

Welcome to Mentorship:

A Model for Inuit Women



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INTRODUCTION

Pauktuutit Inuit Women of Canada is the national organization representing and promoting the rights and interests of Inuit women. Since it was created in 1984, Pauktuutit has made improving the participation of Inuit women in the Canadian economy a priority. In particular, Pauktuutit works to help women escape poverty by advancing economic development through the promotion of entrepreneurship.

To help identify the needs and priorities of Inuit women starting and operating their own businesses, Pauktuutit undertook a study in 2012 that identified a number of barriers and challenges facing Inuit women as they began to explore starting small businesses. These barriers and challenges included:

- Lack of business counselling services;
- Lack of support networks for women in small business;
- Lack of access to information about small business development; and,
- Difficulties getting start-up credit and capital.

As a direct result of this study, the Inuit Women in Business Network (IWBN) was created. The IWBN brought together Inuit women and interested parties that were involved in economic development to address the barriers and challenges facing Inuit women entrepreneurs. The IWBN's website has a number of special resources for Inuit that focuses on the needs and priorities identified by Inuit women.

A major finding from the 2012 study was that there were very few mentoring programs in Canada that were oriented towards Indigenous women and none that had Inuit women as their focus. The creation of a mentoring program specifically designed for Inuit women was one of the priorities identified by Inuit women interested in starting a new business.

In 2016, Pauktuutit did some research that allowed it to better understand how a mentorship program should be developed including the design, structure and materials. Interviews were conducted across Inuit Nunangat¹ with Inuit businesswomen, economic development officers, business support agencies, regional Inuit associations and advisory committee members. Other research looked at the potential to adapt a mentorship model for the workplace for Inuit women in business. Pauktuutit used the information collected to compare the similarities and differences in needs across the Inuit regions and between different types and stages of businesses.

Pauktuutit has found that Inuit women who were starting or growing a business were more likely to be successful when they had a contact or mentor who was also in business. Pauktuutit sought funding to develop a mentorship model that took into consideration the needs and priorities of Inuit women entrepreneurs as well as the economic, social and cultural world in which Inuit women exist. The mentorship project's purpose is to create a mentorship model that will support the development of mentor/mentee relationships. The aim is to connect participants with individuals with expertise and experience in their business area of interest to help them increase their access to business skills, technology, networks and finance.

¹ Inuit Nunangat is a term used to describe the Inuit Homeland comprised of the four land claims regions, namely the Nunatsiavut, Nunavik, Nunavut and the Inuvialuit regions.

In 2015 Status Women of Canada provided funding for the project through its "Advancing Women Sectors Through Mentorship/Sponsorship" fund. Pauktuutit has undertaken a three-year project to develop a mentorship model with help from an advisory committee made up of professional and entrepreneurial women, partners and stakeholders in the Inuit regions of Canada. The mentorship model support Inuit women through increased access to training, stronger professional development and more opportunities for peer support.

Under the guidance of the advisory committee, the three-year project has the following stages:

- Year one focused on establishing the advisory committee and forming partnerships, conducting a
 needs assessment for an Inuit mentorship model and developing a model mentorship program
 adapted to the needs of each Inuit region.
- The second year involved further refining the model and piloting the mentorship program in two Inuit communities.
- The final year focuses upon conducting two additional pilot workshops, completing the mentorship model, as well as producing and distributing the final program materials to partners and stakeholders across the North.

PILOT WORKSHOPS

It was decided early in the project that a series of pilot workshops would be held in Inuit communities to test the mentorship model. The model and supporting resources would be adjusted and updated after each workshop had provided feedback and suggestions for improvement.

Working with the advisory committee, four communities were selected with workshops being held on the following dates:

- Nain, Nunatsiavut (Labrador region) December 10, 2016 12 Inuit businesswomen attended the
 orientation session to the program and nine have now been matched into four mentorship
 relationships.
- Inuvik, NWT September 26, 2017 Four people attended
- Rankin Inlet, Kivalliq Region, Nunavut March 30 2017 Three people were in attendance
- Inukjuak, Nunavik January 2017 12 Inuit businesswomen attended the session and are now in the process of being formally matched with mentees

The communities were chosen based on a number of factors including the number of Inuit women who might be interested in participating, possible mentors in the community, the size of the community and the availability of partner organizations and contact people in the region and community that could help support the workshop planning process.

Once the communities were identified, Pauktuutit staff then worked closely with regional and community partners to identify locations for the workshop, identify possible participants including mentors and mentees, select dates and times for the workshop to be held, assist in the development of a strategy to inform the community about the workshop and attend the delivery of the sessions to share information on local business opportunities for businesswomen.

These partners were very helpful in choosing the locations for the pilots and in developing the mentorship model. For example, for the delivery of the mentorship pilot in Nain, Pauktuutit partnered with the Nunatsiavut Government to plan, promote, recruit participants, and help deliver the program. The Nunatsiavut Government's Business Development Officer attended the orientation session for the businesswomen as well as supported Pauktuutit in advertising the session and securing the facilities to host the session.

For the Inukjuak workshop, Pauktuutit partnered with the Kativik Regional Government, Saturviit Women's Association of Nunavik and the economic development officer from Northern Village of Inukjuak. These organizations provided advice on planning, logistics, advertising and delivery of the pilot. This support was complemented by other partners in the Nunavik region who helped promote the program recruiting participants and securing facilities to host the orientation session. These other partners included Youth Employment Services (YES) Nunavik and the Nunavimmi Pigiursavik Centre through the Kativik School Board.

Communication and promotion for the workshops involved posting notices on community, Pauktuutit, partner agencies and local social media sites, airing Public Service Announcements on community radio stations and posting notices around the community. As progress was made, travel arrangements and further details to support the workshop were finalized including organizing resources needed for the workshop, refreshments, sending and reviewing workshop application forms from participants etc.

The results for each of the mentorship model pilots included feedback on the mentorship program handbook adapted for each region/community, the mentor and mentee application forms for online use, the promotions developed for social media and print advertising and the agenda and introductory presentation for each of the orientation workshops. Following each workshop, a mentorship matching list was created to include each mentee and mentor, their goals for participating in the program and the justification for their matching by Pauktuutit.

A key element of the workshops was an evaluation process that recorded input from the participants to assess the degree to which the project was meeting its objectives but also to provide input to any changes needed to the model.

LESSONS LEARNED

Throughout the process of developing the group mentorship model, Pauktuutit increased its knowledge and understanding of the needs and challenges of Inuit women seeking support for business development. In particular a number of lessons have emerged that have proven to be important parts of the current mentorship model.

- Identifying and contacting interested mentees and mentors
 - Pauktuutit found that asking regional and local partner organizations for help identifying
 potential mentors and mentees worked well. These agencies are involved in supporting the
 businesses in communities and know the resources and programs that exist to provide
 assistance. Once contact has been established, interested parties are contacted by email or
 social media and directed to Pauktuutit's website for further information and resources.
 - Once a workshop is in the planning stages, notifications of date, time and topic are sent out through communities' Facebook pages, radio announcements, posters, as well as by contacting key agencies to help get the word out to participants and the community at large.
- Community Readiness
 - One of the main factors of success for setting up the workshops and the model in general is community readiness. If people in the community aren't aware of the workshop or the chance to participate in the mentorship model, then the effort will fail. Working closely with local partners, starting well in advance of the expected workshop date, and double checking meeting location, participants, support people in the community etc. are all important parts of helping make sure the program is a success.
- Frequency of mentorship meetings
 - Traditional mentorship programs often suggest regular meetings be held between mentor and mentees to provide regularity to the process and help people to plan and prepare for the meetings. For Pauktuutit's group mentorship model it was determined that the group should meet every month for approximately 1.5 3 hours depending in part on the number of participants. Although groups can always change this schedule to suit their own needs, one month intervals are considered to be sufficient time for people to work on their businesses without being too demanding of their time.
- Supports available in community and online
 - Pauktuutit partners with key economic and business development organizations across Inuit Nunangat. These agencies are very knowledgeable about the resources and programs that are available to assist business owners in their regions. In addition, they have experience and deep understanding of both the challenges and opportunities that Inuit face when starting a business or operating an established one.
 - Pauktuutit has extensive contacts across the region in government and non-government agencies. These contacts can prove valuable in terms of trying to access funding and support

- programs that may not specifically be business oriented, but may lend support to the mentorship program nonetheless.
- Pauktuutit has a wide range of resources available online that have been specifically developed for Inuit women interested in business. In particular, the Inuit Women in Business Network (IWBN) has a website (http://pauktuutit.ca/iwbn/) hosted by Pauktuutit that has resources available including fact sheets on financial literacy, a workshop designed for Inuit women interested in starting a new business, case studies of businesses operated by Inuit women, a list of financial terms in plain language, etc.
- In addition, Pauktuutit has a list of resources available from other sources that may prove of interest to Inuit women interested in business.

• Support from Pauktuutit staff

- Pauktuutit staff support the mentorship program in a number of ways. At first staff will help identify interested parties and hold an informal session to introduce everyone and explain the process, benefits and roles and responsibilities involved in participating in the mentorship program. Staff also maintain working relationships with regional and local partners to support and optimize local delivery in addition to providing assistance in identifying potential mentors and mentees.
- The resources provided by Pauktuutit include the mentorship handbook that is provided to the participants. As well, staff are on hand to help get the first meeting going and work through the process of completing agreement forms, development agendas, etc. Staff also monitor the group to help identify and address any challenges that may be found and to act as information resources as needed. As well staff keep track of the progress being made and challenges encountered and use this information to revise the model and make it more effective over time.

Gender issues

- Initially Pauktuutit wanted to establish women-to-women mentorship relationships however the number of potential Inuit businesswomen who might be interested in becoming mentors was not enough to meet the demand. Through discussions and feedback from the pilot sessions, mentees said they were comfortable with having non-Inuit mentors from either gender. Research showed that steps would need to be taken to address issues related to differences in the gender of mentors and mentees. Making sure mentees were comfortable working with male mentors was a key part of the matching process.
- With the shift to the group mentoring model, this issue was less important as a number of women were involved and most of the communication would be done remotely. As well, no male mentors participated in the program.
- Providing mentees in remote communities with mentors
 - The goal of the project was to provide Inuit women with mentors in their communities. The face-to-face contact was thought to be an important factor in building trust and developing

clear communications. However it was found that in many communities there would not be a large number of mentors available to meet the need. It was also found that Inuit are increasingly comfortable using social media and email/text/teleconferences to communicate both socially and professionally and therefore regular face-to-face contact was deemed less important as initially thought.

Biggest challenge

O Perhaps the biggest challenge the project faced was trying to find enough mentors to fill the demand. Through recommendations made by the advisory committee and regional/local partners, potential mentees were easier to find than mentors. This is mainly because of the relatively very small number of Inuit business women in Inuit Nunangat. Inuit women face a wide range of barriers when starting a business and even in the south, the number of small businesses that fail within the first two years is very high. Considering the challenges businesses must face in the North including the very high costs of goods, transportation costs, shortage of affordable and adequate space for business, shortage of financial expertise, high costs of operating costs, shortage of skilled labour – the list is very long. In short, Pauktuutit was impressed with the number of Inuit businesswomen who did come forward offering to mentor. To help address the issue of few mentors, the group mentorship model was developed which allowed for a fewer number of mentors to support a larger and more geographically diverse group of mentees.

THE Group Mentorship Model

The first version of the model looked at bringing together Inuit women mentors and mentees in the same community to meet for a total of 30 hours over a period of six months. It was thought that much of the contact between these mentors and mentees would be face-to-face with more distant communication being done by emails, texts, telephone calls, and online chatting (i.e. Skype) depending on what people felt comfortable with.

It was felt that recruiting mentors would likely be the biggest challenge for the model. Considering the small number of businesses operating in Inuit Nunangat, the number of qualified and interested mentors from the region would likely not be enough to meet the expected need. Finding possible mentors from southern Canada was thought to be a possibility to increase the number of eligible mentors.

Pauktuutit staff worked to help support and facilitate the development of strong mentor-mentee relationships. Responsibilities and tasks involved in achieving this goal included:

- Identify possible mentors and mentees
- Support the development of mentorship agreements between parties that included identifying expectations, roles and responsibilities
- Monitor and provide support to the parties
- Develop an evaluation processes to help improve the model going forward
- Work with regional and local partners to deliver the mentorship model pilots across Inuit Nunangat
- Update model based on feedback and the results of the evaluation
- Develop new information resources
- Support ongoing knowledge sharing
- Overall ongoing project coordination, administration and reporting.

During the course of the pilot workshop process, it became clear that some changes in the model were necessary to further adjust aspects of the model. In particular, the idea of having one-to-one mentee/mentorship relationships was considered to be less useful than having a group mentorship model. Participants in the workshops felt that having a larger group to work with would have a number of advantages including:

- There could be a higher number of mentees being supported by a limited number of mentors
- Some women would not feel confident in a one-on-one mentorship relationship
- Each participant would have some time to describe how they were doing in their business efforts and what challenges they were encountering. The group, along with mentors, would have the opportunity to share their experiences and knowledge.
- The success of the group would not be as dependent on a single person dropping out or being unable to participant regularly.
- Group mentorship offered a stronger basis for networking and developing relationships across the regions.
- Allowed for flexibility of everyone's schedules
- Provided a pool of knowledge and took the responsibility off of a single person to be the "knower".
- Allowed every member to learn and to teach something different.

The Welcome to Mentorship for Inuit Women model forms the basis of a handbook for participants in the program, including both mentors and mentees, and has been developed to consider the unique situations in each Inuit region. The handbook introduces the project and its purpose, explains the idea of mentoring for business people, reviews the expectations of participation in the program and explains the steps to developing a successful mentorship relationship. The handbook also includes skill-building worksheets that the participants complete during the orientation session to the program, including exploring personal strengths and challenges, goal setting, tracking mentorship sessions and a Mentorship Agreement Form.

The model also describes the process for setting up the mentorship program in a community, including promotion/advertising, application forms and methodology for matching mentors and mentees. For inspiration, business tips from experienced Inuit businesswomen and a profile of a successful and relatable Inuk businesswoman were added to the handbook to provide role models and actual examples of how Inuit women started and developed their businesses.

The model is flexible enough to support business women at every stage of the business cycle. Mentorship allows established business people to pass on the benefits of their experience, insights, and wisdom to those seeking support as they begin their businesses. New business people also gain from the networking and development of a long-term supportive network of people with similar interests and backgrounds.

Group mentorship involves a number of mentors and mentees joining a mentorship group to support and encourage each other while sharing information, ideas and contacts. All people in the group participate in discussions, sharing information and ideas, and supporting other participants. Pauktuutit's model focuses upon Inuit women but also includes mentors from non-Inuit backgrounds.

A key element of the group mentorship model is self-assessment in relation to business skills and the identification of how skills can be improved to help businesses get started and grow. Relying on others for support and guidance is an important part of the group mentorship model.

The model provides a number of guidelines that establish key elements including:

FREQUENCY OF MEETINGS

The frequency of meetings is up to the participants to determine although they are encouraged to meet at least once a month for between 1-3 hours. Contact can include in-person for those in the same community or email, telephone calls, Skype or Facetime for those in different communities.

• What happens if the mentorship group isn't working?

The mentorship relationship is a very personal one and not all arrangements will be a good fit of personalities, needs and priorities. If people decide they would like to try another group, Pauktuutit staff help explore options including joining another group.

• What support is available from Pauktuutit staff?

Pauktuutit staff provides ongoing monitoring and support for the mentorship groups. This includes gathering feedback and advice on how Pauktuutit can keep improving the program and supporting businesswomen. Participants can also contact Pauktuutit anytime with questions, concerns or feedback about the program or

building a business. Pauktuutit has developed many specialized resources to help Inuit women build their businesses and have considerable expertise in available community and regional business support programs.

BASIC MENTORING PRINCIPLES

Mentorship is a two-way relationship that requires effort and respect from both the mentee and mentor. Mentorship succeeds when parties have a clear understanding of their expectations and obligations. Every group will include individuals with a wide range of experience, perspectives and knowledge. Sharing these effectively is the essence of successful mentoring. Successful traits for mentorship relationships include the following.

For Experienced Businesswomen:

- Be supportive and encouraging
- Offer wisdom, knowledge, experience, constructive criticism, networking opportunities and resources
- Be a positive role model
- Act as a sounding board for fellow participants to bounce ideas off of
- Provide helpful feedback
- Acknowledge the accomplishments of others

For New Businesswomen:

- Be clear on what you want to gain from the mentoring experience
- Identify your strengths and weaknesses
- Communicate regularly
- Be open-minded and willing to try new things
- Be responsive to suggestions and constructive criticism

BENEFITS OF MENTORSHIP

There are clear benefits to be gained by both parties from a good mentorship relationship including:

- Creating opportunities to give back to the community
- Strengthening communication and relationship skills
- Encouraging people to stay current with emerging business concepts
- Providing an opportunity to expand professional networks
- Allowing for growth in perspectives, insights and knowledge
- Providing the opportunity for support, encouragement, wisdom, practical help and advice
- Allowing participants to build self-confidence
- Helping with short-term and long-term business planning and direction
- Offering the opportunity to enhance specific skills
- Providing general constructive criticism and guidance

GETTING STARTED

Set a Regular Schedule

Setting a regular time, date and duration for a meeting will be more effective than trying to establish one on a more flexible basis particularly for group mentorship meetings. All members of the group should have input as to what schedule they prefer. The method of meeting should also be determined either by platforms such as Skype or Facetime or email, phone, etc.

Set length of meetings

The meetings shouldn't be any longer than they need to be. All group members should have input in determining how long each meeting should be. Setting fixed dates, times and duration is a very good trait for operating businesses so it is a good chance for everyone to practice their time management skills.

Plan sessions in advance

Group meetings will be most useful if people prepare for them and bring their questions, concerns and information for discussion. All members are busy so people don't want to waste time. Some people find it useful to keep track of ideas and questions they have during the periods between the meetings. Others like to prepare closer to the meeting. Either way, respect people's time and come prepared.

Set goals, manage expectations and build trust

Most people don't have a lot of experience with mentorship programs. To support the process it is important that everyone has a clear understanding of the goals of the group and individuals and the expectations of everyone. A clear and open discussion at the first meeting is a good way for people to identify these issues and start to build trust. Good communication is the foundation of a successful mentorship program. The following questions should be discussed:

- What are members' short-term and long-term business goals?
- Where are members now and where would they like to be in six months?
- What are their strengths and weaknesses?
- What do people expect to gain from their participation in the group?

Appreciation

Remember people are participating in the group because they want to help other people and benefit from their experience and knowledge. A sincere expression of gratitude is often the only thing people need to hear to make them feel their efforts are welcomed.

SETTING AN AGENDA

The agenda lays out the activities and timelines for a specific meeting. Having an agenda not only lets people know the order topics will be discussed, but also gives them an idea of how long each item will take. This provides participants with an idea of how long they have to ask questions, give updates, etc. A suggested agenda follows.

Welcome and Review (10 minutes)

The leading group member introduces the meeting and welcomes everyone. A review of the previous meeting is done along with a short discussion about any follow-up questions that were asked or additions that were made to the previous meeting's conversation.

Icebreaker exercise (20 minutes)

These help relax everyone and helps build trust. They should be fun but also tie to team building, decision-making, etc. Some examples are provided in the handbook.

Describing businesses (10 minutes each person)

Group members take turns sharing their business successes and challenges with the group. After each person speaks, the group is given five minutes to respond and provide feedback to the person directly. Some basic questions to start the discussion are:

- Full name
- Name of business and what it does
- Something positive that has happened since the last meeting (business related or personal)
- A challenge encountered since the last meeting (business related or personal)

After five minutes of group discussion, the group moves onto the next person. This continues until every person has spoken and received feedback.

Discussion (20-30 minutes)

After the individual discussions, there is a broader open group discussion. The topics covered can be flexible and focus on what the members want to discuss. Some suggestions are:

- Updates on a business support program
- Upcoming meetings that may be of interest
- Discussion on an issue of interest tax preparation, software for business accounting and bookkeeping, business licensing, etc.
- Sharing stories about business experiences, role models, case studies, etc.
- Suggestions for future discussion by the group

AGREEMENT FORM

It is recommended that a standard agreement form be used to clearly lay out the basic terms of mentorship group meetings. In terms of frequency, it is recommended that groups meet once a month. All members should complete the following form that lays out the terms and conditions for the group.

•	Name of member:
•	Name of all group participants:
	a
	b
	C
	d
	e
	f
	g
	h
	i
	j
•	The first meeting will be on at:_ am/pm
•	Next meeting will be on at: am/pm
•	Communication will be done via the following methods:
	a. In-person
	b. Telephone
	c. Email
	d. Facebook
•	The purpose of the group mentorship is for everyone to achieve the following goals:
	a.
	b.
	C.
•	How will I contribute to the group?
•	I agree to keep the content of these meetings confidential.
•	The group agrees to be honest and provide constructive feedback to each other.
•	Each participant agrees to be open to the feedbacks from other members.
	Lacif participant agrees to be open to the recubacks from other members.
Da	te:
Sin	nature:
Sig	Hature

TRACKING THE GROUP

It is recommended that the group keep track of the meetings including the time and date of each meeting, the location, who participated and a list of what was discussed during each meeting.

Goal Setting

The model emphasizes the importance of setting SMART goals that are realistic and measurable. Developing good goals will help ensure participants move steadily forward to achieving their ambitions and help other members meet theirs. SMART goals are Specific,

Measurable, Accountable, Realistic and Timetabled.

Specific: (simple, sensible, significant) – Goals need to be clear and specific to enable people to focus their efforts and be motivated. Blurry undefined goals hinder people's enthusiasm and can lead to early frustration.

Questions to ask include: What do I want to accomplish? Why is this goal important? Who is involved? Where is it located? Which resources or limits are involved?

Measurable: Goals need to be measurable to enable people to determine if they are making any progress towards achieving them. Seeing progress made helps keep people motivated and focused. It also helps people realize when progress is not being made so they can identify problems and figure out solutions in a timely manner.

Questions to ask include: How long should it take to accomplish a particular goal? What steps do I need to undertake to achieve a goal? What does it look like when the goal is accomplished?

Achievable: Goals need to be achievable. They can be long term or short term, but unless goals can be achieved, people will get frustrated and have their confidence damaged. Goals should encourage people to reach and be challenged so they grow and expand their experiences and knowledge. A series of achieved goals can be a tremendous confidence-builder and make success more likely.

Questions to ask: How can this goal be accomplished? What are the most important goals to accomplish? Do I have what I need to achieve these goals? If I don't have what I need, who do I go about getting it?

Relevant: Goals must be part of an overall plan for success. Goals that are not focused on working towards a relevant end will drain energy, result in frustration and not move a person closer to achieving their ambitions.

Questions to ask: Does this goal seem worthwhile? Does it take me in the same direction as other goals and my ultimate dream? Is this the right time? Does the goal match my needs? Am I the right person to reach this goal? Is it achievable in my community?

Timely: Goals must be measured and must have a date for achievement. A goal without an end date can limit enthusiasm, be vulnerable to procrastination, make an effective action plan more difficult to develop, and make it more challenging to measure progress.

This SMART goal criteria helps to prevent everyday tasks from taking priority over longer-term goals.

Questions to ask: When should this goal be achieved? What can be done in six months from now? Six weeks from now? What can be done today?

To help visualize and record the goal setting process, it is helpful to list the results of the above discussion into a table with the headings Challenge, Goal, Action Steps, Deadline (see table in page 14 of Group Mentorship Handbook).

The model emphasizes that it is not essential that every goal be met on time or accomplished strictly according to the original plan. A good goal helps focus the effort and enthusiasm of a participant in a manner that builds towards attaining their overall dream.

Activities to build trust, confidence and have fun

The handbook provides a number of examples of activities that can be used to encourage participants to get to know each other and be more confident in having open discussions.

ROLE MODELS AND CASE STUDIES

The model presents a number of Inuit businesswomen role models and case studies. These resources were developed for a number of reasons. People just starting a new business, or even just thinking about it, can often be intimidated by the process – the regulations and licensing, the business plan, financial management, business costs, etc. Role models and case studies offer clear examples of how other Inuit women in particular have started up their businesses and overcome the challenges they face. A number of role models and case studies from across Canada help provide a regional perspective allowing participants to find an Inuk woman from their region from which to draw inspiration. Perhaps one of the most effective elements of these case studies is the advice the business women offer to those thinking of starting their own business. These personal messages caution that the path will be difficult with many challenges and sacrifices, but also inspire with the promise of great pride and satisfaction that comes from something people create with their efforts and hard work.

HIGHLIGHTING THE POTENTIAL OF A NORTH-SOUTH MENTORSHIP MODEL

During the workshops it became clear that most women interested in mentorship were more comfortable working in a group mentorship model as discussed above. However, there was interest in helping provide support to a smaller group of women who already had some experience in operating a business. These participants were interested in having a mentor who could help them learn more advanced business skills. Although there were very few mentors available in the North with this level of knowledge and interest, developing a model that looked to build on North-South relationships was explored. This North-South model had many advantages including:

- Access to a larger pool of mentors
- Strong need for more mentors with advanced business and financial skills they can transfer onto Inuit mentees
- Distance not an issue as many communication options are now available
- It would be helpful to try and get the mentor and mentee together for at least a face-to-face meeting initially to help establish a bond and trust
- The stronger connections with southern businesses would better support women interested in building businesses in the south.

EVALUATION

Through the three-year mentorship project, an evaluation team has been watching the process followed in addition to the degree to which the project is achieving its goals. It is anticipated that the final evaluation report will be completed shortly after the end of the third year of activity in the spring of 2018.

The evaluation process in the first year was based upon a review of the project's documentation (e.g., Advisory Committee meeting minutes and draft Needs Assessment Report); interviews with project staff and a short consultation with the contractor that undertook the needs assessment report.

The focus of the project in the first year was on development and implementation. The major activities of the year included:

- Establishing the Project Advisory Committee
- Quarterly meetings with the Project Advisory Committee
- Writing a needs assessment report supported by interviews and consultations
- Building a project website
- Model development

The first year was successful in generating a high level of interest among Inuit women interested in mentorship and the creation of a number of important partnerships with key stakeholder agencies across Inuit Nunangat. The development of the model itself was well underway by year end.

Some of the challenges encountered included the fact only one pilot workshop could be conducted in each region, difficulties in reaching some partnership agencies at times, and trying to define a mentorship model for a population without a lot of experience in formal mentorship programs.

The evaluation for the second year of the program comprised primarily of a review of the project's documentation; the results of two pilot workshops, and an interview with project staff.

Key accomplishments of the project in the second year have included:

- the development of mentorship model; delivering two pilot workshops in Nain and Inukjuaq respectively, and
- developing website and Facebook postings related to the project, including promotional postings.

Several key points were identified for the workshop process:

- While the program was intended for women advanced in their business development process, to date the program has mainly attracted applicants who are in the very first stages of the business development process.
- A review of the participants to date revealed that many would greatly benefit from business financial management skills, such as bookkeeping and business planning basics.
- A large number of the mentee participants in the Nain session were very open to the idea of inter-regional mentorship partners. They thought that they may be able to learn and benefit from the business experiences of Inuit in other regions.
- There was some mentee interest in being matched with male mentors if they were the 'right fit.'
- It was more challenging than expected to find mentors than mentees.

The project's utilization of social media to promote the project proved to quite effective through the use of platforms such as Facebook, the Inukjuak Buy, Sell, Trade and Swap page and Nain's Bulletin Board Facebook groups. Website analytics also reported a total of 280 visits to the Mentorship for Inuit Women page on Pauktuutit's website.

Incorporating feedback and guidance from the Advisory Committee and regional partners, the model was updated and a handbook "Welcome to Mentorship for Inuit Women Mentorship" was developed to support the workshop process.

Overall the evaluators found the project was proceeding well and that the engagement and feedback processes were providing very good information to help adapt and revise the model as required. The evaluators were to continue to monitor the project's progress and results, and work closely with the project team to develop appropriate evaluation tools for the model and piloting process. This would include gathering basic information about the workshops and their participants, as well as gathering observations, insights and lessons learned from the workshop facilitators. Pilot workshop participants had been advised that there was an evaluation process and that they would be contacted in the future to obtain feedback, as matches with mentors were initiated.

The third year of the evaluation will consider the results of the third and fourth workshops delivered in Inuvik and Rankin Inlet. In addition, an assessment will be done concerning the overall project as a whole in terms of process, lessons learned and how information was collected and provided input into the development of the final mentorship model.

LIST OF PARTICIPANTS

Location	Participants
Nieje Nivesteierust	Sandi Michelin
Nain, Nunatsiavut	Tracy Denniston
	Jennie Campbell
	Rita Ann-Dicker
	Sue Webb
	Donna Dicker
	Angie Perkins
	Peggy Andersen
	Judy Voisey
	Grace Goudie
	Janice Goudie
Konstina a Nova a di	Suzanne Chenard
Kuujjuaq, Nunavik	Rachel
	Jeannie
	Cynthia
	Victoria
	Mary Ann
Dankin Inlat Nunavust	Irene Duncan
Rankin Inlet, Nunavut	Corinne Dabres
	Roxanne Ruediger
	Ashlet Tulugak
	Leah Kailyn
	Krista Zawadski
	Laura MacKenzie
	Angie Perkins
	Lynn Rudd
	Goretti Kakuktinniq
	Theresie Tungilik
	Emily Beardsall
	Veronica Connelly
lourile lourielest	Donna Kisoun
Inuvik, Inuvialuit	Lorna Elias
	Joy O'Neill
	Kate Snow
	Bambi Anos
	Clara Elias-Smith

ADVISORY COMMITTEE

Organization	Name	Location
Inuvialuit Regional Corporation	Mavis Jacobson	Inuvik, Inuvialuit
Canada-Nunavut Business Centre	Sarah Maniapik	Iqaluit, Nunavut
Hamlet of Arviat	Michelle Malla	Arviat, Nunavut
Nunatsiavut Government	Molly Shiwak	Nain, Nunatsiavut
Avataa Exploration and Logistics	Christine Nakoolak	Kuujuaq, Nunavik