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**ENpower**

**MENTORSHIP  
PROGRAM**

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# ABOUT ENpower PROJECT

**Bridges to ENpower** (Cross-sectorial initiative to support the young people in their quest for ENTrepreneurship), shortly **ENpower**, project aims: to improve the quality of youth work in Ukraine, in the field of entrepreneurship education for young people, and to foster cooperation and exchanges between youth organizations from Ukraine, Poland, Romania and Norway.

The project is coordinated by Rehionalnyj Blahodijnyj Fond "Rezonans" (Ukraine), and implemented with partners from Norway, Poland and Romania: Norsensus Mediaforum, Fundacja Aktywnych Inicjatyw Rozwoju, and, respectively, Fundatia Danis pentru Dezvoltare Manageriala. Read more about the project at: <https://enpower.yourkite.org/>.

Cross-sectorial initiative to support young people  
**ENpower**  
**Partners**

**NorSensus**  
**MEDIAFORUM**

**FUNDAȚIA DANIS**  
pentru Dezvoltare Managerială



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## Introduction

ENpower Mentorship Program is a mentorship program developed within the [ENpower project](#) and edited by [Fundatia Danis pentru Dezvoltare Managerială](#) (Romania), based on the previous experience of the ENpower partners in providing working and entrepreneurial learning experiences to young people, and adapted to the Ukrainian context. The mentorship program is developed having in mind the following two objectives:

- Provide to young people from Ukraine a program that would increase their employability and enhance their entrepreneurial skills, knowledge and interest;
- Provide to the youth organizations from Ukraine a ready mentorship program they could implement right away in their organizations, in order to better support young people, but also that could bring some financial sustainability to the organizations.

ENpower Mentorship Program goes beyond a regular internship program, because it aims not only to support young people to find better jobs, but also to ignite their entrepreneurial spirit and their initiative to take the freelancing or business ownership path. The mentorship program includes all the steps, methods and tools a youth organization or NGO working with young people will need to start, right away, a mentorship program for young people, developed in partnership with local stakeholders, such as companies, other NGOs, universities and local authorities. The main actors of such a program are:

- *the young people, the potential mentees or interns* (the organization's target group - these could be high school or university students, or young people not in study, training or employed - NEETs);
- *the host organizations* (companies, NGOs or public agencies interested in hosting mentees/interns, and also interested in the professional development of the young people from their community);
- *the program organizer* - the organization interested to set up such a mentorship program for the young people you serve or for the companies you want to involve more in community/social responsibility projects.

The ENpower Mentorship Program is designed and written from *the organizer's perspective*. All the recommendations, the steps, the methods and the tools are designed and presented here to be used by the organizers of a mentorship program.

The ENpower Mentorship Program was developed based mainly on the experience gained through two programs run by Fundatia Danis, the ENpower Romanian partner: Internship Cluj and Erasmus for Young Entrepreneurs.

*Internship Cluj* is a local program initiated in 2006 by Fundatia Danis in partnership with the Business Students Association, in Cluj-Napoca (Romania). Through this programme, Fundatia Danis supports and encourages university students to take a stand in their life, to be responsible towards themselves and towards others, through qualitative, transparent and

equitable internships. The main roles of Fundatia Danis are to make the connections between the students and the local organisations, and to provide to young people the chance to develop professionally, with the support of professionals from local organizations, mainly companies, but also NGOs. Fundatia Danis' main responsibilities in the program are to: identify internship places within local companies and NGOs; to promote the internship positions and the host organizations among university students; select the interns among the students who apply to the program; provide orientation training for the students, but also prepare the mentors from the host organizations; support the students and mentors in the implementation of the program; monitor and evaluate the program, and share the final report with all relevant stakeholders. The program is organized twice per year, during spring and autumn, being adapted to the structure of the academic year. These are six-week or 12-week internships, during which students work maximum 20 hours per week, enhancing their knowledge acquired in school, and developing their work skills. In 12 years of implementing the program, Fundatia Danis supported more than 1300 university students to develop professionally, counting on the partnership of more than 80 companies and NGOs from the city. More information about the program can be found at: [www.internshipcluj.ro](http://www.internshipcluj.ro).

*Erasmus for Young Entrepreneurs* is a European Commission programme aiming at supporting young entrepreneurs across Europe, through international business mentorship experiences. Fundatia Danis works in this program as an intermediary organization/local point since 2012. Since then, Fundatia Danis organized international mentorship experiences for more than 80 young entrepreneurs from Romania. Fundatia Danis' responsibilities are to: promote the project among young entrepreneurs or would-be entrepreneurs from Romania, but also among Romanian experienced entrepreneurs who could become mentors for other European young entrepreneurs; recruit and support entrepreneurs in accessing and benefiting from the program; match the young entrepreneurs with mentors; supervise the development of the work commitment between the mentee and the mentor; monitor and evaluate the mentorships; intermediate the financial support provided by the European Commission to the young entrepreneurs traveling abroad. More information about the program can be found at: [www.erasmus-entrepreneurs.eu](http://www.erasmus-entrepreneurs.eu).

While Internship Cluj experience provided valuable inputs and concrete steps and methods to follow for the ENpower Mentorship Program on how to develop meaningful working experience for young people, the Erasmus for Young Entrepreneurs provided the entrepreneurial perspective - on how to enhance young people's interests, knowledge and skills for developing their own businesses. At the same time, the ENpower Mentorship Program gained valuable inputs from ENpower Norwegian partner - Norsensus Mediaforum - which has sound experience in running EVS programs, and in-the-house mentorship/internship programs for young people, mainly coming from disadvantaged groups, such as migrants or refugees. FAIR - the Polish Partner - provided valuable information on transferability of the program to the Ukrainian context, based on their experience in working with Ukrainian young people in transnational projects. Finally, Resonance Foundation (Ukraine, and the coordinator of the project) facilitated the inputs received from various and diverse stakeholders from Ukraine - public agencies focused on youth employability and entrepreneurship programs, university representatives, NGOs

working with young people, companies as employers, etc. - on the Ukrainian economic context, on the obstacles faced by Ukrainian young people when they search for a job or want to open a business, but also on the obstacles faced by the companies when they want to find the workforce they need and recruit young employees.

The key things we learned about the Ukrainian context, with the support of Resonance Foundation and the other Ukrainian stakeholders involved in the development of the ENpower open educational resources, aspects which are relevant for this mentorship program are:

- When they want to open a business, young people from Ukraine face challenges, such as: lack of valuable entrepreneurship formal or non-formal educational programs; lack of career counseling in schools; lack of the entrepreneurship initiative and entrepreneurship attitude (low levels of self-awareness, consciousness, autonomy, self-confidence, critical thinking and strategic thinking, creativity, risk taking, decision making were identified by the experts we interacted with); high bureaucracy and taxes for running businesses and unstable political and economic system; financial pressure that makes them to find a job as quickly as possible to support themselves and their families and give up any entrepreneurship initiative they might have; lack of mobility from one region of Ukraine to another, caused by cultural habits; lack of good and healthy business networks;
- When they are looking for a job, young people from Ukraine face challenges, such as: personal challenges related to their low levels of work-related knowledge and soft skills, such as communication skills, presentation/personal branding skills; personal challenges related to self-awareness, self-confidence, and autonomy (most of the time they underestimate themselves or cannot identify and promote the competences they have; they do not know where and how to search for better jobs, they are “lost” on the labour market, do not know their rights as future employees or trainees); personal challenges related to the work attitudes - they feel helpless in the Ukrainian political and economic context, they are demotivated, they fear to take risks and to get out of the comfort zone; labour market challenges, such as poor payments, or much less high skilled jobs available than the number of university graduates.
- When hiring young people, Ukrainian employers face challenges, such as: economic challenges, such as high taxes they need to pay for employees’ salaries, so high that they prefer sometimes to use the black labour market; challenges given by the education system which does not educate the young people for the needs of the labour market, the job market misses workforce on specific professions, or even when the young people are prepare in a specific sector, they lack the appropriate qualification in terms of knowledge and skills required by employers; challenges given by the “characteristics” of the young generation - young people lack soft skills, such as working in teams, taking the initiative or the responsibility, communication skills, etc.; and, finally challenges related to the image the other workers or managers have about the young generation - they think that young people have too high expectations in regards to compensations and benefits, while they miss a lot of

knowledge and skills, that young people are not ready to change or to compromise on the job, that young people search for quick success and accomplishments, while they are very indifferent and they have no genuine interest towards the job or the work.

The ENpower Mentorship Program does not aim to solve and address all the challenges identified in the Ukrainian context. Most of the challenges are structural, culturally, politically or economically determined. The mentorship program aims at addressing challenges related to the young people's knowledge, skills, and attitudes, but also some of the challenges related to the lack of proper entrepreneurship education programs or career counselling programs. Also, the mentorship program aims to support the employers in knowing better the young people, but also in giving them the opportunity to help the young people to develop those specific knowledge and skills they ask from their future employees, but also to help young people to better accommodate to the job market that seems unknown and hard to understand to them.

The ENpower Mentorship Program was developed mainly for Ukrainian youth organizations and non-governmental organizations working with young people, but it can be used by other organizations interested in developing such programs for young people, once they adapt it to their local context.

The ENpower Mentorship Program is co-funded by European Commission, through the Erasmus+ Programme, and it is an open education resource. Thus, the program is delivered under Creative Common Licence - any organization or any individual can access this free resource and use it for supporting young people, as long as credentials are given to the ENpower partners, the editors Fundatia Danis, and European Commission, Erasmus+ Programme. The organizations or the individuals using this program should contact the ENpower project partner, Fundatia Danis - the editor of this resource - to announce their intent of using the ENpower Mentorship Program, at [office@fundatiadanis.ro](mailto:office@fundatiadanis.ro).

ENpower project - *Bridges to ENpower. Cross-sectorial initiative to support the young people in their quest for Entrepreneurship* - is co-funded by European Commission, through Erasmus+ Programme (KA2 – Cooperation for innovation and the exchange of good practices -Capacity Building in the field of Youth), and implemented by Rehionalnyj Blahodijnyj Fond "Rezonans" (Resonance Foundation, Ukraine, lead organization), Fundatia Danis pentru Dezvoltare Manageriala (Fundatia Danis, Romania), Norsensus Mediaforum (Norsensus, Norway) and Fundacja Aktywnych Inicjatyw Rozwoju (FAIR, Poland).

*Bridges to ENpower* aims to improve the quality of youth work in Ukraine, in the field of entrepreneurship education for young people, and to foster cooperation and exchanges between youth organizations from Ukraine, Poland, Romania and Norway.

The aim of the project is reached through the following specific objectives:

- Professionalize youth workers from Ukraine in delivering workshops on entrepreneurship education;

- Enhance the capacity of youth organizations from Ukraine to provide mentorship programs for young people, in order to increase their interest, knowledge, and competencies related to entrepreneurship, and to foster their employability;
- Professionalize youth workers from Ukraine in establishing sustainable and efficient cross-sectorial partnerships on the labour market (with companies, SMEs, universities and students associations);
- Foster cooperation between the partner organizations from Ukraine, Poland, Romania and Norway, through common work on developing open educational resources, and through the internationalization of partners' expertise.

More information about the project, the partners of the project and about the educational resources developed within the project can be found at: <https://enpower.yourkite.org/>.

## Chapter 1

# The steps of a mentorship or internship program

Before providing you with the methods and tools of organizing a mentorship/internship program, in this first chapter we aim to provide you, the potential organizer/initiator, with a general image over such a program. The mentorship program we propose goes beyond a regular internship program, because it aims both to increase young people's employability and enhance their entrepreneurial interest, knowledge and skills. ENpower Mentorship Program will be further on named "mentorship program" or "mentorship/internship" program. We choose to use both terms of internship and mentorship, because this program can be used as well as a simple internship program, by cutting out or easily adapt some of the activities we propose in the description of this program. We want to ensure such a flexibility in implementing the internship or the full mentorship program, because we want to support youth organizations or NGOs working with young people to implement the program in a way that is more needed in their community, as internship program or as a full mentorship program (adding to the working experience the entrepreneurial learning component). Thus, the young people participating in the program would be named interns or mentees, while the persons responsible to support their professional development in the host organizations will be called mentors.

In ENpower partners' vision, the main actors of a mentorship/internship program are the following:

- The young people (high school, university students or unemployed and not in study or training young people - NEETs) - *the interns/mentees*;
- *The host organizations* - companies, non-governmental organizations or public institutions, and mentors assigned to the program by the host organizations;
- *You, the initiator/organizer of the program* - the organization which sets the program for both the young people and the companies, providing services to both parties and bringing their interests and motivation together.

During the program implementation, you might need to decide on which specific groups of young people or host organizations you want to focus. For instance, you might think to address only high school students, or only university students or only NEETs. This focus depends on your community's needs, on your organization's mandate and interests, but also on the financial resources available for implementing the program and on the interests of these potential funders. Also, you might need to make the decision on what types of host organizations you want to focus on, based on how do you want them involved in the financial sustainability of the program, but also based on the categories of young people you want to support - what kind of working/entrepreneurship experiences would be relevant for them.

**Sharing box**

Internship Cluj is a program that brings together university students and companies from our city. Cluj is a city that hosts approximately 90,000 students every year, also it is a city interested in keeping this educated workforce once it graduates. For that, we decided to focus our program on supporting university students to gain working experience and get committed to the city that hosts them for at least 3-5 years. Moreover, we focused the program on providing internships mainly in the private sector, in order to be able to financially support the program - the companies showed from the very beginning their interests in supporting the program and the students, as a corporate social responsibility activity, but also as a human resources and employer branding strategy. We started the program in times that there were no public funds available for such opportunities for young people, for enhancing their employability, thus the companies became the natural supporters of the program once we approached them. (Fundatia Danis, the initiator of the Internship Cluj program)

From ENpower partners' experience in previous programs and projects, we would recommend the following steps for organizing any mentorship/internship program. Keep in mind that these steps are described from the organizer's perspective, that means from your own perspective. So, these are the activities you are in charged with:

**1. Promotion and application**

- Promote the program to the companies/host organizations, get their commitment, collect the information about the internship/mentorship positions they have available for young people;
- Promote the program, and the internship/mentorship positions to the young people;
- Collect young people's applications through an online platform, in a given time period (two-three weeks), with a fixed deadline;
- You could also organize a promotion event, in which companies/host organizations come and present the internship/mentorship positions they have to the young people that applied to the program.

**2. Matching**

- Evaluate young people's applications;
- Organize pre-selection group interviews with the applicants, and select 2-3 young people for each position available;
- Organize the final interviews or tests young people will take with the companies/host organizations;
- Based on the companies' preferences, select the interns/mentees and announce the final results to the young people; confirm the young people's involvement to the companies.

### 3. Preparation

- Sign an internship/mentorship contract with each young person selected for the program, through which they commit to follow the whole program and respect the rules and procedures of the program and of the hosting organizations;
- Sign a program contract with each company/host organization, through which they commit to provide the internship/mentorship program to the young people, assign mentors, and financially support the program;
- Provide a preparation workshop or other training courses to the young people, with a special focus on labour market and entrepreneurial initiatives, in accordance to their needs, but also in agreement with the companies' requests and interests;
- Provide preparation materials or workshops to the mentors assigned by the companies/host organizations.

### 4. The internship/mentorship program delivery

- We would recommend that the length of the mentorship/internship program to be at least six weeks and no more than three months (after three months, the mentorship looks more and more like a working relation, and both young people's and company's expectations change towards the direction of an employment contract);
- We also recommend that young people spend 4-6 hours/day, and maximum 20 hours/week in the company, so that they can also dedicate time for their education;
- Each intern/mentee together with his/her mentor prepare a work plan/work commitment, establishing together the learning objectives, the activities and tasks, and the estimated results relevant for both parts;
- The mentorship should follow the work plan/work commitment made, and if it is needed, the mentee and the mentor can agree on adding or adjusting some of the objectives and tasks in accordance to their needs that could change during the implementation of the program. Still, we would not recommend any changes in the length of the program.

### 5. Monitoring and evaluation

- During the implementation, you are responsible to monitor both young people's and mentors' activity, by staying directly in contact with both parties;
- Be ready to intervene in conflict or dropping out of the program situations, as the impartial actor in the program, following both actors' interests;
- At the end of the program, you are responsible to collect feedback and evaluation forms from both the young people and mentors, and prepare an evaluation report to be shared with all the stakeholders;
- Provide certificates to the young people finishing the program, but also recognition certificates for the mentors/host organizations who supported the development of the young people.

All these steps should be put in the Gantt chart/calendar of each edition of the program. This Gantt chart should be shared with the companies/host organizations from the very beginning, when you invite them in the program. Also, if you would choose to work with high school or university students, we would recommend to adapt your internship/mentorship program to the school year structure, so that you can ensure the students' presence in the city, but also their involvement in the program. For instance, they might not be interested to take the program during the summer break, as they might not have the means to stay in the city; the same, they might feel very stressed to be part of such a program during the examination period, so arrangements in the schedule should be discussed from the very beginning with the host organizations/companies, to support students through these stressful periods.

All the steps above are described in the following chapters, through the methods and tools we would share with you. We would have a closer look to the following activities:

- Promotion of the program;
- Companies' involvement in the program, but also universities and youth/student associations' involvement;
- Partnership agreements and internship contracts signed with young people and host organizations;
- Recruitment and selection methods;
- The preparation of the mentees and mentors;
- Code of conduct for a mentorship/internship program;
- Implementing, monitoring and evaluation methods and tools;
- The business model and the sustainability of a mentorship/internship program.

## Chapter 2

# How to promote a mentorship/internship program

The promotion methods, you want to employ for your internship/mentorship program, depend of course on where and how you can reach your audience - the young people. For sure, you know your audience much better than us, so here we give you just some ideas developed based on previous experience of the ENpower partners.

### Online methods

For online methods, we would recommend to use the following tools: a dedicated website for the program, dedicated social media channels, paid ads on social media, emails and online discussion groups.

**A dedicated website for the program** will allow you to have in one place all the information about the program, such as the rules of the program, the specific conditions and benefits of the program, the organizers, the partners, the internship places available, the application forms (both for companies and young people), the reports of the previous work done in the program, photos, testimonials, etc. Then, you will promote the website through all the other promotion tools you will use, as you will want both companies and young people to get on your website and enrol in the program.

**A dedicated Facebook page** for the program will allow you to build a community around your internship/mentorship program, and ensure the presence of the program on social media. At the beginning, it takes time to build the community, attract likes and followers, but for this we recommend you to use your already established social media channels to promote the new program or ask partner organizations/stakeholders of the program to promote this page among young people, and companies' representatives as well. Each new edition of the program will bring you more followers here, and ensure higher reachable audience for next editions. At the same time, you can develop paid promotion campaign on the Facebook page that can target specifically the audience you are looking for in terms of age & location. If Facebook it is not so famous in your country among young people, then find the social media channel that is more popular for young people, but also the channel where young people would expect to find information about such programs.

**Other social media channels.** You could also open dedicated Twitter account or Instagram account for the program. Pay attention, any extra channel you open needs special attention from you, adapted promotion campaigns, and extra time for promotion. So, be efficient with your time in reaching the audience. At the same time, we strongly recommend to use the organizer's Facebook page to promote the program - you definitely want to make sure the brand new program to be associated with your organization, and also the already

established online community can support you in promoting the new program. Also, we advise you to use the online group discussions - such as Facebook groups. For instance, one of your staff can become a member of Facebook groups dedicated to young people/students (schools' groups, dorms' groups, internship & jobs groups, volunteering, etc.), and then he/she can promote the mentorship/internship program in the groups he / she is part of directing people either to the program website, either to the main social media channels of the program. Also, in time, you can manage your own online groups of young people, who already participated in the program, and you can use these groups to share the coming editions of the programs. Interacting in all these online groups, it can also help you in developing a direct contact with your audience - they can reach your program by contacting directly one of your staff who is active in the groups.

While website and social media channels can help you, most of the time, in reaching the "new comers" in the program, **direct and personalized emails** would help you in contacting and promoting the program to the traditional partners. Personalized emails need to be sent to traditional partners, such as companies/organizations that already know you from other projects or they were your partners in the previous edition of the programs. Also, through emails you can reach university professors, student associations' representatives or schools' secretariat offices.

### **Offline methods**

When you want to reach new partners, such as companies, organizations, student organizations, universities, schools, etc. to talk with them about the program, we recommend you to use, beside emails, phone **calls and face to face meetings** to present, explain and promote the program.

Also, to reach young people directly, you can organize **open promotional events** in which you could present the program, introduce the partner companies/organizations, introduce the internship/mentorship places available, reply to young people's questions, etc. Companies might be very interested in participating in such events, as these could be perceived as nice opportunities of promoting themselves as employers among the future workforce. For that reason, these events can be part of the financial sustainability plan of your program, as the companies might be interested in sponsoring the events or pay, for instance, a fee for each student participating in the event. Keep in mind that you might need to give guidance to the companies to prepare their presentations in accordance with your program values, principles and rules. From our experience, it happens sometimes that the companies present their own internship opportunities or available jobs and young people joining the event might get confused between your program and the opportunities provided directed by the companies. However, the same, from our experience, these events are really successful in terms of developing and maintaining the relations with the companies, but also in terms of time and information gained by young people, who can directly ask questions about the internships/mentorships they are interested in, about the companies, and that can meet actually people from the companies.

## What and when to promote your program?

You could be very creative in promoting your internship/mentorship program, but any message you choose we would recommend that you include in your communication: logo of the program, logos of the organizers, of the partners, of the companies/organization providing the internship/mentorship program, the link to the online application form, the deadline for application, the time period of the internships/mentorships, links to the description of the internship/mentorship places, contact details.

Once you develop the **content for social media** channels you can think to organize the content on topics, such as: the program's objectives, the benefits of the programs for both young people and the companies/organizations hosting interns/mentees, types of internships/mentorships provided by the program, the deadline to apply to the program (repeat it often), the place where the young people or the companies can apply for the program, reports and testimonials from previous editions, if it is possible, the number of internships/mentorship positions the program provides, testimonials from experts/VIPs recommending the program, the scholarships provided (if it is the case), the length of the internship, the formal recognition of the program, the partners of the program, etc.

**The length of the promotion campaign** should be adapted to the cultural customs of your country, and you should take into consideration that the promotion campaign has two steps:

1st step - in which you promote the program to the partners (universities, schools, student associations) and the host companies/organizations. This is done most probably directly, targeting each partner individually through emails, phone calls and meetings.

2nd step - in which you promote the program to the young people to apply for the internships/mentorships that host companies and organizations committed to in the 1st step.

The first step should be planned ahead, and it would take between two weeks and one month, depending on the previous contacts and relations your organization had with the partners you target for this program. For the 2nd step, we would not recommend less than 3 weeks of intense campaign through all the channels mentioned before. We would recommend to use paid ads on social media that will run throughout the campaign, then daily posts (be as creative as possible) on the social media channels you own, at least 2-3 posts on Facebook groups/email groups and emails sent to professors and student associations. The special event or events could be organized, for instance, in the last week of the campaign to generate more "promotion pressure" on the young people to enrol, but also to be able to invite in the event the young people who already applied in the program.

### Sharing box

When we started the Internship Cluj program, back in 2006, the only methods we considered at that time efficient to promote the program were: emails/email groups (such

as Yahoo groups) coordinated by students associations; direct support from the universities' professors responsible with students' mandatory internships; and printed posters, over 1000, spread in the most important city areas for students, such as the dorms area or in the halls of the universities' main buildings.

Now, things are a little bit different. We still get the help from the universities' professors and the main secretariat offices of the schools, and also the help of the students associations, but we used a lot of social media, and this is now the main communication and promotion channel of the program. The program has a dedicated Facebook page, we also use the organization's Facebook page, and some of our staff are members of students Facebook groups (there are Facebook groups of students living in different dorms, or Facebook groups of the students of a specific school, or Facebook groups dedicated to internships and jobs, etc.). We also pay ads to be run on Facebook and Instagram. I would estimate that 90% of applications are coming now from Facebook links. (Fundatia Danis, Internship Cluj initiator)

## Chapter 3

# How to involve young people, companies and universities/schools in the program

The main stakeholders of a mentorship program are the *young people* you design the program for (the interns/mentees), *the host organizations* (mainly the companies which provide the internships/mentorships, but also the financial support for the program), and *the schools* (high schools, universities which provide access to the young people, and endorse the program in the community and in the private sector, through their authority and interest to increase their students' employability and the entrepreneurial initiative). In order to reach these stakeholders, and to involve them in your program, you need to identify the value/values you bring to them through the program and use the appropriate methods and tools to reach them. In this section, we would give you some ideas on what value you could bring to each stakeholder, and also share with you methods and tools that were tried so far by ENpower partners and worked in previous programs.

### How to reach young people

A mentorship program provides to young people values such as:

- Valuable working experience they could then use to improve their resumes when applying for jobs;
- Entrepreneurship knowledge and skills - they learn how businesses operate, and get insights on business development and on specific aspects of running a business (business management, human resources, marketing/sales, financial management, production and innovation, etc.);
- Hands-on learning experience and direct support from professionals from the domain they are interested in working in the future, as employees or entrepreneurs;
- An opportunity to learn more about the labour market, about the employers' expectations, and also to work on their work attitudes, expected from them once they become full time employees;
- A network of professionals, who can become their future employers or future colleagues, or who could help them in getting the right orientation on the labour market;
- A certificate of accomplishment a mentorship/internship program they can use it for school to prove extracurricular activities or for building up the resume;
- An opportunity to have a job, in the field of study, at the end of the internship, if they are performing well and the company has positions open.

You can present these values of the program to the young people through your promotion channels. Insist on those values that you think are more important for young people from your community.

As in our previous programs we worked mainly with university students, here are some of the methods we used in reaching them:

How?	What?
<p>Partner with one student association/youth organization with many members, relevant for your program (they have the right network with other student associations or youth organizations)</p> <p>Provide them an important stake in the program - they could be one of the initiators of the program</p>	<p>Ask them to help in reaching young people through:</p> <ul style="list-style-type: none"> <li>- Their members</li> <li>- Their network of other student associations and youth organizations</li> <li>- Their promotion channels (social media, face to face events, meetings, etc.)</li> </ul> <p>Tools: standard presentation emails, social media posts they could share from you, a poster of the program.</p>
<p>Work with other student associations/youth organizations.</p> <p>Provide them official partnerships, if it is the case; or priority in informing them about the program; they will definitely see the value of the program for their members</p>	<p>Ask them to help in reaching young people through:</p> <ul style="list-style-type: none"> <li>- Their members</li> <li>- Their promotion channels (social media, face to face events, meetings, etc.)</li> </ul> <p>Tools: standard presentation emails, social media posts they could share from you, a poster of the program.</p>
<p>Work with universities/schools:</p> <p>Reach professors that are in charge to support students to find internship place to fulfill the mandatory internship requirement for school - they will be interested to share your program, as you help them in their job, by providing internship places for their students;</p> <p>Reach secretariats/people in charge to inform students about all kinds of opportunities available to them - you provide them information they could share with students, so they will be all right to send the message.</p> <p>Sign special partnerships with the main schools - that have the highest number of students or that have the specializations more suitable for the internship/mentorship places your program provides.</p> <p>Important: you are not only one company that wants to promote itself among students; you are</p>	<p>Ask them to send emails to the students about your program.</p> <p>Participate in the common meetings of the professors and present the program and show how you can help them.</p> <p>Tools: standard presentation emails, a poster of the program, a presentation of the program you could send by email or present in face to face meetings.</p>

<p>an NGO interested in the professional development of the students, and bring more companies together to support them - that is your “unique selling point” in the relation with the universities.</p>	
<p>Open a dedicated Facebook page of the program, and maybe Instagram as well (choose the social media channels used by the young people), targeting young people that are already online</p> <p>Paid ads on Facebook/Instagram for your page or for the main posts</p> <p>Publish posts on Facebook groups where students are (like groups for students’ dorms, schools, specializations, clubs, etc.)</p>	<p>You need a logo, a cover photo, and a poster for each edition to brand your social media channels of the program.</p> <p>Get access to Facebook groups - one of the team members should request access to these groups or ask a volunteer (maybe a student) to post for you on these groups.</p> <p>Ideas for content you could share on social media: companies involved in the program, internship/mentorship places available, the application form, testimonials from interns/mentees, reports of the previous editions, etc. Use the tone and writing style young people would enjoy reading! Do not be too official and formal on the social media.</p> <p>Be ready to communicate with the young people on social media, do not give them an email address where to write to you :). If you promote the program on social media, be ready to communicate with them there.</p>

### How to reach companies

A mentorship program provides to companies values such as:

- Direct access to potential future employees of the companies;
- Enhances companies’ profile and employer brand in the community;
- Promotion and recruitment services to the companies;
- Prepares the interns on specific skills, reducing companies’ costs on training the interns or potential future employees;
- Workforce to the companies, most of the times for activities and tasks the current staff cannot find the time for;
- Efficient and win-win corporate social responsibility opportunities to the companies;
- Valuable workshops/preparation sessions for companies’ mentors, enhancing their work motivation and commitment to their employers, but also leadership/mentorship/coaching knowledge and skills;
- Networking opportunities with relevant stakeholders for companies: students/young people, universities, student unions, and other companies;

- A low-risk and low-cost opportunity to learn more about the new generation, and to help the young people to develop those specific knowledge and skills they ask from their future employees.

Here are some of the methods we used successfully in reaching out to companies:

How	What?
Use personal contacts from the companies	<p>Arrange meetings with the companies you already have in your network or get to the companies with the help of our friends or partners. Use in the meetings those values propositions described above that better match your local context and companies' interest. Make the companies feel they are your partners in developing and tailoring the program.</p> <p>Tools: standard presentation emails, official presentation of the program</p>
Attract at least a couple of good name companies that will then attract other companies from your community	<p>Once you already have one-two good name companies on your list of partners, use these names as leverage to attract other partners. Use these names in your emails, face-to-face meetings and presentations.</p> <p>Tools: standard presentation emails, official presentation of the program</p>
Participate in business clubs/business associations meetings	<p>Find what out business clubs/business associations are in your community, and attend their meetings. Ask someone to introduce you or contact directly the secretariat of the club/association to propose a short presentation of the program or to ask their opinions/suggestions for the program.</p> <p>Tools: official presentation of the program, tools to collect companies' feedback/input or for follow-up (such as a survey/newsletter about the program that you can send after the meeting, so that you can stay in touch with them and schedule individual meetings to invite them into the program)</p>

<p>Participate in public events organized by the city hall / universities with the companies</p>	<p>Use the previous contacts you have with the city hall or with the local universities, and find out what events they have for the companies. Ask to have a short presentation to these events about the internship/mentorship program. The same like in the case of participating in business clubs/associations meetings, have a presentation ready and follow-up tools in order to gain the opportunity to meet with the companies afterwards and convince them to join the program.</p>
<p>Participate in job fairs, to meet the companies</p>	<p>Find out what job fairs are in the community, participate and meet the HR persons representing the companies. Ask for contact details, shortly introduce to them the program, and then follow-up with an email, a presentation and ask for a face-to-face meeting.</p>
<p>Organize events on topics of interest for the companies</p>	<p>Organize events that could be interesting for the companies, in terms of topics (an internship program is good enough topic already, but you could be creative and find other themes of debate).          Make sure that in these events you invite credible/important people from the community that could endorse you and your program, such as the mayor of the city, the university president, the president of some business clubs/associations, the ambassador or the consul of a country that has many companies present in your community, etc.          Prepare a short presentation of the program, be ready to debate it, prepare follow-up tools to be able to connect individually with the companies you want.</p>

Once you get your program running, you will see that companies will also search to reach you and partner with them. Once they see their interest in the program, they will be willing to cooperate with you. So, always have a presentation about the program ready to be sent to these companies that might reach you.

Keep in mind that you also want the companies' financial support for the program. We would advise to set a policy on this financial support from the very first edition. Do not provide free

services in the pilot phase, even if you are tempted to try out the program using your resources - the companies need to understand from the beginning that they should also contribute to the value they get back from your program. If one company does not understand why they need to financially support the program, then it is not in your target group of companies you want to work with. And if a company cannot afford to support the program, then the same it is not in your target group of companies. However, make sure that the support you are asking for the program is reasonable for covering your costs, and in accordance with the recruitment market prices, for instance.

### How to reach universities/schools

The values a mentorship program can bring to the universities/schools depend on the legislation of the country you are developing the program, on how much responsibility is placed on the “shoulders” of universities/schools in terms of employability of the young people they serve. No matter the legislation, schools will always be interested in supporting their graduates in finding jobs and have successful careers based on the education they were given - either for promotion reason, either for ranking reasons (the universities are evaluated at the international level and ranked based on this evaluation also towards the number of graduates that find appropriate jobs right after graduation). At the same time, most of the educational programs include mandatory internships/work experience for the young people in additional to the classic educational programs. In this context, a mentorship program could:

- Help universities/schools in providing more internships/working experiences for their students;
- Help universities/schools in connecting with the business sector in a more systematic way;
- Enhance the profile of the university/school for the extracurricular activities they provide to students;
- Enhance the stakeholders community of the university/school;
- Support the professional development/entrepreneurship education of the university/school’s students/graduates, increasing their competitiveness on the labour market.

In approaching the universities/schools, we will recommend you to contact directly the president/rector of the university or the deputy of the president/the rector who is in charge of the relations with the business sector or in charge with the students’ professional development/entering the labour market. This will be the person most interested in supporting such a program, but also who has the power to coordinate the implementation of the program in the schools of the university. At the highschool level, the director of the highschool will be the one that should be approached.

We also recommend you to consider the universities/schools as valuable partners of the program, and we would suggest to sign an official partnership agreement with the university/school for three main reasons: 1) to get easy access and authority when approaching the schools/professors that could directly help you in reaching young people; 2)

to get recognition of the internship/mentorship certificates provided by your program by the university, in order to support the students in fulfilling the mandatory requirements from school towards the internships they need to take during the academic year; 3) to get the public endorsement for your program, more important in a labour market environment in which the internships are not regulated by law. This official partnership signed with the main universities/schools from your city would also ease your access to companies and the companies will be more interested to partner with you when you have the big educational players behind your program.

Once you got access to the university, and you signed an official agreement, ask to participate in the meetings of the professors responsible with the students' internships/extracurricular activities. In these meetings, present them the program and show the support you can give them to such a program: search for internship/mentorship places for their students, preparing the students, monitoring their activities during the program, evaluate and recognize their work, etc. Be open to share and directly cooperate with the professors on these activities, and ask for their support in promoting the program in their classes or through emails with the students they are working with.

Finally, we would also recommend you to reach directly the deans/deputy deans of the main schools of the university, especially when you work with big universities with many schools and departments. Sign partnership agreements with these schools for closer collaboration. Select these "special" schools based on the pool of students they have - they might be the bigger schools or the schools that educate the students in the domains that provide most of the internship/mentorship places in your program and are the most interesting schools for the companies that support the program. These schools, in addition to the support they could give in reaching faster the young people you want to involve in the program, could help you with facilities - such as meeting rooms, or events rooms you could use for the open events with students, with the companies, or for the selection interviews you organize.

In some specific context, the situation might be reversed - universities being more interested in reaching out to organizations that work with young people or which already have such programs that support young people in entering the labour market. Here are some ideas how universities could reach youth organizations or organizations working with young people:

- Ask the students - usually, they are aware of what programs are available for them, and usually they are reached directly by the youth organizations or by the NGOs working with young people;
- Ask the companies or business coalitions - ask the university business partners what NGOs approached them so far, in which sector of activities they work, what kind of collaborations they had already, etc.;
- Ask the municipality - usually, there is always a department in charge with the collaboration with the civil society, and they should have a database of such NGOs, or maybe they have common events with organizations working with young people;
- Ask NGO resource centers - NGO resource centers or formal or informal NGO networks should have databases with NGOs working with young people, or they

could run stakeholder/community events, in which the university could participate and reach the NGOs it wants to work with.

Even if the NGOs, which the university wants to target, do not have yet an internship program for students, they might be very interested to develop such a program because: it could bring more valuable services for young people, and support their mission of helping young people in entering the labour market and making easier the transfer to the adult life; it is easy for them, as it would target the young people they work with or it could bring them more beneficiaries for other programs the organizations run; they might be interested to get more business support for their activities, diversify their stakeholders, supporters, and their funding sources; the collaboration with a university will enhance their profile in the community, also endorsing other programs they run.

## Chapter 4

# Partnership agreements for a mentorship/internship program & contracts with the hosting organizations and the interns/mentees

If you run the program in a country where there is no legislation regulating the internships/mentorships, we would suggest to develop a “legal” context for your program. This legal context could be governed by partnership agreements between authorities, NGOs, student organizations/youth organizations, student councils, universities, schools, and companies/business associations or clubs. The partnership agreements with relevant stakeholders play a key role in defining and legitimizing the program. Also, this framework built through partnerships will help you to provide young people with unique and useful learning working experiences.

The main actors to be included in the framework of the program, through partnership agreements, could be:

- Universities/schools;
- Local authorities, such as the city hall or the city council;
- Students associations/youth organizations;
- Business associations/clubs.

Similar to other legal contracts, the main points for a partnership agreement with universities/schools, local authorities or youth organizations/student associations could include:

1. The parties of the partnerships (for each partner, you have to include at least the name, the address, the signatory of the contract representing the partner);
2. The preamble that would include the reasons for each partner to join the program, the relevance of the program for each partner, and the role they could take in promoting, implementing and evaluating the program.
3. The aim/objective of the contract: here you need to be very specific on the objective the two partners have in common through the partnership they sign, such as supporting young people to receive valuable learning experiences through internships or mentorships or scholarships, etc.
4. The rights and obligations of each partner in promoting, implementing and evaluating the program.

Try to tailor the role of each partner as specific as possible for the benefit of the program. For instance, a university/school may have a crucial role in: promoting the program, reaching the young people; in providing facilities for implementing the project activities, such as

meetings with the students, with the business representatives, open events, galas or ceremonies; in recognizing the internship/mentorship certificates your program provides, etc. For a city hall/city council or other public body, the main roles could be to promote the program to the business community or to provide facilities for ceremonies or events, and to endorse the program with their name and credibility in the community. Other NGOs or students associations/youth organizations may bring valuable contribution in promoting the internship/mentorship places, in reaching out the young people, in raising awareness about the relevance of the program for the youth community, in promoting the program in their networks, or in selection of the young people benefiting from the program. The business associations/clubs could help in promoting the program among their members, invite you in their network, supporting you in reaching the companies from their networks.

5. Methods of collaboration: this part will detail the ways in which the partners agree to collaborate, specific activities, maybe deadlines and responsible/contact persons for each partner.

6. Transparency and confidentiality rules: this part includes the specific parts from the contract that the partners want to keep under confidentiality, and the specific information the partners will share and through which methods of communication.

7. The duration of the partnership: we would recommend to sign each partnership for at least two-three years in order to provide stability to the program, but also in order to avoid yearly bureaucracy for preparing and signing the partnerships.

8. Other statements: here you could add any issue the partners consider relevant to be included in the partnership.

9. Date, locality, signatures and stamps. :)

If you found more suitable to sign multi-party agreements, we encourage you to bring all the stakeholders in a single agreement supporting and endorsing the program. However, such a multi-party agreement has some limits, such as it would be harder to include all the specific responsibilities and rights of each partner, more precisely to tailor such an agreement in accordance with the values, benefits and interests of each partner; it would be harder to manage such a common effort from the administrative point of view. At the same time, such a multi-party agreement could bring more visibility to the program - just imagine a public event in the community, in which you bring together all the main stakeholders to endorse your program through such a partnership. This event could then be used to bring more companies/host organizations on board.

Besides these partnership agreements that give the framework of your program, and endorse your program in the community, you would have **to sign a specific contract with each company that joins the program**. This contract would be signed once you selected the young people that will join the company as interns/mentees. We would recommend you to sign such a contract only after the selection phase for two reasons: 1) you want to have a unique selling point to the companies, in comparison with the recruitment agencies - you will gain the trust of the companies, showing them that you consider them partners, not buyers of your services, and you will ask for money only if you can find for them suitable interns/mentees; 2) you want to stress the fact that the program is about supporting young people in their professional development as employers or entrepreneurs, thus the contract

becomes relevant only when these young people are already ready to be involved in the program.

The structure of such a contract will be similar to the one described for the partnership agreement, however it would also include the following information:

- The duration of the internship/mentorship program in the company;
- The number of internship/mentorship places the company provides;
- The financial support given by the company (either like bulk money, either expressed like a fee/intern or mentee);
- The specific rights and obligations you and the company have in running the program: in promotion, selection, implementation, monitoring, evaluation, etc.
- The contact persons of the two parties, and the name of the mentors the company provides;
- The list with the names and other relevant personal information about the young people who will join the company as interns/mentees, and the positions/departments they would be involved in. This list is also very important, from the legal perspective - this is the one that could explain the presence of the young people in the company, in case of any checks from the labour authorities. The list can be one of the annexes of the contract.
- All the work plans/work commitments between the company's mentors and the interns/mentees would be considered part of the contract, as annexes to it.

In accordance with the companies' needs and possibilities, the contract could take the form of a service delivery contract or the form of a sponsorship contract. The form of the contract depends on the companies' preference, and on the legislation in place for providing sponsorships to NGOs. You as a nonprofit organization could be entitled to receive sponsorships from companies or grants for supporting your programs. This program could be also supported through grants or sponsorship packages from companies.

Finally, in the legal framework of the program, you would also need to have in place agreements with the interns/mentees that benefit from the program. A model of such a contract is presented in Annex 1. You would sign such a contract with an intern or mentee, in order to establish the rights and obligations that your organization and the interns/mentees have in the program, but mostly to increase young people's commitment to the program. A signed document is more powerful than a verbal agreement. Such a contract will include the following sections:

- The aim of the agreement - the mentorship/internship you provide to the young person;
- The duration of the program and the company and the department that hosts the intern/mentee;
- The rights and obligations of your organization in promoting, implementing, mentoring and evaluating the program and in the support given to the intern/mentee;
- The contact person from your organization;
- The rights and obligations of the young people towards: communication during the program implementation, respecting rules and procedures and the code of conduct

- of the program and of the company hosting him/her, the commitment to finish the program and respect the work plan/work commitment had with the mentor; confidentiality issues; recognition of the accomplishment of the program, etc.;
- The value of the contract: this section will mention that the program is provided for free to the young people, but in case that the intern/mentee withdraws from the program financial consequences could follow upon him/her, based on the money lost by the organization for the time dedicated to promote, select and involve the intern/mentee in the program;
  - Date, locality, signatures and stamp.

We would recommend you to sign the contract with the interns/mentees during the preparation training, which is described in one of the following sections of this program manual.

### Sharing box

At the beginning of the Internship Cluj program, we did not sign a contract with a student, but we only made them to prepare with the mentor a work plan and sign that work plan as a commitment to the program. During those times the dropout rate from the program was about 10%. In the last years, starting with 2013/2014, we implemented the contract with each student, learning that the a signed document with the title "contract" is more powerful commitment tool. The dropout rate decreased to 3-5%, with some editions with no dropout after the moment of signing the contracts. We included in this contract the "value of the contract" and the financial consequences one intern/mentee can face if he/she withdraws from the program from two reasons: 1) to increase the commitment for the accomplishment of the program; 2) to stress out the fact that the withdrawal from the program has not only personal consequences - like the intern/mentee does not get the certificate of accomplishment -, but also consequences for the host organization that has specific plans and targets from the collaboration with the mentee/intern, for the organizer - which loses image and some money, and for the program which risks not to be able to provide internship/mentorship places for other young people in the same host organization, as the relation with the company is negatively impacted after a bad experience with one or more interns/mentees that drop out. (Fundatia Danis, Internship Cluj initiator)

We mentioned so far a couple of times **the work plan/work commitment** between the interns/mentees and the mentors provided by the host company. This is part of both the contract you have with the company and the contract you sign with the intern/mentee. The work plan, based on the model you as an organization you provide, have to be discussed and agreed between the intern/mentee and the mentor. Below you may find the main principles and steps in drafting such a work plan/work commitment.

**Drafting a work commitment/work plan for an internship/mentorship program:**

- The work commitment is an integrating part of the collaboration contract between the organizer/organizers and each host company, for legal purposes and as a protection measure against abuse. It is the main instrument to implement the internship/mentorship and also to measure its success. We prefer to call it work commitment instead of work plan, because it includes each part's commitment to the program, in reaching the other's objectives in this common mentorship/internship experience. However, you can choose to call it work plan or commitment plan, in accordance with what you find more culturally appropriate to your community.
- The information from this document should be agreed between the intern/mentee and the mentor assigned by the company during the first week of the internship/mentorship and defines the collaboration between the mentor and the intern/mentee and its boundaries.
- It is highly recommended to reflect the "win-win" principle in the commitment: both parts should have a specific objective to enter into the relationship and should be aiming at obtaining a particular outcome. The commitment should take into account the background, skills and business profile of both the mentee/intern and the mentor. Make sure that the commitments are not single-sided!
- The work plan/commitment should be stemming out of a direct discussion between the mentee/intern and the mentor, but definitely based on the description of the internship place/mentorship place advertised in the promotion phase of the program.
- The work plan or work commitment, should include at least the following sections:
  - The internship/mentorship period;
  - Names and email addresses of both mentor and the intern/mentee;
  - The objectives of the internship/mentorship - this section details what both parties are looking for with this internship/mentorship. The objectives should be focused and achievable within the duration of the internship. For a mentorship program, this should definitely include some learning objectives on how the business is run, with specific interests of the mentee about some specific entrepreneurial activities in regards to sales, marketing, production, financial management or other business activities relevant to the mentee.
  - Description of the work/proposed plan of activities - this section defines more precisely the tasks to be carried out to achieve the objectives established before. It should describe what the mentee/intern and the mentor will do. It defines the boundaries of the program, what each part is expected to contribute with, and the activities should be given a time frame in weeks.
  - Expected outcomes - this section states what both parties will tangibly get out of the mentorship/internship period. It links back to the objectives.
  - Weekly schedule. It is really important to schedule the days of the week and the hours the intern/mentee will be working in the company together with the mentor; the scheduled should fit both the mentor and the intern/mentee program.

A template of such a work commitment is presented in Annex 2 of this program manual. In order to make sure the commitment is discussed and signed by the mentors and the mentee/intern, we would recommend you to set a deadline for receiving a copy of this commitment that would be in the first week of the internship/mentorship program. If it is the case, you can provide feedback on the commitment and ask for improvements, making sure that both parties are supported through the program, and have valuable gains at the end of it.

#### **Sharing box - from Erasmus for Young Entrepreneurs**

The work commitment is inspired by the Erasmus for Young Entrepreneurs programme, where the new entrepreneur sign such a commitment with the host entrepreneur, making sure that both entrepreneurs have some valuable to gain at the end of the program. We saw how valuable such a commitment is in both developing the relation between the entrepreneurs, but also in the monitoring and evaluation stage. In case of “sideslip” from one of the parties, the commitment can be used to remind the objectives and the expected outcomes of the mentorship program. At the same time, evaluation is much easier done when the parties involved can go back and analyze where they started, what they initially wanted to accomplish, etc. (Fundatia Danis, Romania local point in the Erasmus for Young Entrepreneurs Programme since 2012).

#### **Sharing box - from European Voluntary Service (EVS) Programme**

The work commitment also is inspired by the activity agreement signed by the EVS volunteers when travel abroad for a voluntary work experience. The EVS activity agreement includes all the details of the project the volunteer will be involved in, identification of the volunteer, role and tasks of the volunteer, the rights of the partners, financial details, practical arrangements, expected learning outcomes, signature of the partners and the volunteer. (Norsensus Mediaforum, accredited organization in EVS Programme)

## Chapter 5

# The recruitment and the selection process

### The recruitment of the companies

You would want to involve in the program companies/host organizations interested in the professional and/or the entrepreneurial development of young people from your community. While following their interests and business motivations, you want to make sure that the companies you choose to involve in the program also agree on the values and the principles of the program, and that they are in the program also or mainly for enhancing young people's employability and their entrepreneurship interest, knowledge and skills. Also, the companies should be committed to enter in a win-win partnership, and to financially support the program, and in exchange to gain certain benefits, described in other parts of this manual program (the business model of the program or the methods of involvement the companies in the program).

Once you selected this type of companies, in order to move forward with the program, you will need certain information from the host organizations, such as the name of the internship/mentorship position provided, the department in which the position is available, the main activities in which the interns/mentees will be involved, and the minimum required abilities/skills for the position. You would have to guide the company representatives in the process, asking them to think to desirable outcomes of the internship/mentorship, and to compile a list of tasks appropriate for interns/mentees, keeping a balanced workload for them and keeping in mind that the interns need real work experience (not too many tasks, but also not too much "nothing to do", as both cases can frustrate the interns/the mentees). For instance, you can provide to companies examples of tasks, such as organizing special events, conducting surveys and studies, compiling reports, generating marketing plans, preparing budgets and financial reports, translating documents, designing posters, charts, etc. Also, ask the companies to specify in these descriptions if there are any relevant health or safety risks for interns, involved by the activities or by the working environment, and also if certain, but inevitable obstacles will prevent young people with disabilities to apply for such a position. The candidates should be aware about these risks or obstacles and decide by themselves if they want and if, according to their health status, they can apply and do then the internship activities. Explain to the companies that the descriptions they provide will be used in the promotion phase, and the clearer and more detailed these descriptions are, the better the chances are to find suitable candidates.

At this very stage, you would also need to ask the company to assign a mentor/mentors for the interns/mentees. The mentors would be advisable to have some experience in working with young people, to know how to pass on the information he/she knows how to provide corrective or positive feedback and how to offer guidance to the intern/interns. Also, for the

mentorship program, including the entrepreneurial component, the mentor should be also able to support the mentee in learning how the business is run, in developing his/her entrepreneurship interest, knowledge and skills, and in guiding the mentee in developing maybe his/her business ideas. So, in these cases, we would recommend that the mentor to be part of the company leadership.

Another basic aspect to offer the interns/mentees is an appropriate workplace (at least, he/she will need a place at a desk and a computer to work on, so that the intern/mentee to feel part of the team right away, and understand that there is real work for him/her in the company).

#### Example for description of an internship position in accountability:

**Name of the company:** Wonderful Enterprise

**Department:** accountability

**Planned tasks/activities**

Daily activity support in the accounting department

Assist with the preparation of internal reports

Assist in the month end closing activities

Archive and keep up to date accounting documents

Process and check invoices

**Main requirements**

Studies in the economic field

Strong knowledge of MS Office package (Focus on Excel)

Out of the box thinking

Enthusiastic personality and willingness to learn new things

Business oriented attitude, creativity and assertiveness

Team player who takes ownership and responsibility for her/his work"

#### The recruitment of the young people

For the recruitment of young people is highly recommended to use a dedicated website for the program and a specific application form - integrated in the website or developed through a free platform, such as Google form. In the end, you need to have a database with applications that you can easily managed in the selection process. Such an application could include the following information:

- Personal information about the candidate (name, email address, phone number, and birth date) - make sure you comply with the local or European legislation of collecting and recording personal data;
- Education of the candidate (school, specialization, year of study, graduate/undergraduate, specific training courses or workshops they participated in);
- Work and/or volunteering or entrepreneurial experience of the candidate (ask them to describe previous jobs or volunteering activities or previous entrepreneurial experiences/initiatives - name of the organization/employer, the position, the main

- tasks, the time period they were involved with this organization; describe the entrepreneurial initiative/experience);
- Main skills and abilities the candidate has, such as foreign languages abilities, technical skills, or other skills they consider relevant to mention;
  - Preferred internship/mentorship positions (ask the candidates to choose a limited number of internship/mentorship positions from the list available through the edition you promote);
  - Motivation letter (ask the candidates to write a short letter of intent explaining why they want the internship/mentorship positions they chose, what they want to learn, and what they want to give in the experience, and most important what they specifically want to learn from the business process);
  - Reference persons (ask the candidates to name and give contact details of two persons, such as professors, previous supervisors, or even a friend/colleague that could talk about the candidate's professional behaviour and attitudes towards work);
  - Hobbies/personal interests - this section can be added if you feel that you need to learn more about the personality and the surprising skills/abilities of the candidates.

### **The selection of the young people**

We would recommend to organize the selection of the interns/mentees in three steps/stages:

1. the pre-selection stage based on the applications described above and submitted by the young people;
2. the group interviews organized and conducted by you, the organizer of the program;
3. direct interviews or specific tests with the companies' representatives.

The selection process is the most important one. The matchmaking process between the young people's needs and wishes and companies' needs and wishes is the process that actually gives the quality of the internship/mentorship for both sides, making it a win-win program. Give your all attention and energy to this process.

### **Step 1. Evaluation of the applications**

The pre-selection of the candidates should be made considering the quality of their applications. In the first phase, simply reject the candidates with poor quality applications (for example, if the applications lack information about the candidates' motivation or other mandatory information, or if the information is poorly provided in any other parts of the application). Score the applications (on a scale from 1 to 5, for example) evaluating the aspects, such as good written communication skills, realistic expectations regarding the internship/mentorship, motivation to participate in an internship/mentorship program, the matching between the skills described in the application and the available internship positions, etc. Remove the applications with the lowest scores, until you get to no more than 4-5 candidates for 1 internship/mentorship position (of course, if you have a high number of

candidates). At the end of the pre-selection phase, prepare the final database with the candidates you would invite for the group interviews (second step).

## **Step 2. Organizing group interviews**

The second step in the selection process consist in the selection of the candidates based on a group interview method. Interviewing for internship/mentorship position is different than interviewing for employment. Candidates have minimal experience, so almost no other records of employment/volunteering to track or learn from. Figuring out whether or not an intern is a good fit for a certain internship/mentorship position often feels like a game of „cat and mouse“. The most important aspects are to know what each company needs, understand what young people need and expect, and to ask good and relevant questions. Some examples of questions to use for a selection interview for interns/mentees may be found below.

Split the candidates in groups of eight to a maximum of twelve people. The ideal number of candidates for a group interview is between eight and ten. However, it is recommended to invite the maximum number of candidates (12), as it is more likely (99% of times) that some of the young people will not participate anymore in the interviews. Sometimes, the dropout rate at this stage could be of maximum 50% - the young people can fear an interview, they found a different opportunity, a job fair takes place in the city, etc.

Then, prepare the email invitation for the group interview, including information, such as the place and the hour of the interview, the duration of the interview and how and by when to RSVP.

### **Example of an email invitation for the group interview**

“Thank you for applying to the Internship Program.  
We are expecting you on the 10th of March, at 13:00 on Saturday, to participate in a group interview in which we would like to get to know you better. The selection interview takes place at the Faculty of Political, Administrative and Communication Sciences (FSPAC), Str. Miners, no. 85 (near Hotel Topaz). You may see the location here: <https://goo.gl/maps/Mp3QuiB5m6y>  
The interview will take approximately 45 minutes and takes place in the T2 room.  
The day and time of the interview can only be changed in exceptional cases.  
Please confirm your participation in the interview by Friday at 15.00, replying to this email and signing in with the full name.”

Each group interview would take about 45 minutes to one hour, depending on the number of participants joining the discussion (8 to 12). For the interview, use guidelines, asking the same questions to each group, so that you can compare candidates in the end. The guidelines help you to ensure that the same general areas of information are collected from each group of interviewees, and that you will be able to compare the results of the candidates, even when you might work with two or more interview committees. At the end of

the interview, you want to make sure you ask again the candidates to review the internship/mentorship positions available and make them to express and rank their final options (no more than three).

Don't count on your memory to recall their answers. Ask for permission to take notes. We would recommend you to score the candidates' responses right after the group interview, in the next 10-15 minutes. It is important to work with an evaluation form, and score the candidates on the same aspects, such as motivation/interest in the program, volunteering or work experience, verbal communication skills, creativity, etc. Find the criteria more relevant to you and to your program.

For the matching phase, we recommend you to use the database you already have (step1) and introduce the results from the group interviews, adding the final score for each candidate and the internship/mentorship options chosen by the candidates during the group interviews. It is really surprising how many candidates change their internship/mentorship choices from the time of application and the moment of the group interview. Most of the young people do not have hiring experience, and they do not know all the time how to choose, how to prioritise, etc. For instance, if they have the chance to participate in a presentation event, in which companies directly present their opportunities of internship/mentorship, most of the time candidates change their options based on the new information or a new feeling they got in the event. Be patient and do not judge, and allow for change! Do not forget, a good or perfect match is your final goal!

Once you have the scores in the database, for each internship/mentorship position select two or three candidates considering their first internship/mentorship choice, and also the final score obtained by the candidates. Those two/three final candidates you would recommend to the companies/host organizations for the final interviews or tests. Sometimes you may find too many candidates for some internship/mentorship positions and very few or no one for other internship/mentorship positions. Here, you have to analyze again your database, and work with the second and the third internship/mentorship choices of the candidates. Also, we would recommend you to always work with a list of "reserves", as the risk of dropout is still high at this stage, and you might need to replace one recommended candidate with one from the reserve list.

### **Step 3. Interviews and/or tests with the companies**

After the matching process is ready and you know precisely the number of the final candidates recommended for each internship/mentorship position, you may start to schedule the interviews/tests with the companies' representatives. Some companies will ask you to organize the interviews for them, sending you the dates, hours and location. Others will prefer to ask you to send them the list with the recommended candidates and their contact details, and then the companies will scheduled directly the final tests/interviews with the young people recommended by you. No matter the case, make sure you give all your support, and also that you give a deadline to the companies to update you on the process and send their final decisions regarding the interns/mentees they want to

work with. Most of the companies will organize individual interviews with the final candidates, interviews in which the mentor, the HR person or the supervisor of the mentor participate in. There are companies that could also organize one discussion with all the candidates you recommend, or others which will prepare certain tests (like foreign languages tests, using some software/applications tests, etc.) for the candidates, in addition to the interview. Prepare the young people for these final interviews/tests, by providing them all the information you have about these, encourage them, suggest them to read as much as possible about the companies, to read again the descriptions of the internship/mentorship positions they would be tested for, to prepare some smart answers and questions, etc.

As soon as you obtained the final results from the companies, prepare a final list with the “winners” for all the internship/mentorship positions and send to the new interns/mentees a congratulations email and the results of the selection phase. Also, ask them to send you a final confirmation for the internship/mentorship position they obtained. The risk for dropout at this stage decreases at 5-7%, but there is still a risk there, so keep that reserve list in place for another couple of days. In the same email, invite the selected interns/mentees to the preparation training (see next section of this program manual). Finally, also prepare an email for all the candidates that were rejected at stage 2 (group interviews) or stage 3 (companies’ interviews/tests).

**Example of group interview guidelines:**

Introducing the interview committee and also a few words about the program (two minutes). Explain the purpose of the interview. Explain the type of interview you are conducting and its nature. Indicate how long the interview usually takes.

**Question 1. BACKGROUND/EXPERIENCE (13 minutes).**

Please introduce yourself in maximum one minute (name, faculty, most relevant work and volunteering experiences so far, extracurricular activity, focusing on the activities and interests in the last few months).

**Question 2. MOTIVATION/INTEREST IN THE PROGRAM (15 minutes)**

Why do you wish to participate in an internship and what are your main expectations from the program?

**Question 3. BEHAVIOUR/FEELINGS/VALUES/ORIGINALITY (15 minutes, choose one question)**

- Please tell us an extraordinary story of your life, something that has changed your mind set, something that has had an impact on important decisions you made, etc.
- Explain a difficult situation/a challenge you had to overcome and how you did it.
- What is the added value YOU bring in everything you do?

**Question 4. INTERNSHIP/MENTORSHIP OPTIONS (13 minutes)**

Please think carefully or re-read about the available internships/mentorship positions options and tell us what you think would suit you best? Provide no more than 3 choices and rank them according to your preferences. Share your choices and at least two practical

things that you know you can do very well and you think are useful and relevant for the chosen internships/mentorship positions.

**Question 5. QUESTIONS FROM THE CANDIDATES (two minutes)**

Inform the participants about the next steps in the selection process (the time period scheduled for the second interview/test with the companies representatives, when they will get the final results, when the preparation training will take place, when the internship/mentorship will start). Ask them if they have any questions regarding the interview or the next steps.

**Example of evaluation form to be used during the group interviews**

For each group interview use one Evaluation Form for each interview committee member. On each evaluation form, write down the names of the candidate and maybe school/year of study, score the candidates' performance for the evaluated dimensions. You may use a scoring scale from 1 to 5, 1 to 7 or 1 to 10. At the end, calculate the average score for the interview, for each candidate.

Name of the candidate	School & year of study	APPEARANCE, SELF-CONFIDENCE  Non-verbal communication of the candidate supports the verbal message; the candidate can keep eye contact, etc.	MOTIVATION/ INTERESTS  The candidate has realistic and concrete expectations regarding the program.	COMMUNICATION SKILLS  The candidate speaks fluently, clearly, coherently and logically. He/she explains clearly his/her statements, listens carefully to the questions before answering, etc.	ORIGINALITY/ SPONTANEITY/FLAIR  The candidate responds quickly and gives smart and on the topic answers. The answers are clear, appropriate to the situation. The ideas/answers are original, spontaneous, natural, etc.	Total Score	Internship/ mentorship choices of the candidate
Candidate 1							
.....							
Candidate 12							

## Chapter 6

# The preparation of the mentees/interns and of the mentors

### Preparing the mentees

Before you send the interns or mentees to start their working experience in the companies, you want to make sure that they are prepared for the program. Thus, we would recommend to train the young people having the following objectives in mind:

- You want to make sure the interns/mentees fully understand the program (how it works - organizers, length of the program, responsible persons, main steps, main rules, expectations etc.; what responsibilities they have; what responsibilities host organizations have; compliance procedures; communication procedures, etc.);
- You want to make sure the interns/mentees gain the right attitude to start their working experience: to enable their curiosity for learning, to be positive, to understand the needs and expectations of the host organizations, to be confident and assertive, to be respectful and punctual, to respect the code of conduct of the program and all the companies' processes and procedures, etc.;
- You want to make sure that you agree with the interns/mentees the monitoring and evaluation process;
- You want to commit the young people to the program, by motivating them, keeping them connected to your team, but also by signing a formal agreement with each student.

Here, we will present for you a simple structure of such a preparation training. The training can be delivered by one or two facilitators (it is recommended that at least one of them to be the future contact person, for staying in touch with the young people, during the program implementation). The duration of the training will be around two hours and it can be done with 20-50 young people.

**Structure of a basic preparation training:**

The activity & duration	The objective	The activities/tasks/exercises
Short introduction (5 min.)	To introduce the program's team To present the objectives of the training To make them feel special and committed to the program	Short presentation of the team of organizers. Present the objectives of the meeting and the duration of the training (you could use visuals, either a .ppt, either a flipchart)

		<p>paper).</p> <p>Give them the bigger picture of the program - how many young people enrolled, how big was the competition, how many young people your served so far, etc. Congratulate them for passing all the selection process and for becoming part of such a special group of young people.</p>
<p>Expectations (30-40 min.)</p>	<p>To make young people aware of the expectations of the host organizations          To help young people to identify the compromise line between their expectations and the companies' expectations          To help young people to understand your role in the program, during the implementation of the program</p>	<p>Split the young people in 3 or 6 groups, as you will need one or two groups to put themselves in the shoes of the : 1) host organizations; 2) the organizers of the program (your organization); 3) the interns/mentees.</p> <p>Each group will have ten minutes to identify a list of expectations of their respective groups in regards to the program and the other groups. Each group, playing the role of the respective stakeholder, present the expectations.</p> <p>The facilitator ask questions, make young people to reflect, and wrap-up focusing on the idea that there should be a compromise line between the parties and a lot of work in partnership, and that each party should keep open minded to the expectations and interests of the other part and collaborate to fulfill all parties' expectations.</p> <p>Use this moment also to introduce the main rules of the program in terms of punctuality, confidentiality, commitment, communication,</p>

		monitoring, compliance, etc.
The work plan & the first meeting with the mentor - 20 min.	<p>To help students to be prepared for their first meeting with the mentor from the first organization</p> <p>To make young people aware of the importance of having a work plan agreed with the mentor from the very beginning</p>	<p>Ask the help of two volunteers for a role play activity: one volunteer will play the role of a mentor, and the other one will play the role of an intern/mentee. Ask each volunteer to imagine the first meeting with the counterpart, and to note down what they will be interested to talk about. After 1-2 minutes, bring them face to face in front of the whole group to play the first meeting between the mentee/intern and the mentor. After 5-7 minutes of dialogue, stop the role playing and reflect on it with the whole group - on what they consider all right, what were the aspects missed or wrong played etc. Use then the role-playing results to introduce the work/commitment plan (see annex 2), and it is the main objectives and elements: the objectives of the internship/mentorship, the activities/tasks, the estimated results and the schedule.</p>
Signing the contracts (30 min.)	<p>To commit the young people to the program</p> <p>To make them aware of the main rules of the program</p> <p>To agree with the young people on the monitoring and communication tools and methods</p>	<p>Give each student two copies of the contract (see an example in annex 1). Let them read the contract, and afterwards invite them to ask questions in an open forum. Then take each part of the contract and explain it to the group.</p> <p>Here you can also mention the following aspects: how the communication with you</p>

		<p>should take place (for instance, the contract could say they need to send you weekly emails or write weekly on the Facebook group of the program); how they will receive recognition of their activity (for instance, who and when will issue the internship/mentorship certificate); how they will be involved in evaluating the program; what is the code of conduct of the program, etc.</p>
<p>Set the first meeting &amp; wrap-up (15 min.)</p>	<p>To make sure the young people have all the information for the first meeting with the host organizations and their mentors</p>	<p>Inform each intern/mentee or group of interns/mentees joining the same host organization about the details for the first meeting (day, time, location) with their mentors. Repeat them the main information and deadlines, such as: preparing and signing the work plan with the mentor, sending this work plan to you for checking, the communication rules agreed or any information you consider to be important to be repeated from the meeting.</p>
<p>Answering questions - individually - 10-15 min.</p>	<p>To put aside any fear or obstacle young people may have before starting the internship/mentorship program</p>	<p>For sure, at the end of the session, there will always be young people who did not have the courage or did not consider appropriate to address their concerns or problems in the big group. So, your team should be prepared to answer to these individual questions, motivate young people that feel a little bit overwhelmed or find solutions for problems such as "I cannot get to the</p>

		first meeting, because I have a class that day and at that time".
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If you have more time and other resources available to you, you could add to this basic preparation training the following moments:

- a) Invite in the meeting some former interns/mentees that could share with the young people their experience of working in some of the host organization and their experience in regards to the program or how they benefited or how the program helped them once finishing it;
- b) Invite in the meeting some of the host organizations' representatives to congrats the interns/mentees, to answer their questions, to motivate the young people and to help them feel more comfortable and more prepared for the first meeting with the mentor and for the program itself;
- c) Invite an expert / trainer / facilitator to train the young people on an interesting topic to them. This does not have to be connected to the program itself, it can be on any "trendy" topic which is considered interesting by the young people. With such a short training 30-40 min., you could provide extra benefits to the young people and build more commitment from their part, feeling even more that they entered in a valuable program from which they can learn a lot.

From the ENpower partners' previous experience in working in similar programs and from the interactions they had mainly with the private sector, companies hosting such internships and mentorship programs, we could say that the host organizations might be interested in helping them with the training of the young people on other topics/abilities/competencies, such as:

- Digital skills (working with office software, or working with clouds and databases);
- Adaptability and flexibility to workplace;
- Ability to work in teams;
- Communication skills;
- Critical thinking - analyzing, assessing, synthesizing, evaluating and reflecting on information;
- Positive working attitudes, such as pro-activity, self-sufficiency, autonomy, assertiveness, respecting rules & procedures and the authority, etc.

These additional training courses or workshops can be used also in increasing the program's financial sustainability. These could be sold as services to the companies / hosting organizations, and money received to be used - part to pay the trainers, and part to continue the program and pay the staff managing the program itself.

Also, as we talk about a mentorship program that also aims to develop young people's entrepreneurship initiative, knowledge and skills, we would recommend to develop workshops/training courses that would help you reach this goal as well. These

workshops/training courses could be provided during the program implementation, and could cover competences, attitudes and skills, such as: self-awareness, consciousness, autonomy, self-confidence, critical thinking, strategic thinking, creativity, risk taking, decision making, etc. We mentioned these specific entrepreneurial skills and attitudes, because these are the ones lacked by the Ukrainian young people as we learned from our interaction with local experts. However, you can customize these training courses and the learning outcomes in accordance with the needs of the young people you target through your program.

### Preparing the mentors

Within the internship/mentorship program, we would also recommend you to prepare the mentors from the host organizations to work with the interns / mentees.

From our previous experience, for instance from the Romanian context, the mentors are not always open to such training courses or preparation face-to-face sessions, as their time is very limited and the main responsibilities they have at work do not necessarily include the mentorship ones. Thus, mentoring the interns/mentees is a voluntary activity already, so they prefer to be “trained” in a fast way. The solution we found was to communicate all the time with the HR persons from the organizations, send them the vision, the goal and the objectives of the program from the very beginning, and also asked them to have at least one meeting with the mentors to prepare them for working with the interns/the mentees. In this process, we provided them **a set of recommendations**, like the ones below:

*“Terms used in the Internship Cluj program:*

*Internship – any type of work experience offered to university students as an opportunity to learn and receive training in the work field, before graduating and embarking on a career.*

*Intern – a student that develops professional abilities and understanding regarding his future career, through a valuable work experience taking place in a company/ organization/ institution.*

*Mentor – a person designated by the host organization to provide constant support and feedback to the intern and to evaluate his/her performance.*

*Recommendations:*

*Before starting the internship, each intern and mentor will have a meeting for discussing their expectations regarding the internship program. This is important so that every part involved in this program will gain from this experience (the mentor should ask the student what his/her practical abilities are, what he/she expects from this program and also to explain what are the company’s expectations regarding the program and the student).*

*The mentor should help each intern in drafting a work plan with a weekly program (using the model provided). The internship program lasts six weeks or 12 weeks and interns work 20*

*hours per week, according to the needs of the host organization and student's school schedule.*

*The mentor should take care that the student will be provided with safety and security training, and that he/she will be informed about the internal procedures of the organization and the internship tasks. During the orientation training provided by Fundatia Danis, the intern signs an Internship Contract (a model is provided). If it is necessary to sign a Confidentiality Agreement specific to your organization, you are advised to do so. The Internship Contracts signed by students are kept by Fundatia Danis.*

*During the internship program, the mentor should provide support and feedback regularly to the intern for his/her activity and, also, for his/her behavior and relationships with his/her work colleagues.*

*If the performance of the intern assigned to your organization is very good or exceptional, we kindly ask you to provide him/her a letter of recommendation at the end of the internship program.*

*In order to evaluate the internship program, at the end of it, both the mentor and the intern will complete a feedback questionnaire in which they will evaluate the program.*

*During the internship program, the mentor will send regular emails (once every two weeks) to the organizers. The persons responsible for communication are....."*

If the companies and the mentors are open, you can also organize workshop sessions with all the mentors from the host organizations part of the program or with the mentors of each host organization. The preparation session can be developed on the topics like those mentioned in the recommendations from above: the expectations from the program and the interns/mentees, the main rules of the program, the work plan with the intern/mentee, the feedback to be provided, the monitoring and the evaluation of the program, the communication and compliance procedures, etc.

Moreover, you could develop more complex sessions with the cooperation of the mentor's employer, preparing the mentors to be a very good mentor for the young people. Such training courses / workshops could focused on topics such as:

- Mentorship skills and activities;
- Feedback methods and tools, and developing feedback abilities;
- Communication skills and willingness to share knowledge and experience with the mentees/interns;
- Assertiveness and honesty with diplomacy abilities;
- Compassion and genuineness, and objectivity and fairness skills;
- Preparedness, approachability, availability and ability to listen;
- Teaching and facilitation methods;
- Monitoring and evaluation methods;
- Intergenerational and intercultural communication;
- Corporate social responsibility and community involvement methods, etc.

These additional training courses or workshops can be used also in increasing the program's financial sustainability. These could be sold as services to the companies / hosting organizations, and money received to be used - part to pay the trainers, and part to continue the program and pay the staff managing the program itself.

## Chapter 7

# Code of conduct for a mentorship/internship program

The Code of Conduct is a document of utmost importance, which is the basis of a high quality internship/mentorship program, and most important which offers the legitimacy of such a program, especially in a national context where there is no legislation for organizing internship/mentorship programs.

We recommend you to develop a Code of Conduct adapted to your own national context, considering aspects referring to: preparation of internships/mentorships, duration of the internships/mentorships, promotion and recruitment, orientation and training, supervision and monitoring, certification/recognition, references and feedback. It is highly recommended to get the feedback of the representatives of the business community and from schools/universities, and also from youth organizations/students associations.

The principles described below were inspired by European codes of best practices, mainly from Germany and the United Kingdom (*Gateways to the Professions Collaborative Forum – Great Britain, Fair Company coalition of 1500 German companies and the youth organization of German Federation of Trade Unions - GDB-Jugend*):

**Preparation: this principle refers to the way in which the host organization/the company organizes itself (or with the help of an organization such as an NGO) to receive intern/mentees.** The principle says that one organization should consider the number of internships/mentorships could have available, the duration of internships/mentorships, the type of activities the interns/mentees will be involved in, abilities they can develop within the organization, the staff responsible for the supervision of the interns/mentees, and the procedures for recruitment, selection, orientation, training, monitoring, supervision, evaluation of interns and certifying internships.

**Duration of non-paid and paid internships/mentorships:** From the Romanian experience, but also inspired by the codes mentioned above, a non-paid internship/mentorship should last between six weeks and three months. If the internships/mentorships last more than three months, the interns/mentees should be hired and paid at the level of trainees – maybe in the amount of the national minimum wage. Then, still referring to money, another principle says that the organization should reimburse interns/mentees for any necessary work-related expenses.

**Another principle states that the promotion of the available internships/mentorships and the recruitment process** should be conducted in an open, clear and rigorous way, in order to

provide equal, fair and open access to internships/mentorships to all young people that are interested in these.

**Referring to orientation and training:** interns/mentees should receive proper orientation within the host organization/the company, acquiring relevant information about the organization, colleagues and job itself; but also they should have access to training courses according to the responsibilities they receive or activities they would be involved in.

Then, the organizations should ensure that there are **dedicated people (mentors)** for providing constant support and feedback to the interns/mentees and mentors should also conduct the interns' performance appraisals, based on interns' learning objectives.

**And finally, the last basic principle says that** on completion of the internships/mentorships, students should receive certificates to prove the work undertaken and the gained knowledge and skills, and if the interns' performance is exceptional or very good, letters of references should be provided as well. At the same time, interns/mentees should have the opportunity to give feedback on their experience, on the quality of internships/mentorships, through exit interviews or feedback questionnaires.

See an example of such a code of conduct in Annex 3 of this mentorship program.

## Chapter 8

# Implementing, monitoring & evaluation methods and tools

From the ENpower partners' experience, the length of an internship/mentorship program should be between six weeks and three months. Four weeks, six weeks, 10 weeks, 12 weeks periods, but also longer periods, in some exceptional cases, were tried in previous programs by the partners, and we learned that the intern/mentee needs at least six weeks to get familiar with the company and reach the minimum learning objectives in regards to new work skills or new entrepreneurial skills and knowledge. Then, any internship/mentorship longer than three months starts to look and feel more and more like a work relation, and both the intern/mentee and the mentor's expectations change towards the direction of an employment contract. During the pilot phase of your project, you can directly learn from the young people and the companies what will be the best period. However, keep in mind that if you work with students, you would also need to adapt the length of the program to the academic year structure.

During the six-12 week program, the young people should work no more than 20 hours per week. Then, the commitment plan should include a clear work schedule agreed between the intern/mentee and the mentor, so that the young person could still attend classes or other educational programs, and the mentor can still reach his/her own objectives related to the internship/mentorship provided. The first days of the internship/mentorship program should always include orientation and induction sessions prepared by companies, and, of course, the most important thing - the discussion between the intern/mentee and the mentor to establish the commitment plan for the internship/mentorship.

### Health and safety at work... for interns!

In regards to health and safety at work, keep in mind to remind the companies that an intern should be treated as any other staff member. The intern should be trained on issues on health and safety at work, and be protected by all the risks the internship activities could generate, like any other employee. Also, maybe, for some internship positions, a health check or psychological tests might be needed to be run by the company, as they are required by legislation and/or health and safety at work internal procedures of the company. Ask the companies about these details, and inform the interns in time about these procedures.

Then, during the next period, we would recommend at least one weekly direct meeting between the intern/mentee and the mentor, in which the mentor can provide direct coaching in helping the mentee to develop, for instance, his/her business idea, or essential entrepreneurship knowledge on the topics of interest for the mentee. Also, if the program is

organized only as a internship program, this weekly meeting can be also used by the intern and the mentor for monitoring of the commitment plan, but also for providing each other feedback and plan and adjust the work plan, if needed, in order to reach the objectives set at the beginning of the program. Finally, in the last week, we would recommend a final evaluation meeting between the two, against the commitment plan and estimated results included there, fill out the evaluation survey sent by you, the organizer, and also make future plans, for potential collaborations, if it is the case.

During the implementation of the program, or even from the beginning, the companies might want to pay these internships/mentorships. If there is no legislation in your country on how the interns/mentees should be compensated for their work by the companies, you could also design and provide this service for the company, intermediating the payment between the host organization and the intern/mentee.

### Sharing box

In Internship Cluj program, we had recently more companies willing to provide paid internships, by providing some fellowships to the students involved in the program. Fundatia Danis intermediated these fellowships, in the following way: the companies transfer sponsorship money/grant money to Fundatia Danis supporting the Internship Cluj fellowships, and Fundatia Danis signed fellowships agreement with the students hosted in the companies giving the financial support. The amounts given differed from one company to another, but none of these were bigger than the best scholarship a student could receive at the university for good grades. Also, in Erasmus for Young Entrepreneurs programme, Fundatia Danis intermediates the financial support given by the European Commission to the new entrepreneurs, so that they can cover some of their costs for staying abroad periods. The same, Fundatia Danis signs financial agreements with the young entrepreneurs. (Fundatia Danis, local point in Erasmus for Young Entrepreneurs programme, and initiator and organizer of Internship Cluj program)

### Monitoring & evaluation methods

One of the services you can provide in the program, both for young people and the company, is the monitoring service, making sure that the internship/mentorship is valuable for both parts - the intern/mentee and the mentor. In the whole program, your role as an organizer is to give support both to young people and the host organizations, to make sure you respond to their interests and needs, and that you help them find a compromise when the interests and needs are in conflict or do not perfectly match. Also, your role is to make sure that you keep in place the vision and the values of the program, promoting it as a way of supporting young people to enter the labour market or to become entrepreneurs themselves.

Since now, the ENpower partners tried different methods of monitoring of the young people's activities, such as:

- Asking weekly emails from the interns/mentees about their activity, such as the highlight of the week, the things learned, things less appreciated, any problem they might encounter, etc.
- Opening and running a Facebook group for each edition of the program, where each week the interns/mentees are asked to share how they are doing, what the news is, what highlights they have. This is a more interactive method, and it worked better than emails. You could also ask pictures from the workplace, if the companies allow for them, but you could also ask for short comments like key words describing the experience, or how they feel about the host organizations or about the program; or for emojis describing their feelings/attitudes towards the program. You could think even to competitions, such as “the most creative Christmas message to a mentor in the internship program”, “the best selfie at the workplace”, etc. in order to get more feedback from the interns/mentees and build their commitment to the program.
- Ask also for pictures and longer feedback by email, so that you can collect from the implementation phase data needed in the final report and evaluation of the program. You could also use this longer feedback, as quotes coming from young people when you have the monitoring meetings with the companies.
- Call or text message the interns/mentees that are not very responsive in the monitoring phase. From our experience, very rarely there is bad news when young people do not write about their highlight of the week. Most of the time, the interns/mentees are so “absorbed” in work that they forget about the monitoring responsibilities.
- For any problem the young people mention, try to have a face-to-face meeting or a phone intervention. Do not let the problem to grow bigger, intervene right away and collaborate closely with the mentor or the mentor’s supervisor to solve any problem might appear. The problems most often encountered in our previous projects are related to communication issues between the mentee/intern and the mentor, not enough or not interesting enough tasks for the mentee/intern, not enough new knowledge/skills are shared, the intern/mentee does not see the relevance of the work he/she does for the learning objectives he/she has, etc.

You should also monitor the internship/mentorship with the support of the mentors or the HR department from the host company. The monitoring objective would be to make sure the commitment plan is respected, and that the parts are working towards reaching the objectives and the estimated results, while the learning experience is valuable for both the mentee/intern and the mentor. So far, for monitoring, we used and worked successfully:

- Personalized emails to the mentors - you send them updates and feedback from the mentees/interns, and ask them to give some feedback as well. Remember always to thank the mentor for the time and effort they make to provide professional development to the young people.
- Phone calls with the mentors or the HR department representatives, especially when problems appear. The problems most often mentioned, from this side of the program, are related to: lack of punctuality of the young people, lack of pro-activity and autonomy, lack of involvement, etc. However, the mentors ask for much less support from your part, as they have already experience in solving some of the

problems, but also in mentoring and coaching. When the problem gets to you is already very serious, and it is a crisis most of the time, and you need to intervene right away to stop the conflict, adjust the expectations, and help the parts to find the right compromise and adjust the learning objectives.

- Face-to-face meetings with the mentors or the companies' representatives, such as the HR persons - usually these are asked by the companies, when they prefer to give you direct feedback about the program and when they would like to suggest changes in partnerships or some relevant changes in the program.

For the final evaluation of the program, we would recommend you to develop evaluation surveys (the free services from Google forms can be used) for both the interns/mentees and the mentors. The survey for the interns/mentees could include questions about:

- The value of the program, if they would recommend the program to other young people;
- The effort they made to stay involved in the program;
- The level of involvement of the mentors and the host organization in supporting the young person;
- The relevance of the program for finding a future job or for making important career decisions or for choosing an entrepreneurial career path;
- The new knowledge and skills gained through the program, with a special focus on the entrepreneurial knowledge and skills they gained;
- The things they most appreciated in the program, and the aspects they less appreciated in the program;
- The main things learned during the program;
- The main aspects they most appreciated in the interaction with the mentor and with the host organization/the company.

### Sharing box - from European Voluntary Service (EVS) Programme

EVS receiving organizations usually involves the international volunteers in complex evaluation methods, with intermediary and final reports. These evaluation methods focused mainly on the learning outcomes of the volunteers, and on the results he/she obtained through his/her work (how much he/she contributed in solving the problem that needed his/her voluntary work). The evaluation process includes also self-reflection moments facilitated by the volunteer's mentor. The self-reflections' results about the learning outcomes and competences gained are transferred then in the Youthpass Certificate the volunteer receives at the end of the program. (Norsensus Mediaforum, accredited organization in the EVS Programme).

The survey for the mentors could include questions about:

- The main aspects they most appreciated from working with the young people;
- The main aspects they less appreciated from working with the interns/mentees;
- The new knowledge and skills the interns/mentees gained through the program, with a special focus on the entrepreneurial knowledge and skills they gained;
- The main benefits gained by the mentors and the company at the end of the program;

- The things they most appreciated in the program, and the aspects they less appreciated in the program;
- The effort they made to support the interns/mentees during the program, as individuals and as an organization;
- The relevance of the program for the interns/mentees for their future jobs or future career decisions;

Once you have collected all the data from the evaluation forms, but also from the monitoring phases, you could prepare the report of the edition. We would recommend an online report that you could send easily by email or shared on the program platform and social media easily. The report should include at least the following information:

- The number of young people that applied to the program, that were interviewed, then selected, and in the end the number of graduates of the program;
- The number and the name of companies involved in the program, with the specific domains of the internship/mentorship places they provided;
- Quotes and testimonials about the experience, both from the interns/mentees and mentors;
- Main statistics results from the evaluation forms, about the relevance of the program for young people and the companies, about the aspects they appreciated or less appreciated during the program, about the collaboration between the two parts, about the concrete benefits gained by the interns/mentees and the mentors/companies, etc.;
- Recognition and thank you to all the relevant partners (universities/schools, student associations, youth organizations, companies, business associations, etc.);
- Cumulative data & figures of the program: the main organizers, the aim of the program, and the total number of young people and companies served so far.

For presenting the report, you could use regular Power Point presentation, or different free apps for infographics/posters (such as Canva) or for storytelling reports (such as Adobe Spark - for nice videos and report pages), or any other app or software that could help you in making good looking and powerful reports for the stakeholders of the program.

Any edition of the program ends up with providing the internship/mentorship certificates of accomplishment of the program given to the interns/mentees. You can have an open ceremony, where you could invite both the interns/mentees and the mentors from companies. Certificates of recognition can be also provided to the host organizations. Try to be as creative as possible, as you will might give two certificates of recognition/year to one company which is one of your traditional partners - and they might receive the same annually diplomas.

## Chapter 9

# The business model of a mentorship/internship program. Financial sustainability tools

In this part of the program, we would recommend a certain business model that was tried out by ENpower partner Fundatia Danis, for more than 10 years now. This business model ensured the sustainability of the program through all these years.

The program, as it could be observed by now, has two main clients: the young people and the hosting organizations (mainly companies). The young people, in countries such as Romania or Ukraine, do not really have the financial power to support the program - usually they are students or unemployed young people searching for a working experience, and eventually for a job, with no financial constant resources. Thus, the business model can be developed only having in mind the financial resources coming directly from the companies or from the government agencies or European agencies interested in providing more work opportunities and increase the employability of young people.

Fundatia Danis also tried for a couple of years the European Social Fund's scheme supporting internship initiatives, but one of the lessons we learned is that these projects are beneficial for the young people, but it negatively influence the companies' availability to support such programs as corporate social responsibility initiatives when EU funds are not available. Thus, for these reasons, we would recommend from the very beginning to build such a program based on the financial resources of the companies.

Why would companies give you the money to support such a program? What is the value proposition you provide to them? Here are some of the values you bring to the companies with such a program:

- The program provides direct access to potential future employees of the companies;
- The program enhances companies' profile and employer brand in the community;
- The program provides promotion and recruitment services to the companies;
- The program prepares the interns on specific skills, reducing companies' costs on training the interns or potential future employees;
- The program provides workforce to the companies, most of the times for activities and tasks the current staff cannot find the time for;
- The program provides efficient and win-win corporate social responsibility opportunities to the companies;

- The program can provide valuable workshops/preparation sessions for companies' mentors, enhancing their work motivation and commitment to their employers, but also leadership/mentorship/coaching knowledge and skills;
- The program provides networking opportunities with relevant stakeholders for companies: students/young people, universities, student unions, and other companies;
- The program provides a low-risk and low-cost opportunity to learn more about the new generation, and to help the young people to develop those specific knowledge and skills they ask from their future employees.

### Sharing box - what mentors appreciate about an internship program

In each edition of the program, without necessary having a recruitment objective, the companies hired about 5% to 10% of the interns, immediately at the end of the program. Hiring happened also couple of months or even later after the end of the program: when the companies were opening new positions, first to contact were those interns with whom they worked very well.

Here are some testimonials received by Internship Cluj program from the mentors from companies, through the evaluation forms:

"At the end of the internship we won a wonderful employee." (June 2017)

"What I wanted to be different? The only thing I wanted to be different was for the intern to be already our colleagues. But she will join the company in the autumn, for sure." (June 2017)

"During the internship, the workload was easier to cover, and my team felt less pressure, the work atmosphere was more relaxed, and this because of the interns' contribution and spirit to our team." (January 2018)

„I felt the joy of supporting the educational system, and to help one student to reach her academic and professional objectives." (June 2016)

„I felt the satisfaction that I could share some of my knowledge and acquired experience." (June 2016)

"I personally gained help in solving problems in some projects, but also I gained professional experience in delegating tasks and activities." (June 2017)

"I appreciated a lot interns' positive attitude they always had no matter the work they received." (January 2017)

"I liked the students' willingness to learn, their patience, calm and commitment to the work responsibilities I gave them." (January 2017)

"Fundatia Danis' effort to be the interface between students' community and the business environment it was excellent this year, through organizing the internship programs. We are proud and grateful that we were one of the sponsors of the Internship Cluj program." (2013)

The revenue streams from the companies can take at least the following forms:

- The companies pay a fee for each student that is selected as an intern/mentee by you and who stays committed to the program at least a certain period of time (agreed between you and the company) within the program duration;

- The companies would sponsor from the CSR / promotion / advertising budgets the program (bulk money to be given and one company can be promoted as “main sponsor”, “traditional sponsor”, “sponsor”, etc. - different sponsorship packages can be planned in advance);
- The companies could pay for specific package of services from the program, the services they could choose as relevant for them (for instance, they could have their own interns and ask you only to train these interns and the mentors).

You could think to implement all these revenue streams in your program, add other ideas or focus only on one stream that you consider more suitable for your country or community context. Internship Cluj, the program run by Fundatia Danis, uses at the moment only the fee/intern revenue stream, because this perfectly matches companies’ interests, but also the recruitment/internship market in Cluj-Napoca.

In the business model, you could also think that some companies would like to compensate interns’ work and involvement. Depending on your country’s legislation, this compensation could be done, for instance, through monthly stipends, program fellowships or, finally, working contracts. If you are an NGO, and the country legislation allows you for this, you could also provide these services of intermediating the monthly stipends or fellowships between the companies and the interns/mentees. You could receive bulk money from the companies, and then make the payments to the interns/mentees. This could bring you additional income from the companies paying for the service, but most important, it could increase the visibility of the project and young people’s interest in the project - increasing your recruitment pool for interns/mentees.

## Annexes

### Annex 1

# Internship/Mentorship Agreement

**Internship/Mentorship Agreement**  
*[basic template to be adapted for your program]*

#### I. Signatories of the agreement:

**The intern/mentee's name** .....,  
**resident**                    **in**                    **[country,**                    **locality,**                    **street]**  
.....,                    **ID**                    **number**  
.....,  
**and**

**Organizer's name, [country, locality, street], VAT/Registration NO ....., represented by [Legal representative name], [legal representative position],**

#### II. Agreement's objective:

The intern/mentee will participate in the [Name of the internship/mentorship] Program, working as an intern/mentee within [host organization's name], a partner in this program, in the period [time period of the program].

#### III. Parties' obligations:

##### 1. [Organizer's name]:

- a) provides the internship/mentorship place.
- b) monitors the intern/mentee's activities in the program.
- c) provides a certificate at the end of the program.
- d) informs the intern/mentee about the program's results.

##### 2. The intern/mentee:

- a) works as an intern/mentee, for the whole period mentioned in the agreement (X weeks, X hours/week), for the company he/she was selected for.
- b) respects the code of conduct of the program, having an exemplary behavior at work.
- c) fills in the work/commitment plan with the mentor, in the first week of the internship/mentorship and send it to the organizer by [date].
- d) sends weekly emails at [email], updating the organizer about his/her activities and the developments of the internship/mentorship program.

- e) participates in the evaluation of the program, answering to the feedback and evaluation questionnaire provided by the organizer;
- f) supports the financial and reputation consequences of his/her withdrawal from the program before the end of the program.

**IV. Confidentiality**

1. During the internship/mentorship program, and three years after this ends, the student obeys the confidentiality of the company's information he/she has access to during the internship/mentorship program, and he/she is not allowed to disclose any type of information to a third party, information that can put in danger the company or its reputation.
2. During the internship/mentorship program, the intern/mentee commits to respect the internal procedures and rules of the company.

**V. The value of the contract**

The program is provided for free to the intern/mentee, but in case of withdrawal before the end of the program, the intern/mentees supports the financial and reputation consequences of his/her actions as established by the organizer of the program.

**VI. The duration of the contract**

This contract is valid for the implementation period of the contract, between [dates], but no more than three months.

**VII. Changes in the contract**

Any change in the contract can be done only as consensus of both parties.

**Student**  
**Name and signature**

**Organizer**  
**Legal representative's name and signature**

**Stamp**

**Date, locality**

# Annex 2

## Commitment/Work Plan

**Commitment/Work Plan**  
*[basic template you can adapt for your program]*

**Intern/mentee's name:**  
**Hosting organization:**  
**Internship/mentorship domain:**

**Mentor's name:**  
**Mentor's e-mail address:**

**Objectives of the internship/mentorship:**

**Description of activities/tasks:**

**Expected outcomes:**

**Weekly schedule: 15-20 hours per week, as agreed:**

	Monday	Tuesday	Wednesday	Thursday	Friday
Time					

Intern's name and signature  
signature

Mentor's name and signature

*The information from this document should be agreed between the intern and the mentor during the first week of the internship.*

## Annex 3

# Example of Code of Conduct from the Internship Cluj Program

<http://internshipcluj.ro/ghid-de-bune-practici-internship-cluj/>

### **1. Preparation of the internships**

Before starting the recruitment process the host organization should consider the number of internships, the duration of internships, the type of activities the interns will be involved in, abilities they can develop within the organization, the staff responsible for the supervision of interns, and the procedures for recruitment, selection, orientation, training, monitoring, supervision, evaluation of interns and certifying internships. Fundatia Danis can provide support at any stage in the preparation of the internship, in accordance with the design of the Internship Cluj program and the host organizations/companies' needs.

### **2. Duration of internships:**

A non-paid internship would last between six weeks and three months.

### **3. The promotion and the recruitment**

The promotion of the available internships and the recruitment process should be conducted in an open, clear and rigorous way, in order to provide equal, fair and open access to internships to all young people that are interested in these.

### **4. Paid internships**

If the internships last more than three months, the students should be paid at the level of trainees, at least the minimum wage. However, if companies decide to compensate other internships, shorter than 3 months, Fundatia Danis will provide support and guidance in the process, making sure the process is transparent and fair for the interns, for the companies and for the program.

### **5. The reimbursement of expenses**

The host organization should reimburse the interns for any necessary work-related expenses.

### **6. Orientation and training**

Interns should receive proper orientation within the organization, acquiring relevant information about the organization, colleagues and job itself; but also they should have access to training courses relevant to the responsibilities they receive or activities they are involved in.

### **7. Supervision and monitoring**

The host organizations should ensure that there are dedicated staff (mentors) for providing constant support and feedback to the interns and mentors should also conduct the interns' performance appraisals, based on the interns' learning objectives.

### **8. Certification, references and feedback**

On completion of the internship, Fundatia Danis provide certificates of accomplishment, to prove the work undertaken by the interns. If the interns' performance is exceptional or very good, letters of references will be provided as well by the host organizations/companies. At

the same time, interns have the opportunity to give feedback on their experience, on the quality of internships, through feedback and evaluation questionnaire.

**9. Exemplary conduct**

Respecting the requirements of the organizer and of the host organizations, interns must show exemplary conduct and behaviour within the host organization/company, such as respecting the privacy and confidentiality of data, being punctual all the time, proving moral behaviour, complying with the internal rules of the host organization/company, including dress code, work standards, security rules, etc.).