



## Guidelines for Mentors, Coaches and Facilitators

### SOS Business Incubation Centre (SBIC)

#### About the SOS Business Incubation Programme

The SOS Business Incubation Programme is a structured support initiative designed for aspiring entrepreneurs and start-up teams within the SOS Children's Villages Nepal's ecosystem. The programme is implemented through the SOS Business Incubation Centre (SBIC) with the objective of promoting entrepreneurship and economic empowerment among young people.

The programme provides participants with access to shared physical and digital infrastructure, business coaching, business planning support, mentoring and networking opportunities to help them develop, refine and grow viable business ideas.

Through this initiative, SOS Children's Villages Nepal aims to strengthen entrepreneurial capacity among young people and support them in becoming economically active and self-reliant citizens.

#### Objective of the programme

The Business Incubation Programme aims to:

- Encourage and support innovative business ideas among young people
- Strengthen participants' entrepreneurial knowledge, skills and mindset
- Provide a platform for business development, mentorship and networking
- Promote youth-led enterprises that contribute to sustainable livelihoods and employment generation

#### Responsibilities and qualifications of mentors, coaches and facilitators

##### 1. **Business Coach:**

###### Requirements:

- **Academic background:** Master's degree in business administration, Finance, Law, Marketing or related field.
  - **Professional experience:** A minimum of **5 years** of demonstrable experience in business management or executive leadership.
  - Proven track record of working with **startups, SMEs or growth-stage enterprises**.
  - **Digital literacy:** Proficiency in Google Workspace (Drive, Docs, Sheets) and project management tools to track progress.
  - **Core competencies**
    - **Strategic Inquiry:** Exceptional questioning abilities to help entrepreneurs unlock their own solutions.
    - **Skilled in Business Coaching tools:** Skilled in facilitating goal setting (SMART goals), prioritisation and action planning, BMC and experienced in practicing other business coaching tools.
    - **Emotional Intelligence:** High level of self-awareness, empathy, honesty and the ability to maintain a balanced, objective perspective and a good listener
- Commitment:** Ability to commit to a coaching cycle throughout the **business incubation programme**.

#### Scope of work: Business Coach

##### Onboarding and goal setting

- **Coaching induction session:** Actively participate in the programme orientation to align with the **SOS Business Incubation programme's** curriculum, Business Health Checkup, Key Performance Indicators (KPIs) and the specific needs of the coachee.
- **Baseline business plan:** Conduct initial sessions to assess the current state of the assigned coachees' businesses and develop an initial business plan.
- **Action mapping:** Assist coaches in defining **SMART Goals** (Specific, Measurable, Achievable, Relevant, Time-bound) that align with the incubation programme's graduation requirements.

### Performance coaching and execution

- **Weekly one-on-one sessions:** Facilitate structured, high-impact weekly coaching sessions to guide entrepreneurs through their current operational and strategic hurdles. Minimum commitment: 1-2 hours every week.
- **Group coaching session:** Coach should be available for group coaching sessions on demand.
- **Applied learning:** Help coachees implement the lessons learned from the masterclasses (Facilitators) into their specific business models.
- **Accountability partnering:** Hold coaches accountable for "assignments" and business tasks, ensuring consistent momentum between sessions. Proactively flag any engagement or operational challenges to the Business Incubation Manager to ensure timely intervention and support.
- **Mindset and leadership:** Support entrepreneurs in identifying "blind spots," overcoming internal bottlenecks (e.g., fear of failure, indecision) and developing an entrepreneurial mindset.

### Documentation and tool utilisation

- **Coaching frameworks:** Utilise recognised coaching tools (such as the **GROW Model**), BHC and Business Model Canvas to ensure sessions are productive and solution focused.
- **Digital log management:** Maintain a professional **Coaching Logbook** (shared with the Programme Manager) documenting session dates, key breakthroughs, agreed-upon action items and entrepreneur engagement levels. Share the logbook with the Business Incubation Manager.
- **Asset review:** Provide feedback on key business deliverables, such as the Business Model Canvas, Pitch Decks or Financial Projections.

### Collaboration and reporting

- **Final business plan and BHC:** Submit the final business plan and endline BHC of your assigned coachees.
- **Internal synergy:** Work closely with the **Business Incubation Manager** to report on the coachees progress and flag any entrepreneurs who are "at risk" of falling behind.
- **Feedback and evaluation:** Facilitate periodic feedback loops with coaches to ensure the coaching relationship remains effective and professional.
- **Participation in events:** Participate in major events of the incubation programme and "Reflection and Learning" sessions with the programme team to help refine the incubation process based on real-time coaching data.

**Confidentiality and ethics:** Coach must maintain strict confidentiality regarding the coachees proprietary business information and intellectual property.

**Payment modality:** Payment will be disbursed after the submission of deliverables [Business plan, BHC (baseline and endline), Logbook, feedback form.]

## 2. **Mentor:**

### Requirements

- **Industry expertise:** At least 5–10 years of experience as a successful entrepreneur, business owner or senior industry leader.
- **Strategic network:** A well-established professional network that can be leveraged to provide opportunities for mentees.
- **Mindset and approach:**
  - Giving back to the community: A genuine willingness to provide voluntary mentorship and "pay it forward" to the next generation of entrepreneurs.
  - Humility and Coachability: A "lifelong learner" attitude; mentors should be open to learning from the fresh perspectives of their mentees.
  - Good listener
  - Adaptability: Flexible in approach and communication style to suit different entrepreneurial personalities.
- **Logistics:** Ability to travel to Butwal for in-person sessions or key milestones as required.

### Scope of work: Mentor

#### Onboarding and strategic alignment

- Mentorship induction sessions: Actively participate in the programme orientation to align with the SOS Business incubation programme's goals, milestones and the specific needs of the current cohort.
- Action Planning: Work with the assigned mentee to establish clear objectives and a roadmap for the mentorship period during the initial meeting.

### Core mentorship delivery

- **One-on-One advisory:** Conduct regular, structured one-on-one sessions (as per the agreed frequency) focusing on the mentee's business challenges, strategic growth and leadership development.
- **Knowledge transfer:** Share personal entrepreneurial journeys, industry-specific learnings and practical lessons to help mentees avoid common pitfalls.
- **Local contextualisation:** Prioritise the use of **local case studies** and market insights relevant to the regional business ecosystem to ensure the advice is actionable.
- **Use of tools:** Encouragement to utilise mentoring tools, frameworks and templates (e.g., Business Model Canvas, growth trackers) to maintain a consistent and measurable approach.
- **Crisis/pivot support:** Since these are "early-stage" entrepreneurs, their business models might change rapidly. Mentors should guide the mentee through **strategic pivots** if their initial idea proves unfeasible.

### Networking and ecosystem building

- **Strategic connections:** Leverage your professional network to introduce mentees to relevant stakeholders, potential partners or industry experts that can accelerate their business growth.
- **Advocacy:** Act as a champion for the mentee's venture within your professional circles where appropriate.

### Coordination and feedback

- **Collaborative monitoring:** Maintain close communication with the **Business Incubation Manager** and coaches to align the objectives of the learning curve. Work closely with Business incubation managers and coaches to report on the mentee's progress and highlight any areas where additional programme support may be needed.
- **Constructive feedback:** Provide honest, timely and supportive feedback to the mentee on their business progress, pitch quality and entrepreneurial mindset.
- **Participate in events:** Participate in periodic "Reflection and Learning" sessions with the programme team to share insights into the cohort's performance and help improve the overall incubation process.

**Confidentiality and ethics:** Explicitly state that mentors must maintain the confidentiality of the mentee's proprietary business information and avoid any conflicts of interest.

## 3. **Facilitator**

### Requirements and qualifications

- **Education:** Master's degree in any relevant discipline.
- **Training Experience:** 3+ years of experience in corporate training, workshop design or educational delivery.
  - Deep understanding of Andragogy (Adult Learning Principles) and experiential learning methodologies.
- **Technical skills:**
  - **Group mastery:** Exceptional skills in managing group dynamics, conflict resolution and maintaining high energy in a workshop setting.
  - **Subject matter expertise:** Proven ability to deliver content on specific business topics (e.g., Financial Literacy, Design Thinking, Sales Funnels, Business Modelling).
- **Logistics:** Willingness and availability to travel to Butwal for master classes.

### Scope of work: Facilitator

#### Pre-session preparation and contextualisation

- **Participant needs assessment:** Conduct a thorough review of the entrepreneurs' profiles, business stages and specific "pain points" to ensure the content is relevant and immediately applicable.
- **Module design and documentation:** Develop a detailed session plan (lesson plan) that outlines clear learning objectives, time-bound activities and a comprehensive list of required stationery or digital tools.
- **Resource development:** Prepare high-quality handouts, worksheets or digital templates that entrepreneurs can use to apply concepts to their businesses during and after the session.

#### Collaborative alignment

- **Internal run-throughs:** Participate in "dry-run" sessions with the programme management team to align on tone, depth of content and integration with other programme modules.
- **Cross-functional coordination:** Coordinate with mentors or coaches (if applicable) to ensure the masterclass content aligns with the 1-on-1 guidance entrepreneurs are receiving.

### Session delivery and engagement

- **Masterclass facilitation:** Lead dynamic, high-energy sessions using experiential learning techniques, moving beyond lectures to include peer-to-peer learning and "learning-by-doing" exercises. Be available for a 30-minute "drop-in" session after the masterclass for entrepreneurs who need deeper clarity.
- **Dynamic adaptation:** Adjust the pace and delivery style based on the real-time engagement levels and specific queries of the incubees.
- **Practical application:** Ensure every session concludes with actionable "next steps" or "assignments" for the entrepreneurs to implement in their ventures.
- **Content localisation:** Use **local case studies** or examples relevant to the Nepali market context.

### Post-session evaluation and reporting

- **Reflection and feedback:** Participate in post-session debriefs with the management team to share observations on entrepreneur progress, group dynamics and potential "red flags" in any venture.
- **Impact reporting:** Provide a summary report for each session, including participant attendance, key engagement insights and recommendations for future sessions or individual mentorship needs.
- **Resources sharing:** Upload all final presentations and resources within 24 hours of the session.

### Code of conduct and Child and Youth Safeguarding (CYS)

All selected mentors, coaches and facilitators are expected to uphold high standards of professionalism, accountability and responsible conduct throughout the duration of the programme. Their engagement should contribute to a safe, respectful and enabling environment for all participants.

#### Mentors, coaches and facilitators must:

- Uphold professionalism, integrity and ethical behaviour in all interactions within the programme
- Treat all participants with dignity and respect, ensuring an inclusive, supportive and non-discriminatory environment
- Demonstrate commitment, punctuality and preparedness in fulfilling their roles and responsibilities
- Maintain strict confidentiality of all participants' information, business ideas and programme materials
- Avoid any conflict of interest and refrain from using their role for personal, professional or financial gain
- Provide constructive, honest and respectful feedback, fostering a positive and empowering learning environment

Any violation of these principles, including misconduct or breach of confidentiality, may result in termination of engagement with the programme.

#### Child and Youth Safeguarding (CYS)

All selected individuals must comply with the Child and Youth Safeguarding policies of SOS Children's Villages Nepal. This includes ensuring that all interactions with children and young people are safe, respectful and in their best interests at all times. Any safeguarding concerns or incidents must be reported promptly in line with organisational procedures.

#### Contact for further information

For further information regarding the Business Incubation Programme, please contact:

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