

mowgli

mentoring

inspire | connect | evolve

2008-2018 IMPACT REPORT



NOW, THIS IS MENTORING!

10 YEARS

Unlocking Opportunities for Growth

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Duns Registration Number: 06587752



Potential minus **Interference** equals **Success**

Timothy Gallwey, The Inner Game

Mentoring helps to reduce interference and increase growth

- /MowgliTweets
- /MowgliMentoring
- medium.com/@mowgliTweets
- /company/mowglimentoring
- /mowglifoundation

Front cover image: Mowgli Mentee, Hala Tamer. See page 21

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My inspiring mentor became a friend for life.

Maya Terro
KAAYIA, Lebanon

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Mentoring brings a shift of mindset from "I" to "we", from profit to purpose and people.

Nadine El Asmar
Mowgli Facilitator, MENA

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Personal development is as important for entrepreneurs as business skills.

Anis El Fahem
EBRD, Tunisia

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My mentor provided an objective voice, supporting me completely.

Zainab El Fakir
Forsa, Morocco

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My mentor helped me to understand myself and move my business forward.

Aly Rafea
Lafarge, Egypt

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Having a mentor and not just any mentor; but a carefully matched mentor is very powerful for any entrepreneur's sanity and success.

Diana Al Dejani
SDC/Datum, Qatar

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Having someone with experience, especially in your domain, to talk to in tough situations is really a blessing.

Kamal-Deen Yakub
GCIC, Ghana

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My mentoring relationship gave me the strength, courage, experience and ideas, pass my exams and obtain a grant to start my project.

Hala Rajab
SANAD, Jordan

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I am calmer and more confident - in a better place inside myself.

Sboniso Phakathi
MAVA Leaders for Nature
Academy, South Africa

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Having someone you trust to walk with you makes the journey easier.

Salome Owuor
Safaricom, Kenya

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Mentoring: From pioneers to scalers

As we are bombarded with figures on unemployment, migration, population growth, lost generations, mental illness and suicide, it becomes ever more urgent to develop more motivated and resilient entrepreneurs, empowered and economically independent citizens, engaged women and youth and service-orientated leadership.

Mentoring plays a key role within a supportive environmental and infrastructural ecosystem that enables people to flourish. Through our participants' stories, as well as our impact data, we can clearly see how mentoring catalyses three levels of growth: personal, business and economic.

Our mentoring programmes assist participants to set and achieve their goals, address challenges and seize new opportunities for growth. They uniquely enable participants to develop both their capability (skills, knowledge and behaviours) and their capacity (confidence, motivation, mindset and resilience).

Mentoring also encourages greater societal interconnectedness, strengthens leadership with a 'Serve to Lead' philosophy at the core and enables communities and countries to sustainably fulfil their long-term economic and social potential.

Over the past ten years, we've achieved numerous goals and created significant impact within emerging economies across the Middle East, North Africa and Sub Saharan Africa:

- Set the benchmark and created awareness of the power of mentoring within 17 countries
- Offered a transformational mentoring experience for entrepreneurs (of all stages), women, youth and organisational leaders
- Designed a 'Mowgli Mentoring Experience' syllabus which has been accredited by the European Mentoring and Coaching Council (EMCC), enabling us to tailor programmes for different needs
- Created local sustainability through a pool of Mowgli-trained facilitators, who deliver our programmes in Arabic, English and French
- Developed processes to optimise the impact of mentoring investment and provide value for money
- Implemented robust monitoring, evaluation and learning practices to measure the impact that mentoring has on economic and employment growth
- Developed an extensive network and deep understanding of the Middle East and Africa's entrepreneurship ecosystems.

It's been an exciting decade and my sincere appreciation and gratitude goes to our funders, partners, founder, trustees, team members, facilitators, mentors and mentees for continually supporting and inspiring us. Looking forward, by 2030, we plan to train 10,000 quality mentors and enable 50,000 individuals to be mentored, further placing mentoring at the heart of the ecosystems that we are currently developing and expanding our geographical and sector focus to include educational institutions and marginalised communities. I hope you will join us to enable us to continue making an impact across the world.

Yours sincerely,



Kathleen Bury
Chief Executive Officer, Mowgli Mentoring



10+ YEARS

110+ MENTORING PROGRAMMES | 17 COUNTRIES

2100+ ALUMNI

1200+ MENTORS | 920+ MENTEES

Invest in mentoring

— Mentoring can transform an individual, be they an entrepreneur or future leader. At Mowgli we've made mentoring our main focus, using structured mentoring programmes to build the capacity of aspiring mentors and empowering mentees to reach new heights.

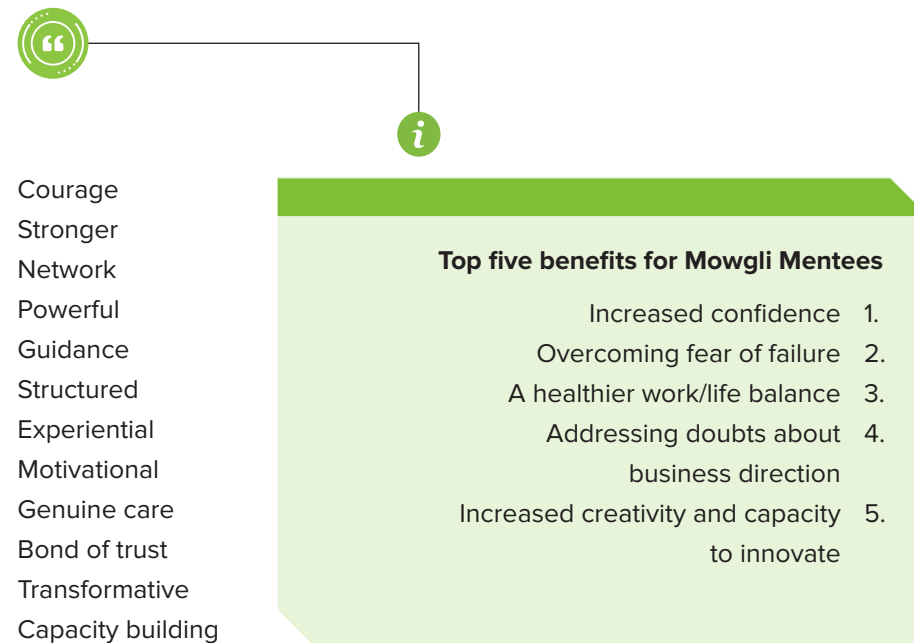
360-DEGREE MENTORING UNLOCKS POTENTIAL

— Mentoring goes beyond training, coaching and business advisory services by enabling mentees to find their own solutions and achieve their goals.

Mowgli's 360-degree mentoring methodology uniquely focuses on providing the foundations for a long-term trusted mentoring relationship and space for **professional** and **personal** exploration and growth, enhancing capacity (motivation, confidence, mindset and resilience) as well as developing capability (knowledge, skills and behaviours). Mentors act as mirrors, companions and guides, supporting mentees to own and drive their growth.

EVERYONE BENEFITS FROM MENTORING

— New Mowgli Mentors are trained for each programme. They are professionals and business experts who are carefully recruited, selected and trained. They are then systematically matched with a mentee in a one-to-one mentoring relationship, and both are supported for a period of six to 12 months. With guidance, confidence, motivation and safety, mentees are free to explore what is holding them back from achieving their full professional and personal potential, enabling them to grow as humans and leaders. Meanwhile mentors develop their own interpersonal, business, communication and leadership skills.



Mowgli Mentees may be micro, small or medium size entrepreneurs, who have an idea, are working to break even, are ready for growth; or who are organisational leaders looking to move ahead in their careers or offer their knowledge to their teams and communities. Many of Mowgli's programmes focus on empowering women and youth within these two categories.

MOWGLI ADAPTS ITS METHODOLOGY TO EACH SITUATION

— Mowgli can run:

1. An end-to-end mentoring programme, from recruitment through to selection, mentor training, preparation of mentees and the matching of mentors and mentees, to ongoing structured support, including refresher sessions and a graduation programme;
2. Mentor training programmes for corporate, incubator, accelerator and educational institution partners, building mentoring skills, cultures and peer-to-peer networks;
3. A mentoring programme coordinator course, building the capacity of a dedicated person within a partner institution to increase the chances of success.

MENTORING IS LONG TERM AND SUSTAINABLE

— Default rates are low throughout our programmes and both mentors and mentees subsequently mentor others, ensuring the long-term sustainability of the programme, the investment and the change. Our data shows that two thirds of Mowgli mentors have mentored an average of two additional mentees during their mentoring year*, a trend that continues long after the end of the programme.



— The value of bringing together the Common Purpose approach to leadership with Mowgli's mentoring expertise was never in doubt. The results of our partnership for the MAVA Leaders for Nature Academy have exceeded expectations.

Alison Coburn,
Chief Executive,
Common Purpose
International

— Human interaction is a key component of the mentoring programmes and one which we feel cannot be replaced or overlooked in this digital age.

Lincoln Peedah,
Mowgli Mentee, Ghana

— Wherever I find an entrepreneur who's been successful in any measure, I always find a mentor.

Tony Bury,
Founder,
Mowgli Mentoring

Our mentees' reflections

- Achieving goals
- Encouragement
- Transformational
- Strength building
- Breaks loneliness
- Experienced wins
- Human interaction
- Understand myself
- Confidence building
- Positive reinforcement
- Move my business forward
- Courage
- Stronger Network
- Powerful Guidance
- Structured Experiential
- Motivational
- Genuine care
- Bond of trust
- Transformative
- Capacity building

Our mentors' reflections

- Enriching
- Companion
- Trendsetter
- Eye opener
- Giving back
- Inspirational
- Mindset shift
- Keep the faith
- Self-discovery
- Accountability
- Two-way street
- Service to others
- Serve to lead
- Fulfilling purpose
- Message of hope
- Hope for mankind
- Mutually beneficial
- Focus on the whole
- Eradicate loneliness
- Shoulder-to-shoulder
- Powerful relationships
- Trust-based relationships
- Life changing experience

* Based on data from 2018 - 2019

Five reasons to work with Mowgli



— #GCIC believes that mentorship is one of the key components in creating a successful entrepreneur. Thank you @MowgliTweets for supporting our entrepreneurs in their journey.

Climate Innovation Centre Ghana



— Proud to support Mowgli Mentoring in providing this visionary mentoring programme for refugee entrepreneurs in #Jordan!

Oesterreichische Entwicklungsbank AG, Development Bank of Austria

WORK WITH A TRUSTED AND ACCREDITED PARTNER

1

Our innovative mentoring syllabus has received the European Quality Award from the European Mentoring and Coaching Council.

With our emphasis on quality, over 25 governments, foundations, corporations and other private sector partners trust Mowgli Mentoring. Focusing on entrepreneurs, women, youth and organisational leaders, Mowgli is a force for economic and social equity and change.

INNOVATE USING MOWGLI'S UNIQUE APPROACH

2

Our structured programmes encourage a long-term, trust-based relationship between mentors and mentees. The relationship empowers the mentee to overcome internal and external obstacles, making their own decisions throughout. With 360-degree attention paid to both the personal and professional aspects of any endeavour, the mentee is significantly more likely to achieve their goals compared to training or business coaching alone.

The mentor is a companion and a guide, giving their time freely. They develop their own business, communication and leadership skills from their service.

BENEFIT FROM LOCAL AND FLEXIBLE EXPERTISE

3

We have over a decade of experience in 17 emerging economies across the Middle East, North Africa and sub-Saharan Africa of mapping ecosystems, working with partners to source local mentors and mentees, delivering programmes in Arabic, English or French to reach a range of participants. We also co-create tailored mentoring programmes that will address your talent and human capital development objectives, complement your incubator and accelerator programmes or other programmatic economic and social change activities and ultimately multiply your impact.

ACHIEVE SHORT, MEDIUM AND LONG-TERM VALUE FOR MONEY

4

With a **762 percent average Return on Mentoring Investment (ROMI)** and high impact levels for your dollar, we make your budget work harder. Each Mowgli Entrepreneur goes on to create an average of 3.1 jobs, in regions where the average is 1-1.5 jobs, within the mentoring year. In addition, they **retain over 90 percent of jobs** despite their precarious growth stage and as a result they have contributed over **\$25 million** to their economies, from salary income alone, since Mowgli began its work.

CREATE YOUR IDEAL LEGACY

5

Mentees are better placed to take full advantage of skills training, advisory, coaching and finance options on offer, maximising the impact of your investment. All mentees and mentors enhance their leadership abilities, spreading the benefits to their families, organisations, communities and their wider society. Eighty percent of Mowgli-trained mentors go on to mentor others, creating a long-term sustainable mentoring ecosystem to nurture talent, leadership and human capital.

Our clients, funders and partners



Strengthening entrepreneurship

By 2050 it is expected that the Middle East and Africa will be home to 3.4bn people – more than China and India combined.

World Economic Forum, 2017

The regions in which Mowgli Mentoring works vary in their history, demographics and aspirations, but generally contend with low employment, a high proportion of youth, high population growth, political instability and conflicts.

Sub-Saharan Africa has the world's youngest population and will have to create 18 million jobs per year to absorb new labour market entrants. The situation in the Middle East and North African (MENA) region is equally dire, with 30 percent youth unemployment.¹

Mowgli assists commercial and social entrepreneurs within micro, small and medium-sized businesses to move their businesses forward and break through the startup years. We focus on empowering women, youth and refugees to take their place in the entrepreneurial ecosystem.

THE ROLE OF ENTREPRENEURSHIP

Where the state can no longer contend with the levels of unemployment, new businesses provide financial independence for entrepreneurs. With employment opportunities, youth have a stake in their society and have less need to migrate. The resulting wealth and jobs benefit the economy, and enable regional and international trade, dampening external conflicts. Human capacity development, through upskilling, personal development and knowledge sharing, provides opportunities for marginalised groups, leads to national development and enhances society as a whole. Meanwhile an engaged community contributes to the social stability of the region.

THE BENEFITS OF ENTREPRENEURIAL MENTORING

Mowgli Mentoring contributes by selecting, training and nurturing high-quality mentors, matching them with entrepreneurs and providing guidance and support to enable them to set the foundations and develop their mentoring relationships. The mentors guide and inspire the entrepreneurs, women, youth and refugee/micro-entrepreneur leaders, who go on to develop themselves, their businesses and their own mentees. With a unique, award-winning methodology and a high return on investment through the creation and retention of jobs and subsequent economic generation, Mowgli is driving inclusive, sustainable economic and social change across the Middle East, North Africa and sub-Saharan Africa.

We need to start empowering and unlocking potential earlier in life. Empowering youth entrepreneurs will achieve sustainable development – entrepreneurs act as the greatest employment generators in emerging economies. We need to strengthen their leadership to withstand the journey ahead.

Kathleen Bury, CEO, Mowgli Mentoring

¹ Arab Youth Survey 2017

Developing organisational leaders

Why do 70 percent of Forbes 500 companies include mentoring in their strategy?

Effective organisations develop their employees' talents, create a positive working environment and plan ahead. Mentoring helps leaders to spread this outlook across the organisation. It is a cost efficient tool to:

- attract, grow and retain the best talent, ensuring inclusivity and diversity
- enable colleagues to reach peak performance, boosting their morale and contributing to organisational success
- develop leadership to benefit the organisation, enlarge the succession pipeline and give back to society.

THE BENEFITS OF MENTORING: FOR MENTEES, MENTORS AND THE ORGANISATION

With non-judgemental personal and professional support, mentees benefit from the guidance of someone who has experienced similar situations and/or can ask the pertinent questions to enable better decision making, deeper self awareness and safety to expand comfort zones. They have the opportunity to develop themselves beyond their current role, learning the interpersonal, communication, analytical, business and leadership skills required to assume more responsibility within the organisation.

Mentors also find the experience engaging and performance enhancing. They gain competencies in listening, communication, coaching, entrepreneurial thinking and self-awareness, developing their own leadership abilities.

By demonstrating openness to continuous learning and mutual support, the organisation attracts higher-quality employees. It boosts retention rates, with mentees being challenged and supported to develop themselves and improve their career prospects within the organisation. In developing the capacity of its staff and building its succession planning capabilities, the organisation prepares for the future.

INCREASING GENDER DIVERSITY AT SENIOR LEVELS

Gender diversity at boardroom level is linked to better business performance. In 2018, women held only 24 percent of senior business roles, with 25 percent of global businesses having no women at all in high-level management positions.²

Safaricom, the largest telecommunications provider in Kenya, wanted to empower women in the workplace, strengthen their leadership pipeline through their Women in Leadership Program and develop a 100 percent human culture. In partnership with Mowgli Mentoring, they included a structured mentoring programme to nurture leadership and talent development: see page 40.

² www.catalyst.org

SUPPORTING SUSTAINABILITY THROUGH MULTI-LEVEL LEADERSHIP DEVELOPMENT

The MAVA Leaders for Nature Academy worked with Mowgli Mentoring, Common Purpose and the MAVA foundation to bring together young and senior leaders for a mentoring and leadership programme to strengthen the sustainability of their conservation partners in years to come. Find out about the intergenerational pairs' experience on page 36.



Shoulder to shoulder: The mentoring journey

92%
OF BUSINESSES REMAINED OPERATIONAL DURING THE MENTORING PROGRAMME

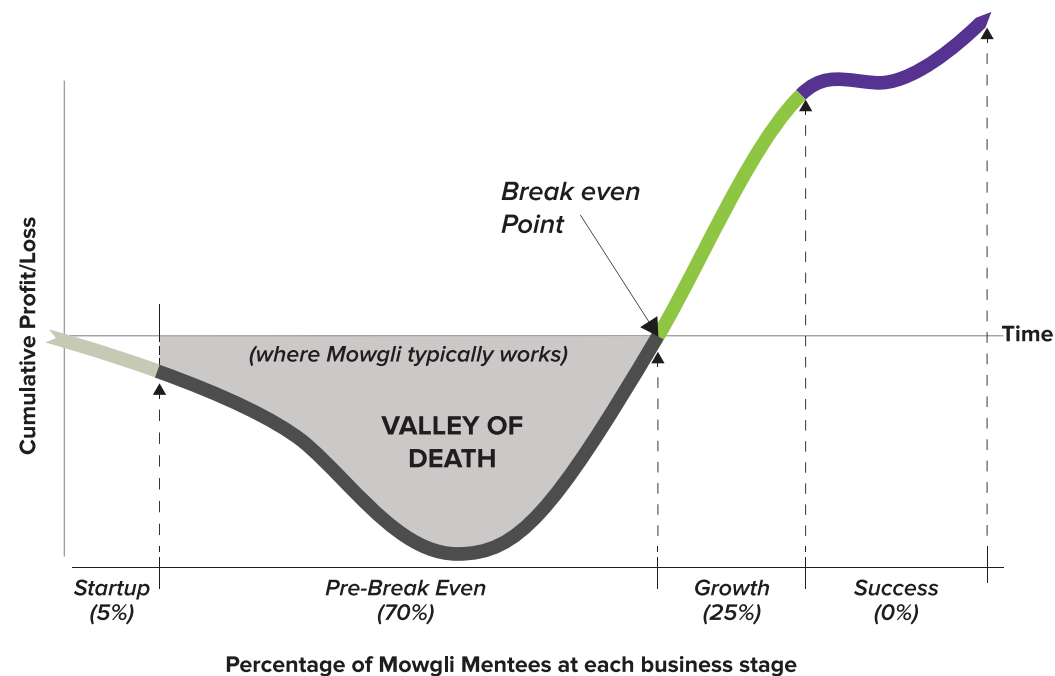
70%
OF ENTREPRENEURS WERE ABLE TO INCREASE THEIR CONFIDENCE IN MOVING THEIR BUSINESS ON TO THE NEXT GROWTH STAGE

69%
OF ENTREPRENEURS WERE ABLE TO INCREASE THEIR CONFIDENCE IN OVERCOMING FEAR OF FAILURE

26%
OF ENTREPRENEURS SECURED FUNDING DURING THEIR MENTORING PROGRAMME

- Why do so many businesses fail in the first five years of operation?
- Why do so many promising businesses stagnate after the initial burst of success?
- Why do the few entrepreneurs who reach the heights of success often jeopardise it all through bad decisions?

At Mowgli, we believe the answer lies within the nature of the entrepreneurial mindset and learning process, which need support at the three critical stages of the business lifecycle.



START UP AND PRE-BREAK EVEN PHASE

— A startup company exists in a world of uncertainties, with success heavily reliant on factors such as its founder's confidence, motivation, mindset and resilience. Entrepreneurs struggling to break even in these first few critical years experience pressures, stresses and interferences, including fears, insecurities, limiting beliefs and societal, cultural and gender-based psychological factors. These cannot often be addressed in business mentoring-focused programmes.

At Mowgli, 70 percent of the entrepreneurs we have worked with are in this 'Valley of Death' phase. Our mentors offer them a new perspective, sharing their own experiences in a long-term shoulder-to-shoulder relationship. They support the entrepreneurs to clarify their personal and professional vision, establish their priorities and roadmap, explore their blind spots, identify areas requiring personal development or resources and manage their own learning process.

— Having someone with experience, especially in your domain, to talk to in tough situations is really a blessing that is not acquired from the classroom. I would encourage every entrepreneur to engage a mentor, especially in a structured form like Mowgli's.

Kamal-Deen Yakub,
Mowgli Mentee, Ghana

GROWTH

— The skills and people needed to work on a growing, established business fundamentally differ from those required at start up. The mentor can smooth this transition: they can assist an entrepreneur to recognise and reflect on their strengths and weaknesses, adapt their skills and outlook to the development needs of the business, identify possible limitations that may affect the business, identify risks and opportunities, and consider what other inputs their business will need as it grows.

SUCCESS

— When revenues surge, the spotlight is on the entrepreneur and their business. Complacency and boredom, hubris and neglect of themselves, their personal lives and their business can set in. This is often referred to as the 'crash and burn phase'. With a mentor by their side, entrepreneurs can receive constructive criticism, remain grounded, humble and curious, and ultimately discover their next learning curve.

Find out more about the three critical phases of mentoring: bit.ly/criticalphases

— One key reason why blueMoon Ethiopia entrepreneurs secured investment at Lions Den [an event linking entrepreneurs with investors] is because of mentoring.

Eleni Gabre Madhin,
the founder and CEO
of blueMoon

Mowgli Mentoring worked with Ethiopia's first youth agribusiness incubator and seed funding investor, blueMoon, to mentor six teams of entrepreneurs at the startup stage. Four gained investor funding totalling seven million Birr (USD 245,100).

In 2018, 63 percent of mentors trained and 67 percent of mentees Mowgli supported were female. This was due to three projects which trained women mentors to support women entrepreneurs, corporate employees and refugees.

Currently, EBRD and Mowgli are working to address gender gaps in Tunisia via entrepreneurship. The EU-funded PACS Programme (see page 16) offers mentoring to women who lead enterprises in the service sector. It builds their confidence and capacity to grow their businesses sustainably, helping individuals and countries to achieve more of their economic potential.

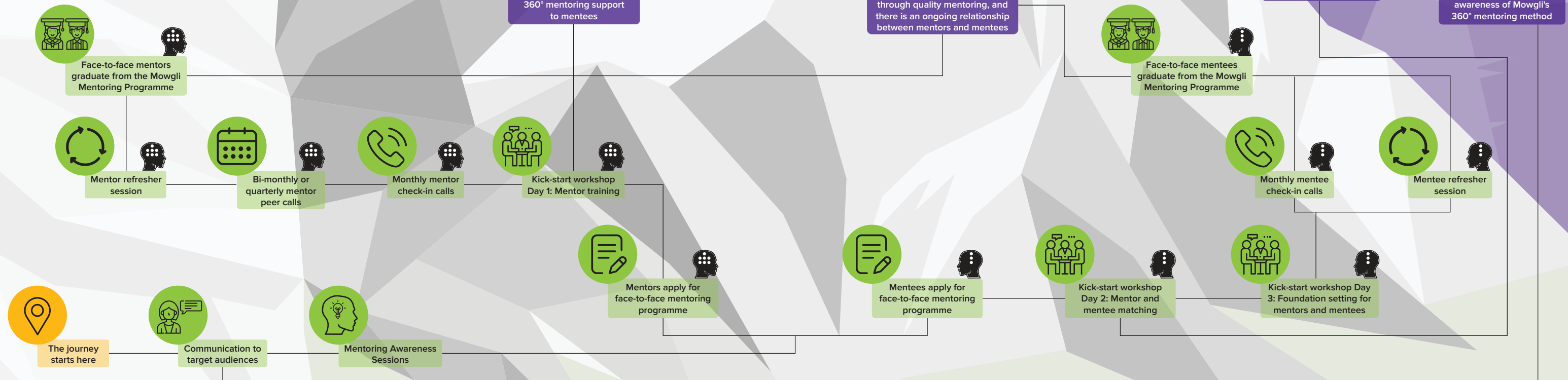
— At EBRD we strongly believe personal development is as important for entrepreneurs as business skills, and mentoring is a powerful approach to supporting women in reaching their personal and business goals.

Anis El Fahem,
Small Business Support
National Programme
Manager,
EBRD Tunisia

Strengthening individuals and businesses to transform societies

MENTOR MENTEE

- Impact value created
- Outcomes
- Outputs system change
- Activities



Mentoring has a positive impact on the mentors' personal capacities and professional capabilities, resulting in better leaders

Mentors have increased interest to mentor again

Mentors recommend Mowgli Mentoring to potential mentors

Mentees recommend Mowgli Mentoring to other entrepreneurs

Mentees develop an interest in providing mentor support

Mentors are trained and have the capacity to provide 360° mentoring support to mentees

Mentors continue to listen, to guide and inspire mentees through quality mentoring, and there is an ongoing relationship between mentors and mentees

Mentees develop interpersonal capacities

Mentees develop professional capacities

Mentees have more passion and confidence in their ability to run their businesses

Mentors and mentees are successfully matched

Potential mentors and mentees have increased awareness of Mowgli's 360° mentoring method

Increased availability of quality mentoring in the Middle East, North and sub-Saharan Africa

Economic growth and social change through the development of human capital in the Middle East, North and sub-Saharan Africa

Mentees retain staff and create more jobs in their businesses

Mentees grow and/or improve the performance of their businesses

Impact and Voices

Finding sustainable solutions

— “In Lebanon, where around 30 percent of the population lives in poverty, almost 30 percent of all edible food never gets eaten. I started FoodBlessed in 2012 to provide a sustainable solution to the twin problems of food insecurity and food waste by pioneering a local, community-based, volunteer-driven approach.

“In 2015, I was a finalist at the prestigious King Abdullah Award for Youth Innovation and Achievement (KAAYIA). Consequently, I got the chance to be part of a unique one-year mentoring programme with Mowgli. During this period, my mentor, Omar El Manialawy, was a great added value. FoodBlessed was the epicentre of my activities, so Omar helped me to reflect on things more. He made it very easy for me to share with him and address how the issues in my personal life were affecting the way I ran FoodBlessed and to identify areas of self-development.

“The training I’ve taken, the places I’ve visited, the people I’ve met, the friendships I’ve made and the inspiring one-year mentor I ended up having as a friend for life, all made my Mowgli Mentoring journey the memorable and worthwhile journey that it was.

“Since its inception, thousands of our Hunger Heroes have helped spread FoodBlessed’s message far and wide to help make hunger and food waste a thing of the past. Since then, together with our Blessed partners, we’ve successfully distributed over 400,000 free meals to those in need and saved more than one million tonnes of food from the bin, an amazing achievement that we’re really proud of. However, that’s just one of many reasons that inspire us to achieve even more. Using the power of food and social responsibility, what we do gives people in Lebanon a sense of empowerment and a chance to care and inspire each other to become more active citizens in their respective communities. Through a meal, cooked, rescued, served or shared, my volunteers and I are creating and promoting change on a daily basis, one meal at a time.

“As a young, female, activist it is difficult to be an agent of change at times, especially in Arab societies. It is sometimes extremely difficult for those around you to understand why you’re doing what you are doing. But if you’re anything like me, always remind yourself to never lose hope; to be true to yourself; and to spend as much time as you can doing what you love, because you only get one life. And if you’re lucky enough, find a mentor (or two or more) to help you reach your full potential.”

Maya Terro

Co-founder and Executive Director,
FoodBlessed

1 Million

TONNES OF FOOD UTILISED THAT WOULD HAVE BEEN WASTED

400,000

MEALS SERVED TO THE HOMELESS AND IMPOVERISHED COMMUNITIES

1 000

VOLUNTEERS; AN INCREASE OF 600 VOLUNTEERS DUE TO THE MENTORING PROGRAMME

Chevening

SCHOLARSHIP AND MBC AL AMAL HUMANITARIAN AWARD AWARDED TO MAYA TERRO



Enabling women to build their society and economy



-  **Aim**
Gender equality and inclusion, employment creation, economic growth, leadership development, enhancing ecosystems
-  **Country**
Tunisia
-  **Client**
European Bank for Reconstruction and Development (EBRD) Tunisia
-  **Funder**
The European Commission



I had mentored several people, giving input into their business plans, before taking part in the Mowgli programme. But when I joined Mowgli as a mentor it was an eye-opener. I learned how to mentor properly, using many new techniques. I also learned about the importance of mentoring a person as a whole, not just focusing on their business, for them to get the best results. It's all about helping them to find the solutions for themselves, rather than telling them what to do.

Thomas Biotteau,
Mowgli Mentor,
PACS Tunisia

In 12 months:

83%

OF ENTREPRENEURS INCREASED THEIR CONFIDENCE IN FINANCIAL SECURITY AND SUSTAINABILITY

58%

OF ENTREPRENEURS INCREASED THEIR PROFITS

33%

OF ENTREPRENEURS EXPANDED THEIR BUSINESS GEOGRAPHICALLY

7.5

JOBS WERE CREATED PER ENTREPRENEUR; 2.5 TIMES THE MOWGLI AVERAGE

With the EU-funded PACS Programme³, the European Bank for Reconstruction and Development (EBRD) is working to promote gender equality and inclusion in Tunisia. The programme enables women-led enterprises to contribute fully to building free, market-oriented economies and democratic societies. It aims to address market failures, giving women leading SMEs the equal opportunities they need to deliver job creation and economic growth. Mentoring is integral, building women's confidence and capacity to grow their businesses sustainably and enabling them to contribute fully to their society.

Anis El Fahem, Small Business Support National Programme Manager at EBRD Tunisia, explains:

"At EBRD we strongly believe personal development is as important for entrepreneurs as business skills, and we need to create a supportive and encouraging environment in which women can do business. Mentoring is a powerful approach for supporting women in reaching their personal and business goals. It serves as a catalyst to facilitate networking among participants, building a platform to further develop women's entrepreneurship."

"Applicants are profiled and offered relevant support – whether finance, technical assistance or mentoring. Mentoring best suits those who are seeking to gain confidence, gain support around making business decisions, grow their businesses and focus on their personal development. EBRD has partnered with Mowgli Mentoring to provide the mentoring

component. Mowgli has trained 12 mentors, matched them with 12 mentees in 2018 and supported their one-to-one mentoring relationships for 12 months.

"I have personally witnessed the impact of Mowgli's mentoring philosophy. One mentee was finding it hard to make difficult business choices. I saw people giving her advice, but she was still not moving forward. Within a short space of time working with her mentor, these blocks were removed and she was able to make decisions with confidence; it was quite incredible."

"I see the mentors helping their mentees think through choices and diminish their risks. Women are also quite shy about doing business and sharing, but through the programme they open up and grow.

A lot of the results we see with mentoring are not easy to quantify, but when you speak to the mentees you see how things have moved forward for them. Mentoring also helps to develop the ecosystem, strengthening connections between established and growing entrepreneurs.

"We are thrilled about our partnership with Mowgli Mentoring and we have really enjoyed working with them. It's a very professional organisation, with a proven track record, and they're very good at what they do. They have really helped to train our mentors and have made a great impact on our mentees, helping to foster the role of women in economic growth and social development."

In Tunisia, women-led businesses make up less than 10 percent of the SMEs and through our partnership with the EBRD we hope to build on the great progress they have made to date, strengthen them as entrepreneurs and leaders, and increase this figure to 20 or 30 percent, which is critical for Tunisia to realise its full economic potential.

Kathleen Bury
CEO, Mowgli Mentoring

We work with governments, banks, corporations and other private sector partners to enable countries to thrive. Contact us at info@mowgli.org.uk to see how we can contribute to your goals.

³ Programme d'Appui à la Compétitivité des Services

Creating employment through entrepreneurship

Aim
Entrepreneurship development, employment creation, economic growth, enhancing ecosystems, leadership development

Country
Egypt, Jordan, Libya, Morocco, Tunisia & Yemen

Funder
Department for International Development (DFID)

Client
G8 Deauville Partnership Fund

In 12 months:

85%
OF ENTREPRENEURS INCREASED THEIR CONFIDENCE, SELF-BELIEF & AWARENESS

77%
OF ENTREPRENEURS IMPROVED THEIR BUSINESS SKILLS OR ENTERED NEW MARKETS/PRODUCT AREAS

75%
OF ENTREPRENEURS AIMED TO BECOME A MOWGLI MENTOR TO PASS IT FORWARD

64%
OF ENTREPRENEURS WERE BETTER ABLE TO TAKE ADVANTAGE OF COMMERCIAL OPPORTUNITIES

Forsa, meaning ‘opportunity’ in Arabic, was implemented by Adam Smith International, Mowgli Mentoring and Upper Quartile between 2012 and 2014 as part of the G8-Deauville Partnership Fund under the presidency of the UK. The mentoring programme directly connected 303 local entrepreneurs with 293 mentors to help them develop the human side of their projects.

Carl Aaron, then Private Sector Development Advisor for the Middle East and North Africa at DFID, oversaw the programme once it was underway. He says:

“This programme had several innovative components. It focused on the entrepreneur as a whole, rather than the project, something unique to Mowgli’s 360-degree mentoring methodology. Each entrepreneur identified areas they wanted to improve and worked with their mentors to address areas of time management, the balance between personal and professional responsibilities, leadership skills, and problem solving so as to help improve their business. The programme also placed a lot of emphasis on the correct mentor-mentee matching, which doesn’t necessarily mean that they come from the same sector and background, but are complementary and can gain different perspectives from each other. For instance, a mobile app developer may be mentored by an NGO activist with the required business experience.

“I was impressed with the impact that I saw with the programme. Many entrepreneurs had received support of some kind, for example training. This is often one-off and short term, attempting to work on a certain problem, but a mentoring relationship is beneficial in the long run. Creating jobs and businesses is vital to ensure that the talented youth in the region have prospects, and the FORSA programme gave young people the confidence

they needed to take on commercial opportunities, to build and create jobs.

“I am a strong advocate of the Mowgli mentoring methodology. I was a bit sceptical when I first engaged with the Mowgli approach, but, after looking into the individual results and grass roots impact on entrepreneurship mentality, I became a firm believer. Overall, the total number of jobs created and retained by the Forsa entrepreneurs was 550, but the impact on building entrepreneurial mindsets and transforming the entrepreneurial ecosystem was much greater.”

Despite the security concerns and political instability in four of the participating countries at the time of the programme, the mentees gained significantly from their involvement with Forsa and the mentoring programme. Many have become mentors in their turn, multiplying the benefits in their region.

The programme achieved an impressive Return on Mentoring Investment (ROMI) of 495 percent. The measurement uses an innovative methodology, developed by Mowgli and externally endorsed, that helps assess the economic impact of mentoring when it is included in entrepreneurial support interventions.

Forsa engagement and lobbying also resulted in the unprecedented inclusion of mentoring into the national SME strategies and policy portfolios of Jordan, Morocco and Yemen, as well as forming part of the IFC toolkit.



Work with us to maximise the effectiveness of your entrepreneurship, employment and economic growth focused programmes: email us at info@mowgli.org.uk to find out more.



My friend Mervat joined @MowgliTweets as a mentee in 2014. During the ongoing conflict in Yemen she mentored 15 Yemeni businesswomen, helping them to be resilient and transferring valuable knowledge to them. They helped others as well, and the impact during the crisis was remarkable.

Faizah Al-Sulimani,
Yemen

The total number of jobs created and retained was 550, but the impact on building entrepreneurial mindsets and transforming the entrepreneurial ecosystems was much greater.

Carl Aaron, DFID

Gaining exposure and guidance

“If it was not for my mentor, I would not have even participated in the business competitions, let alone won them!”

— The Mowgli Mentoring Experience is unique from the beginning. The variety of activities in the Kickstart workshop did not just manage to make complete strangers comfortable with each other, but also made entrepreneurs explore their venture and personalities on different levels. For the first time, I had to admit to myself, and to everyone else in the room, my personal weaknesses, fears and hopes. It was such a journey of self-exploration. The way Mowgli matched me with my amazing mentor provided me with a safe space to learn how to ask for help. If it was not for my mentor, I would not have even participated in the business competitions, let alone won them! One of the big milestones that my mentor helped me with is to improve my financial statements – which became instrumental when applying for the competitions and investors.”

Diana Al Dejani, Mowgli Mentee, Qatar

Diana won two awards within the mentoring year: Female Entrepreneur at the MIT Enterprise Forum Arab Start Up Challenge and second place in the Al Fikra Business Plan Competition. She was also selected by the Arab Mobile App Challenge to represent Qatar at the Mobile World Congress. Within this event, EduTechnoz was ranked sixth worldwide, leading Diana to engage with investors.

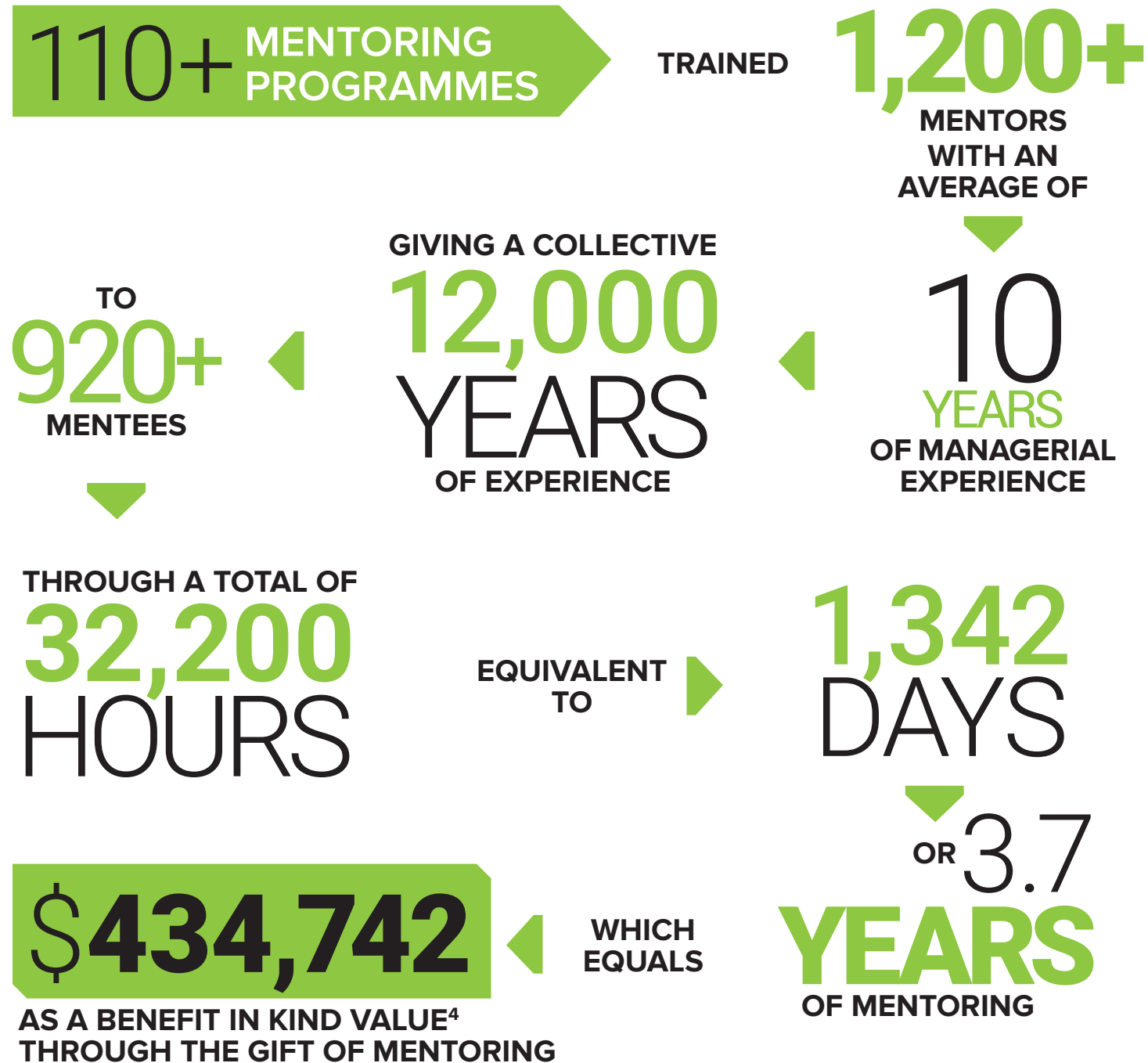
“The experience was absolutely amazing. It took me to another world where I met cultivated people with beautiful ideas.”

— The experience was absolutely amazing. It took me to another world where I met cultivated people with beautiful ideas. My mentor, Hawazin, was great. She helped me so much with marketing my products and opened to me opportunities to sell in places other than Irbid. I also gained new friends; the group of mentees talk regularly on WhatsApp and exchange ideas and tips. With my fellow Mowgli Mentee, Mrs Badia, we have constituted a group of nine ladies from the community and after a series of training sessions, our catering kitchen Matbakh Al Cham was awarded a fully equipped kitchen by the Lutheran World Federation.

Hala Tamer, Mowgli Mentee, Jordan
(featured on the front cover)

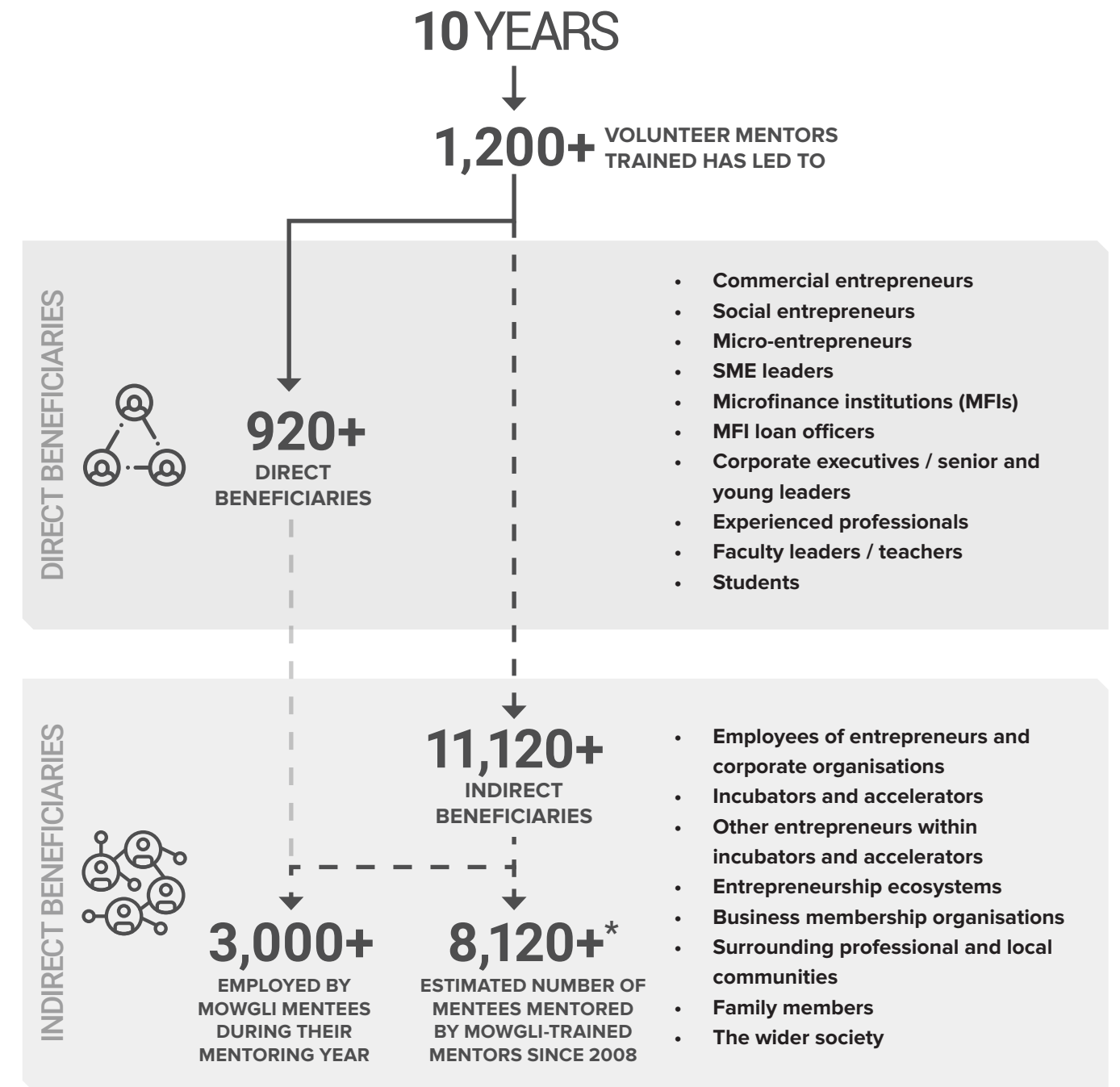
A decade of impact

THE GIFT OF GIVING...



⁴ Based on a conservative average salary of \$15 across the programme countries

...SPREADS THE BENEFITS WIDELY...



* Based on 64% of Mowgli's trained mentors mentoring at least two additional mentees per year either formally or informally

A decade of impact

...LEADING TO EFFECTIVE ECONOMIC GROWTH...

3,638 JOBS
HAVE BEEN CREATED AND RETAINED

AVERAGE OF
3.1
JOBS
CREATED PER
ENTREPRENEUR

2170
JOBS
RETAINED
95%

\$25,218,103

CONTRIBUTION TO THE ECONOMY⁵
FROM THESE JOBS

762%

RETURN ON MENTORING
INVESTMENT

92%
OF THE BUSINESSES
REMAINED OPERATIONAL
AT THE END OF THE
MENTORING PROGRAMME

52%
OF MENTEES INCREASED
THEIR CLIENT LISTS/
SECURED MORE
CONTRACTS

41%
EXPANDED THEIR
BUSINESS' PRODUCT
OFFERINGS

70%
INCREASED THEIR
CONFIDENCE IN MOVING
THEIR BUSINESS TO THE
NEXT GROWTH STAGE

41%
INCREASED THEIR
TURNOVER WITHIN THE
MENTORING YEAR

26%
SECURED INVESTMENT
WITHIN THE
MENTORING YEAR

...AND A SUSTAINABLE MULTIPLIER EFFECT

92%
OF MENTORS AIM TO
KEEP IN TOUCH WITH
THEIR MENTEE

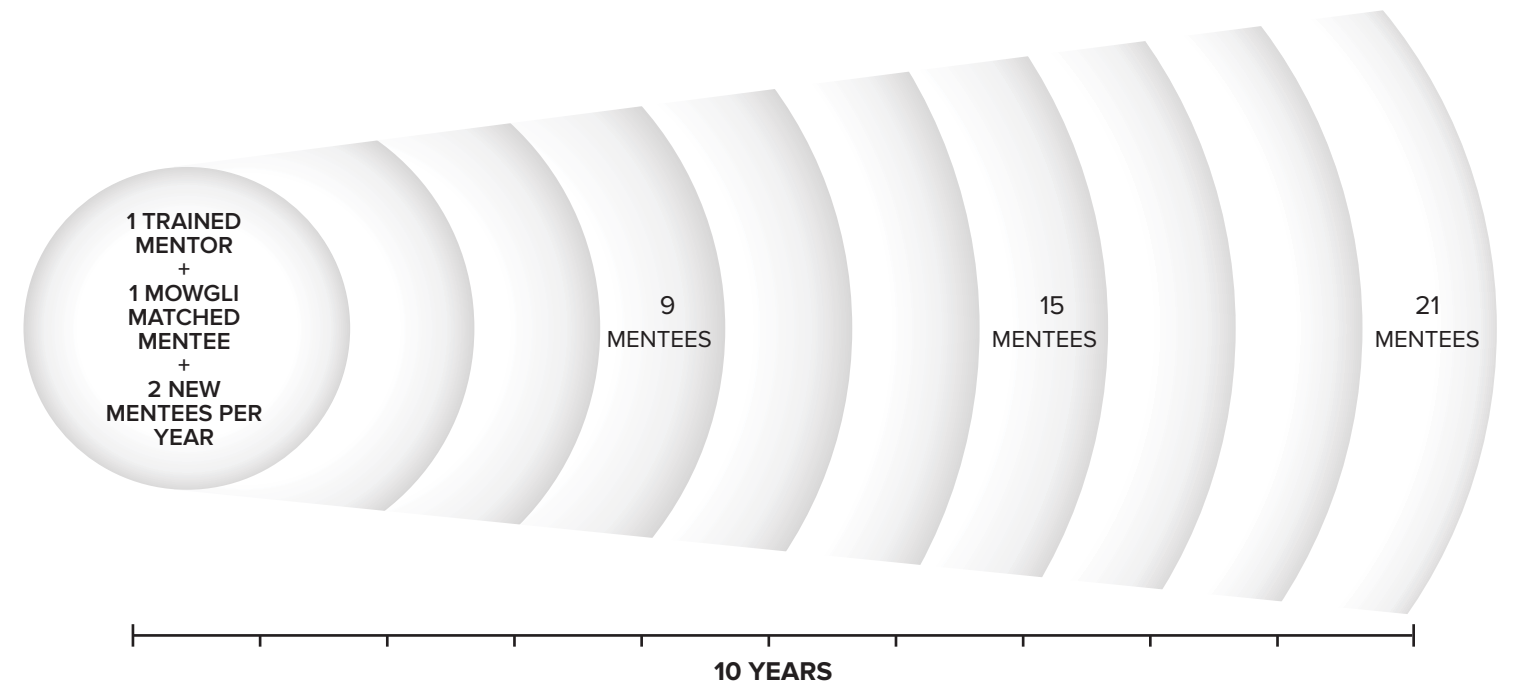
80%
OF MENTEES
WOULD
RECOMMEND
MOWGLI TO OTHERS

64%*
OF MENTORS TOOK
ON AT LEAST ONE
ADDITIONAL MENTEE
DURING THE YEAR

83%
OF MENTORS AIM
TO SEEK NEW
OPPORTUNITIES TO
MENTOR AGAIN

73%
OF MENTEES WANT TO
PAY IT FORWARD AND
MENTOR SOMEONE

2
ADDITIONAL MENTEES,
ON AVERAGE, ARE
TAKEN ON PER YEAR BY
THESE MENTORS



Each mentor on average mentors 21 people over 10 years, increasing the return on training investment

⁵ This figure is based on the average salaries paid out by entrepreneurs to their employees during their programme, and does not include other potential contributions to the economy

* Based on data from 2018 - 2019

A closer look: Mentees



90%

DEVELOPED CONFIDENCE IN THEIR BUSINESS DECISION MAKING

87%

FELT MORE CONFIDENT IN BUILDING AND DEVELOPING TRUSTED RELATIONSHIPS

77%

WERE BETTER ABLE TO ADDRESS DOUBTS ABOUT THE DIRECTION OF THEIR BUSINESS

67%

INCREASED THEIR CONFIDENCE IN RECRUITING AND RETAINING TALENTED EMPLOYEES

60%

INCREASED THEIR CONFIDENCE IN IMPROVING THEIR WORK/LIFE BALANCE

HOW CAN I MAKE THE MOST OF BEING MENTORED?

1. Trust the process

“What held me back was fear – what I would say to potential mentees is just push that aside, it’s an illusion, and really go for it.”

Lubna Latif, Mowgli Mentee, UK

2. Accept input and support, but own your decisions

“There is a journey that you have to take, but there are lots of people who are just like you, and they can help you in many ways.”

Hala Keichur, Mowgli Mentee, Syria

3. Develop a trust-based relationship with your mentor

“My mentor helped me to reflect on my motivations and to understand what I really wanted to do on a personal and professional level.”

Cynthia Haddad Abou Khater, Mowgli Mentee, Lebanon

4. Explore your strengths and weaknesses, blind spots and areas to develop

“I lacked confidence and didn’t think my ideas were good enough to strengthen my company. My mentor helped me to realise that I do have a lot of business knowledge to share with others, and has helped me achieve the things that I wouldn’t have been capable of otherwise.”

Eva Turk, Mowgli Mentee and Mentor, Lebanon

5. Drive the relationship yourself, during and after the programme

“I do feel that it’s important that it should be a serious relationship from the beginning; it’s all about making regular contact and being very committed to the other person, if you’re going to get the most benefit from the programme.”

Ramzi Qaqish, Mowgli Mentee, Jordan

6. Use mentoring to change your own life...

“Over the year my mentor helped me to understand myself and my professional needs and to actually start moving my business and my personal development forward. That was the most important thing for me.”

Aly Rafea, Mowgli Mentee, Egypt

7. ...and change the lives of others

“There are few relationships in life that are as rewarding as being able to support someone on their journey to success.”

Nadine Asmar, Mowgli Mentee, Mentor and Coach Facilitator, Lebanon

A closer look: Mentors



HOW CAN I BECOME AN EFFECTIVE MENTOR?

1. Commit to regular meetings with your mentee and to holding each other accountable

“Besides a strong relationship based on trust and openness, commitment in my opinion was key. We met on a weekly basis for the first six months.”

Christine Francis Asmar, Mowgli Mentor and Facilitator, Lebanon

2. Listen – to what is and is not being said

“It’s an open and honest exchange and not a top down monologue, so there is no patronising or preaching, but the exchange is based upon listening, questioning and provoking.”

Ali Borhani, Mowgli Mentor, UK

3. Be a mirror, challenging your mentee without being judgemental or prescriptive

“Through questioning, giving feedback and subjecting work to objective critique, my mentee is able to improve on the product and the business model, and attract the right opportunities.”

Paulina Adjei, Mowgli Mentor, Ghana

4. Create a shoulder-to-shoulder relationship, rather than a teacher-student one

“I learnt to let the process take place by actively listening and empowering my mentees to make their own decisions.”

Biruk Yosef, Mowgli Mentor, Ethiopia

5. Be as open with your mentee as you expect them to be with you

“Don’t be afraid of being open and honest about the failures as well. Admitting these during the timeline exercise actually made me feel more confident as I realised what I had learnt from each failure or bad period, and I saw rapport developing with my mentee who is also going through a period of self-doubt and anxiety.”

Naila Saba, Mowgli Mentor, Lebanon

6. Learn from the experience

“The Mowgli Mentoring Experience helps both mentees and mentors develop critical leadership skills such as listening, inspiring others, creating new perspectives, humility (“to serve is to lead”) and challenging without judgement.”

Mustapha Koriba, Mowgli Mentor and Facilitator, UK

7. Join the transformation and watch your mentees go on to become mentors themselves

“I started out as a Mowgli Mentee and went on to mentor my peers. Mentoring offers hope for humankind to live beyond their differences, and be at the service of others so they too can unlock their potential.”

Nadine Asmar, Mowgli Mentee, Mentor and Facilitator, Lebanon

Mowgli's spreading impact



* The sustainable Development Goals (SDGs) displayed on these pages are those Mowgli supports directly through projects and indirectly through beneficiaries.

8 17 UK
 27 Mentors | 27 Mentees
 43% Women | 36% Women
 57% Men | 64% Men

8 17 Algeria
 175 Mentors | 167 Mentees
 21% Women | 28% Women
 79% Men | 72% Men

7 8 11 13
14 15 17 Morocco
 104 Mentors | 100 Mentees
 21% Women | 37% Women
 79% Men | 63% Men

7 8 9
12 13 17 Ghana
 12 Mentors | 12 Mentees
 25% Women | 8% Women
 75% Men | 92% Men

5 8 17 Kenya
 14 Mentors | 28 Mentees
 100% Women | 100% Women
 0% Men | 0% Men

5 8 17 Tunisia
 69 Mentors | 54 Mentees
 30% Women | 37% Women
 70% Men | 63% Men

8 17 Libya
 25 Mentors | 27 Mentees
 22% Women | 26% Women
 78% Men | 74% Men

8 17 Egypt
 175 Mentors | 96 Mentees
 30% Women | 29% Women
 70% Men | 71% Men

5 8 9 17 Palestine
 20 Mentors | 8 Mentees
 6% Women | 40% Women
 94% Men | 60% Men

5 8 9 17 Lebanon
 110 Mentors | 75 Mentees
 25% Women | 33% Women
 75% Men | 67% Men

8 17 Syria
 15 Mentors | 15 Mentees
 40% Women | 40% Women
 60% Men | 60% Men

5 7 8 9 10
11 13 14 15 17 Jordan
 290 Mentors | 203 Mentees
 30% Women | 44% Women
 70% Men | 56% Men

8 17 Bahrain
 15 Mentors | 15 Mentees
 60% Women | 33% Women
 40% Men | 67% Men

8 17 Qatar
 8 Mentors | 8 Mentees
 29% Women | 71% Women
 71% Men | 29% Men

8 17 Saudi Arabia
 89 Mentors | 23 Mentees
 34% Women | 26% Women
 66% Men | 74% Men

8 17 Yemen
 63 Mentors | 62 Mentees
 8% Women | 40% Women
 92% Men | 60% Men

6 7 8 9
12 13 17 Ethiopia
 6 Mentors | 16 Mentees
 33% Women | 13% Women
 67% Men | 87% Men

Attracting investment

“Mentoring led to a better and unified vision for the company, making our offering more attractive to investors.”

—— Mowgli Mentee, **Tarek el Jaroudi**, is a co-founder of Moodfit, the first online interior design platform in the MENA region. In 2018, Moodfit was selected as one of the top 50 startups to watch in the Arab world by Forbes Middle East. By mid-2018 it employed five people and was connecting 50 designers with clients in several countries.

—— *“Eline (my Mowgli Mentor) has been a big support system in my personal and professional development. Together we witnessed our start-up evolve from idea stage to receiving our first investment round.”*

“Through mentoring, I was able to improve the way we deal with internal differences in opinions. This has led to a better and unified vision for the company, making our offering more attractive to investors. Mentoring also helped expand our network, which has been instrumental in developing business partnerships and growing the business.”

“Having the support of someone like him by my side gave me what I needed the most at this time: the self confidence to persevere.”

—— **Ameer Sherif** became a Mowgli Mentee when his startup, BasharSoft, was facing the ‘Valley of Death’. Six years on, BasharSoft’s online recruitment platform, Wuzzuf, had raised \$1.7 million from European venture capital funds, as well as investment within Egypt. Wuzzuf has now helped over 100,000 jobseekers find employment, making a significant impact on Egypt’s business sector.

—— *“I attended the Mowgli mentoring programme in Cairo in 2013, two years after the revolution. My business was still struggling to grow and I was very frustrated. Three years of pitching to hundreds of investors without any success can be devastating to one’s self confidence.”*

“I was very lucky to join the Mowgli programme. In a few days, I didn’t just have a mentor, I had a trusted friend and advisor with whom I regularly got in touch in the years to follow. Having the support of someone like him by my side gave me what I needed the most at this time: the self confidence to persevere.”

Supporting refugees to achieve economic freedom



Aim Gender equality and inclusion, refugee and micro-entrepreneur support, enhancing ecosystems, livelihood enhancement, host-community dialogue



Country
Jordan



Client
Finance in Motion, who manage the SANAD fund



Funder
The Austrian Development Bank / the Austrian Ministry of Finance

In 6 months:

100%

OF MICRO-ENTREPRENEURS EXPANDED THEIR NETWORK WITHIN JORDAN

92%

OF MICRO-ENTREPRENEURS INCREASED THEIR NUMBER OF CUSTOMERS OR POTENTIAL CUSTOMERS

85%

OF MICRO-BUSINESSES REMAINED OPERATIONAL

4

NEW MICRO-BUSINESSES WERE CREATED

— **Uwe Schober**, Director at Finance in Motion, Advisor of the SANAD Fund for Micro, Small and Medium Enterprises (MSME), tells us about SANAD's partnership with Mowgli to provide personal and professional mentoring support to Syrian entrepreneurs based in Amman.

— “The SANAD Fund for MSME is an impact investing fund advised by Finance in Motion. It uses the combined power of public and private investors to support entrepreneurship and financial inclusion in the Middle East and North Africa (MENA). We work hard to expand access to finance, enable small businesses to grow, and help entrepreneurs to launch their businesses, with the ultimate goal of promoting employment and income generation throughout the MENA region.

“Since 2014-15, we’ve been looking to support Syrians – and particularly Syrian entrepreneurs in Jordan and Lebanon. We founded the SANAD Entrepreneurship Academy and began partnerships with experts like Mowgli to make a real impact on the ability of Syrian entrepreneurs in Jordan to found and improve their businesses.

“We believe that mentoring is the best way to enable entrepreneurs’ success and provide for the survival of startups. Training can often provide too much information to entrepreneurs all at once without necessarily covering all their needs. Through mentorship, we can address entrepreneurs’ needs as they arise, while also encouraging their integration into the organic business networks that can mean success for a small business.

“Mowgli has been professional and committed to excellence, empowering its participants. The organisation is much closer to their partners than many of the business development organisations we’ve worked with. They have an excellent concept for preparing mentors and mentees for their work together; and a clear understanding of the needs of the entrepreneur, when to step back and let the relationships develop, and how to support them in a sustainable manner. This has led to their having a strong positive impact to the benefit of the entrepreneurs they work with.

“We concluded our first programme recently and were very happy with the

result that four of the six programme participants who had not yet started a business when they joined the programme, did so during the mentoring programme. That’s something that we’ve never seen as the result of a normal skills training programme, and something that we’re very satisfied with.

“Not only have we supported the creation of four new enterprises through our work with Mowgli, we’ve enabled existing micro-businesses to grow and created new connections between the Jordanian and Syrians in our programme. This new understanding and these new relationships are resources that some of the Syrians’ businesses might someday profit from. What’s more, most of the mentees in the programme were women, and we are very happy to see more women founding, running, and succeeding in creating and growing businesses!

“We were so happy with the results of our initial engagement with Mowgli that we’re replicating our first project together in Lebanon. Like the SANAD Fund, Mowgli Mentoring is driving inclusive economic change in the Middle East and North

and sub Saharan Africa by helping entrepreneurs, women, and youth to unlock their potential. We believe that our cooperation with Mowgli Mentoring reinforces our mission to help MSMEs fulfil their role as an engine of economic growth and employment and complements our activities in the region to reach out and support those entrepreneurs on their path to sustained growth and prosperity.

“We would definitely recommend working with Mowgli Mentoring. We are very satisfied with the results the programme achieved and its impact on the lives of entrepreneurs. Mowgli has proven to be a reliable partner for us in further pursuing our mission of promoting entrepreneurship in the MENA region, and we are looking forward to our next project with them.”



Enhance the impact of your programmes by adding a tailored mentoring component: get in touch at info@mowgli.org.uk where we’re ready to listen.

We believe that mentoring is the best way to enable entrepreneurs’ success and provide for the survival of start-ups.

Uwe Schober, Director, Finance in Motion

I work as a trainer and mentor for entrepreneurs. After my Mowgli training, I was able to understand their cases more quickly and help them move forward more than I did before.

Hawazin Mohammad Khataybeh, Mowgli Mentor



HALA RAJAB, SANAD-MOWGLI MENTEE



Hala Rajab, Mentee, is a Syrian refugee who has established a micro-business in catering and preserves.

My relationship with Weam was based on trust and genuine care for each other. She encouraged me to enrol in an entrepreneurship course with UNHCR. She supported me, revised with me and made sure I understood all the subjects and I passed all the exams.

“I have learned so much from Weam. I’ve learned about marketing and pricing my products and general bookkeeping. I feel I have the strength, courage, experience and ideas to leave the camp now to go back home and start my project.

WEAM ZEIDAN, SANAD-MOWGLI MENTOR

This has been one of the most inspirational and enjoyable programmes I have ever engaged in; a journey of self-discovery. It allowed me to test my soft skills in real life. My technical and practical skills all evolved constantly. I developed confidence in my ability to solve problems and in my instincts and was able to move forward with key areas in my life.

The most difficult point came when Hala was moved to the Azraq camp. She was still completing an entrepreneurship course and this was just before she was to be awarded a grant to

start a business. However, with the support from our Mowgli Project Manager, Mahassine, we were able to keep the relationship alive and support her through the new stage of her life. The knowledge from the mentoring programme and the entrepreneurship course helped her keep the faith in herself and engage in other income-generating activities even within the camp.

The journey was well worth the effort. Hala and I had the opportunity to develop an open and trust-based relationship. She became like a sister to me and we are still in contact.



Weam Zeidan, Mentor Finance and Operations Consultant



Connecting leaders across generations



Aim
Leadership development, enhancing ecosystems



Regions
Africa, Europe and the Middle East



Funder
MAVA Foundation



Lead Partner
Common Purpose

In 6 months:

100%

OF COHORT ONE MENTEES FELT THAT THE MENTORING COMPONENT OF THE MAVA ACADEMY HAD AN IMPACT ON THEIR PERSONAL, PROFESSIONAL OR LEADERSHIP DEVELOPMENT

100%

OF YOUNG LEADERS WHO GAVE FEEDBACK AFTER FIVE MONTHS REPORTED INCREASES IN THEIR NETWORK SIZE AND/OR AN INCREASED ABILITY TO NETWORK WITH THOSE IN THE CONSERVATION SECTOR

91%

OF THE MENTEES FELT CONFIDENT THAT THEIR MENTORING RELATIONSHIP WOULD CONTINUE IN SOME CAPACITY ONCE THE PROJECT ENDED IN MARCH

— The MAVA foundation⁶ supports biodiversity conservation projects for the benefit of people and nature. Nathalie Cadot, Manager in the Impact and Sustainability team, tells us about their use of mentoring to support current and future conservation leaders.

— “MAVA will phase out its funding to all partners in 2022, so our support to our conservation partners is ending. We are well aware that the sustainability of our actions lies in people, and that is why we are investing in the individuals that make our partner organisations so great.

“We wanted to support the development of a new type of leadership in the conservation sector and raise up new leaders. This new generation of conservation and sustainable development actors would work efficiently with a diverse range of people to take forward the work of their organisations in a creative, confident and innovative way.

“We called for proposals from organisations to support us with this, but were already aware of Mowgli and the work that they were doing. We liked the fact that Mowgli focused exclusively on mentoring and had

good references about the quality of their work and their impact at an individual level. From the start, we identified that mentoring is key to offering our partners long-term support.

“We eventually partnered with Mowgli for the mentoring component and Common Purpose to deliver the leadership component. We were very pleased with the blended leadership-mentoring programme they developed together and we can now appreciate the strength of this joined programme. Unusually, the programme requests joint applications by young and senior professionals, for them to work on intergenerational relationships and translate learning and experience into their organisations.

“The first cohort of young and senior leaders graduated from the programme in April 2019 and we have embarked on the second cohort with a French-speaking academy. At the beginning the participants were a bit sceptical about the mentoring component – they didn’t really know what to expect. But now they recognise that the mentoring aspect of the programme has been one of the most powerful components

and is having a significant impact on their leadership development journey. I think many have experienced it as a life changing experience.

“This has in part been down to the professionalism and dedication of the team and facilitators at Mowgli; they are excellent and full of good will. They helped to bring the diverse personalities involved together in a safe and empathetic environment to create really good mentor-mentee matches.

“The methodology and approach for mentor-mentee matches, mentor training and mentee preparation are very effective and evidently the result of years of testing and improving the programme. You can trust the process with closed eyes! Mowgli are very rigorous as they care deeply about the quality of the programmes and getting the best outcomes for participants. This was the first conservation-focused programme for Mowgli, so the methodology had to be adapted, but was equally effective. The processes, all the materials and examples were well suited to our participants, as reported in participants’ feedback and assessment.

“The difficulty with mentoring is that it is often hard to assess impact in the long term. But we have seen some powerful relationships developing between the senior and young professionals; senior leaders have learnt the power of listening, and how to help others to find the solution rather than just give it to them, while the young leaders have grown in confidence and have gained a greater sense of direction. Impact assessment will continue for several years, to better understand the transformative power of this type of experience.

“MAVA foundation is delighted by this collaborative work. We are a team: MAVA, Mowgli Mentoring and Common Purpose working together to deliver the best possible experience to MAVA’s partners and support them in their difficult mission to support a world where nature and people need to thrive together.”

— ”
The programme is transformative and powerful, and has forever changed the way I will relate to people.

Clive Poultney,
Mowgli Mentor,
MAVA Leaders for
Nature Academy



What can you add to create the impact you seek and sustain the change you have initiated, extending the transformative power of your programme?

Share your aspirations with us at info@mowgli.org.uk





Gaining confidence through mentoring



Sboniso Phakathi recalls his experiences as a mentee within the MAVA Leaders for Nature Academy.

"I work for the Southern African Wildlife College, which specialises in conservation education, training and skills development across the Southern African Development Community. I have been at the college for five years and have made my way up, recently taking over from a professor. Without a higher education degree, that was quite a daunting transition for me and while I was excited by the opportunity, I lacked confidence in my new role."

"When my CEO suggested I apply to MAVA's Leaders for Nature Academy, I felt I wasn't senior enough. But I am so glad I did apply as the experience has been transformational."

"The programme helps young people engaged in conservation to lead beyond authority. The programme is deeply experiential, instilling leadership essentials into us and increasing our capacity and strength. The mentoring component of the programme has been one of the most fantastic things I have gotten involved in."

"I had previously had a technical mentor at work who is familiar with my role as the Rural Initiatives for a Sustainable Environment Unit Projects Leader and helps me to navigate workplace politics. But the Mowgli mentoring was a totally different experience which helped me to gain overall confidence in myself and my work."

"I connected with a mentor within the first few hours of the two-day Kickstart workshop in Amman and really wanted to work with him. Luckily he felt the same and we were matched together by the facilitators."

“ I have gained confidence and now deal with difficult situations more decisively. I am more comfortable engaging with senior managers and our partner organisations. I now have the confidence to approach industry leaders, market our unit to them and influence their practice and the industry as a whole.

Sboniso Phakathi, Mentee, MAVA Leaders for Nature Academy, South Africa

"Over the following year, my mentor had so much time for me. He helped me to analyse myself, my insecurities and what I was going through, to become a more competent human being. It was a novel experience in being able to speak one's heart out and in return receive guidance from someone who was a relative stranger given the amount of time we had known each other. This really had an influence on my practice."

"Since being involved in the MAVA Academy, I have gained confidence and now deal with difficult situations more decisively. I am more comfortable engaging with senior managers and our partner organisations. I now have the confidence to approach industry leaders, market our unit to them and influence their practice and the industry as a whole."

"My relationship with myself has also changed. I am less fearful and more confident in my abilities. I have the courage to ask technical questions. I better understand my routines and patterns of thinking. The mentoring also gave me the opportunity to step back, be a lot calmer, question my beliefs about myself, understand what is really preventing me from reaching my potential and avoid self-sabotage. In short, I am in a better place inside myself than I was a year ago."

"I would recommend everyone to find a skilled and committed mentor for both your professional and personal life, to help you emphasise your own development and embody exemplary leadership. Everyone should have a Yoda! But to get the most out of it you have to commit to it, and trust the process. Change can be slow and painful but in the end it is worth it."



Empowering women leaders to drive organisational success

Aim
Gender equality and inclusion, leadership development, driving corporate mentoring culture

Country
Kenya

Funder
Safaricom PLC

In 6 months:

6
COHORT ONE MENTEES WERE PROMOTED TO SENIOR/ REGIONAL MANAGEMENT ROLES OR MOVED Laterally IN THE ORGANISATION, INCREASING THEIR CHANCES OF FUTURE PROMOTION

92%
INCREASED THEIR CONFIDENCE IN KEY AREAS OF LEADERSHIP DEVELOPMENT

77%
INCREASED THEIR CONFIDENCE IN ADDRESSING DOUBTS ABOUT THE DIRECTION OF THEIR CAREER

77%
OF MENTORS ARE MENTORING AN AVERAGE OF 2 MENTEES OUTSIDE OF THE SAFARICOM MENTORSHIP PROGRAMME

62%
OF MENTEES IMPROVED THEIR WORK-LIFE BALANCE



— Mowgli’s mentoring programme with Safaricom, a leading telecommunications company in East and Central Africa, focused on building female leadership within the company. The programme started in 2018 and is supporting two cohorts of mentors and mentees. Mary Mutonga Wanjiku, from the Talent and Capability Management Team, told us more.

— “Our engagement in mentoring and collaboration with Mowgli started with our CEO Bob Collymore. People, purpose and profit have always been at the core of Safaricom, and Bob’s motivation is always to grow people, and inspire possibility beyond business. He met the CEO of Mowgli to discuss how Mowgli’s mentoring methodology could help us develop leadership talent, and specifically to develop women within the company.

“We had several meetings with the CEO of Mowgli and she really helped us to understand how mentoring would differ from our coaching programme. Mentoring would build on people’s existing coaching skills, but would be much broader, focusing in on all facets of the person’s life. The purpose was to grow the person as a whole to help them to be better in work and in their personal lives.

“Mowgli helped us to create a framework for developing our young women leaders through mentoring. The programme links women who show potential with other leaders within our organisations in middle or senior management positions. Our senior management positions are currently 38 percent women and our aim is to have 50 percent by 2021, so this programme is helping us to prepare our women for success.

“We have just completed the first cohort and the process and results have been very enriching for all. Several success stories stand out. One of our mentees was a middle manager working in the technology department. She wanted to move to another role and have a broader perspective. Through the mentoring she was able to work on this and got promoted to an area within our digital organisation in which she was very interested. Our graduate trainee was matched with a mentor in senior management, reporting directly to the CEO. Together they worked on the process of prioritising work, engaging and decluttering to make her much more effective, which had a significant and visible impact on her work.

“We have had several promotions throughout the mentoring period. Of course we cannot attribute all of these promotions

just to the mentoring, but it has definitely helped them to gain in confidence. The mentors have also reported benefits too, as Mowgli gave them several skills during their training, which they can use in other aspects of their work.”

Within the six month programme for Cohort one, six mentees were promoted to senior leadership positions or moved laterally on the path to promotion. Each highlighted the importance of having a mentor by their side at this transitional time in their career paths.



How could mentoring drive your organisational vision forward? Tell us what you need at info@mowgli.org.uk.

The Mowgli Mentorship Programme has been extremely exciting. I have been able to interact with great women who are full of passion and energy. The mentor-mentee matching session was fun, kind of scientific and very professional. The journey so far is great.

I have experienced wins: my MBA where I have been stuck for two years is now on track, and I have booked to take part in the Foundation Pamoja, which I have been meaning to do since I joined Safaricom eight years ago. I was able to put in my proposal, which was finally approved.

Just by having someone you trust to walk with you through the journey of achieving the goals you set together in itself makes the journey easier. I still have more goals to achieve and I know I will have reached these by the end of the programme.

I am glad to be part of the Mowgli family.

Salome Owuor, Mentee, Safaricom Mentorship Program

How we pioneered mentoring

— With 19 startups to his name, serial entrepreneur **Tony Bury** credits much of his success to his own mentoring experiences, which have enabled him to continuously develop as an entrepreneur, father, husband, friend and mentor. He founded Mowgli Mentoring in 2008 to share the benefits of mentoring with the region in which he has spent much of his life working and living. Named after the Kipling character who was raised by a community of jungle animals who acted as his mentors, Mowgli has been a catalyst for entrepreneurship, leadership development, job creation, economic and social growth across the Middle East, North Africa and Sub Saharan Africa.

— *“In 2004 I felt suffocated. The businesses I had been establishing for the last 20 years were growing, but I was bored and had reached the end of my learning curve. I had a great mentor who suggested I look at a book each time I went through an airport until I found something new to be passionate about – I ended up with around 400 books. Fortune at the Bottom of the Pyramid caught my attention. I went to meet the author and his MBA students in early 2007, and asked them how we could create more and more successful entrepreneurs. The resounding feedback was that every entrepreneur needed a mentor who stood next to him or her in a shoulder-to-shoulder relationship. Looking at my own timeline and experience, starting with my parents, and thinking about people who are changing the world, mentoring seemed crucial.*

“I’d lived in the Middle East since a young man and wanted to give back to that region. I started Mowgli in Jordan, before expanding into other Middle Eastern countries where funding was available. The biggest challenge in the Middle East was the high birth rate coupled with the lack of jobs which the governments were no longer able to satisfy – creating societal and economic problems and a youth exodus.

“The Mowgli journey has been extremely challenging. Setting up an NGO means getting funding, rather than just finding other organisations to cooperate with. It was harder to get feedback on our programme syllabus than if we were a company selling a product. It has also been difficult getting the concept of human capital (capability and capacity) and then mentoring across in a region where financial capital and business skills training reigns.

“But when I talk to the mentors and mentees at programmes, the atmosphere is electric. One mentoring relationship I remember was between a young Lebanese woman running a marketing and media company and a British man working in private equity. They were diametrically opposed in religion, politics and philosophy – and the two of them absolutely hit it off.

She grew her business six times in the first year of mentoring supported by Mowgli and she came out of her shell. To see her grow was a joy.

“Meanwhile the impact on mentors is profound from day one. They have told me that learning to work with people through supporting them and using active listening, powerful questioning and serving others has a transformative impact on their personal lives, as well as their professional achievements.

“At first we wondered how to break through the masks people wear – but the mentors were finding it so rewarding that they were taking on additional mentees after the programme, thereby creating a multiplier effect. One mentor told me it was one of the best relationships he’d ever had with another human being.

“I passionately believe that mentors make a difference to entrepreneurs through their inspiration and guidance. And fundamentally, mentoring is at the core of human development and needs investment focus.”

LOOKING AHEAD

— *“No-one knew what mentoring was about in 2008. Today it is a buzzword – but it’s rarely used as it could be. I would love to see developmental mentoring, where the mentor supports the mentee in understanding their passions and achieving their goals, become a way of life. I would like to see mentoring becoming sustainable, with successful entrepreneurs giving back to the movement. It needs to be wider than the entrepreneurship and business contexts, as when parents learn to mentor their children, letting them go but being there to support them. And it should also be deeper, so that you have someone who knows you like the back of your hand and will tell you the truth when you need to hear it. I have had 40- to 50-year relationships with some of my 14 lifetime mentors, and that’s really been powerful.”*

Tony Bury,
Founder, Mowgli Mentoring



Mowgli's geographical expansion



Scaling up our impact

“ I want Mowgli to help mentoring be seen as integral to supporting sustainability in daily practice, through enabling leadership, responsibility and innovation. I'd like Mowgli's example to set the global standard for mentoring supported by the shared wisdom of knowledge in action. And I'd like to see a global network of inter-generational leaders from diverse sectors, with a common language of service.

Richard Bellars,
Mowgli Facilitator

”

2030



10,000
mentors trained

We aim to create a network and community of high-quality, highly active mentors, multiplying Mowgli's impact

50,000
mentees served

Eighty percent of Mowgli Mentors continue to work with at least one mentee per year, and mentor others outside the programme. Mentees, having felt the power of mentoring, become mentors themselves and pass it forward

Developing new face-to-face and online mentoring programmes and courses

Utilise our EMCC-accredited syllabus to enhance both our institutional and human capacity building offerings

Partnering with value-aligned funders and partners

Bring about systemic and sustainable economic and social change

Improving our monitoring, evaluation and learning process

Further leverage our recently reviewed and refined theory of change and data indicators to continue to develop the evidence base for mentoring and drive our thought leadership

Increasing our reach and scalability

Further leverage our EMCC-accredited mentor training syllabus, to develop an online mentor training programme to support our current funders' governments, philanthropists and private sector partners as well as individuals who wish to invest in their own development

Increasing our cost effectiveness

Utilise technology solutions to decrease our programme cost per beneficiary to further increase our reach and scalability, maintaining focus on quality mentoring

Developing/enhancing our mentoring community

Invest in developing our alumni strategy and offering to enable the Mowgli Family Network to further connect, engage and leverage the cross-regional network

We serve women, youth, entrepreneurs and organisational leaders in the emerging markets of the Middle East, North Africa and sub-Saharan Africa

Building networks

Before I met my mentor, I had too many projects and ideas going on which meant that I couldn't focus on building any, but with a lot of positive reinforcement and patience, my mentor Diana was able to help me select and develop the one with the greatest potential and find prospective sponsors.

Siraj Haddadin, Mowgli Mentee, Jordan

The Mowgli Mentoring Experience is more than a mentoring experience; it is a chance to be a part of a network of experts and innovators from many backgrounds. My organisation became better and stronger because of Mowgli with its dedicated team, supportive mentors, and inspiring mentees.

Hamza Arsbi, Mowgli Mentee, Jordan

From the outset, [my mentor] Najoua made it clear that in this experience there would be no 'I' or 'you' but just 'we'. This meant that we lived the experience together, together we found answers to my questions. My mentor provided an objective voice, supporting me absolutely.

Zainab El Fakir, Mowgli Mentee, Morocco

Most Original Way of Giving Learning and Inspiring

Ali Borhani

Ali has helped me personally, as well as professionally. He's helped me to achieve a more acceptable work-life balance. We create targets on a personal level as well as professionally, and I'm now able to spend more time with my children and engage in sport and leisure activities more frequently. This has been invaluable help to me as a mother as I know that many mothers in Lebanon don't receive that support framework.

Eva Turk, Mowgli Mentee, Lebanon

You rarely have the ability or opportunity to bring your best knowledge, care and attention to a 100 percent pro bono relationship whilst remaining fully dedicated, honest, effective and of service to the other party in this day and age. It is an unbeatable sentiment that is truly humbling.

Ali Borhani, Mowgli Mentor, UK

A few team reflections



— “I’ve worked in Qatar, Jordan, Tunisia and Libya, and first encountered Mowgli Mentoring in Jordan in 2010, when they were offering mentoring under an Arab Partnership Programme and then through Forsa. Understanding the importance of generating knowledge and skills when trying to create jobs in the private sector, the British Embassy sponsored Mowgli to run several training programmes in Jordan. I think this is vital for the future of Jordan and wanted to support Mowgli’s efforts through understanding the challenges of private sector employment in the Middle East.

“The ‘Arab Spring’ revolutions changed Syria, Libya, Egypt and Yemen and posed major challenges to Jordan and Morocco. The underlying weakness of the economic model in these countries remains how to meet the demand for jobs from growing populations.

“Mowgli’s work encouraging entrepreneurship has underlined the importance of developing skills and people to generate sustainable jobs in the private sector. Governments have welcomed the initiative, and there is growing recognition of how mentoring can enhance the prospects of success.

“The importance of private sector mentoring is not going to recede. Mowgli’s focus on training local mentors and offering their programmes in English, Arabic and French has enhanced their reach, with local partnerships continuing to expand.”

— “One project that really stands out for me was our launch in Algeria. It was sponsored by the British FCO, was our first venture into North Africa and aimed to embed mentoring within the Algerian ecosystem.

After a really successful pilot year, where we delivered three programmes and trained and matched 36 mentors with local entrepreneurs, we were awarded funding to continue for another two years. We were able to support 167 entrepreneurs to create 96 jobs, retain 301 more and, importantly, support an ecosystem open to collaborating with Mowgli to deliver quality mentoring.

Mowgli is unique. It is a values-driven organisation with the serve to lead model at its heart. From the volunteer mentors, to the facilitators, team and trustees, everyone in Mowgli is there to provide a service to others – and it feels great to be part of a movement that has this as a shared aim.

I am proud to have been able to support the learning and growth of others and witnessing them grow in confidence and recognise their own strengths is particularly rewarding. From a legacy perspective, I am proud of the funding we were able to secure to support Mowgli’s future sustainability – I believe this is a game-changer for the future reach and impact of our mentoring.

Mowgli creates relational mentoring that develops the mentor as much as the mentee. It is truly an experience that stops you in your tracks and makes you reflect on who you are, the power of vulnerability, what it means to really listen to the needs of others, and to respond to that need without ego, without the need for anything in return.

Congratulations to Mowgli on this 10-year anniversary, and wishing many more successful years ahead!”

Peter Millett, the former British Ambassador to Jordan and then Libya, is a Mowgli Mentoring Trustee.



Amanda Edwards, Mowgli’s former Chief Operating Officer and Business Manager from 2010 to 2018, gained a passion for mentoring whilst working in the corporate sector and joined Mowgli with the aim of bringing the joy of mentoring to entrepreneurs, women and young people.

— “I see my role as providing an up-to-date perspective on mentoring and coaching, identifying potential links and opportunities and giving some input from my experience in corporate governance. I’ve enjoyed seeing Mowgli Mentoring take off and deliver something unique and vital.

“While the false dawn of the Arab Spring has been a significant event for the region, I think it’s more the lack of fundamental change that is holding countries in the Middle East, North Africa and Sub Saharan Africa back. The one really bright spot I see is how technology is enabling entrepreneurs to engage with international markets and resources, so they are less reliant on circumstances at home. Inevitably, positive developments from internationalisation will have wider impacts in local markets – but it is slow.

“Meanwhile the concept of mentoring keeps evolving, with the biggest danger at the moment being its potential confusion with quick fix/fast knowledge transfer through business mentoring, speed mentoring and the likes. Governments and other funders need to have a clear understanding of mentoring, its requirement for and its return on investment.

“Mowgli has become much more sophisticated over its ten years. It has built a remarkable, positive reputation. I don’t think any other charity in this field has delivered such convincing impact evaluations. To build on its success over the next decade, it should continue to diversify its income sources and leverage its exceptional quality.”

— “After graduating, I sought an organisation that valued both its local and global impact, and came across Mowgli Mentoring. Given my interest in human capital development and Mowgli’s undeniable link to the region’s economic and social development, I was eager to join.

“As the Business Development Officer in Amman I was completely immersed in the regional entrepreneurial ecosystem through research, events, and directly engaging with partners, mentors, and mentees.

“I thoroughly enjoyed all aspects of my role. It gave me great exposure to trained mentors and an incredible team of role models who galvanised my learning and self-awareness, enabling me to noticeably grow personally and professionally.

“Amongst the many aspects that I value about my experience at Mowgli and Mowgli’s methodology is the embodiment of the Serve to Lead approach and mentoring, from the inside out. As a young leader engaging directly with several community projects through the Global Shapers Amman Hub and other initiatives, the Serve to Lead mindset has truly enabled me to connect with others and mobilise efforts to achieve collective ambitions and targets beyond my time at Mowgli.

“I will forever be grateful to have joined the Mowgli family. I sincerely hope that Mowgli’s programmes reach as many aspiring and active leaders as possible so they can also grow and actively contribute to their local and global communities. Happy 10th birthday to Mowgli, and here’s to many more!”



Professor David Clutterbuck co-founded the European Mentoring and Coaching Council, leads the global network Coaching and Mentoring International and has authored 60 books. He is a Mowgli Mentoring Trustee.



Nour AlGharibeh, Mowgli’s former Business Development Officer from 2015 to 2017.

Nour studied mechanical engineering and is currently the curator of the Global Shapers Amman Hub and a Course Manager at Edraak.

A few team reflections



— “As part of the community supported by Mowgli, I feel responsible and proud for the impact that it drives. I joined Mowgli in 2014 to help empower youth in the Middle East and Africa to explore their potential.

“Mowgli’s 360-degree approach supports the person behind the business as well as the business itself. The mentor helps break the cycle of loneliness in one’s journey, acting as a mirror and chosen guide. This mentoring connection drastically transforms people and contributes to long lasting positive growth. I see mentees actively seeking opportunities to take mentoring forward, using their personal experiences to benefit their communities.

“In the EU-funded Next Society project, for example, mentoring has cemented regional relationships between Morocco, Tunisia, Algeria, Egypt, Lebanon, Jordan and Palestine. The mentors tackle common problems and extend long-lasting support between communities.

“I firmly believe that mentoring propels people, whether as entrepreneurs or as leaders. Being both a mentee and mentor within the organisation has been key to my growth as a team member, while the hope and inspiration I have seen Mowgli create transcends culture, region and background.”

— “With its support for both personal and professional development, Mowgli’s approach was very different to what I had been exposed to, which was only about excelling professionally. Mowgli ensures that individuals are able to understand who they really are, what they desire for themselves and what they need to do to live up to their full potential. We owe it to ourselves to be fulfilled with our personal and professional lives.

“I feel you need to have shared values to be able to open up and be open to walking with a mentor/mentee in your journey. The facilitators look at the human aspect, and always ensure that there is a personal connection between the mentors and mentees they match up – this is what truly supports the relationship building.

“Mowgli’s culture is also centred around mentoring. As a team, we all genuinely care about each other and are passionate about what we do. I now have a greater sense of self awareness and have been able to work through internal interferences such as self-doubt to break barriers that were preventing me from being more confident in my abilities – my greatest achievement being able to work on my public speaking.

“One project that stood out for me was the SANAD-TAF mentoring programme. I’m passionate about supporting vulnerable communities and this programme was very special to me because it was all about empowering Syrian refugee micro-entrepreneurs by i) supporting them to develop their businesses, hence giving them a decent shot at being economically stable and ii) supporting their integration into Jordan by matching them with Jordan-based professionals who have been trained as 360 degree mentors. Seeing the mentors so willing to give their time, skills, and knowledge was also very encouraging. Their contribution is clearly showcased in the tremendous gains made by the micro-entrepreneurs in just six months.”



— “I started out as a Mowgli Mentee. I wanted to draw my future path, unframed by my current family situation or my past, while finding my passion and spark. Encouraged by my facilitator, I ended up mentoring my peers. Facilitation has been the way for me to give back and share this unique experience.

“In my first programme, participants were initially sceptical and closed like a shell. Gradually they bloomed and ended up feeling like a family, supporting future leaders in their next endeavours. It was magical and gave me the confidence to continue as a Mowgli Facilitator.

“My thirst to go deeper in the mentoring journey comes from a strong belief in the importance of being and having a companion, guiding us through personal and professional challenges and objectives. Mentoring contributes to a shift of mindset from I to we, from profit to purpose and people.

“Mowgli creates a cross-generational, human experience, offering a space for self awareness, exploration and mutual learning in a trusting and empathetic environment. It is also a message of hope: to live beyond competitiveness and be at the service of others.

“Mowgli has been a trend setter, launching in 2008 when no-one else in the region was talking about mentoring. Today its vision is still far-reaching.”

— **Nadine El Asmar, Mowgli Coach Facilitator**, brought her considerable experience of coaching and facilitating to Mowgli in 2012.



— **Sarah Abjeg, Senior Project Coordinator**, supports Mowgli’s programme delivery across the Middle East and North Africa from her base in Casablanca, Morocco.



— **Eva Waweru, Communications Manager**

Interested in how Mowgli was achieving its results, Eva joined the organisation in 2016 to support its expansion into Africa.

Catalysing change together

For general enquiries contact us on info@mowgli.org.uk
To discuss partnerships or programmes contact maia.gedde@mowgli.org.uk

OUR SERVICES

Engage Mowgli to run mentoring programmes for entrepreneurs or organisational leaders, to unlock potential, opportunities and growth

Whether you target commercial or social entrepreneurs/startups, innovators, microfinance institutions, micro-entrepreneurs, refugees, or are seeking to catalyse the next generation of leaders within your organisation, Mowgli's 360 degree mentoring programmes can improve your chances of success and amplify your impact. We run end-to-end mentoring programmes that provide support in mentor and/or mentee recruitment and selection within the target context (from either an open or closed pool), train mentors, match them with mentees and provide structured ongoing support over a six to 12 month period, culminating in a graduation celebration.

Develop your organisation's talent and leadership by training internal mentors

Mentoring is a leadership skill, which can sustainably be applied to a wide range of contexts and target groups. Through Mowgli's EMCC-accredited training and highly skilled facilitators, Mowgli can support you to develop the talent and leadership within your organisation by training internal mentors, enabling you to build and embed a mentoring culture to drive human-centric performance and growth.

Train your staff as mentoring coordinators to increase your ROI and mentoring sustainability

Simply matching mentors with mentees does not necessarily lead to successful and/or sustainable mentoring relationships. Mentees and mentors need alignment of understanding, expectation setting, encouragement, continuous learning, accountability and a neutral party to provide guidance and support. We can train and develop your staff to take on this coordination role and increase your return on investment and the programme's sustainability.

Find out how to embed mentoring to support your objectives

Mowgli can work with you to assess, evaluate and/or define your and your partner's mentoring needs, strategic and impact objectives. We can engage with your stakeholders to raise awareness about mentoring and understand their appetite for engagement. We will then design 'best-fit' mentoring programmes around your needs.

“ — Mentorship is an excellent tool for building leadership capacity in SMEs. Mowgli runs a high quality 360 degree mentoring programme for entrepreneurs in emerging markets that focuses on personal growth and business development.

With the Argidius Foundation's support, Mowgli will offer their programme to entrepreneurs in three cities in Kenya. They will also make significant strides toward making the programme more cost effective by leveraging technology.

It is the Argidius Foundation's hope that more enterprise support programmes will adopt 360 degree mentoring as a tool to provide effective leadership capacity building for the entrepreneurs they work with.

Nicholas Colloff,
Executive Director,
Argidius Foundation

OUR CLIENTS, FUNDERS AND PARTNERS

Funding bodies and grant makers

Improve entrepreneurs' chances of success

Whatever their size, growth stage, geographic and sector focus, entrepreneurs can significantly gain from structured mentoring. Empower youth and women to overcome the societal, psychological, and gender-related hurdles that prevent them from creating and growing sustainable long-term employment and economic generation opportunities for themselves.

Development organisations

Incorporate a specialist mentoring component into your programmes

Mowgli is one of the only organisations specialised in delivering mentoring within emerging markets across the Middle East, North Africa and sub Saharan Africa. With our EMCC-accredited syllabus as well as ten years of experience under our belts, we are a flexible collaborator with professionalism, quality delivery and ownership at our core.

Foundations

Fulfil your impact legacy and invest alongside us

Together we can serve new beneficiary groups and drive innovation within the talent and leadership development space, enabling more and more people to break through the barriers that hold them back from realising their potential.

Organisations

Achieve your aspired levels of growth by developing a meaningful workplace

Over 70 percent of Fortune 500 companies have implemented structured mentoring in the workplace as part of their talent and organisational development strategies. Nurture your employees' personal and professional growth, empower them to grow and be ready as leaders, reduce your employee turnover, retain top talent and enable effective transfer of knowledge and experience to keep ahead of change.

Investors

Ensure your financial investments in emerging markets achieve the expected yield, economic and social impact and investment growth

The inclusion of leadership mentoring alongside financial injections into an organisation, especially after deal closure, is a key risk mitigation activity.

If you are looking to deliver solid impact in a complex field, please contact us.

Our clients, funders and partners' reflections

Leadership development
Committed to excellence
Remarkable reputation
Individual level impact
Proven track record
Investing in people
Powerful approach
Cultivates success
Long term support
Building networks
Trust the process
Critical catalyst
Empowering
Professional
Progression
Partnership
Integration
Dedicated
Visionary
Effective
Impact



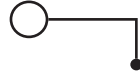
“

I am calmer and more confident – in a better place inside myself.

”

*Sboniso Phakathi
MAVA Leaders for Nature
Academy, South Africa*

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mowgli
mentoring
inspire | connect | evolve