



Global Nutrition Cluster

Mentoring Programme Guide

June 2019

1. GNC Mentoring Programme Overview

The Nutrition Cluster Capacity Development Strategy identifies the strategic importance of human capital development within the Nutrition Cluster (both coordination teams and partners) at national and subnational levels, as well as the need to ensure that all Nutrition Cluster Coordination Teams have the knowledge, skills and experience needed to ensure effective collective actions for improved nutrition outcomes in emergencies and protracted crises. Specifically, and as part of a blended learning programme, one of the key activities within the strategy is to provide access to structured mentoring that is based on pre-identified individual learning needs and clearly defined performance development priorities.

The objectives of the programme are:

- To provide tailored, real-time support to meet the professional development needs of Nutrition Cluster Coordinators (NCCs) and Information Management Officers (IMOs).
- To enhance the confidence of Nutrition Cluster staff when dealing with the challenges arising from their role.
- To identify, share and promote best practices, experiences and approaches in cluster coordination, public nutrition information services, management and leadership.

The pilot programme was proposed because it was found that NCCs and IMOs have a need for development in two main areas: technical competencies and soft skills in coordination and information management. It was thought that these areas could be effectively addressed through a mentoring approach, *a relationship in which a more experienced or knowledgeable person guides a less experienced or less knowledgeable person.*

The GNC worked closely with RedR UK to develop a three-stage approach to the mentoring pilot:

- Phase 0 aims for selected individuals from the Helpdesk and other internal staff from UNICEF to be trained in mentoring skills.
- Phase 1 includes the pilot mentoring process of NCCs and IMOs, with support of a RedR UK Mentor.
- Phase 2 involves a mentoring training available for NCCs or other identified roles by the GNC, allowing them to become mentors.

This Programme Guide is a result of working through and evaluating Phases 1 and 2, and is mostly relevant to the launch of Phase 3, the rollout of a formal GNC Mentoring Programme with a wider collection of mentors.

2. What is Mentoring?

Mentoring in the workplace describes a learning, interactive relationship in which more experienced colleagues (mentors) pass on their greater knowledge and understanding of the work or workplace in order to support and guide the specific and individually “tailored” learning of staff who want to strengthen their professional performance.

The person providing the mentoring is typically recognised by their peers within the sector to be an expert or experienced to a high level in the subject matter that they are mentoring on.

A mentor therefore would be expected:

- To have a level of competence in Nutrition Cluster coordination or public information services or a particular technical or functional area for which a need has been identified and which a mentee needs to address.
- To enable a mentee to achieve their individual professional development objectives.

3. GNC Mentoring Programme: priorities, structure and processes

The GNC Mentoring Programme is based on well-defined professional development objectives that will have been pre-identified and agreed by the mentee in consultation and agreement with the GNC and with their proposed mentors. These objectives emerge from a self-assessment against the Nutrition Cluster Coordination Competency Framework and/or IMO Technical Competency Framework. (See **Doc 2 NCC Comps Self-Assessment** and **Doc 3 IMO Comps Self-Assessment** for the document that enables these assessments).

The programme also includes a review of progress made towards achieving the originally identified professional development objectives upon completion of the mentoring programme. Mentees and mentors will be asked to report to the GNC Mentoring Focal Point about the ways that the mentoring programme has contributed to the mentees' professional development.

Finally, the programme will be evaluated for both learning ('What have I learned as a result of my participation in the programme?') and application ('How am I applying what I have learned from the mentoring programme?') six months after completion of the mentoring programme. Both mentors and mentees will complete a light evaluation report, identifying how their learning from the programme is being applied and the ways that application of that learning is improving their performance.

<p>ACTION: The GNC Mentoring Programme will need to be owned and managed by somebody, referred to in this document as the GNC Mentoring Focal Point.</p>
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During the pilot, a GNC Mentoring Programme structure and process was instituted in alignment with the details and priorities outlined above. Initial feedback is positive and suggests that the pilot programme could be a good model for the post-pilot programme when it gets rolled out mid-2018. The programme steps include:

- Call for mentors
- Call for mentees
- Mentor training
- Mentor/mentee matching
- The mentoring process and support
- Evaluation

Each of these programme steps are taking in turn below. Most of the templates for the programme documents are included in the Annexes below. More formal copies are stored in the GNC Mentoring Programme documents folder.

3.1. Call for mentors

The call for mentors is a rather simple process that includes distributing an email asking for mentor applications (see Annex K for a 'call for mentors' email template, if required). The email should include the attachment **Mentor Guidelines and Application** (see Annex A below). Please note that the highlighted portions of the application and email (i.e. submission date and email) will need to be completed with current information for future use.

Mentors for the programme fall into two main categories:

1. Those prefer to offer mentoring in nutrition cluster coordination
2. Those prefer to offer mentoring in information management.

It is also possible to have mentors who would like to mentor specifically on the soft skills or in the technical nutrition in emergencies area

It should be noted that, in the pilot, the mentoring category for each mentoring pair was related to the mentoring *topic category*, not the *job category* of the mentee. Thus, Nutrition Cluster Coordinators (NCCs) could choose to be mentored in a relevant information management competency area. Equally, those who are not NCCs could choose to be mentored in nutrition cluster coordination.

There is a set of minimum requirements that must be demonstrated in the application process in order to become a GNC Mentoring Programme mentor.

Minimum Requirements for GNC Mentoring Programme Mentors

Mentors will be current Nutrition Cluster staff (or those who have worked previously in a cluster function but are currently not employed or are retired) and who are willing to fill the role pro-bono. In order to qualify as a GNC Mentoring Programme mentor, all applicants must demonstrate:

1. Enthusiasm: be keen to share their experience from the sector to support other Nutrition Cluster staff develop professionally and work more effectively.
2. Experience: have at least five years of experience in emergency nutrition response, with at least three years' field experience working ideally in a cluster role (or, at a minimum, interacting and participating in the Nutrition Cluster). Mentors for IMOs should also be able to demonstrate experience working with nutrition information as part of an emergency nutrition response.

3. Knowledge:

- Those who mentor Nutrition Cluster Coordinators must have a strong understanding of the IASC humanitarian protocols and new global humanitarian policies and tools, as well as hands on experience in coordination.
- Those who mentor staff with information management learning priorities must have a strong understanding of information management tools and standards.

4. Commitment: be committed to the schedule of the pilot programme, which includes:

- Reading the GNC Mentoring Programme Guidelines.
- Completing GNC Mentoring Programme orientation and training (can be completed in less than one day).
- Preparing for and holding mentoring sessions regularly:
 - A maximum of 10 mentoring meetings of over a period of five months (thus twice a month for five months)
 - Mentors and mentees may decide to meet less frequently than that, but should meet at least five times (once a month for five months).
- Participating in a final programme review.

Mentor applications will be submitted to the GNC Mentoring Focal Point, who will check them for adherence to minimum qualifications and experience. The Focal Point will convene a GNC Mentoring Selection Committee who will approve all mentors. Once approved, applicants will be notified and invited to participate in a mentoring orientation/training. Further information about the training can be found below in section 3.2 Mentor Orientation/Training.

3.2. Mentor Orientation/Training

Applicants who have been accepted as mentors will then need to attend an orientation/training in order to become GNC Mentoring Programme mentors. The training can be completed either face-to-face or using an online platform and should require less than one day of participation. During the event, the mentors received an orientation to the mentoring programme as well as receive training on basic mentoring models, principles and good practice.

There are several key objectives to the training. By the end of the training, participants will be able to:

- Define mentoring
- Self-assess against mentoring competencies
- Explain the GNC Mentoring Programme
- List key actions and activities that a mentor must take at each stage of the mentoring cycle
- Differentiate between four types of mentoring assistance
- Prepare in advance for the programme evaluation.

All orientation/training programme materials are in the **Programme materials folder**. The folder includes:

- Session brief, advising trainers of objectives, key messages, timings, activities, etc.
- PowerPoint slide deck

- Document: GNC Mentoring Competencies (see Annex E)

In advance of the training, participants should be sent a couple of things (see Annex K for a 'Mentoring orientation/training' email template, if required):

- GNC Mentoring Competencies (see Annex E): this is a self-assessment against six mentoring competencies that they should complete and return to the trainer in advance of the training, if possible.
- The GNC Mentoring Programme Guide (**This document**) that they should ideally review in advance and have open for the training, since it will be referenced.

Following completion of the course, mentors will be placed in the Nutrition Cluster mentoring pool until they can be paired with a suitable mentee.

3.3. Call for mentees

The call for mentees is a wider call than the call for mentors, in that it's less targeted. For the pilot, the call for mentees was also rather targeted at a specific group with whom they had recently engaged with for a couple of other training programmes.

It is expected that for the post-pilot programme, the GNC will likely distribute an announcement to Nutrition Cluster staff who have preferably completed either Nutrition Cluster Coordination or IMO Training. The email calling for mentee applications should include the **Mentee Guidelines and Application** (see Annex C) as an attachment.

The template for this document is available in Programme materials folders. Please note that the highlighted portions of the application and email (i.e. submission date and email) will need to be completed with current information for future use.

Mentees for the programme fall into two categories, regardless of job title or role:

1. Those prefer to be mentored in nutrition cluster coordination competencies
2. Those prefer to be mentored in information management competencies.

There is a set of minimum requirements that must be demonstrated in the application process in order to become a GNC Mentoring Programme mentee.

Minimum Requirements for GNC Mentoring Programme Mentees

Mentees will be current Nutrition Cluster staff and should have the following characteristics:

- Willingness to learn and assume responsibility for acquiring or improving skills and knowledge.
- Self-responsibility: proactively engages in raising current job problems and challenges, and identifying goals that actively enlist the assistance of the mentor.
- Receptivity to constructive feedback and coaching.
- Commitment: be committed to the schedule of the pilot programme, which includes:

- Reading the GNC Mentoring Programme Guide.
- Preparing for and participating in mentoring sessions regularly:
 - A maximum of 10 mentoring meetings of over a period of five months (thus twice a month for five months)
 - Mentors and mentees may decide to meet less frequently than that, but should meet at least five times (once a month for five months).
- Participating in a final programme review.

Mentee applications will be submitted to the GNC Mentoring Focal Point, who will check them for adherence to minimum qualifications and experience. The Focal Point will convene a GNC Mentoring Selection Committee who will approve all mentees. Once approved, applicants will be notified and invited to participate in the mentoring programme.

3.4. Mentor/Mentee Matching There should now be a strong collection of mentors and mentees who have completed the application process. At this point, the GNC Mentoring Focal Point should send a notification to the mentors and mentees, congratulating them for completing the application process and asking them to complete the relevant and attached competency self-assessment forms. Note that mentors and mentees cannot enter the mentor or mentee pools until they return the completed assessment forms. It is not possible to match mentoring pairs without them.

As mentioned previously, the entire GNC Mentoring Programme is based on the concept of pre-identified learning priorities. The idea is that:

- The mentoring relationship is based on well-defined professional development objectives which will have been pre-identified by the mentee.
- These objectives emerge from a self-assessment against either the Nutrition Cluster Coordination Competencies and/or IMO Technical Competencies. The mentees will complete one or the other, based on whether they want to be mentored on coordination, technical in Nutrition in Emergencies or IM topic areas.
- The mentors will complete a similar version. But rather than assessing their own skills against the competencies, they will assess their readiness and willingness to *mentor* on the various competencies.
- Mentors will then be matched with mentees whose development priorities match in some degree with the preferences of the mentors.

The relevant documents are:

- **Doc 1 NCC Comps Self-Assessment:** to be sent to mentees who have expressed interest in being mentored on coordination topics.
- **Doc 2 IMO Comps Self-Assessment:** to be sent to the mentees who have express interested in being mentored on IM topics
- **Doc 3 NCC Mentor Comps ID Form:** to be sent those mentoring NCCs
- **Doc 4 IMO Mentor Comps ID Form:** to be sent those mentoring IMOs

The Focal Point will convene a GNC Mentoring Selection Committee, if needed, who will create initial mentor/mentee matches. It is envisaged that the pairs will be matched according to:

- What mentees originally identified in their application forms that they wanted to be mentored on.
- The competencies that mentees had identified that they were not able to do or lacked confidence in doing.
- The competency areas that the mentors had indicated they wanted to mentor on
- The more personal characteristics of mentors that emerged during the application process (some will be stronger communicators than other, as well as being more relationship-orientated than others).

N.B.: In another mentoring programme managed by the Global Health Cluster, once mentors have completed the minimum requirements, their profiles and mentoring competencies are placed on the GNC mentoring online platform. The idea is that mentees who had completed the minimum requirements would then have been given access to the platform, where they could contact a mentor directly and ask for mentoring support. The mentoring team (mentor and mentee) would then contact the Coordinator, who would send them a mentoring contracting agreement and send them on their way.

Information about that programme platform is only being included here as a possibility for further GNC Mentoring Programme implementation.

Once the mentor/mentee matches are made, the mentors will be sent copies of:

- The mentee's application form
- The mentee competency self-assessment form
- A copy of the mentees' CV

The mentor will be given an opportunity to approve the mentee selection. Once selection has been confirmed, the mentor should submit a bio of some sort (or a CV if agreed) to the GNC Mentoring Focal Point that can be sent the mentee.

If a potential mentee cannot be matched with an available or appropriate mentor, then that staff member will need to wait until an appropriate and available one becomes available. No guarantees can be for any future waiting time as this will be dependent on the availability of appropriate, well-matched mentors.

4. The mentoring process and mentoring support

The Mentoring Process

There are two resource documents included in the Programme materials folder that can serve to prepare both mentors and mentee for their first meeting. They are the **First Meeting Checklist for Mentors** (see Annex F) and the **First Meeting Checklist for Mentees** (see Annex G). These can be sent to the mentors and mentees at any time before their first meeting. They will both help them be

prepared to discuss the learning and development priorities. In advance of their first meeting, both the mentor and mentee should review both documents in order to identify some key learning and professional development objectives that will be the focus of their six-month mentoring partnership.

In the same email, a **Mentoring Agreement** (see Annex H) will also be attached. At their first meeting, the pair should discuss all elements of the mentoring agreement complete and sign the agreement, and send it back to the Focal Point. The agreement serves as:

- An outline of their commitments (such as number and frequency of meetings, showing up for the sessions, etc.).
- A baseline point of expectations between them regarding the type of personal, professional or technical support that the mentee desires and that the mentor plans to provide.
- A schedule of mentoring sessions: it is important that both parties agree on the time and method of communication.
- A clear identification of the key learning and professional development objectives that the mentoring relationship will focus on. This is the most important part of the mentoring agreement as these objectives will serve as evaluation criteria at the end of the mentoring period.

During the subsequent five-month mentoring period, there should be little to no need for anyone other than the mentor and mentee to be involved in the mentoring process. However, the mentoring process will work best if:

- The mentors put some thought and intention into their sessions and plan accordingly.
- The mentee comes to sessions ready to learn from mentors and that they work together to look for solutions to work/personal/technical challenges.
- That both parties put adequate thought, time and effort into working between sessions.
- Mentees should strive to apply the mentoring given and to meet the plans made in the mentoring session.

All of these things will be highlighted at the beginning of the mentoring relationship.

Mentors and mentees will be expected to offer ongoing feedback to one another, thus ensuring that both parties' needs are being met. Should the relationship prove to be unsustainable for either party, they may voluntarily exit the mentoring relationship and re-enter the mentor/mentee pool for re-matching by contacting the GNC Mentoring Focal Point.

Mentoring support

Mentors (particularly new mentors) will benefit from some sort of support during the mentoring process. The GNC proposes the creation of the **Mentoring Support Team** who will likely be comprised of some of the original mentors from the pilot programme. This team will be available to support other mentors by doing the following:

- Hosting a ‘kick-off’ mentoring meeting with all mentors where they can check in, verify their understanding about the process as well as address any of their mentoring concerns.
- Have an intentional, one-to-one check-in with each individual mentor after their first mentoring meetings.
- Otherwise be available for support

5. Programme Review

At the end of the five months, both the mentees and mentors will be asked to complete a short evaluation form, indicating their understanding of the success of the mentoring, linking back to the original priority objectives. There are two four-question evaluation forms: **Mentor Evaluation** (see Annex I) and **Mentee Evaluation** (see Annex J). Please note that Box 3 “Mentoring Objectives” is not filled in. This box should be filled in with the mentoring objectives that were agreed upon in the Mentoring Agreement (Box 1 “Professional Development Objectives”). This can be done either by the GNC Mentoring Focal Point before sending, or the Focal Point can ask the mentor/mentee to fill them in themselves.

It is envisaged that the GNC Focal Point would then review the evaluations and propose any changes or improvement that should be made to the process as a result.

It is also envisaged the entire GNC Mentoring Programme would be subjected to a programme review after one year (two rounds of mentoring relationships). This evaluation would be more impact-level and would focus on questions such as:

- How was your work improved as a result of your participation in the GNC Mentoring Programme?
- Are there any results you can share with us that demonstrate this? Possibly improved response results or stronger Cluster participation?

Annex A: Mentor Guidelines and Application

1. Aims and Objectives of the GNC Mentoring Programme

The Nutrition Cluster Capacity Development Strategy 2016 – 2019 identifies the strategic importance of human capital development within the Nutrition Cluster at global, regional, national and subnational levels, as well as the need to ensure that all Nutrition Cluster personnel have the knowledge, skills and experience needed to ensure effective collective actions for improved nutrition outcomes in public nutrition emergencies and protracted crises. Specifically, and as part of a blended learning programme, one of the key activities within the strategy is to provide access to structured mentoring which is based on pre-identified individual learning needs and clearly defined performance development priorities.

Mentoring aims to support staff members in establishing the requisite skills, knowledge and experience for the Nutrition Cluster's short- and long-term plans and to motivate staff to learn and take up new challenges. It also aims at building a culture of collaboration, respect, and excellence thus creating an enabling work environment for the success of the Cluster.

The objectives of the programme are:

- To provide tailored, real-time support to meet the professional development needs of Nutrition Cluster coordinators and information management officers (IMOs).
- To enhance the confidence of Nutrition Cluster staff when dealing with the challenges arising from their role.
- To identify, share and promote best practices, experiences and approaches in cluster coordination, public nutrition information services, management and leadership.

2. Mentoring

Mentoring in the workplace describes a learning, interactive relationship in which more experienced colleagues (mentors) pass on their greater knowledge and understanding of the work or workplace in order to support and guide the specific and individually "tailored" learning of less experienced members of staff (mentees), or whose performance requires strengthening.

In meeting the objectives of the programme, the **mentor** serves several functions:

- Provides relevant guidance and gives specific feedback, e.g. helps GNC mentees analyse complex situations, examine emerging challenges and identify approaches to tackle them. **A mentor is not expected to deal with or fix substantive issues, but rather to guide mentee(s) into doing so themselves or perform better.**
- Gives feedback and direction regarding identified leadership, management or technical competencies.
- Offers constructive critiques in light of mentee's personal experience and professional knowledge.
- Provides a trustworthy environment for mentees to discuss their personal and professional challenges.

3. Minimum Requirements

Mentors will be current Nutrition Cluster staff (or those who have worked previously in a cluster function but are currently not employed or are retired) and who are willing to fill the role pro-bono. In order to qualify as a GNC Mentoring Programme mentor, all applicants must demonstrate:

5. **Enthusiasm:** be keen to share their experience from the sector to support other Nutrition Cluster staff develop professionally and work more effectively.

6. Experience: have at least five years of experience in emergency nutrition response, with at least three years' field experience working ideally in a cluster role (or, at a minimum, interacting and participating in the Nutrition Cluster). Mentors for IMO's should also be able to demonstrate experience working with nutrition information as part of an emergency nutrition response.
7. Knowledge:
 - Those who mentor Nutrition Cluster Coordinators must have a strong understanding of the IASC humanitarian protocols and new global humanitarian policies and tools.
 - Those who mentor staff with information management learning priorities must have a strong understanding of information management tools and standards.
8. Commitment: be committed to the schedule of the pilot programme, which includes:
 - Reading the GNC Mentoring Programme Guidelines.
 - Completing GNC Mentoring Programme orientation and training (can be completed in less than one day).
 - Preparing for and holding mentoring sessions regularly:
 - A maximum of 10 mentoring meetings of over a period of five months (thus twice a month for five months)
 - Mentors and mentees may decide to meet less frequently than that, but should meet at least five times (once a month for five months).
 - Participating in a final programme review.

Both mentors and mentees will receive further guidance on how to make the most of the mentoring programme.

Mentor Application

Thank you for your interest in the Global Nutrition Cluster Mentoring Programme! If you would like to apply to participate as a mentor for the programme, please complete this form and submit it, along with a current copy of your CV, by **1 November 2019**. Please submit your application to xx@unicef.org

Contact Information

Name	
Organisation	
Current position or status	
End date of current contract	
Email Address	

Application Questions: Please review the requirements in the Mentor Guidelines and answer the following questions.

1: Enthusiasm: Why do you want to be a Nutrition Cluster mentor?

2: Experience: How do you meet the minimum experience requirements to be a Nutrition Cluster mentor? What qualities, skills and attributes do you have that would benefit a Nutrition Cluster mentee?

3: Knowledge: How familiar are you with the IASC Cluster Coordination protocols and/or information management tools & standards?

4: Commitment: Will you commit to completing all the requirements of the programme? Are there any circumstances or commitments that may affect your ability to complete the pilot programme?

Mentoring category

Would you prefer to be a mentor to a Nutrition Cluster Coordinator, an Information Management Officer or either?

- Nutrition Cluster Coordinator mentor
- Information Management Officer mentor
- No preference

Submission

Please submit this application, along with a current copy of your CV, to the GNC Mentoring Focal Point at xx@unicef.org as soon as possible. We aim to notify all mentor applicants of the success of their applications by **early November 2019.**

If you have any questions about this application or the mentoring programme, please contact the GNC Mentoring Focal Point at xx@unicef.org

Annex B: MENTORING COMPETENCY FRAMEWORK

Please rate yourself against each mentoring competency, using the levels outlined on the next page. If you have any that you've rated as 1: Aware or 2: Competency, please indicate what you might do to improve your level.

Competency: In a mentoring relationship, I can....	Level (1-4)*	What can I do to develop this competency?
Use active listening in order to gain information and understanding of the performance of the individual against the Nutrition Cluster Coordination or IMO competencies.		
Assess the performance of the individual against the required or desired levels.		
Share relevant experiences and resources and highlight key learning points that are applicable to the individual.		
Identify and recommend ideas for action to address identified performance issues.		
Inspire the mentee to implement agreed actions.		
Encourage individual reflection.		
Evaluate progress with the individual.		

DEFINITIONS OF COMPETENCY LEVELS

4. Expert

- Has prolonged and intense experience through practice and training.
- Uses the competency consistently to maximum effect across a range of functions, organisations and situations at all levels including in challenging environments.
- Is able to retrieve and use important aspects of their knowledge/skills/technique with little conscious effort.
- Is capable of mentoring and developing others to reach skilled level and offer peer support to other experts.

3. Skilled

- Has a thorough knowledge of a competency gained through training and practise.
- Has applied the competency in depth in one or two key areas.
- Applies the competency consistently across a range of functions at most levels in the organisation to create desired outcomes.
- Capable of mentoring and developing others to competent level.

2. Competent

- Has good practical knowledge of the competency gained through proper or sufficient training and regular use.
- Is capable and/or efficient in using the competency consistently and demonstrates appropriate and timely use of the competency to resolve or address various business situations within their area of responsibility.

1. Aware

- Has limited experience and/or practical understanding of the competency gained through basic introductory training and/or a small number of projects.
- Has adequate knowledge of the competency to allow limited practice and application but may need to seek advice and guidance.

Annex C: Mentee Guidelines and Application

1. Aims and Objectives of the GNC Mentoring Programme

The Nutrition Cluster Capacity Development Strategy 2016 – 2019 identifies the strategic importance of human capital development within the Nutrition Cluster at global, regional, national and subnational levels, as well as the need to ensure that all Nutrition Cluster personnel have the knowledge, skills and experience needed to ensure effective collective actions for improved nutrition outcomes in public nutrition emergencies and protracted crises. Specifically, and as part of a blended learning programme, one of the key activities within the strategy is to provide access to structured mentoring which is based on pre-identified individual learning needs and clearly defined performance development priorities.

Mentoring aims to support staff members in establishing the requisite skills, knowledge and experience for the Nutrition Cluster's short- and long-term plans and to motivate staff to learn and take up new challenges. It also aims at building a culture of collaboration, respect, and excellence thus creating an enabling work environment for the success of the Cluster.

The objectives of the programme are:

- To provide tailored, real-time support to meet the professional development needs of Nutrition Cluster coordinators and information management officers (IMOs).
- To enhance the confidence of Nutrition Cluster staff when dealing with the challenges arising from their role.
- To identify, share and promote best practices, experiences and approaches in cluster coordination, public nutrition information services, management and leadership.

2. Mentoring

Mentoring in the workplace describes a learning, interactive relationship in which more experienced colleagues (mentors) pass on their greater knowledge and understanding of the work or workplace in order to support and guide the specific and individually "tailored" learning of less experienced members of staff (mentees), or whose performance requires strengthening.

3. Minimum Requirements

Mentees will be current Nutrition Cluster staff and should have the following characteristics:

- Willingness to learn and assume responsibility for acquiring or improving skills and knowledge.
- Self-responsibility: proactively engages in raising current job problems and challenges, and identifying goals that actively enlist the assistance of the mentor.
- Receptivity to constructive feedback and coaching.
- Commitment: be committed to the schedule of the pilot programme, which includes:
 - Reading the GNC Mentoring Programme Guide.
 - Preparing for and participating in mentoring sessions regularly:
 - A maximum of 10 mentoring meetings of over a period of five months (thus twice a month for five months)
 - Mentors and mentees may decide to meet less frequently than that, but should meet at least five times (once a month for five months).
 - Participating in a final programme review.

Both mentors and mentees will receive further guidance on how to make the most of the mentoring programme.

Mentee Application

Thank you for your interest in the Global Nutrition Cluster Mentoring Programme! If you would like to apply to participate as a mentee, please complete this form and submit it, along with a current copy of your CV, as soon as possible. Applications for the programme close on **1 November 2019**. Please submit your application xx@unicef.org

Contact Information

Name	
Organisation	
Current position or status	
End date of current contract	
Email Address	

Application Questions: Please review the requirements in the Mentee Guidelines and answer the following questions.

1: Willingness: Why do you want to be mentored?

2: Self-responsibility: Describe your personal commitment to your own professional development and how you plan to demonstrate this.

3: Receptivity: How comfortable are you with receiving feedback from a peer mentor?

4: Commitment: Will you commit to completing all the requirements of the programme? Are there any circumstances or commitments that may affect your ability to complete the pilot programme?

Submission

Please submit this application along with a current copy of your CV to the GNC Mentoring Focal point at xx@unicef.org as soon as possible. We will begin notifying all mentoring applicants of the success within a week of application. If you have any questions about this application or the mentoring programme, please contact the GNC Mentoring Focal Point at xx@unicef.org

Annex D: First Meeting Checklist for Mentors

The first meeting in a mentoring relationship is crucial, as this is where the mentor and mentee set out how the relationship will work and agree the objectives and outcomes to be achieved. The key objective of the meeting is to produce an agreement that will underpin what the relationship is about and how it will operate.

This checklist is intended to be used by Mentors to support you to structure your first meeting with your mentee. You do not need discuss everything on this form; it is only meant to guide you toward a successful first meeting!

Tell the mentee something about yourself.	<ul style="list-style-type: none"> • Background • Skills and experiences • Strengths, both personal and professional • Why you've decided to be a mentor
Learn about the mentee.	<ul style="list-style-type: none"> • Background • Skills and experience • Why did you decide to be mentored?
Agree clear ground rules, using the Mentoring Agreement Form.	<ul style="list-style-type: none"> • Confidentiality • Mentoring role and expectations • Professional boundaries • Time commitment: how much and how often • How you will communicate with one another between sessions, if at all • Location of meetings • Expectations regarding preparation for mentoring meetings
Do some mentoring! Use the Mentoring Agreement Form to record the outputs of this discussion.	<ul style="list-style-type: none"> • Help the mentee further clarify and identify exactly what they want to address • Define what type of issue(s) they want to work on: <ul style="list-style-type: none"> ○ Personal growth ○ Professional development ○ Organisation change ○ Relationship facilitation • Identify clear action points, both long-term and short-terms (What they are going to do between now and the next mentoring session?).
Session review	<p>A review of how the session went, from both the mentee and the mentor. This is the opportunity for you to get feedback on behaviours that were helpful. There is further information about this in the following section.</p> <p>It might yet be appropriate to do a full session review at this early stage. However, it is certainly worth asking your mentee how they thought the session went.</p>

2. Mentoring session review

A review of how the session went, from both the mentee and the mentor. This is the opportunity for you to get feedback on behaviours that were helpful. If it's not yet appropriate to discuss all these at this early stage, please be sure to do so sometime before the mid-point in the programme and adjust your relationship/agreement accordingly.

Good session review questions:

- Did we achieve what we set out to do today?
- How do you feel the session went?
- Was it helpful when I.....?
- What was the turning point for you?

Annex E: First Meeting Checklist for Mentees

The first meeting in a mentoring relationship is crucial, as this is where the mentor and mentee set out how the relationship will work and agree the objectives and outcomes to be achieved. The key objective of the meeting is to produce an agreement that will underpin what the relationship is about and how it will operate.

To do before the first meeting:

1. Use the self-assessment tool to help you make an assessment of your own skills and competencies.
2. Think about the goals objectives and outcomes you want to achieve as a result of the mentoring relationship.
3. Do you have any specific issues that you want to ensure are addressed as part of this relationship?
4. What are you expecting from your mentor?
5. What are your short- and long-term career goals?
6. What have done recently to try and address these goals?
7. Gather as much information as you need prior to this meeting so you can concentrate on the aims of the relationship when you meet for the first time.
8. Think about your preferred learning style and discuss it with mentor.
9. Consider your mentor's availability and make a time commitment in your diary.

Annex F: Mentoring Agreement

Mentoring Agreement Form

The first meeting in a mentoring relationship is crucial. This is where the mentor and mentee set out how the relationship will work and agree the objectives and outcomes to be achieved. The key objective of the first meeting is to produce an agreement that will underpin what the relationship is about and how it will operate.

Please be sure to complete this form together at your first meeting. Both parties should sign the form and return it to **XX at xx@unicef.org**.

Please note that this form is not meant to be a record of your first conversation. It is only meant to ensure that the objectives and expectations of the mentoring relationship are clear and agreed with both the mentor and the mentee.

Mentor's name:	Mentee's name:
Professional Development Objectives What are the key learning and professional development objectives that your mentoring relationship will focus on? Please be very specific about the objectives as they will serve as the evaluation criteria at the end of the mentoring pilot.	
Confidentiality What agreements, if any, have you made about confidentiality?	
Meetings How often will you meet? How long will the meetings last? How will they be conducted (Skype, telephone, etc.)?	
Communications How will you communicate with one another between meetings? Have you expressed any expectations or made any commitments about any communications outside of the mentoring meetings?	
Signatures This document reflects the agreements that we enter into at this point in time. We both understand the terms of this agreement may be changed at any time and that we agree to document such changes in writing. Mentor's signature and date: Mentee's signature and date:	

Annex G: Mentor Evaluation

Thank you for participating in the GNC Mentoring Programme pilot. Before we move from a pilot programme to a formal programme rollout, we would now like to get your feedback in order to make any appropriate changes and adjustments to the programme. Please take a few minutes to thoughtfully complete the following evaluation of the five-month mentoring relationship that you had with your mentee.

Please complete this evaluation and return it to xx@unicef.org by xx May 2019.

Mentor's name:	Mentee's name:
<p>The GNC Mentoring Programme Process In your opinion, how well did the mentoring programme process work? What worked well? Is there anything that would improve the effectiveness of the process?</p>	
<p>The Mentoring Relationship How will did the mentoring relationship between you and your mentee work? What helped? What hindered?</p>	
<p>Mentoring Support To what degree do you think the various support mechanisms (such as mentoring training, group support, individual coaching) enabled your mentoring? Is there a need for any additional or different support?</p>	
<p>Mentoring Objectives The following are the objectives that you and your mentee identified in your mentoring agreement. Please base your responses on progress made against these objectives:</p> <ul style="list-style-type: none"> • A • B <p>To what degree do you think the mentee reached the objective(s)?</p> <p>If the mentee, for the most part, reached the objective(s), please explain how you think mentoring helped him/her to succeed. If the mentee didn't meet the objective(s), why do you think that happened?</p>	
<p>Mentoring Impact To what extent do you think that participating in the mentoring programme actually had (or will have) an impact on your mentee's future job performance?</p>	
<p>Further Comments Any else you would like to add?</p>	

Annex H: Mentee Evaluation

Thank you for participating in the GMC Mentoring Programme pilot. Before we move from a pilot programme to a formal programme rollout, we would now like to get your feedback in order to make any appropriate changes and adjustments to the programme. Please take a few minutes to thoughtfully and honestly complete the following evaluation of the five-month mentoring relationship that you had with your mentor. Please complete this evaluation and return it to xx@unicef.org by xx May 2019.

Mentor's name:	Mentee's name:
<p>The GNC Mentoring Programme process In your opinion, how well did the mentoring programme process work? Did you get the support you needed? What worked well? Is there anything that would improve the effectiveness of the process?</p>	
<p>The Mentoring Relationship How well did the mentoring relationship between you and your mentor work? What helped? What hindered?</p>	
<p>Mentoring Objectives The following are the objectives that you and your mentor identified in your mentoring agreement. Please base your responses on progress made against these objectives:</p> <ul style="list-style-type: none"> • A • B <p>To what degree did you reach the objective(s)?</p> <p>If you, for the most part, reached your objective(s), please explain how you think mentoring helped you to succeed. If you didn't meet your objective(s), why do you think that happened?</p>	
<p>Mentoring Impact To what extent do you think that participating in the mentoring programme actually had (or will have) an impact on your job performance?</p>	
<p>Further Comments Any else you would like to add?</p>	

Annex I: Mentoring Programme Email Templates

Call for mentors

Dear xx,

The Global Nutrition Cluster is seeking mentors to participate in the GNC Mentoring Programme. The programme aims:

- To provide tailored, real-time support to meet the professional development needs of Nutrition Cluster Coordinators and Information Management Officers.
- To enhance the confidence of Nutrition Cluster staff when dealing with the challenges arising from their role.
- To identify, share and promote best practices, experiences and approaches in cluster coordination, public nutrition information services, management and leadership.

Being a mentor is also an excellent opportunity for mentors experienced emergency nutrition professionals to:

- Gain new insights about other areas of emergency nutrition response
- Develop their own skills as a manager and leader
- Learn things that will improve judgement and decision-making.

If you are aware of any potential candidates (including yourself), will you please forward this email to them ASAP. Applicants should read the GNC Mentor Guidelines and submit the GNC Mentor Application Form (both attached) to xx by xx 2018.

Call for mentees

Dear xx,

The Global Nutrition Cluster is launching a GNC Mentoring Programme and is looking for Nutrition Cluster Coordinators or Information Management Officers who would like to be mentored for the pilot period. A mentor can help you by:

- Providing relevant guidance and specific feedback, e.g. helping you analyse complex situations, examine emerging challenges and identify approaches to tackle them.
- Giving feedback and direction regarding priority leadership, management or technical competencies that have been identified by you.
- Offering constructive critiques in light of your personal experience and professional knowledge.
- Providing a trustworthy environment for you to discuss your personal and professional challenges.

If you are interested in this opportunity, please read the attached GNC Mentee Guidelines and submit the GNC Mentee Application form (both attached) to xx by xx 2018.

Mentor Training/Orientation email

Dear GNC Mentoring Programme mentors,

I'm looking forward to our session xx at xx time. We will be meeting using xx, a software meeting programme that will allow us all to see and talk with one another, as well as look at slides and other documents.

I'm attaching a couple of things. One is the GNC Mentoring Programme Guide. Please have this open and ready to reference during our session.

I'm also attaching the Mentor Competencies, which will serve to guide you to consider the mentoring skills you already have, as well as ones you might like to work on further. Ideally, it would be great if you could complete the form before we meet. But I know the timing is tight, so we'll work through it together if that's not possible.

Please see my contact details below, should you have any troubles logging in.

Mentor/mentee matching

Dear 'mentor' and 'mentee',

Welcome to the pilot GNC Mentoring Programme! You have both completed all of the requirements and have been matched for a mentoring partnership per your identified competencies.

If possible, would you please try to have your first mentoring conversation within the next week? At that meeting, please be sure to:

- Review the competency self-assessment (attached here) and application
- Identify some key learning and professional development objectives that will be the focus of your five-month mentoring partnership
- Discuss all elements of the mentoring agreement (attached here), complete and sign the agreement, and send it back to me.

I'll check back in with both of you to see how the first mentoring conversation went, as well as to get any feedback that might serve to improve the GNC Mentoring Programme thus far. In the meantime, I'm available to both for any further questions or support. Please feel free to get in touch as needed.

Good luck and enjoy your mentoring!