the independent Nomination Committee,
  - Taxation Law & Exporting,
  - Summary & Graduation.
- Post-In-Country (March 07 Afghanistan) (March 21 Rwanda):
  - e-Mentorship Continues – Putting new skills into action.
  - For those invited to the United States for Leadership Development, final assessment of needs and preparing the agenda for in-person mentorship.



# PEACE THROUGH BUSINESS®

## 10 LET'S GET STARTED

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Each mentee is responsible for reaching out to their mentor and getting the conversation started. IEEW will share your application and biography with the mentor prior to introduction. You will also need to complete the online survey regarding your market analysis. Week 1, (January 04-10 Afghanistan) (January 21-24 Rwanda), is all about getting to know each other. Some information you may want to share with your mentor ...

- My personal priorities are:
- My career journey up to today has been:
- Here is my plan for the next six months:
- My expectations for the PEACE THROUGH BUSINESS® program are / I want to learn the following skills from the program and mentorship:

Later, you can delve deeper into the conversation with the following topics:

- This week, we talked about this business concept and I have questions I would like to ask that pertain to the topic:
- These are the projects I would like to implement in my business:

## Business Etiquette Tips

Research your contacts; Google, LinkedIn, Press Releases, Business Websites	Practice talking about you and your business	Breathe slow and deep to control your nerves
Prepare your questions for your mentor in advance	Think Positively; Think about something you do well and how that makes you feel	Stand Tall in person, Sit Up tall when on the phone
Prepare information on yourself and your business in advance	If meeting in person, dress smart, neat	Shake hands firmly, Head up,



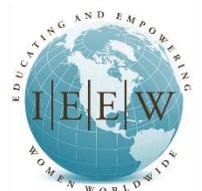
# PEACE THROUGH BUSINESS®

## 11 CONVERSATION TOPICS

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Some of the following suggestions may not pertain to a particular business but the list may trigger other ideas specifically related to you. A mentee / mentor can use articles to generate a conversation about your topic of interest. Mentors can bring in colleagues or specialists from our PEACE THROUGH BUSINESS® Mentor Team pool.

- |                                     |                         |                                   |
|-------------------------------------|-------------------------|-----------------------------------|
| Being a Change Agent                | Building Trust          | Collaboration                     |
| Leadership vs. Management           | Employee Engagement     | Everyday Communications           |
| Customer Service                    | Focus on You            | Influence & Persuasion            |
| Transition / Navigating Change      | Networking              | Personal Branding                 |
| Communications                      | Relevance               | Strategy / Thinking Strategically |
| Turning Mistakes into Opportunities | Work / Life Integration | Practical Finance                 |
| Marketing                           | Accounting              | Technology                        |



# PEACE THROUGH BUSINESS®

## 12 ORGANIZING THE BUSINESS PLAN

The PEACE THROUGH BUSINESS® in-country program requires each Afghan and Rwandan student to complete and present their business plan to an impartial selection committee at the end of the ten-week course. The mentor can be a great sounding board for helping the mentee complete the plan. Components of the plan should include:

Summary of Content	Marketing	Financials
Purpose	Ownership	Industry Analysis
Objectives	Legal Structure	Income Statement
Mission	Experience	Balance Sheet
History	Advantages	Cash Flow
Why You	Market Analysis	Budget
Competition	Strategy	Break-Even
Profitability	Product /	Financial Requirements
Keys to Success	Place / Price /	Security
What you Need	Promotion	
	Forecast	

- Mentees are translating the business plan from their native language into English. Assistance with proper grammar and editing is extremely helpful but not the overall objective.
- Mentor teammates can be extremely helpful in completing the business plan. Skilled mentors can come from the mentors own network or the PEACE THROUGH BUSINESS® mentorship development staff can help you find the right person.



# Appendix

## 13 HELPFUL INFORMATION & REFERENCES

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### Business Tools:

IBM Small Business Toolkit: [https://www.ibm.com/ibm/responsibility/sme\\_toolkit.shtml](https://www.ibm.com/ibm/responsibility/sme_toolkit.shtml)

**Cultural Considerations:** PEACE THROUGH BUSINESS® students, graduates and volunteers all vary, as with any group of people. It is best to ask a lot of questions during e-Mentorship to get to know each other's preferences and habits. To learn more on your own, try these websites and articles:

Afghanistan: Language, Culture, Customs & Etiquette: <https://www.kwintessential.co.uk/resources/guide-to-afghanistan-etiquette-customs-culture-business>

Rwanda Culture: <https://www.worldtravelguide.net/guides/africa/rwanda/history-language-culture/>

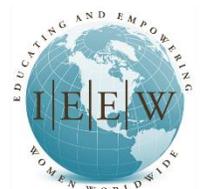
United States Culture: <http://www.tripadvisor.com/Travel-g191-c3541/United-States:Customs.Habits.And.Etiquette.html>

*Most Rwandans come from various cultural backgrounds and sometimes it is hard to determine what to expect from each individual. It is through an ongoing conversation between mentor and mentee that one can figure out the other person. Some women are typically Rwandan; reserved and like to keep to themselves, especially with people they don't know very well, but will warm up to them after a while. Others are more outgoing and make easy conversation. – Rose Busingye, IEEW In-Country Facilitator and PEACE THROUGH BUSINESS® Graduate / Small Business Woman*

<http://www.cntraveler.com/stories/2008-10-14/etiquette-101-what-the-world-thinks-about-us>

**Security:** For the safety and security of your guest, PEACE THROUGH BUSINESS® asks that the women have no contact with visitors not affiliated with our program. Of course, the student should be allowed to communicate by phone or email with their family back home.

**Travel:** Students are responsible for their own baggage fees whether it is extra luggage or overweight bags.



To Apply to be a  
PEACE THROUGH BUSINESS® Mentor:

The Institute for Economic Empowerment of Women  
2709 West I-44 Service Road  
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Tel. 405.943.4474

<https://ieew.org/get-involved/ptb-mentors/>

Karel Ford, CMP  
Director of Operations | Mentorship Coordinator  
[kford@ieew.org](mailto:kford@ieew.org)

To apply to be a  
PEACE THROUGH BUSINESS® Student:

Nikki Sharber  
Student Coordinator  
[nsharber@ieew.org](mailto:nsharber@ieew.org)



*I enjoy learning about other cultures. Meeting Monica and Zuhail (mentees) and learning about their countries broadened my experience as a world citizen. My appreciation for their cultural diversity was greatly enhanced.*

Diane Chen, Mentor, Raleigh, NC

*The opportunity to collaborate with a female entrepreneur in Rwanda has broadened my daily business awareness and expanded my knowledge.*

Cathy Cruzan, Mentor, Edmond, OK

