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INDUSTRIAL ATTACHMENT

MENTORING TOOL

BUSINESS MANAGEMENT

LEVEL 5

TRAINEE'S NAME:

ADMISSION NUMBER:

COURSE:

LEVEL:

INSITUTION NAME:

ADRESS:

ATTACHMENT PERIOD FROM:TO:



TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION COUNCIL (TVET CDACC)

MENTORING TOOL

FOR

BUSINESS MANAGEMENT LEVEL 5

FOREWORD

This mentoring tool has been developed by TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in partnership with trainers and industry experts in Business Management.

Mentoring relationships have demonstrated to be an excellent way of enhancing professional growth where both the mentor and the mentee give and grow in the mentoring process. The mentee can learn valuable knowledge from the mentor's expertise, correct past mistakes and strengthen competencies in specific areas. Mentees also have the opportunity to establish valuable connections with higher level employees. However, the success of mentoring will depend on clearly defined roles and expectations in addition to the mentee's awareness of the benefits of participating in the mentoring program.

This mentoring tool is an assessment tool used to assess whether a mentee meets the National Occupational Standards for Business Management Level 5. Whilst there is no agreement or finite evidence as to how many times this supervised exercise should occur, both the mentor and the mentee should feel confident that the mentee has the necessary skills, knowledge and attitudes (worker behaviors) to work as a Business Manager

The Mentoring will therefore facilitate the experienced mentors in the world of work to share knowledge and experiences with mentees working under them towards a mutually beneficial professional development relationship. Mentors will also be helpful in building competencies of mentees in areas of practice.

PROF. KISILU KITAINGE
CEO/COUNCIL SECRETARY

TRAINEE (MENTEE) DETAILS

Name of Trainee (Mentee)	
Registration Code of Trainee (Mentee)	
Trainee's/mentee's Institution Details	Name:
	Physical & postal address:
	Phone and email address:
Date of Commencement of Mentoring Period (dd/mm/yyyy)	
Date of Completion of Mentoring Period (dd/mm/yyyy)	
Organization	Name:
	Physical & postal address:
	Phone and email address:

INFORMATION FOR USERS

Role of a Mentor

A **mentor** is someone who provides support and advice that empowers the mentee to achieve skills, knowledge and attitudes (worker behaviors).

This may be a supervisor, manager or a worker who is an expert in a particular field.

The role of the mentor includes:

- Assisting mentee understand the organisation's requirements.
- Assigning mentee tasks.
- Observing mentee performance and record areas where the mentee needs improvement.
- Assisting the mentee to come up with action plan for areas where he/she needs improvement.

Role of Mentee

A **mentee** is a trainee who is on work placement (attachment) or is on-job training in an organization.

The role of the mentee includes:

- Completing the assessment tasks assigned by the mentor and filling out the self-assessment section.
- Keeping the company's information confidential.
- Being aware that he/she may be working with people from different backgrounds and cultures, so there is a need to respect those differences.
- Asking for feedback and giving feedback when required.
- Upholding the organization's standards of work ethics.

Role of Industrial Liaison Officer

The Industrial Liaison Officer (ILO) is the officer in the training institution assigned the responsibility of coordinating activities of industry training based on TVET CDACC and institutions guidelines for industry training. The role of ILO include;

- Sensitizing trainees on their responsibilities during industry training
- Sensitizing mentors on their roles during industry training for trainees

- Coordinate industry training
- Receiving mentoring tools from trainees
- Ensuring mentorship tools are included in each candidate portfolio of evidence
- Upload candidate final mark to TVET CDACC portal

How to use the mentoring tool

- Where a skill, knowledge or attitude is not applicable in a particular workplace, the mentee should indicate not applicable (NA).
- The mentor should ask the mentee oral questions to gauge the knowledge of the mentee.
- The mentee should fill the self-assessment section upon self-evaluation.
- The mentor should fill the mentor review record upon observing and evaluating the mentee.
- Action plan should be filled by the mentee after agreeing with the mentor for any item assessed as needs to improve (NI).

Mentoring Period

The attachment period should be at least three months. Mentee should spend at least two thirds of the attachment in managing business research and development, coordinating human resource functions, maintaining customer experience, carrying out corporate image strategies, maintaining business assets and liabilities, controlling business risks and coordinating information communications technology. Time spent in each section/department should be documented using form in Appendix A.

Number of Assessments

Three assessments are to be conducted using the mentoring tool: one within the first month of the attachment where the mentor assesses the mentee to assess their initial level of competence; another assessment will be conducted within the second month of the attachment period to gauge the progress of the mentee and the third one will be conducted within the third month of the attachment. However, the assessment outcome is based on the third /final assessment.

Submission of Mentoring Reports

The mentor is required to submit the final report mentoring report (in hard or soft copy) to the Industrial Liaison Officer of the respective institution. The Industrial Liaison Officer is required to submit to TVET CDACC offices the final mentor's summary report (Appendix B). The filled mentoring tools for each trainee are to be kept in the institution and made available to TVET CDACC on request.

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1. COORDINATE HUMAN RESOURCE FUNCTIONS

Mentor and mentee: Please fill information for each of the two sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge and skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Operational/strategic planning					
2.	Employee appraisal and methods					
3.	Training needs assessment					
4.	Team building process and benefits					
5.	Professional Development					
6.	Innovations management					
7.	Human resource management					
8.	Group dynamics and conflict resolution					
9.	Performance appraisal					

S/N.	Items for evaluation (knowledge and skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	SKILLS The mentee:					
10.	Identifies gaps on areas of competence in accordance with departmental needs					
11.	Allocate departmental jobs/ duties and resources					
12.	Implement departmental teamwork strategy					
13.	Monitor team performance					
14.	Appraise employee performance					
15.	Rewards/penalize employees' performance					
16.	Carries out training needs assessment as per the performance appraisal records of employees.					
17.	Prepares and implements employees team improvement plans in accordance with HR policy					
18.	Maintains HR records					

S/N.	Items for evaluation (knowledge and skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
19.	Identifies an organization culture which required change					
20.	Prepares change management plan according to HR change management policy					
21.	Prepare departmental team reports					

Note: To be declared competent, the mentee must get:

1. 11 of the 21 (50%) items of evaluation correct and
2. Items 8,12,14,18, and 21 correct

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

2. MAINTAIN CUSTOMER EXPERIENCE

Mentor and mentee: Please fill information for each of the two sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge and skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Product/ service innovation					
2.	Customer survey					
3.	Customer relationship management strategies					
4.	Quality management systems, Quality Assurance, Certification Bodies					
5.	Intellectual Properties Right (IPR)					
6.	Customer care					
7.	Cost benefit analysis					
8.	Customer outreach					

S/N.	Items for evaluation (knowledge and skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	SKILLS The mentee:					
9.	Carries out customer experience survey					
10.	Identifies business strengths and opportunities based on SWOT analysis in line with strategic plan					
11.	Establishes and implement product and service quality assurance/ management system					
12.	Establishes business competitive edge and innovations					
13.	Establishes Customer relationship management					
14.	Manages customer virtual platforms					
15.	Generates customer feedback report					

Note: To be declared competent, the mentee must get:

1. 8 of the 15 (50%) items of evaluation correct and
2. Items 11, 12, 13, and 14 correct.

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

3. CARRY OUT CORPORATE IMAGE STRATEGIES

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge and skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes e.t.c.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Public Relations and Corporate Social Responsibility (CSR					
2.	Synergies for Innovation					
3.	Partnership benefits					
4.	Corporate image components and their functions					
5.	CSR Areas and dimensions					
6.	Corporate Image and rebranding					
7.	Uses of internet/social media and basic marketing					
8.	Stakeholders feedback channels and methods					

S/N.	Items for evaluation (knowledge and skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes e.t.c.
	SKILLS The mentee:					
9.	Identifies, budgets and carries out public Relations Activities in accordance with the strategic plan.					
10.	Identifies, budgets and carries out CSR activities in accordance with the Strategic Plan					
11.	Identifies, and develops and maintains stakeholders register based on stakeholders' information and other reliable sources for communication					
12.	Analyses and responses to stakeholders' feedback in accordance with procedures					
13.	Forms partnership for innovation in accordance to the collaborations policy					
14.	Identifies, develops and manages virtual platforms in accordance with prevailing legislation and provider's terms and conditions					

S/N.	Items for evaluation (knowledge and skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes e.t.c.
15.	Obtains feedback from stakeholders according to Organizations policy and procedures					
16.	Evaluates corporate image in accordance with analyses marketing information system					
17.	Takes corrective action in accordance with the policy and procedures					
18.	Prepares corporate image report in accordance with procedures					

Note: To be declared competent, the mentee must get:

1. 9 of the 18 (50%) items of evaluation correct and
2. Items 9, 10, 13 and 15 correct.

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

4. MAINTAIN BUSINESS ASSETS AND LIABILITIES

Mentor and mentee: Please fill information for each of the two sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Business Assets and Liabilities Plan					
2.	Financial and asset management					
3.	Internal control system of assets and liabilities					
4.	Physical controls of assets					
5.	Debtors' management					
6.	Financial accounting					
7.	Assets and liabilities policy					

S/N.	Items for evaluation (knowledge, skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
8.	Inventory transactions and liabilities records					
9.	Business Assets and Liabilities					
10.	Procurement Act and Regulations					
11.	Assets disposal					
12.	Asset acquisition and settlement of liabilities					
	SKILLS The mentee:					
13.	Analyses records of existing assets and liabilities as per company policy					
14.	Carries out stock taking according to store's procedures and maintain assets inventory					
15.	Establishes asset usage in accordance with Asset policies and procedures					
16.	Prepares business asset and liabilities plan and budget according to strategic plan and finance policy					

S/N.	Items for evaluation (knowledge, skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
17.	Implements internal control system on assets and liabilities according to policies and procedures of the business					
18.	Undertakes asset requisition according to asset procedures.					
19.	Performs asset maintenance as per SOPs					
20.	Updates Inventory transactions and liabilities records according to standard operating and accounting procedures					
21.	Prepares discrepancies report according to store's procedures.					
22.	Prepares and shares business asset/liability report according to organization procedures.					

Note: To be declared competent, the mentee must get:

1. 11 of the 22 (50%) items of evaluation correct and
2. Items 13, 14, 17, 18 and 20 correct.

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

5. CONTROL BUSINESS RISKS

Mentor and mentee: Please fill information for each of the two sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	SWOT and PESTEL analysis					
2.	Risk assessment matrix					
3.	Risk management report					
4.	Risk Mitigation measures and plans					
5.	Risk Data					
6.	Enterprise Risk management (ERM)					
7.	Cost Benefit Analysis					
8.	Team work and conflict management					
9.	Risk monitoring and evaluation plans					

S/N.	Items for evaluation (knowledge, skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	SKILLS The mentee demonstrates skills of:					
10.	Identifies and analyse Business risks according to the Strategic Plan, SWOT and PESTEL analysis					
11.	Determines and carries out Risks mitigation responses according to the ERM policy					
12.	Monitor and evaluate risk management process.					
13.	Conducts review meetings to report risk control and analyse risk data according to procedures for identifying and mitigating risks					
14.	Develops Risk mitigation measures according to the evaluation of the risk assessment matrix and budget.					

Note:

To be declared competent, the mentee must get:

1. 7 of the 14 (50%) items of evaluation correct and
2. Items 11,12, and 14 correct.

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent <input data-bbox="660 874 719 903" type="checkbox"/> Not Yet Competent <input data-bbox="660 943 719 971" type="checkbox"/> <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

6. COORDINATE INFORMATION COMMUNICATIONS TECHNOLOGY

Mentor and mentee: Please fill information for each of the two sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	ICT applications					
2.	Basic principles of applied ICT					
3.	Software and Hardware					
4.	ICT Policy					
5.	Social Media Platforms and Networking					
6.	Data security					
7.	Basic computer maintenance and servicing					
8.	Usage of computer					

S/N.	Items for evaluation (knowledge, skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Problem solving and trouble shooting					
10.	Virtual platforms					
11.	Systems of sharing information					
	SKILLS The mentee demonstrates skills of:					
12.	Develops/Reviews organizations ICT policy					
13.	Procures ICT services					
14.	Undertakes ICT installation, maintenance and networking.					
15.	Reports Challenges in the system according to the standard operating procedures					
16.	Facilitates ICT user training					

S/N.	Items for evaluation (knowledge, skills)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
17.	Coordinates virtual platforms					
18.	Monitors and reviews System feedback as per ICT policy					

Note: To be declared competent, the mentee must get:

1. 9 of the 18 (50%) items of evaluation correct and
2. Items 13, 14, 15 and 18 correct.

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent <input data-bbox="495 512 553 544" type="checkbox"/> Not Yet Competent <input data-bbox="495 580 553 612" type="checkbox"/> <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

7. WORKER BEHAVIOUR

Mentor and mentee: Please fill information for these sections in the respective columns. Initials should be used as given in the header below. The mentee is supposed to demonstrate the following worker behaviour.

S/N.	Items for evaluation (attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	The mentee is:		Self-assessment	Mentor review		
1.	An effective communicator					
2.	A team player/Impartial					
3.	Tolerant					
4.	Trustworthy					
5.	Respectful					
6.	Emotionally intelligent					
7.	A Problem solver					
8.	Open minded/open to correction and positive criticism					
9.	Self-aware					
10.	Creative and innovative					
11.	Diligent/ thorough					
12.	Environmentally conscious					

S/N.	Items for evaluation (attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any item assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
13.	Time conscious					
14.	Presentable					
15.	Resilient and self-driven					
16.	Discipline and observing organisation code of conduct					
17.	Growth oriented					

NOTE: (instructions for evaluation)

To be declared competent, the mentee must get 75% items of evaluation correct

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

APPENDIX A: SUMMARY OF TOTAL PERIOD OF MENTORSHIP (TO BE FILLED BY MENTEE)

S/N	Section/Department/ workplace	Worksite/workstation/workshop/ workplace	Period (Weeks/days)	Mentor's Name
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				

APPENDIX B: MENTOR SUMMARY REPORT (TO BE FILLED BY OVERALL SUPERVISOR)

NAME OF TRAINEE: REGISTRATION NUMBER OF TRAINEE: NAME OF TRAINEE'S INSTITUTION: NAME OF MENTOR: DESIGNATION: MENTORING ORGANIZATION: DATE : SIGNATURE AND STAMP:	
Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(The candidate is competent if s/he gets 50% of the items correct)</i> <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

<i>Feedback from mentor (Supervisor):</i>	
<i>Mentor's signature:</i>	<i>Date</i>
<i>Feedback from mentee (trainee):</i>	
<i>Mentee's signature:</i>	<i>Date</i>

APPENDIX C: ADDITIONAL SKILLS ACQUIRED DURING THE MENTORING PERIOD (TO BE FILLED BY MENTEE)

S/N	Additional skill acquired	Description of the task	What new things have you learned from this task
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			

APPENDIX D: INDUSTRIAL LIASION OFFICER FORM (TO BE FILLED BY ILO)

NAME OF INSTITUTION:

NAME OF ILO OFFICER:

DATE :

REMARKS

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SIGNATURE AND STAMP: