

ENGAGING ENTREPRENEURIAL ECOSYSTEMS FOR THE YOUTH

Piloting the Mentoring Programme: Toolkit

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Authors	Mariya Zlateva (RAPIV)



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About this document

This document is prepared by the Regional Agency for Entrepreneurship and Innovations – Varna as part of the working package 3 "Mentoring", Task 3.3 Design and development of the mentoring programme and Task 3.4 Evaluation and optimisation of the mentoring programme.

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1 Objective

This Mentoring Programme is intended for any organisation interested in receiving assistance in starting and maintaining an effective formal mentoring program for students preparing to start a company. The document includes resources from best practices and tips to support mentors and mentees throughout the mentoring experience. It also contains checklists, a mentoring program tip-sheet, a mentor-mentee matching questionnaire, mentoring content and a mentoring program proposal framework.

2 General information about the Mentoring programme

Mentoring is a special partnership between two or more people based on commitment to the mentoring process, common goals and expectations, focus, mutual trust and respect. Mentoring can also encompass activities that allow for the transfer of knowledge and skills from mentor to mentee. Both the mentor and the mentee give and grow in the mentoring process. The mentee can learn valuable knowledge from the mentor's expertise, and past mistakes and competencies can be strengthened in specific areas. Mentees will have the opportunity to establish valuable connections with higher-level experts. Mentoring success will depend on clearly defined roles and expectations and the participant's awareness of the benefits of participating in the mentoring program.

The Ecosys4you Mentoring Programme is organised by the project partnership (www.ecosys4you.eu) to establish connections between the Entrepreneurial Ecosystems in the Ruhr, Germany, Varna, Bulgaria and Slovenia. Ecosys4you has received funding from the European Union's Horizon Europe research and innovation programme under Grant Agreement No. 101100432.

It runs for 6 months, supporting representatives of early-stage companies and young students with a business idea. It seeks out and assists them in growing and developing their businesses with a tailored, focused approach that explicitly considers the concrete challenges that young entrepreneurs face and the barriers that can limit their entrepreneurial activity.

The Ecosys4you Mentoring Programme is a virtual experience that contains 1:1 mentoring, business consulting and networking opportunities.

3 Virtual mentoring: Best practices for success

With remote work and digital communication now the norm, mentoring programs have evolved to function in virtual settings. Virtual mentoring eliminates geographical barriers, allowing mentors and mentees to connect, exchange insights, and collaborate without the limitations of physical proximity.

However, transitioning traditional mentoring into a virtual format presents challenges, including maintaining engagement, building trust, and ensuring effective communication.

To foster meaningful and impactful virtual mentoring relationships, it is crucial to implement best practices that address these challenges while leveraging digital tools. Establishing clear objectives, promoting open communication, and tracking progress are key strategies to enhance the effectiveness of virtual mentoring programs.

The following paragraphs examine essential approaches to optimising virtual mentoring initiatives, enabling participants to build strong connections, achieve their goals, and thrive in a remote-first work environment.

Set clear steps and objectives. Define the roles.

To create a successful virtual mentoring program, clarity is paramount. Both mentors and mentees need a shared understanding of the programme's objectives and their respective roles.

Both parties should understand their responsibilities. Mentors are guides and advisors, not task managers, while mentees are expected to be proactive, open to feedback, and committed to self-improvement.

Therefore within the Ecosys4you Mentoring Programme two main documents were developed, which clearly explain the participants' roles and involvement. All these are defined for the mentors in the Mentoring agreement (Annex 2), while for mentees, it is the Participant Consent Form (Annex 1).

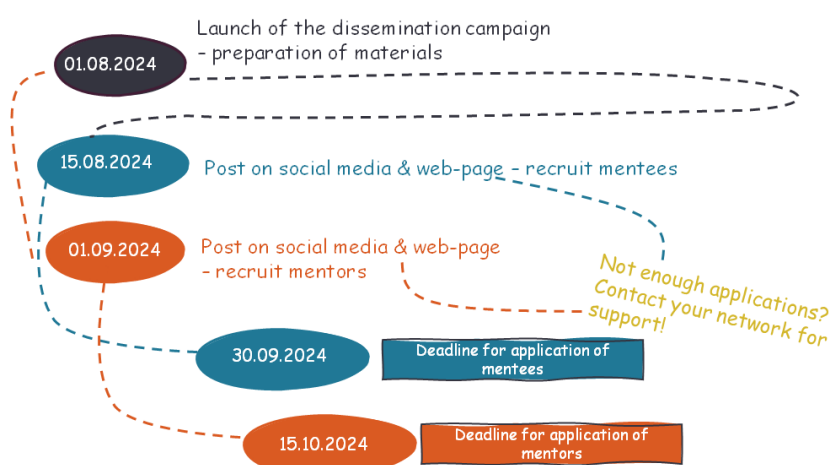
Promote to potential mentees and mentors. Launch a public call for recruitment

Considering that the target group is young people between 18-35 years old, a promotional campaign is suggested using a combination of social media channels, web pages and university offices.

The communications strategy should allow you to do the following:

- Promote and advertise the mentoring programme
- Provide information and updates to the participants
- Report on the progress/success of the programme

Figure 1. Ecosys4you Mentoring Programme: Timeline for communication and dissemination campaign



Every organisation may already have effective communication methods in place. Assess them to determine how they can best help implement the mentoring programme. Then, determine how to promote and advertise the program and provide information and updates to stakeholders. For this pur-

pose, it is necessary to decide if communications in person, print, web, email, or any combination of them are best for the set objectives.

Experience from Ecosy4you

It should be assumed that about 10% - 20% of participants invited to participate in the mentorship programme will resign due to some important/random reasons just before the start of the programme.

The first edition of the Ecosys4You Mentoring Programme achieved a high involvement rate of 85%. The programme targeted 15 mentees, received 19 applications, and ultimately engaged 16 of them, forming 14 teams.

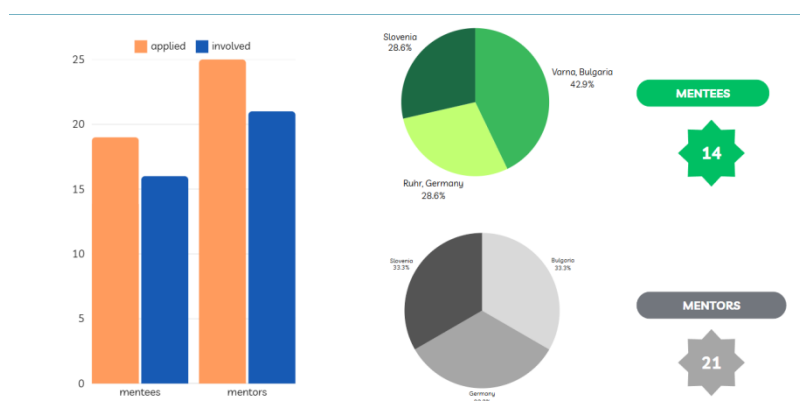


Figure 2. Ecosys4you Mentoring Programme: Results from recruitment from the first edition



A targeted dissemination campaign was organised simultaneously in the three regions of the project partners—Varna, Bulgaria; Ruhr, Germany and Slovenia. Information about the Mentoring Programme was uploaded:

- On the project webpage, as well as the institutional web pages of the project partners and
- On social media channels.

Additionally, Information was disseminated in the local universities to better reach the target group.

The launched public call remained open for more than a month.

Besides launching the open call, the recruitment process of the mentors was organised by invitation to experts we already know from the organiser's past and current initiatives, incl. experts and trainers from the own networks of members, partners, clients, teachers from schools, and universities as well as practitioners from the businesses, mentors from other EU countries, working on Erasmus+ project with similar topics to this project, and/ or by contacting experts recommended by mentors who could fit in the mentoring programme.

Matchmaking of mentors and mentees

Following the initial phase of generating awareness and interest in the mentoring program, the next critical step is matching mentors and mentees. While this process is essential for the program's success, it can be complex and resource-intensive, particularly within large organisations.

Effective matching requires careful consideration to ensure compatibility between mentors and mentees. Additionally, ongoing monitoring is necessary to track meeting frequency and identify participants needing further support. Manual management becomes increasingly time-consuming and less efficient as the number of mentor-mentee pairs increases beyond 10–20. This approach also poses risks, including unconscious bias, which can lead to suboptimal pairings and reduced program effectiveness.

One of the most common reasons mentoring relationships fail is that the pairings were done randomly and without further thought.

Instead of drawing out the participants' names from a hat, the best way to do it is to go with mentoring software that offers science-based pairing.

A structured and data-driven approach to mentor-mentee matching is essential to mitigate these challenges. Implementing automated systems or predefined criteria can enhance the efficiency and fairness of the process, ultimately contributing to the overall success of the mentoring program.

While matching mentees with mentors based on their needs and strengths is crucial, it is equally important to ensure that mentors are accessible and available. A significant aspect of mentoring involves frequent, informal opportunities to interact. Therefore, pairing mentors and mentees in environments where informal time together is encouraged is beneficial.

Experience from Ecosy4you

The matchmaking process within the Ecosys4you project was organised in two phases:

- 1. Pre-matching phase*
- 2. Matching phase*

During the pre-matching phase, invited mentors and mentees were asked to prepare a brief presentation outlining their experience and, in the case of mentees, their business ideas. These presentations, provided as short videos, slides, or written descriptions, were collected from all participants, uploaded to Google Drive, and shared among mentors and mentees.

A questionnaire was developed for both mentors and mentees, allowing each participant to indicate their preferences based on the presentations they reviewed (Annex 3). Additionally, mentees were given the opportunity to select up to five mentors of most significant interest for individual meetings, referred to as "speed dates."

The actual Matchmaking was also held online. A key challenge identified during the event was the difficulty of managing five speed dates per mentee in a large group setting of approximately 40 participants. As a result, it is recommended that the number of individual meetings be reduced to improve efficiency and organisation.

At the beginning of the matching phase, a Matchmaking Event was held, during which the program timeline and expected activities were presented to participants. Afterwards, mentees had the possibility to change their preferences if needed.

An online matching matrix was developed based on the responses received from mentors and mentees. Mentor-mentee pairs were officially announced and introduced to each other after confirming

their willingness to collaborate.

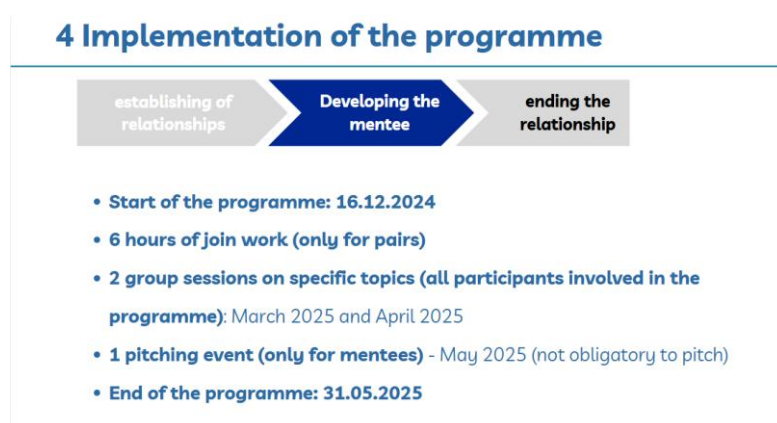
Figure 3. Ecosys4you Mentoring Programme: Matchmaking matrix first edition

Many program coordinators match mentees and mentors and make the mistake of thinking their job is done. Without ongoing support, training and check-ins, mentoring relationships will fade. Mentoring coordinators need to support pairs to ensure the relationship succeeds throughout their mentoring journey. This can be done by doing the following:

- Provide learning training
- Assist mentees with goal setting and preparation for their mentoring meetings
- Check how often pairs are meeting and assist if needed
- Resolve any mentoring relationship issues
- Send out a survey to gather anonymous feedback
- Adjust the program based on this feedback (where appropriate) and report on key metrics of success

Within the Ecosys4you project, we provide group training sessions and the possibility to join other project activities, such as joint classes and internships.

Figure 5. Ecosys4you Mentoring Programme: Timeline for implementation of the programme



The topics for the group sessions will be determined based on the preferences expressed by mentees through dedicated questionnaires.

Implementation of the mentoring programme

Once mentors and mentees have been matched and connected, your mentoring program is officially underway. However, this is not the time to sit back and assume the relationships will naturally flourish. Mentoring can easily lose momentum, especially in the early stages, as it's often a new experience for both mentors and mentees and may not yet be integrated into their routines. Participants may lose focus or disengage without a clear structure, regular guidance, and inspiration—such as reminders of why they joined the program.

Providing ongoing support and maintaining consistent communication with participants is essential to ensure the program's success. Regular check-ins, feedback collection, and progress reports are key components to include when designing your mentoring program.

The kick-off program will begin with an online orientation session. During the orientation session, policies and procedures should be outlined and clarified.

The activities of the mentoring programme include:

- *Regular mentoring meetings:*

Who: Mentor/Mentee pair

When: Monthly

What: Mentees and mentors will work on mentoring-related activities and discuss resources and ideas to address the mentee's development, set goals, and assigned coursework.

- *Information Seminars (Required Activity for Mentees)/ webinars/ group sessions*

Who: Mentors/ trainers/ staff members could organise joint information seminars with mentees on specific common topic under request from mentees

When: 2 sessions during the edition of the mentoring programme

What: Mentees will participate

Technology is the backbone of virtual mentoring. Choosing the right tools and ensuring their effective use is crucial. Platforms like Zoom, Microsoft Teams, or Slack offer robust video calls, messaging, and file-sharing options. When selecting technology, prioritise ease of use, reliability, and security.

How to organise the implementation of the mentoring process? Here are some tips for mentors and mentees which could facilitate their joint journey:

Tips for mentors:

Set clear expectations	At the start, have an open discussion with your mentee about the goals of the mentoring relationship. Set clear expectations for communication, meeting frequency, and the areas you'll focus on together.
Create a comfortable environment	Establish trust by being approachable and supportive. Encourage open communication and ensure your mentee feels comfortable sharing challenges and asking questions.
Be adaptable	Virtual mentoring can require flexibility due to technical issues or scheduling challenges. Be patient and willing to adjust as needed, whether it's adjusting meeting times or exploring new ways to engage

Provide constructive feedback	Offer feedback that is specific, actionable, and delivered in a supportive manner. Help your mentee reflect on their progress and suggest ways to improve while highlighting their strengths
Track progress together	Regularly check in with your mentee about their goals and progress. Help them adjust goals if needed and celebrate milestones to maintain motivation
Use technology effectively	Familiarise yourself with the digital tools and platforms used for communication (e.g., Zoom, Teams) to ensure smooth interactions. Be proactive in troubleshooting minor tech issues to avoid disruptions during meetings.
Encourage self-reflection	Guide your mentee to reflect on their development and challenges. Ask questions that encourage critical thinking, such as, "What's working well for you?" and "Where do you think you can improve?"

Tips for mentees	
Be proactive and take initiative	Take ownership of your learning and development. Regularly contact your mentor with questions, updates, and requests for advice or guidance.
Set clear goals	Clearly define what you want to achieve from the mentoring relationship. Share these goals with your mentor, and work together to create a roadmap for achieving them.
Be open to feedback	Embrace constructive criticism as an opportunity to grow. Be open to suggestions and reflect on how you can apply feedback to improve your skills and reach your goals.
Stay engaged and consistent	Commit to regular meetings and stay actively involved in the mentoring process. Consistency will help build a strong relationship with your mentor and make it easier to track your progress.
Communicate regularly	Ensure you consistently communicate with your mentor, especially if challenges arise. It's important to keep them updated on your progress, any difficulties you're facing, or changes to your goals.
Maximise virtual tools	Take full advantage of the virtual tools provided for meetings, document sharing, and communication. Familiarise yourself with video conferencing platforms and use shared spaces (like Google Drive or project management tools) to collaborate effectively.
Stay open-minded and flexible	Virtual mentoring may bring unexpected challenges. Be flexible with meeting times, embrace the learning process, and stay open to different approaches your mentor might suggest.

Reflect on your progress

Regularly assess your growth and reflect on your experiences. Discuss your achievements and areas where you may need further guidance, ensuring the mentoring relationship remains focused on your development.

Experience from Ecosy4you

The Ecosys4You Mentoring Programme is a cross-ecosystem initiative designed to support students with a business idea or a general interest in entrepreneurship. One of the key expected outcomes of the programme is the exchange of knowledge and experience among the three participating regions. To achieve this, open and effective communication between mentors and mentees across these regions is essential.

However, more than 50% of the mentees and approximately 30% of the mentors indicated that they feel more comfortable working in their native language, as they lack confidence in their English proficiency for this type of communication.

Evaluation of the programme

The program coordinator needs to measure the success of a mentoring program. Without clear evidence that the program is achieving its objectives, it will likely be discontinued, or participants will lose interest. Therefore, understanding how to measure the success of a mentoring program is crucial.

The evaluation process should align with the program's goals, providing actionable insights into the mentor-mentee relationship.

Since the piloting of the Ecosys4you programme is still running, it is not possible to share evaluation results yet.

4 References

Dagli, K. (2023): How to Structure a Mentorship Program: A Complete Guide + Expert tips, Together

Farrad, T.: Mentoring the Toolkit, EIT Food

Plamondon, P (2023): Administration Guide for Mentorship Programs, Global Learning and Development

Plamondon, P (2023): Mentoring Playbook, Global Learning and Development

Thomsson, I.d (2022): Matchmaking events: Guidebook for hosts, Alexanderson Institute, Sweden

<https://www.wildapricot.com/blog/virtual-mentoring>

5 Annexes

Annex 1 Consent Form for mentees - template

PARTICIPANT CONSENT FORM

By signing this consent form (referred to as "Consent") and submitting the Personal Data Form (referred to as "Personal Data Form") attached to this Consent, you, "Participant", fully accept the following terms and conditions:

1. The Participant will take part in the following Activity: Ecosys4you Mentoring Programme (the "Activity").
2. No contract of employment or subcontract for work is to be concluded between the Participant and RAPIV, providing financial support to the Participant.
3. Participant agrees to attend all events and meetings under the Activity, which includes but is not limited to:
 - a. take part in the Matchmaking event and orientation session
 - b. take part in group sessions/ networking events
 - c. actively participate in the mentoring process,
 - d. regularly meet the paired mentor
 - e. provide evaluation feedback – monthly and final
4. The Participant's image will be used to report and promote the Activity.

The Participant

First name:

Surname:

Signature:.....

Date dd/mm/yy

GDPR information clause

1. Providing your personal data is voluntary; however, in the event of failure to do so, you will not be able to take part in the Activity.
2. Your data indicated in the Personal Data Form will be processed by the Controller pursuant to art. 6 sec. 1 (b) of the general regulation on the protection of personal data of April 27, 2016 ("GDPR") in connection with the implementation of the contract for participation in the Activity, which includes: providing full service, including solving technical and organisational problems, contacting you in connection with registration to the Activity, defence against possible claims, statistical purposes, as well as for the purpose of reporting the Activity under the European Union's Horizon Europe Framework Program, including documenting and disseminating the Activity, and therefore, for this purpose, the image of participants of the Activity may be processed and disseminated, where appropriate

3. Your personal data may be shared with:
 - a) other participants of the Activity to conduct the Activity,
 - b) other entities, persons or bodies that will process personal data as their independent controller - to the extent and on the terms set out in the law and the European Union's Horizon Europe Framework Program as well as co-organisers of the Activity,
 - c) persons authorised by the Controller, his employees and associates who must have access to data to perform their duties,
 - d) processors to whom we entrust this task, e.g. those operating ICT systems, our advisors, related entities to the extent that they carry out data processing processes on our behalf, and entities providing photo/video services.
5. Your personal data will be stored for 5 years due to the European Union's Horizon Europe Framework Program.
6. The Controller does not intend to transfer your contact data to a third country or international organisation unless special tools are needed to meet the criteria of the GDPR.
7. Your personal data is not the subject of automated decision-making, including profiling.
8. You have the right to lodge a complaint when you consider that the processing of your personal data violates the provisions of the GDPR to the President of the Office for Data Protection (or the supervisory authority dealing with the protection of personal data in another country, in particular in the Member State of your habitual residence, place of work or place committing the alleged infringement).

The list of competent authorities for the Member States can be found here: <https://www.dlapiperdataprotection.com/index.html?t=authority&c=PL&c2=>).

Annex 2 Mentoring Contract - template

MENTORING CONTRACT

("the Contract")

Concluded on dd.mm.yyyy in by and between:

.....(name of the organization)..... with its registered office in/address/..... ,
registered in under the number, VAT number,
represented by:
(hereinafter referred to as "Organizer")

and

...../name of the mentor/having permanent address in, holding ID
card no....., IDN

(hereinafter referred to as the "Mentor"),

Hereinafter referred to collectively as "the Parties"

WHEREAS:

- A. The Programme includes personalised mentoring to participants of the Programme (the "Mentoring") provided by the Mentor;
- B. The aim of the Parties is to keep confidential information obtained by the Mentor in connection with the provision of Mentoring,

The Parties agree as follows:

- *Subject matter of the Contract*
- *The Parties agreed that within the duration of the Contract will be provided mentoring, consulting and training service to a third for this Contract party.*
- *The technical and financial parameters of the contract are defined in Appendix 1 to this contract.*
- *Due to providing of the Mentoring, that covers **online and/or offline consultations, feedback and review of business idea and model as well as participation in group sessions and networking events, including advice on how to pitch business idea, produce, sell or distribute a product**, the Mentor undertakes to maintain the confidentiality of information clearly identified by participant of the Programme as confidential.*
- *The Parties agree that confidential information may mean any information or material which has or may have commercial or other use. Confidential information may also mean information, the unauthorised disclosure of which may adversely affect the interests of the participant of the Programme, and such information has not been specified by the participant of the Programme as information suitable for dissemination.*
- *Confidential information will not be constituted by information publicly available at the time of disclosure.*

- *The Mentor undertakes not to disclose to third parties in any way any confidential information obtained from the participant of the Programme within 5 years after the Programme completion.*
- *The Mentor may use confidential information only for the purpose of proper implementation of cooperation undertaken on the basis of the Contract.*
- *The Mentor shall not use any solution presented during the Programme (or its part) in its own economic activities (including advising to other entities).*
- *The Mentor shall not disclose or make use of, apart of the execution of the Contract, any information constituting a business value, obtained in connection with the implementation of the Contract.*
- *The Mentor is obliged to inform the Organizer immediately if he/she sees any basis for a conflict of interest with any participant of the Programme.*

II. Duration of the Contract:

- *The term of execution of the Contract is from to*

III. Payments

- *The remuneration that the Expert receives from the Organizer is determined depending on the volume of work performed, as indicated in Appendix 1.*
- *The total amount of remuneration is gross and is set at a maximum amount of up to (.....) EUR, excl. VAT.*

The remuneration is paid no later than 10 days after submission of reports on work performed and acceptance - transfer protocol according to the model and documents proving the work performed, but no later than

- *The remuneration will be paid by bank transfer, to the bank account indicated by the Expert:*

Name of the Bank:

Address of the Bank:

IBAN:

SWIFT code:

Name and address of the owner:

III. Obligations of the Parties

- *The Organizer is obliged to provide the necessary conditions for carrying out the work according to the clauses of this contract.*
- *The Mentor is obliged to perform work according to the clauses of this contract and in full compliance with the legal regulations.*

IV. Contact details

1. The Parties undertake to inform each other about changes in contact, contact and address data, and other significant changes that may affect the proper performance of the Contract.

2. Communication between the Parties shall take place by email or telephone, in the case of documentation - by post or courier upon acknowledgement of receipt.
3. The contact details shall be as follows:

For the Organizer:

name, e-mail:, cell. phone: +

For the Mentor:

name, e-mail:; cell. phone: +.....

IV. Final provisions

1. The Contract shall not be considered modified, altered, changed or amended in any respect unless in writing by an authorised representatives of both Parties hereto.
2. The provisions of the law regulations relevant at the Organizer's registered seat shall apply to the Contract. Any dispute arising out of or in connection with this Contract, including any question regarding its existence, validity or termination, shall be settled finally and binding under exclusion of the ordinary jurisdiction by the court operating at the Organizer's registered seat. The language to be used in the proceeding shall be the court's official language.

After reading and interpreting this Contract, the Parties hereby sign this Contract as it is fully in accordance with their contractual intent.

Signed on behalf of the Organizer:

Name:

Signature:

Signed by the Mentor:

Name:

Signature (and stamp, if applicable):

Annex 3 Matchmaking questionnaire

(Completed by mentees and mentors)

Dear Mentees and Mentors,

As we respect your time, we would like to provide you an opportunity for indication of your preferences for a match before the Matchmaking event. Please, check the presentations of the mentees and fill in your preferences in the following questionnaire.

Section 1: Personal data

Q.1 Name, Last Name:

Q.2 Country:

- *Varna, Bulgaria*
- *Maribor, Slovenia,*
- *Ruhr, Germany*

Q3. Your role in the mentoring programme is: Mentee/ Mentor (select one)

Section 2: Mentees section: Selection of mentors

In this section you are required to evaluate your preferences for joint work with the mentors involved in the programme. Please, check their presentations before voting.

Scale: 1 star indicates the least desired mentor, while 7 stars indicates the most desired mentor.

Afterwards, you will be asked to specify with whom you would like to have individual meeting for to get additional information about the mentor and form your final decision about the perfect match for you.

Based on your answers we could organise an initial match which will be adjusted during the Matchmaking event after gathering additional impressions.

Q.2.1 Name of the mentor 1. Rate with stars 1 - 7

.....

.....

List the names of all mentors one by one

Q.2x. A mentor from which region do you prefer to work with?

- ☐ Ruhr, Germany
- ☐ Maribor, Slovenia
- ☐ Varna, Bulgaria
- ☐ It doesn't matter, I could feel comfortable to work with a mentor from any country

Section 3: Mentors section: Selection of Mentees

In this section you are required to evaluate your preferences for joint work with the mentees involved in the programme. Please, check their presentations before voting.

Scale: 1 star indicates the least desired mentee, while 7 stars indicates the most desired mentee.

Q.3.1 Name of the mentee. Rate with stars 1 - 7

.....

.....

List the names of all mentees one by one

Q.3x. A mentee from which region do you prefer to work with?

☐ Ruhr, Germany

☐ Maribor, Slovenia

☐ Varna, Bulgaria

☐ It doesn't matter, I could feel comfortable to work with a mentor from any country

Annex 4 Evaluation feedback from mentors

Evaluation Form

(Completed by the Mentor)

Please provide information and insight regarding the mentoring program you have participated in by indicating a rating value for the following questions related to the year's activities and the nature of the mentoring process.

Mentee's Name:

Mentor's Name:

Questions	Strongly Disagree	Disagree	Agree	Strongly Agree
My mentee was accessible and available				
My mentee communicated regularly with me.				
My mentee was motivated to start/ develop own business and worked to overcome all challenges				
My mentee contacted me regularly if there was a need to improve course work performance.				
My mentee demonstrated a reasonable interest/concern towards me in my quest to offer assistance.				
My mentee learned a lot from our meetings				
I recommend my mentee for future programmes, trainings or competitions				
Overall, my mentee participated in most mentoring activities.				
I anticipate an extended future relationship with my mentee				

a. What did you gain from your involvement in the program?

b. What activities/ goals did you assist to your mentee with?

c. How often did you meet with your mentee?

d. What (if anything) are you doing differently as a result of your mentoring experience?

e. How could the program be improved?

Annex 5 Evaluation feedback from mentees

Mentor Evaluation Form

(Completed by the Mentee)

Please provide information and insight regarding the mentoring program you have participated in by indicating a rating value for the following questions related to the year's activities and the nature of the mentoring process.

Mentee's Name:

Mentor's Name:

Questions	Strongly Disagree	Disagree	Agree	Strongly Agree
My mentor was accessible and available				
My mentor communicated regularly with me.				
My mentor was able to lead me to the correct resources to resolve a particular matter.				
My mentor demonstrated a reasonable interest/concern towards me.				
Overall, my mentor was an asset and a benefit to me.				
I feel more certain for starting and developing a business as a result of having a mentor.				

Qualitative Questions:

f. What did you gain from your involvement in the program?

g. What activities/ goals did your mentor assist you with?

h. How often did you meet with your mentor?

i. What (if anything) are you doing differently as a result of your mentoring experience?

j. How could the program be improved?

Imprint

Publisher and Contact

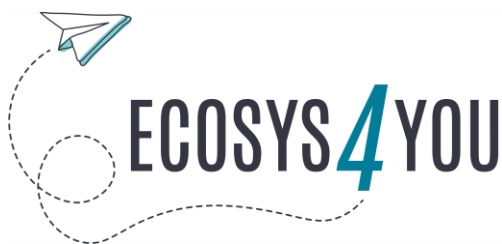
Regional Agency for Entrepreneurship and Innovations - Varna

Mariya Zlateva

6 Prof. Assen Zlatarov Str., office 3

9010 Varna, Bulgaria

www.rapiv.org/en



Ecosys4you – Engaging Entrepreneurial Ecosystems for the Youth (2023-2026) strives to bridge the entrepreneurial ecosystems of the Ruhr, Germany, Varna, Bulgaria and Slovenia by connecting young founders, start-ups, HEIs and other ecosystem actors.

Consortium



Funded by



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