

Enhancing The Role Of Advanced Independent Workforce Mentors In Indonesia Through Dual Monitoring And Evaluation

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Abstract.

The Advanced Independent Workforce (AIW) program plays a pivotal role in facilitating the development of micro and small enterprises in Indonesia. Nonetheless, various challenges, including inconsistent mentorship and limited evaluation mechanisms, impede its overall effectiveness. In response to these issues, a Dual Monitoring and Evaluation (DME) system was implemented to enhance the role of AIW mentors. This system comprises one-on-one meetings aimed at delivering personalized guidance, as well as onsite monitoring and evaluation to assess real-time business progress and operational challenges. This initiative was executed across multiple provinces in Indonesia, engaging mentors, mentees, and relevant stakeholders. The findings indicate that the DME system significantly enhances mentor effectiveness, bolsters business sustainability, and improves problem-solving capabilities. The one-on-one meetings afforded structured feedback and capacity-building opportunities for mentors, while onsite evaluations facilitated direct observation and timely interventions for mentees. The integration of direct engagement and field-based evaluation not only strengthened mentorship strategies but also increased mentee confidence and promoted adaptive business practices. This study underscores the importance of a structured mentoring model in workforce development and recommends the expansion of DME coverage, the incorporation of digital tools, and the development of standardized evaluation metrics. This approach presents a scalable model for analogous economic empowerment programs, thereby ensuring sustainable mentorship and the success of enterprises.

Keywords: *Independent workforce, mentorship, monitoring and evaluation, business sustainability and workforce development.*

I. INTRODUCTION

The Advanced Independent Workforce (AIW) program in Indonesia, implemented by the Ministry of Manpower of the Republic of Indonesia, plays a vital role in promoting economic empowerment through the support of micro and small enterprises. This initiative is a component of the national strategy for workforce development, aiming to enhance entrepreneurial capacity, promote self-reliance, and increase the sustainability of businesses for individuals who have previously received foundational entrepreneurial training. However, the effectiveness of mentorship within the AIW program presents a significant challenge, as numerous participants encounter difficulties in sustaining or expanding their businesses following the conclusion of the mentorship phase. This circumstance underscores the necessity for a structured and systematic mentoring framework, particularly one that incorporates effective monitoring and evaluation (M&E) mechanisms. Mentorship constitutes a critical element in facilitating the success of micro and small enterprises, specifically in addressing challenges related to limited financial resources, market access, and managerial capabilities. Research indicates that mentorship programs play a significant role in enhancing business performance; however, their efficacy is largely contingent upon the consistency, relevance, and adaptability of the support offered [1]. A prominent issue identified within traditional mentorship frameworks is the insufficient level of continuous engagement and follow-up support, which often hinders mentees from effectively implementing the strategies acquired [2]. In the absence of appropriate supervision and evaluation, the potential impact of mentorship is diminished, thereby restricting its long-term benefits for microentrepreneurs.

In response to the identified challenges, this study proposes the implementation of a Dual Monitoring and Evaluation (DME) system designed to enhance the role of Artificial Intelligence for Workforce (AIW) mentors. This system comprises two principal components: one-on-one mentoring sessions and onsite monitoring and evaluation. The one-on-one mentoring sessions facilitate the provision of structured and direct feedback to mentors, thereby equipping them with improved strategies for effectively guiding their mentees. Concurrently, the onsite monitoring and evaluation aspect enables real-time assessments of mentee business progress, challenges, and necessary interventions. By integrating these two methodologies, the DME system aspires to enhance the effectiveness of mentorship, improve accountability, and promote the long-term sustainability of business initiatives. This study aims to investigate the central research question: How can a Dual Monitoring and Evaluation (DME) system enhance the role of AIW mentors in promoting business sustainability. To address this question, the investigation is organized around three primary objectives. Firstly, the study seeks to evaluate the impact of one-on-one mentoring on mentor effectiveness, particularly regarding the provision of structured guidance tailored to the specific needs of AIW participants. By analyzing mentor-mentee interactions, this research aims to elucidate how personalized support influences mentee development and overall business performance. Secondly, the study assesses the role of onsite monitoring and evaluation in the identification of business challenges and the implementation of necessary interventions. By observing business operations in real time, mentors can attain an enriched understanding of the obstacles faced by mentees, thereby equipping them to offer relevant solutions and strategic adjustments.

This aspect is critical in ensuring that mentorship practices are responsive and adaptive to the unique circumstances of each business. Lastly, the study explores how a structured DME system may contribute to the long-term sustainability of businesses among AIW participants. It investigates whether consistent monitoring and evaluation mechanisms enhance business resilience, facilitate improved decision-making, and promote sustainable growth within micro and small enterprises. By examining these three interrelated dimensions, the study aims to provide insights into the effectiveness of structured mentorship and put forth recommendations for the enhancement of workforce development programs through an evidence-based mentorship approach. Furthermore, the investigation of the implementation and outcomes of the DME system aspires to yield practical recommendations for improving mentorship effectiveness within AIW programs. The anticipated findings will significantly contribute to the development of evidence-based mentorship models that may be scaled and adapted for broader workforce development initiatives in Indonesia. Additionally, this study is expected to provide valuable insights for policymakers, program designers, and mentors aiming to optimize the effectiveness of workforce mentorship programs. Ultimately, this inquiry hopes to establish a more structured and strategic mentorship approach, ensuring that AIW participants receive the requisite support to sustain and expand their businesses. The integration of a Dual Monitoring and Evaluation system represents an innovative advancement towards strengthening mentorship roles, fostering entrepreneurship, and ultimately contributing to economic resilience and job creation within Indonesia.

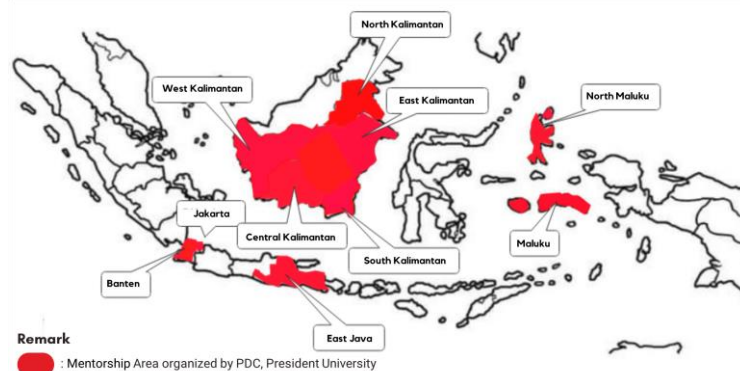


Fig 1. Mentorship area for AIW organized by PDC, President University

II. METHODS

The Dual Monitoring and Evaluation (DME) system was implemented by the President Development Center (PDC) at President University to provide a systematic framework aimed at enhancing the efficacy of mentorship within the Advanced Independent Workforce (AIW) program. This system employs one-on-one meetings coupled with onsite monitoring and evaluation, both of which are strategically designed to facilitate ongoing support, real-time assessment, and adaptable interventions for AIW mentors and mentees. The term "mentorship organizer" denotes the institution responsible for the planning, implementation, and oversight of the mentorship program, thereby ensuring its effectiveness in promoting business development. In this capacity, the PDC at President University has been officially appointed by the Ministry of Manpower of the Republic of Indonesia to manage and coordinate the AIW Mentorship Program. As the designated organizer, the PDC is tasked with formulating mentorship strategies, selecting and training mentors, monitoring mentee progress, and ensuring that the program meets its goals of economic empowerment and business sustainability.

Mentors participating in this initiative are selected through a rigorous recruitment and evaluation process managed by the mentorship organizer. These mentors possess significant expertise in areas such as entrepreneurship, business management, and coaching methodologies, thereby enabling them to provide comprehensive guidance to mentees. Their responsibilities include assisting AIW participants with business planning, financial management, marketing strategies, and operational enhancements, thus ensuring that mentees can effectively leverage the support provided by the Ministry of Manpower. The AIW participants, who serve as mentees within this program, are individuals that have previously undergone foundational entrepreneurial training and have been awarded supplemental financial assistance by the Ministry of Manpower to support their business development endeavors. The mentorship program is intended to equip AIW participants with essential skills, knowledge, and strategic insights requisite for sustaining and expanding their enterprises, thereby contributing to broader economic development objectives. Through a structured approach to mentorship and continuous monitoring, this program aims to cultivate self-reliant and competitive entrepreneurs who are equipped to navigate market challenges and ensure the long-term viability of their businesses.

One-On-One Meetings

The one-on-one meetings function as a personalized mentorship framework in which AIW mentors receive structured guidance and feedback. These sessions emphasize mentor development by providing targeted coaching and training aimed at equipping mentors with effective mentoring strategies. Furthermore, these meetings facilitate the evaluation of progress, allowing for an assessment of the mentees' business development, the identification of challenges, and the systematic discussion of potential solutions. Moreover, one-on-one meetings offer customized support tailored to the specific needs of mentees, thereby ensuring that mentorship aligns with individual business contexts. These sessions also contribute to the capacity building of mentors by providing ongoing skill enhancement in critical areas such as financial literacy, business management, and digital marketing strategies. Conducted at regular intervals, these meetings promote sustained mentor engagement and proactive guidance for AIW participants. Additionally, the discussions and outcomes of these meetings are documented through structured reports, which serve as references for subsequent evaluation and improvement initiatives.

On-Site Monitoring and Evaluation

The direct engagement facilitated through one-on-one mentorship, complemented by onsite monitoring and evaluation, offers mentors the opportunity to observe business operations in real-time and implement necessary interventions. This component encompasses field visits to the mentees' business locations, enabling the assessment of operational progress, financial management, and market engagement. Business performance is evaluated based on key indicators, including revenue growth, production consistency, and customer retention. Onsite evaluations are instrumental in identifying obstacles, such as supply chain issues, market limitations, or skill gaps, which may impede business growth. By recognizing these challenges firsthand, mentors can provide immediate recommendations and tailored solutions aimed at optimizing business operations. This methodology ensures that mentorship is contextualized and responsive

to the prevailing business conditions, allowing for the implementation of evidence-based strategies to enhance mentorship effectiveness. To systematically evaluate the impact of the Data Monitoring and Evaluation (DME) system, qualitative and quantitative data collection methods are employed.

Structured interviews conducted during one-on-one meetings assess mentor effectiveness and mentee progress. Additionally, field reports and business evaluations generated from onsite visits document business performance and challenges, while surveys and feedback mechanisms gauge mentee satisfaction and the overall efficacy of mentorship interventions. These data collection strategies facilitate continuous improvement in mentorship approaches and yield insights into program effectiveness. By integrating one-on-one mentoring with onsite monitoring, the DME system is positioned to significantly enhance mentor effectiveness through structured training and direct feedback. This system also seeks to improve mentee business sustainability by addressing operational and strategic challenges in real-time, thereby ensuring adaptive mentorship strategies that dynamically respond to the needs of mentees. Moreover, the DME system fortifies program accountability by maintaining comprehensive records of progress and challenges, ensuring that mentorship is holistic, evidence-based, and impactful. Through this structured approach, the AIW mentorship program is poised to offer sustained and effective support, ultimately contributing to the long-term success and resilience of micro and small enterprises in Indonesia.

III. RESULT AND DISCUSSION

The implementation of the Dual Monitoring and Evaluation (DME) system has markedly improved the effectiveness of mentorship within the Advanced Independent Workforce (AIW) program. The integration of direct engagement through individualized meetings and field-based evaluations facilitated by onsite monitoring emerged as a vital element in enhancing mentorship strategies. Mentors exhibited an increased capacity to deliver customized guidance and timely interventions, thereby ensuring that mentees received pertinent and actionable support. Consequently, mentees demonstrated heightened confidence in managing their businesses, which allowed them to adopt more adaptive and resilient business strategies in response to market demands and operational challenges.

One-on-One Meeting

The one-on-one meetings conducted within the framework of the Dual Monitoring and Evaluation (DME) system are instrumental in delivering tailored mentorship and systematic guidance for participants of the Advanced Independent Workforce (AIW) program. These meetings, which are organized on a regular basis and can take place either in person or virtually, typically span a duration of 60 to 90 minutes and adhere to a structured methodology aimed at monitoring business progress, identifying challenges, and devising strategic interventions. The structured nature of these sessions is paramount, as it facilitates a thorough assessment of the mentees' developmental journeys and the effectiveness of the mentorship rendered [3] [4]. Research indicates that effective mentorship plays a significant role in fostering the professional growth of mentees. Notably, mentorship programs that employ structured guidance have demonstrated positive impacts on career progression and personal development [5] [6]. This finding is corroborated by studies highlighting mentorship's crucial function in enhancing entrepreneurial skills and nurturing resilience within business operations [7] [8]. From a methodological perspective, these meetings utilize standardized evaluation forms, business progress reports, and feedback mechanisms to systematically monitor the development of mentees.

The discussions are centered around four principal areas: 1) assessment of business performance, encompassing financial management, revenue growth, and market expansion; 2) identification and resolution of business challenges, including supply chain disruptions and marketing difficulties; 3) capacity building and skill enhancement, which cover business strategies, customer engagement, and operational efficiency; and 4) evaluation of mentorship effectiveness to ensure ongoing improvements in guidance and support [9] [10]. By integrating this technical structure with substantive discussions, one-on-one meetings ensure that the monitoring and evaluation processes remain systematic, data-driven, and focused on outcomes. This approach not only enhances the mentor-mentee relationship but also provides practical and sustainable business guidance, thereby contributing to the long-term entrepreneurial success of AIW participants.

Ultimately, this iterative process not only elevates the quality of mentorship but also empowers AIW participants to take ownership of their entrepreneurial endeavors, thereby fostering greater resilience and success in their business ventures [11] [12].

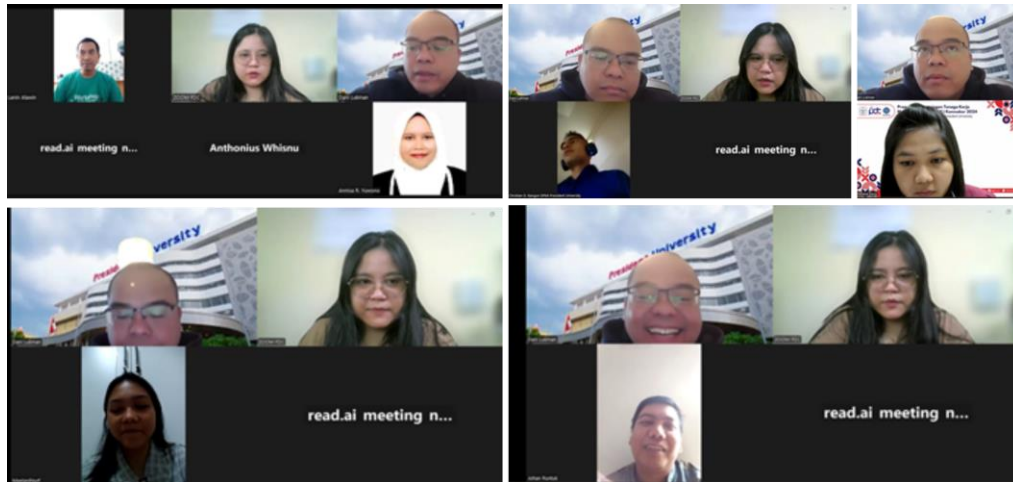


Fig 1. One-on-One Meeting using zoom platform (between organizer and mentors)

On-Site Monitoring and Evaluation

The On-Site Monitoring and Evaluation (M&E) component within the Dual Monitoring and Evaluation (DME) framework facilitates direct, field-based assessments of the businesses operated by Advanced Independent Workforce (AIW) participants. This methodology underscores the importance of quarterly or semiannual assessments, enabling mentors to observe business operations in real-time. Such evaluations are indispensable for identifying challenges that may not emerge during one-on-one discussions, thereby enhancing the overall efficacy of mentorship programs [13] [14]. Conducted either quarterly or semiannually, these assessments allow mentors to monitor live business operations, evaluate performance, and detect obstacles that may be obscured during individual dialogue. Utilizing structured evaluation checklists, observational assessments, and performance metrics, mentors systematically gather data concerning workplace conditions, financial management, and operational efficiency. This practice is consistent with Saah's findings, which assert that strategic planning—encompassing the assessment of operational metrics—is critical for optimizing returns on investment and ensuring effective decision-making within organizations [14].



Fig 2. On-Site Monitoring and Evaluation conducted across multiple provinces in Indonesia.

The focal points of discussions during the On-Site M&E encompass four primary areas: (1) the assessment of business performance, including metrics such as sales, cash flow, and operational efficiency; (2) the identification of operational challenges, such as supply chain disruptions and labor management issues; (3) strategic business planning and market adaptation, which involves a review of branding, marketing, and competitive strategies; and (4) the evaluation of mentorship impact, ensuring that mentees effectively implement the guidance provided and identifying areas necessitating further support. Moreover,

the concentration on business performance assessment, operational challenges, strategic planning, and mentorship impact in On-Site M&E is corroborated by research suggesting that systematic strategic planning can substantially enhance business performance and adaptability in evolving market conditions [15]. For example, recognizing operational challenges, such as supply chain disruptions, is essential for devising effective strategies to mitigate risks and bolster operational resilience [16]. By integrating direct field engagement with structured evaluation, On-Site M&E guarantees that mentorship is practical, adaptive, and oriented towards measurable impact. This methodology fortifies the AIW program by promoting data-driven decision-making, continuous improvement, and the sustainable success of mentee businesses. Furthermore, assessing mentorship impact is crucial for comprehending the effectiveness with which mentees apply the guidance received. This aspect is supported by [17], who emphasize the significance of mentorship in fostering practical skills and knowledge applicable in real-world contexts.

Mentors' KPIs Achievement

Figure 3 illustrates notable advancements in the key performance indicators (KPIs) associated with the Advanced Independent Workforce AIW program, thereby underscoring the efficacy of its mentorship approach.

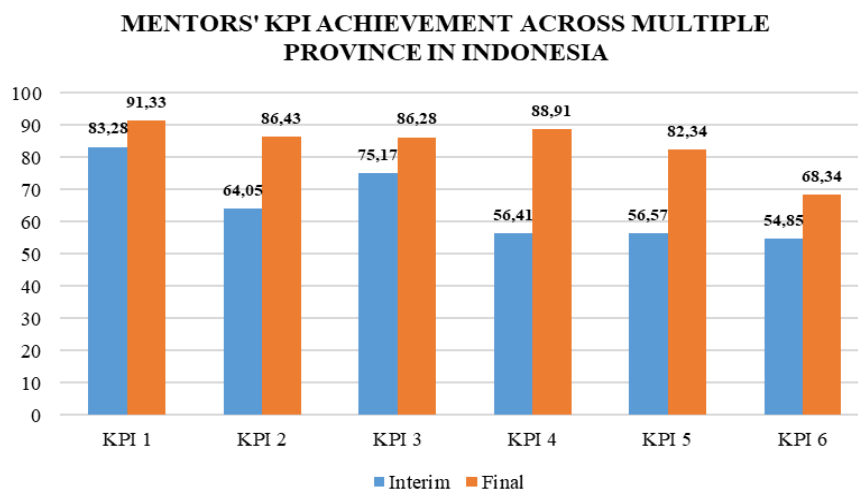


Fig 3. Mentors' KPIs achievement across multiple provinces in Indonesia

Significant advancements have been observed in the implementation of KPI 1, the Business Model Canvas, which increased from 8,328 to 9,133. Concurrently, KPI 2, which pertains to the development of the Business Action Plan, rose from 6,405 to 8,643. Likewise, KPI 3, measuring revenue growth, improved from 7,517 to 8,628. Furthermore, KPI 4, focusing on cash flow report maintenance, exhibited the most considerable enhancement, escalating from 5,641 to 8,891. KPI 5, which concerns the preparation of profit and loss reports, also experienced substantial progress, moving from 5,657 to 8,234. However, KPI 6, regarding workforce expansion, while showing improvement from 5,485 to 6,834, remained the least effective indicator, highlighting the ongoing challenges associated with scaling businesses and recruitment practices. Overall, these results underscore the effectiveness of the program in advancing mentees' capabilities in business planning, financial management, and revenue generation. They furthermore indicate the necessity for a renewed emphasis on workforce development to ensure holistic business sustainability and a meaningful economic impact. A principal finding of this study is the critical role of a structured mentoring model in facilitating workforce development. The systematic framework provided through the Dual Monitoring and Evaluation (DME) system not only enhanced the interactions between mentors and mentees but also established a clear methodology for assessing business progress. This approach ensured that mentorship activities were aligned with specific objectives, enabling measurable advancements in mentee business performance.

Additionally, on-site evaluations yielded valuable insights into the real-world challenges faced by mentees, permitting timely adjustments to mentorship strategies. This adaptive methodology empowered both mentors and mentees to proactively identify and address core issues, thereby enhancing the overall sustainability of their businesses. Despite these successes, the study identified areas for further enhancement

within the DME system. A primary recommendation involves expanding the coverage of the DME to encompass a larger number of participants in the AIW program across various regions of Indonesia. Given the diverse economic conditions present in different locales, extending the reach of structured mentorship could facilitate more inclusive and equitable economic empowerment. Furthermore, the findings suggest the integration of digital tools into the monitoring and evaluation processes. Digital platforms have the potential to enhance accessibility, streamline communication, and enable more efficient tracking of business progress. By leveraging digital technology, the AIW program could optimize mentorship effectiveness and provide continuous support beyond in-person meetings and field visits.

Another vital recommendation is the establishment of standardized evaluation metrics to more systematically assess the impact of mentorship. The study revealed that while qualitative insights from mentor-mentee interactions are valuable, a quantifiable measurement framework could significantly enhance program accountability and efficacy. Standardized metrics would enable mentors and program administrators to objectively track business performance, measure progress over time, and refine mentorship strategies based on data-driven insights. The Dual Monitoring and Evaluation system presents a scalable model for analogous economic empowerment initiatives. Its structured approach ensures sustainable mentorship and long-term business success, positioning it as an effective strategy for fostering economic resilience among micro and small enterprises. By addressing the identified challenges and integrating the recommended improvements, the AIW program can continue to develop as a leading initiative in workforce development, empowering independent workers to achieve sustainable economic independence and entrepreneurial growth.

IV. CONCLUSION

This study underscores the significance of implementing a structured mentoring model within workforce development, particularly through the Dual Monitoring and Evaluation (DME) system employed in the Advanced Independent Workforce (AIW) program. By facilitating one-on-one meetings and incorporating onsite monitoring, the DME system enhances mentorship strategies, bolsters mentee confidence, and fosters adaptive business growth. To augment the effectiveness of the program, it is recommended that the coverage of the DME system be expanded to ensure wider access to structured mentorship opportunities. Furthermore, the integration of digital tools is proposed to improve efficiency, enhance accessibility, and enable real-time tracking of mentees' progress. The research also highlights the necessity for standardized evaluation metrics to provide objective and quantifiable assessments of both business development and the effectiveness of mentorship efforts. The DME system represents a scalable and sustainable mentorship framework that is conducive to economic empowerment programs. Strengthening mentorship structures, integrating technological innovations, and refining evaluation mechanisms are essential steps toward promoting entrepreneurial success, fostering economic resilience, and ensuring the long-term sustainability of businesses.

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