



# MENTORSHIP GUIDE



Ministry of Information,  
Communication and Technology

# TOWARDS A SMARTER KENYA

## ICT HUMAN CAPITAL AND WORKFORCE DEVELOPMENT

- Improved Reliability of Electronic Public Service
- Successfull Resourcing and Implementation of ICT Projects
- Increased Access to Public Services
- Increased ICT Investment in Kenya



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## ABOUT PDTP

The Presidential Digital Talent Program (PDTP) is an initiative to be implemented by the Ministry of Information, Communication and Technology (MoIC) through the ICT Authority (ICTA). It is a partnership between the government and a number of stakeholders in the private and public sector. The programme is in line with the country's Vision 2030, the Jubilee Manifesto and the ICT Master Plan developed by the ICT Authority (ICTA). The internship programme will offer participants an environment in which they can understand government services, and provide them with an opportunity to contribute towards improving service delivery to citizens. It is a transformative initiative that should see ICT managed as a business in government.

## OBJECTIVES OF PDTP

- The Presidential Digital Talent Program aims at
- Building, within government, capacity in ICT technical and ICT management skills.
- Enable the government meet its service delivery objectives for the citizen.
- Transform the manner in which ICT's are employed in support of effective service delivery.
- Offer participants an environment in which they can understand government services, and provide them with an opportunity to contribute towards improving service delivery to citizens.
- To attach interns to mentors in both in the private and public sectors

## PURPOSE OF THE PDTP INTERNSHIP

The purpose of the internship is to provide a suitably qualified ICT graduate with the opportunity to work within an ICT unit in government.

1. The intern would provide assistance on various aspects of ICT, while learning practical skills pertaining to use of ICT for service delivery.
2. Areas include network management, database administration, website development, maintenance and support, information security, and data centre operations, among others.
3. Interns would also have opportunity to learn leadership skills and appreciate the value of public service.
4. It is expected that a selected intern would develop a thorough understanding of the target ministry, its service delivery objectives and the role of ICT in meeting those objectives.
5. In addition, the intern will be required to demonstrate that s/he has learnt and contributed to improvements in service delivery in their respective ministries. This will be done through monthly reports to their supervisors and mentors

## THE MENTORSHIP GUIDE

The purpose of this mentorship guide is to provide the volunteer mentors under this program a reference document on what is expected of them. The guide provides a brief of the program, objectives and expected outcomes.

As a mentor, this guide is your reference document on what is expected of you under this program. Your major role will be to guide the intern attached to you in better appreciating the realities of ICT. The mentor-intern interactions are essential to help answer general questions related to personal and professional growth, and sharing career knowledge in the field.

The PDTP mentoring program will be formal, therefore planned and structured. The mentorship program will cover the following two areas:

- **Career mentoring:** Interns will be paired with an ICT professional from the industry working in the intern's area of interest. They will be offered guidance and support as they go through the one year internship program in government.
- **Personal development mentoring:** Interns will receive guidance on selected competencies and life skills as outlined in the schedule below.

As a Mentor, you will play a key role in helping the intern build his/her career. You will be involved in the intern's life for a period of 12 months. As such, you are encouraged to model the program to fit the specific and constantly changing needs of the interns. We do not expect this to be a one-way relationship. Instead, the intern will also bring new ideas and concepts to the table. Our hope is that during the entire mentoring relationship, you and the intern will build a working relationship as well as an ongoing, supportive way of working together.

This guide therefore is designed to give you an overview of what to expect during your mentoring period, prepare you for the types of skills you will need and the tasks you will be expected to complete.

## GOALS OF THE PDPT MENTORSHIP PROGRAM

The overall goal is for you, the experienced ICT professional, to share your experiences, knowledge and networks with the intern, providing the kind of nurturing support that will allow them to grow within their field. Other goals include:

- Enable interns to access resources, skills and tools that will enable them excel in the one year internship program.
- Provide interns with the opportunity for practical career exploration and preparedness.
- Develop and enhance intern's life skills and ethical etiquette required in the working environment and life in general.
- Facilitate transition from college into the workplace by providing an enabling environment for the assimilation of the ethical values, goals, practices, culture and resources available within the private and public sector.
- Provide a supportive social & professional network in which interns can find guidance, encouragement, information and learning.

## THE PDTP MENTOR

A mentor under the PDTP is a volunteer ICT professional from the private sector, who is older and more experienced, and who is willing to help and guide the intern's professional development. The expertise, knowledge, insight, wisdom, perspective, experience of the mentor is the source of learning in the PDTP mentorship relationship.

## QUALIFICATIONS OF THE PDTP MENTOR

The following are preferred qualifications and qualities of the volunteer PDTP mentor:

1. Has academic qualifications in the technical areas identified under the PDTP program, namely:
  - Applications, including database management systems, web, etc.
  - Networks
  - ICT security
  - Project management
2. Have private sector experience, preferably in the mid to high level management/technical position
3. Is willing to commit time for mentorship and focus on the mentee learning needs.
4. Is open-minded, and able to provide positive feedback.
5. An individual who can give the intern the inside view of what really goes on in the "real world"
6. Have a mature approach to life (Note: Age is not a single, qualifying factor)
7. High Achiever and models winning behaviors
8. Willing and able to spend own time, energy, and resources, for the betterment of the intern
9. Able to maintain high levels of confidentiality, social and professional ethics
10. A conscientious and law abiding citizen.

## THE ROLE OF THE PDTP MENTOR

Your role as a Mentor in this program

- To actively engage the intern in the development of positive lifestyles by challenging unproductive attitudes, lifestyles and trends
- To demonstrate / role model successful behaviors as an ICT professional and Kenyan citizen.
- To impart life skills such as problem solving skills, time management, responsible living, social accountability among others
- To mirror behaviors and attitudes that will enable intern to become a responsible contributor in the society and excel in their assigned role in public service.
- To help the intern deal with, overcome or anticipate normal obstacles that may arise in the world of work thus hindering the intern's ability to meet their own goals
- The mentor should be flexible enough to bring themselves to the level of the intern to be able to comfortably steer the relationship towards learning

## WHAT A MENTOR IS NOT

- **A mentor is not a parent:** a mentor is not there to take over the role of a parent. As a mentor, you should have a very different and professional relationship with intern.
- A mentor is not all knowing: as a professional in the ICT field, an intern will expect that you know it all. However, do not start the relationship with an "I know best" agenda. Be open to mutual learning and go out of your way to seek for additional help should you require it.
- **A mentor is not a tutor:** Your role as a mentor is to offer resources and to provide help, but only if and when the intern wants and needs it. Do not put on the role of a tutor.
- **A mentor is not a financial provider:** Mentors have an important role in an intern's life – but, not as a source of financial support. Freeing the relationship from monetary dependency will allow it to grow without undue pressure or expectation.
- **A Mentor is not a replacement of a trained therapist:** Please see the "Referral section" for more information
- **A mentor is not an intimate friend:** A mentor is and should always remain a professional advisor or guide.

## BENEFITS OF MENTORING

### Benefits for the Mentors:

- At the end of this program, Mentors who successfully complete their mentorship role will receive a letter of appreciation signed by the advisory country chairman/CS ICT or the President. Other benefits for being a mentor include:
- Mentors gain personal and professional satisfaction in helping an intern
- Mentors gain recognition from their peers
- Mentors gain improved interpersonal skills
- Mentoring focuses the mentor outside of him/herself
- Mentoring promotes deeper understanding of youth and societal problems

### Benefits to the Interns (mentees)

- Exposes interns to a positive role model
- Helps to focus intern's on their future and on setting career goals
- Exposes the interns to new experiences and people from diverse cultural, socio-economic, and professional backgrounds
- Provides interns with attention from a concerned professional friend
- Encourages emotional and social growth
- Fosters increased confidence and self-esteem

- Heightened career awareness and ability to make right choices
- Access to high level professional networks for growth
- Enhanced social, communication, relationship and decision making skills
- Positive impact on personal growth, self-esteem, self-confidence and character development

## RULES OF COMMUNICATION

It is the duty of the intern (mentee) to reach out to you as a mentor and drive the relationship on a monthly or regular basis. When you first meet with your mentee, establish rules of communication that are suitable for both of you, e.g. nature of activities, frequency of contact, time, venue etc. As mentor, you need to be approachable, available, and leave a strong impression on your mentee. The following are some of the roles you will play as a mentor:

1. Establish a positive rapport by making your communication positive.
2. Be clear and specific.
3. Recognize that each individual sees things from a different point of view.
4. Be supportive and accepting.
5. Listen and be open-minded.
6. Be straightforward, firm and upfront when challenging negative attitudes/beliefs.
7. Allow time for the intern to talk without interruption; show you are interested in what he or she has to say.
8. Get feedback to be sure you are understood.
9. Set examples rather than giving advice.

## CASES FOR REFERRAL

As a Mentor, your role is to provide one-year professional support to the intern under the PDTP. However, in the event that you feel you are not able to meet your mentee's expectations, you must refer them to the Mentorship Coordinator. Referral is not an admission of failure; it is a mature recognition of one's limitations and shows care. Some forms of referral may be for purposes of acquiring some needed skills, and then the intern can resume. Other forms may be taken to assist intern get professional assistance with specific problems such as legal, psychiatric or psychological help, and may result in the termination of the mentor-intern relationship.

**Note:** Referrals help prevent development of dependency on, or by, the mentor

## WHY YOU REFER AND TYPES OF CASES TO REFER:

You refer when you don't have enough time, emotional stability or you are lacking in the skill and experience needed for the issue at hand. As a general rule we should refer when we do not seem to be helping someone deal with the problem or we are not sure of what to do next. Examples of cases that need referral include:

- Legal, financial, medical, severe psychological issues
- Excessive use of drugs and alcohol or engaging in other forms of social disorders or misconduct
- Conflict of interest: intern shows sexual interest in the mentor
- Intern threatens or becomes aggressive towards the mentor
- Intern does not seem to be changing even after the mentor's help,
- Problems beyond mentor's skills and experience
- Intern is extremely disturbed
- Intern engages in repetitious patterns of compulsive actions or obsessive thoughts that become detrimental to the mentoring relationship
- Intern has rigid ideas that cannot be influenced by logic
- Intern hallucinate- hear sounds or see non-existent persons or things
- Abrupt change in normal pattern of behavior
- Intern becomes paranoid or exhibits any other noticeable personality disorder

## GUIDELINES FOR SMOOTH REFERRAL

Referral is not always taken enthusiastically, especially if a good relationship has developed. It is important that the intern does not feel rejected or “passed off” to somebody else.

Therefore, for effective referral, we suggest that:

- Right at the beginning of the mentorship relationship let the intern know that referrals sometimes are the wisest thing to do in order to get the best help.
- involve the intern in the decision to refer
- decide jointly how the problem can be solved most effectively
- give the intern time to respond

## MENTOR SUPPORT

The PDTP Mentorship Office/Team will support your mentoring efforts in a variety of ways throughout the tenure of your relationship with your intern.

- You will receive monthly “check-in” emails or calls from the Mentor Program Coordinator, inquiring about the progress of the relationship, problems you may be encountering, successes, etc.
- We will provide periodic mentor trainings and share any useful information. These trainings are for the purpose of discussion, interaction, and problem solving.
- The Mentorship Program Coordinator will provide group support meetings with interns and mentors in the course of the program.
- We will provide periodic PDTP mentorship e-newsletter year featuring mentors tips, successful match stories, and upcoming events.

Remember --- your Mentorship Program Coordinator is just a phone call away, and is open to assist you with any issues

## MATCHING CRITERIA AND PROCESSES

Matching mentors and interns will be based on:

1. **Professional Skill Area:** Your organization has appointed you as a mentor under the PDTP program based on your ICT skills and experience. As such, you will be matched with an intern who is working in your area of specialization.
2. **Availability: For convenience,** mentors will be matched with interns who are willing to set aside some time for face to face meetings.

Other factors to consider while matching shall include:

- Similar gender/ethnicity
- Other special requests as may be made by either mentor or intern

## FREQUENCY & MODE OF MEETINGS

While the frequency of the meetings will be determined by the Mentor and intern, we propose that you meet and/or communicate for at least one hour per week. As stated earlier, this is a formal mentoring program and as such, you will be guided by the focus areas/topics to cover per meeting.

Mode of meeting could include any of the following:

- One-on-one / face-to-face meetings (preferred)
- Electronic communication (email and telephone): At a minimum, mentors are expected to meet at least once per month with their interns.

Both mentor and intern must attend a Mentoring Orientation Workshop, which is aimed at starting the relationship successfully. During your first formal meeting, it is important that you set the tone and create an atmosphere that will establish a solid relationship. After getting to know each other during the first meeting,

it is important to review and agree on:

- Common understanding of the mentoring program
- Specific areas that you will work on
- How you will both work to achieve these goals
- Frequency of meeting – time and place
- Confidentiality – the things to keep in confidence
- Intellectual property issues
- Constraints – things that off limits in the relationship
- Termination – if you find things are not working, how you agree to terminate without finding fault in each other
- Agreement on feedback

## MEETING PLACE

The meeting place selected should be safe and conducive to the purpose, preferably in the Mentors office. This will help ensure that the required professionalism of the relationship is adhered to. It also provides a safe environment for both mentors and interns. Both Mentors and interns will sign a code of conduct form.

## TERMINATION

It is important that the mentoring relationship is positive and productive, even in the early stages as mentors and interns begin to get acquainted. However, the following reasons may cause the relationship to be terminated:

- If after the first few meetings, the mentor and intern don't "click". If this happens, the Mentoring Program Coordinator will discuss with the parties and make a termination decision
- The Mentor or intern requests for termination with valid reasons.
- If it is determined by the Mentoring Program Coordinator that the relationship is harmful or detrimental and that termination is the best option. The mentor and intern will be furnished with reasons for the termination.
- When the mentoring relationship expires at the end of the PDTD.

## MONITORING AND EVALUATION

We have developed an online mentoring evaluation platform where the mentor and intern will complete the evaluation on a monthly and quarterly basis. This will assist PDTD to establish the effectiveness of the program. The evaluation will be based on the following areas and competency:

- Business conduct
- Social behavior
- Technical competence
- Collaboration
- Customer focus
- Drive for results
- Influencing for impact
- Judgment

The online tool also provides room for comments and/or feedback or suggestion. Training will be provided on how to use the online platform and user support provided throughout the PDTD period.

Monthly reports will be generated from the online system and any comments/suggestions provided noted and acted upon. The monthly and quarterly reports will form part of the final evaluation at the end of the PDTD. In addition, the mentors and interns will receive periodic 'check in' emails, updates and or tips to help them keep the mentoring relationship alive.

## SCHEDULE & MENTORSHIP TOPICS/COMPETENCY AREAS

MONTH	TOPIC	OUTPUTS
<b>Month 1</b> <b>(Public sector orientation)</b>	Mentor training: attend half-day mentorship orientation workshop.	Better understanding of expectations under the PDTP. Meet other mentors and sign code of conduct
	Induction week: meet intern(s) assigned to the mentor and create rapport	Meeting with mentee
	First meeting: Discuss start-up issues, initial goals and expectations. Review the proposed mentorship topics and evaluation matrix. Agree on meeting venue and time.	Signed mentorship agreement with clear objectives
<b>Month 2</b> <b>(Private Sector Experience)</b>	Mentor meeting with buddy attached to the intern to get insights on their performance.	Get some insights from buddy on observations made during the one month in government. Get suggestions on areas for improvements that mentor can focus on
	Business conduct: Shows obedience to company policies, set business conduct guidelines and etiquette; work attendance and timely reporting; demonstrates positive attitude to work; proactive to issues and asks relevant questions.	
	Social behavior: Demonstrates good morals and respect for colleagues and employees of the organization. Avoids indulging in behaviors or activities that are likely to infringe on other people's rights and peace	
	Technical competence: Demonstrates ability to learn fast; mastered concepts and subject matter; improved presentation skills; has passed final exam, demonstrating capability/competency in the technical area	
<b>Month 3</b> <b>(Private Sector Experience)</b>	Adaptability & Flexibility: Demonstrates curiosity and actively explores options. Responds efficiently to changing demands and circumstances. Functions effectively in ambiguous situations. Maintains a constructive attitude in times of stress	Review of 1 <sup>st</sup> meeting; Review of set objectives and goals Understanding of how intern has demonstrated the competencies and/or areas that they need help; provide guidance when sought.
	Business conduct (see above) Social behavior (see above) Technical competency (see above)	
	Collaboration: Drives alignment and teamwork within a team, department, or across organizational boundaries. Combines resources and joins efforts to achieve company-wide goals	

<b><u>Month 4</u></b> <b>(Public sector experience)</b>	Meet with buddy attached to the intern to get insights on their performance.	Get some insights from buddy on observations made during the one month in government. Get suggestions on areas for improvements that mentor can focus on
	Customer Focus: Anticipates customer needs, and proactively meets and exceeds customer expectations. Recognizes the issues that customers want to resolve, and creates, or facilitates the creation of, products and services to address customer needs	
<b><u>Month 5</u></b> <b>(Public sector experience)</b>	Meet with buddy attached to the intern to get insights on their performance.	Get some insights from buddy on observations made during the one month in government. Get suggestions on areas for improvements that mentor can focus on
	Drive for Results: Tenaciously pursues positive outcomes by using effective approaches to solve problems. Delivers on commitments and seeks increasingly challenging work. Takes responsibility and holds others accountable for actions, decisions, and goals	
<b><u>Month 6</u></b> <b>(Public sector experience)</b>	Meet with buddy attached to the intern to get insights on their performance.	Get some insights from buddy on observations made during the one month in government. Get suggestions on areas for improvements that mentor can focus on
	Influencing for impact: Communicates and networks effectively. Successfully persuades and influences others.	
MONTH	TOPIC	OUTPUTS
<b><u>Month 7</u></b> <b>(Public sector experience)</b>	Meet with buddy attached to the intern to get insights on their performance	Get some insights from buddy on observations made during the one month in government. Get suggestions on areas for improvements that mentor can focus on
	Judgment: Effectively scopes problems. Builds and applies a job-relevant knowledge base. Makes decisions with conviction	

## Annex 1

### PDTp MENTOR CODE OF CONDUCT

THE FOLLOWING IS A CODE OF CONDUCT REQUIRED OF ALL MENTORS. PLEASE READ AND SIGN. IF YOU HAVE ANY QUESTIONS, CONTACT THE MENTORSHIP PROGRAM CORDINATOR.

1. Never use alcohol or drugs when you are with your intern. Never offer your intern alcohol or drugs.
2. If you suspect abuse or neglect of your intern, discuss this with your program coordinator immediately.
3. Respect the privacy and personal boundaries of your intern. Inappropriate behaviour, such as sexual relationships, abuse, or molestation, is not permitted.
4. The mentoring program does not allow overnight visits with the exception of supervised group activities.
5. There should be no secrets between the mentor and intern in relation to the mentoring programme. However, the set boundaries should not be overstepped.
6. If you are running late or must change the meeting time/date, call your intern to let her/him know of the change.

I agree to abide by the PDTp Mentors Code of Conduct.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name of Mentor: \_\_\_\_\_

## COMMITMENT/ACCEPTANCE FORM

I ----- have read the guidelines for the Mentorship Program which clearly explains my responsibility as a mentor and I freely accept the terms and conditions of this program.

By appending my signature hereto, I agree to meet the expectations set forth to ensure the integrity and effectiveness of the Presidential Digital Talent Program.

Name in Full-----

Signature-----

Date-----

Witnessed by

Name in Full-----

Signature-----

Date-----

## MENTOR'S CHECKLIST OF TASKS

Plan to do	Done	PHASE 1: PREPARATION
		Read materials provided by PDTP and be well informed
		Attend PDTP Mentoring Orientation Workshop
		Talk things through with both the PDTP Mentoring Coordinator and intern's supervisor (buddy) for any further questions or reference
		Make sure you know what your intern expects from the relationship
		Prepare your own thoughts about your operating rules for the relationship
		Be clear about your personal boundaries – meeting time, place, frequency, etc
Plan to do	Done	PHASE 2: LAUNCH
		Contact your intern for a first meeting
		First Meeting: Find out as much as you can about your intern Build rapport and a sense of comfort during the session Share personal information (background, your career journey etc) Let intern know your experience and background in terms of education and jobs that qualify you to be a mentor Clarify expectations about your role Set rules about meeting and communicating – including frequency Review intern's goals Set next meeting time and agenda
		Consider the goals and think about who else may assist your intern
		Recommend reading materials
		Think of ways to introduce your intern to important contacts/meetings – set purpose and discuss afterwards

		<p>Meet regularly and, when appropriate, set assignments between meetings. Be prepared to be personal with your intern and:</p> <p>Share defining moments in your career; let your intern know the important ways you have learned</p> <p>Share life values</p> <p>Let your intern join you in as many official meetings/events as possible in your work routine</p> <p>Share practical tips and advice on leadership issues</p>
<b>Plan to do</b>	<b>Done</b>	<b>PHASE 3: MONITORING</b>
		<p>On a monthly basis:</p> <p>Complete the online evaluation form</p> <p>Review your relationship at various milestones</p>
		<p>Help with goals and career development:</p> <p>Ask your intern about future job plans and long-term goals after PDTP</p> <p>Talk about intern's career and personal life balance</p> <p>Praise when appropriate</p> <p>Make sure you give critical as well as positive feedback</p> <p>Share a list of other people who could help the intern</p> <p>Find ways of attending events of the PDTP where your intern is participating</p>
		<p>Get involved in helping with or setting up specific sessions</p> <p>Urge your intern to make a presentation or chair a meeting to promote visibility</p> <p>Invite your intern to join you in key meetings</p> <p>Share knowledge and be on the lookout for opportunities that would advance interns career</p>
<b>Plan to do</b>	<b>Done</b>	<b>PHASE 4: EVALUATION</b>
		<p>Make sure you begin discussions in advance about goal achievement</p> <p>On a monthly basis, complete the online evaluation</p> <p>Meet face to face with your intern to discuss your comments and review achievements</p> <p>Evaluate your experience and give feedback</p>



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