NatAlli

Regenerative Alliances



Scenario Planning

Vision of a Mentoring Programme for Highly Educated Ukrainian Women

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Report 2.2

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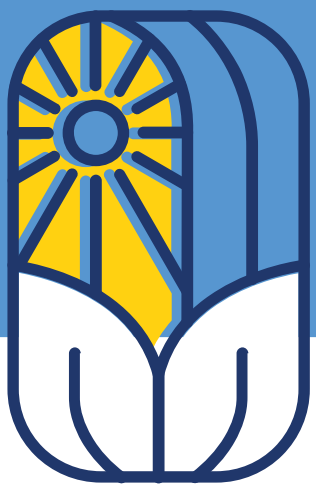
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01

Introduction



01 | Introduction

The **NatAlli** Erasmus+ cooperation partnerships project is an initiative led by FH Münster University of Applied Sciences, with partners from Germany, Ireland, the Netherlands, and Ukraine. This project supports highly educated Ukrainian women affected by crises. The main goal is to provide these women with the skills, tools, and networks they need to rebuild their careers and contribute to their communities, whether they stay in their host countries or return to Ukraine. NatAlli aims to understand the challenges and opportunities these women and also mentors face, create a comprehensive mentoring programme tailored to the needs, improve the skills of mentors, foster collaboration among stakeholders, and empower these women to become leaders and innovators who can help regenerate their economies and societies.

| Recap Report 2.1

The first report presents the challenges and opportunities faced by highly educated Ukrainian women in the entrepreneurial and intrapreneurial context of the crisis.
Therefore, it analyses of key trends and drivers shaping Europe's future. The core of the research focuses on a qualitative study involving interviews with Ukrainian women, external stakeholders, and mentors, exploring the challenges and opportunities faced by highly educated Ukrainian women in entrepreneurial and intrapreneurial contexts during the current crisis.
Our findings reveal the unique challenges encountered by highly educated Ukrainian women, including language barriers, cultural differences, and the need for professional network rebuilding (Fig. 1). The report also highlights the various resources available to support these women, such as governmental support, integration courses, and support from individuals (Fig. 2).
Furthermore, the study identifies significant opportunities for highly educated Ukrainian women to contribute to their host societies and economies (Fig. 3). Their diverse skill sets, resilience, and innovative thinking position them as valuable assets in driving economic growth and social progress.
The report concludes with a future outlook, examining the women's perspectives on their next steps and potential long-term residence plans. This comprehensive analysis provides crucial insights for developing effective mentoring strategies and support systems to empower highly educated Ukrainian women as key contributors to Europe's economic and social regeneration.

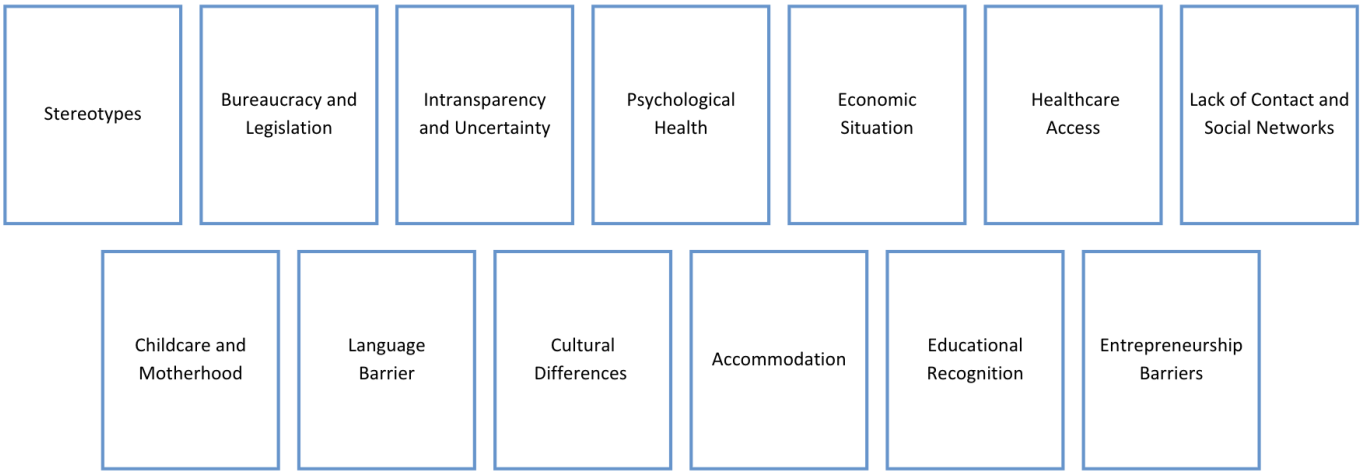


Fig. 1 Challenges Faced by Highly Educated Ukrainian Women During Crisis



Fig. 2 Resources for Highly Educated Ukrainian Women



Fig. 3 Opportunities for Highly Educated Ukrainian Women

Executive Summary

This report however, focuses on developing a long-term vision for mentoring. It aims to elaborate on research results and create an idea of a sustainable and proactive mentoring strategy to support highly educated Ukrainian women in dealing with the complexities of their professional and personal lives.

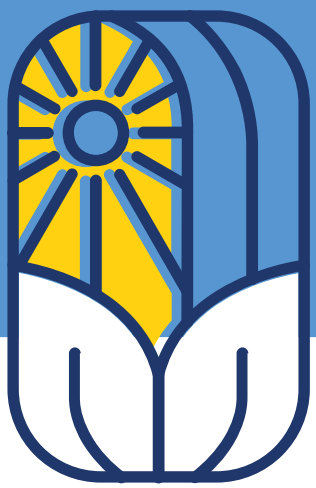
To gather insights, we conducted detailed interviews and consultations with mentors, highly educated Ukrainian women, internal stakeholders and external stakeholders. These interviews and consultations were carefully transcribed and analysed using MAXQDA, a qualitative data analysis software, to ensure robust and well-founded findings. The methodology involved examining the experiences and perspectives of these individuals to understand current mentoring practices' effectiveness and identify areas for improvement.
This report builds on the foundation of the research phase of the NatAlli project and offers a strategic roadmap for the future of mentoring highly educated Ukrainian women.

The report begins by tracing the historical development of mentoring, highlighting its transformation from informal arrangements to more structured, inclusive programs that respond to crises and the needs of diverse populations, including migrants and refugees.
The report then delves into the multifaceted challenges faced by both mentors and mentees in this unique context. Mentors working with Ukrainian women during times of crisis must navigate complex circumstances that demand empathy, adaptability, and resourcefulness. Mentees, on the other hand, grapple with resource constraints, language barriers, lack of networks, and the difficulties of displacement and adjustment to new environments.
To illustrate the transformative power of effective mentorship, the report presents a collection of inspiring success stories. These narratives demonstrate how mentoring relationships foster self-awareness, build resilience, catalyse professional achievements, enhance leadership skills, and expand vital networks.
Building on these insights, the study outlines key components that should be incorporated into a comprehensive mentoring program tailored to the specific needs of highly educated Ukrainian women. These components span a wide range of areas, including psychological support, cultural integration, professional development, and practical life skills.
The report then explores future scenarios based on internal stakeholder consultations conducted among partners of the NatAlli project. Through these consultations, stakeholders identified key drivers of change and brainstormed alternative future scenarios, examining contextual factors, trends, and potential developments, as well as associated challenges and opportunities.
Finally, the report concludes by presenting a long-term vision for mentoring that extends beyond immediate challenges. This vision offers a sustainable and proactive strategy to

support these women in their professional and personal lives, ensuring that mentoring programs continue to evolve and meet the changing needs of this unique demographic.
By providing a comprehensive overview of the mentoring landscape for highly educated Ukrainian women, addressing both current challenges and future opportunities, this report aims to inform and guide the development of effective, responsive, and sustainable mentoring.

02

Evolution of Mentoring



Mentoring programmes have undergone significant evolution, particularly in response to crises and the changing needs of diverse populations. Historically, mentoring was a relatively informal process, often based on personal networks and professional affiliations. However, contemporary mentoring programmes have become more structured, inclusive, and responsive to the specific challenges faced by mentees, especially those from vulnerable backgrounds such as migrants and refugees.

| Informal Mentoring

In its early stages, mentoring primarily relied on informal networks. Mentors were usually senior professionals within an organization who provided guidance based on their experiences. These relationships were often unstructured and heavily dependent on the personal chemistry between the mentor and mentee. The focus was generally on career advancement within a specific professional context, with little consideration given to the broader social and personal challenges that mentees might face.

| Structured Programmes

As organizations and societies recognized the diverse needs of their members, mentoring programmes began to adopt more structured approaches. This shift was driven by the need to provide equitable support and to address specific barriers faced by various groups, including women, minorities, and immigrants. Structured programmes introduced formalized matching processes, training for mentors, and defined goals and outcomes for mentoring relationships.

For instance, in the context of supporting migrants, structured mentoring programmes have become vital. These programmes often include components like language training, cultural orientation, and job readiness skills, tailored to help mentees navigate the specific challenges they encounter in a new country. The Netherlands, for example, has developed initiatives where mentoring programmes focus on practical skills such as Dutch language proficiency and job market readiness, reflecting a recognition of the nuanced needs of newcomers.

| Digital Tools

Recent years have seen the integration of digital tools and psychological support into mentoring programmes, especially in response to crises like the COVID-19 pandemic and the ongoing challenges of global migration. Digitalization has expanded the reach of mentoring programmes, making them more accessible to individuals who might be geographically isolated or have limited mobility. Online platforms facilitate regular interactions between mentors and mentees, overcoming traditional barriers of time and space.

| Psychological Support

Moreover, there is a growing recognition of the psychological challenges faced by mentees, particularly those coming from crisis situations such as war-torn regions. Effective mentoring programmes now incorporate psychological support and resilience-building components. For instance, the inclusion of psychological support within mentoring frameworks helps address trauma and stress, enabling mentees to focus on their personal and professional development.

| Sustainable Approaches

The evolution of mentoring programmes is also marked by a holistic approach that combines various supportive components. Modern mentoring programmes do not only focus on professional development but also on personal well-being and community integration. This holistic approach is evident in programmes that provide a combination of job training, language courses, and emotional support. In crisis situations, such as the displacement of Ukrainian women due to conflict, mentoring programmes are designed to address immediate needs while also preparing mentees for long-term integration and success in their new environments.

Sustainability is another key trend in the evolution of mentoring programmes. Sustainable mentoring involves creating systems that can adapt and continue to provide support even as circumstances change. This includes training mentors to handle sensitive issues, building networks that mentees can rely on, and ensuring that mentoring relationships can endure beyond the initial programme period.

The evolution of mentoring programmes reflects a broader understanding of the diverse needs of mentees and the importance of structured, inclusive, and holistic support systems. By integrating digital tools, psychological support, and a focus on sustainability, modern mentoring programmes are better equipped to address the challenges faced by individuals in crisis situations, particularly migrants and refugees. This evolution not only enhances the effectiveness of mentoring but also contributes to the broader goals of social inclusion and community resilience.

03

Challenges faced by Mentors

Mentors that work with Ukrainian women during times of crisis encounter a complex set of challenges that require careful navigation and a deep understanding of the unique circumstances the mentees face. These challenges are multifaceted and demand a high level of empathy, adaptability, and resourcefulness.

For quotes, we are using abbreviations and numbers to ensure the anonymity of our interviewees (e.g. Highly Educated Ukrainian Women, number 9: W9; Mentors, number 5: M5; External Stakeholders, number 7: E7).

| Emotional Involvement

Mentors often become deeply emotionally involved with their mentees, especially because many Ukrainian women have faced significant trauma. These women have often fled their home country due to war, leaving behind their families and careers. Their difficult experiences and ongoing challenges can evoke strong emotional responses from mentors who are committed to helping them. However, this deep involvement can sometimes make it hard for mentors to keep the necessary professional distance. The key challenge is balancing empathy with setting appropriate boundaries. Empathy helps mentors connect with their mentees and provide needed support, but without clear boundaries, mentors risk emotional burnout. Burnout can reduce a mentor's ability to offer effective guidance and support, negatively affecting the mentoring relationship. Mentors must develop strategies to care for their own emotional well-being. This might include setting clear limits on their availability, seeking support from other mentors, and practicing regular self-care. It is crucial for mentors to recognize the signs of burnout and take steps to prevent it. Additionally, it is important for mentors to understand and acknowledge the limits of their role. While they can provide significant emotional support, they are not a replacement for professional counsellors. When mentees need deeper psychological help, mentors should guide them to appropriate mental health resources. This ensures that mentees get the comprehensive support they need while allowing mentors to maintain their own emotional health.

| Addressing Psychological Struggles

Ukrainian women often face significant psychological struggles due to their displacement and the ongoing crisis in their homeland. This displacement can lead to intense feelings of anxiety, sadness, and uncertainty about the future. As a result, mentors working with these women need to be prepared to help with these emotional and psychological challenges.
Helping with psychological issues may require skills that go beyond the usual scope of mentoring. Mentors should be aware of the common signs of emotional distress, such as changes in mood, withdrawal from social interactions, or difficulty concentrating. They should create a supportive environment where mentees feel safe to share their feelings and experiences. However, it is also important for mentors to recognize the limits of their

abilities. While they can provide initial support and a listening ear, they are not trained therapists. When a mentee's psychological needs go beyond what a mentor can provide, it is crucial to refer them to professional psychological support. This might include counsellors, therapists, or mental health organizations that can offer specialized help. Mentors should familiarize themselves with local mental health resources so they can make informed referrals. They should also encourage mentees to seek professional help when needed and reassure them that doing so is a positive step towards their well-being.

| Navigating Cultural Differences

Cultural competence is a crucial part of effective mentoring, especially when working with mentees from diverse backgrounds. Mentors must be aware of and sensitive to the various cultural nuances that their mentees bring to the relationship. This means recognizing that each person's cultural background influences their perspectives, behaviours, and ways of communicating. One of the key tasks for mentors is to avoid imposing their own cultural values and assumptions on their mentees. This can be challenging because everyone naturally views the world through the lens of their own experiences and cultural background. However, successful mentors understand the importance of putting aside their own biases and making a genuine effort to understand the mentee's cultural context. To navigate these cultural differences effectively, mentors need to engage in continuous learning and show a willingness to adapt. This might involve learning about the mentee's culture, asking open-ended questions, and listening actively to their experiences and viewpoints. Mentors should also be open to feedback and ready to adjust their approach based on what they learn from their mentees. Understanding and respecting cultural differences are essential steps in building trust within the mentoring relationship. When mentees feel that their cultural identity is acknowledged and respected, they are more likely to open up and engage fully in the mentoring process. This mutual respect helps to create a safe and supportive environment where mentees can thrive. Moreover, cultural competence is not a one-time achievement but an ongoing process. Mentors should continuously seek out opportunities to broaden their cultural knowledge and skills. This might include attending cultural competence training sessions, reading relevant literature, or participating in cultural events and activities.

| Balancing Support and Challenge

One of the most important roles of a mentor is to find the right balance between offering support and challenging the mentee to grow. This balance is crucial because it ensures that mentees feel both supported and motivated to reach their potential. However, achieving this balance can be particularly challenging when mentees are dealing with significant external pressures and internal struggles. Mentors must recognize when to push their mentees to step out of their comfort zones and take on new challenges. Encouraging them to tackle difficult tasks, set higher goals, or develop new skills is essential for personal and professional

growth. At the same time, mentors need to know when to offer more support and understanding. During times of high stress or personal difficulty, providing empathy, encouragement, and practical advice can help mentees feel less overwhelmed. Finding this balance requires continuous observation and communication. Regular check-ins allow mentors to assess how their mentees are coping and what they need at any moment. Building a trusting relationship through consistent, open, and honest communication is also essential. Mentors can use goal setting as a tool to balance support and challenges. By working with mentees to set clear, achievable goals, mentors can help them see their progress and understand that challenges are a part of growth.

| Managing Expectations and Building Trust

Establishing a trusting relationship with mentees is crucial but can be challenging due to differing expectations. Mentees come from diverse backgrounds and have varied aspirations, influencing what they expect from mentoring. Managing expectations starts with clear communication. Mentors should discuss goals, roles, and boundaries early on to ensure alignment. This helps prevent misunderstandings and sets the foundation for a productive relationship.

Building trust requires consistent support. Mentors should be reliable, punctual, and actively listen. Providing thoughtful feedback and showing genuine interest in the mentee's progress helps them feel valued and respected. Open communication is key. Encouraging mentees to express their thoughts and concerns freely fosters a safe environment for honest dialogue and deeper understanding. Transparency about limitations is also important. Mentors should acknowledge areas where they lack expertise and guide mentees to professional help when needed. Regularly revisiting and adjusting expectations keeps the relationship aligned. As needs and goals evolve, flexibility in adjusting expectations helps maintain trust and productivity. Finally, empathy enhances trust. Understanding the mentee's unique challenges and offering compassionate support strengthens the relationship.

| Resource Constraints and Continuous Skill Development

Mentors often face challenges related to time and resources, limiting the support they can provide. Effective mentoring requires not just time but also access to resources such as professional development tools, networks, and financial support for mentees. Mentors need to manage their resources efficiently and seek additional support when necessary. Time management is crucial for mentors to meet regularly with mentees and provide consistent support. They should also use professional development tools and access networks for advice and resources. Identifying financial support mechanisms can further benefit mentees.

Continuous skill development is essential for mentors to stay effective. As mentees' needs evolve, mentors must keep their skills updated, especially in digital skills, psychological support, and crisis management. Regular training and professional development activities,

such as workshops and courses, help mentors improve their abilities and prepare for future challenges. Staying informed about new developments and best practices through reading, participating in professional organizations, and networking is also important. This ongoing education ensures mentors can address the challenges their mentees face effectively.

04

Challenges faced by Mentees

The mentoring process, especially during crises, shows specific challenges that mentees often face. These challenges are multifaceted including resource constraints, language barriers and lack of networks, and are worsened by the unique difficulties of displacement and adjusting to new environments. In this report, we take the perspectives of the mentors. They indicated which general challenges mentees face.

Not taken seriously

In the context of mentoring Ukrainian women who have relocated to host countries following the crisis in Ukraine, one significant challenge that often arises is the risk of their ideas and contributions not being taken seriously. This issue is particularly prevalent for social entrepreneurs from refugee or marginalized populations, who may find themselves facing unexpected barriers when trying to establish themselves in their new environments.

These mentees frequently encounter a dismissive attitude from potential partners, investors, or even mentors, often before they've even had the opportunity to fully present their ideas. This premature dismissal can stem from various factors, including preconceived notions about refugees, cultural biases, or a lack of understanding of the unique perspectives these women bring to the table.

One of the root causes of this challenge is the difference in communication styles and approaches between the mentees and their host country counterparts. Ukrainian women may have developed distinct ways of addressing people or approaching business matters that differ from local norms. This cultural gap can lead to misunderstandings or misinterpretations of their intentions and capabilities.

Moreover, the women often lack the established networks and access to resources that local entrepreneurs might take for granted. This disadvantage can make it more difficult for them to navigate the social and professional landscapes of their host countries, further exacerbating the problem of not being taken seriously.

The dismissal of their ideas can have far-reaching consequences. It not only hinders the potential for innovative solutions that these women might bring to social issues but also undermines their confidence and motivation. This can lead to a cycle of self-doubt and reduced participation, ultimately hindering their integration and potential contributions to their new communities.

Addressing this challenge requires a multifaceted approach. Mentors need to be aware of these potential biases and work actively to create an environment where their mentees' ideas are given fair consideration. This might involve advocating for their mentees in professional settings, helping them adapt their communication styles without losing their unique perspectives, and connecting them with networks that can amplify their voices.

| Raising Capital

Securing funding is a major challenge for mentees, particularly during times of crisis. Displaced Ukrainian women, who are often trying to navigate unfamiliar business environments, find it especially difficult to attract investors. This difficulty is due to several factors, including economic instability and increased risk aversion among potential investors. Economic instability makes investors more cautious about where they put their money. They are less likely to invest in new or small businesses, especially those run by individuals who are new to the business environment. This situation is even more challenging for displaced Ukrainian women who may lack a track record in their new country, making it harder to prove their business's potential success. Interviews with mentors highlight that the barrier to raising capital is further exacerbated by the lack of established financial networks. Many displaced individuals do not have the same connections that local entrepreneurs might have. These networks are often crucial for finding investors and securing funding. Additionally, limited access to traditional funding sources like banks and credit institutions makes it even more challenging. Traditional financial institutions might require extensive documentation and credit history, which displaced Ukrainian women might not have. This lack of access to traditional funding avenues forces these women to rely on personal savings or seek out less conventional sources of funding, which are often harder to secure and come with higher risks. Mentors emphasize the importance of building strong financial networks and exploring alternative funding options. This might include seeking out grants, participating in crowdfunding, or connecting with organizations that support women entrepreneurs and refugees. By expanding their financial networks and becoming knowledgeable about various funding opportunities, displaced Ukrainian women can improve their chances of securing the capital needed to start and sustain their businesses.

| Networking

Building a strong professional network is a significant challenge for many displaced individuals, including Ukrainian women. Migrants often lack local connections needed to navigate the business environment effectively. This lack of a support network limits their access to vital resources, information, and opportunities crucial for business success. Professional networks provide essential support such as mentorship, business advice, and introductions to potential clients or partners. Without these connections, displaced individuals can feel isolated and find it hard to integrate into the local business community. This isolation can slow their progress and make it difficult to seize new opportunities. Interviews with mentors highlight the importance of networking for business success. A robust network can open doors to valuable information, resources, and opportunities. However, for Ukrainian women new to a country, establishing these networks can be particularly difficult due to unfamiliarity with local business customs, key players, and networking opportunities. Language barriers and cultural differences further complicate their efforts. Mentors can help by introducing mentees to key contacts, guiding them on

effective networking, and supporting them as they navigate new environments. Joining professional groups, attending networking events, and using online tools like LinkedIn are effective strategies for building networks.

| Crisis Management

Effective crisis management is crucial for entrepreneurial success, especially in volatile environments. Entrepreneurs often face unexpected challenges that can threaten their business operations. Many mentees struggle to develop and implement strategies to handle these crises effectively. This difficulty is compounded by the need for both practical skills and emotional resilience, which can be hard to maintain during prolonged periods of uncertainty and stress.

Crisis management involves identifying potential threats, planning responses, and taking decisive actions to mitigate negative impacts. For many mentees, especially those new to entrepreneurship, developing these strategies can be daunting due to a lack of experience or knowledge. Mentors play a vital role in guiding mentees through this process by sharing their experiences and providing practical advice on handling different types of crises. This support helps mentees build a toolkit of crisis management techniques. Emotional resilience is also crucial for effective crisis management. Entrepreneurs must stay calm and focused under pressure, make clear-headed decisions, and recover quickly from setbacks. Maintaining this resilience is challenging, especially during prolonged stress and uncertainty, which can lead to burnout and anxiety.

Mentors can support mentees by teaching stress management techniques, encouraging self-care practices, and providing emotional support. Regular check-ins help mentees feel more confident in handling crises as they arise. Additionally, mentors can encourage a proactive approach to crisis management. This includes creating crisis management plans, establishing emergency funds, and building support networks, which enhance a mentee's ability to navigate crises successfully.

| Work-Life Balance

Balancing professional and personal responsibilities is a constant challenge for entrepreneurs, especially during crises. The stress of running a business while managing personal issues, such as displacement or family separation, can be overwhelming and affect both productivity and mental health. Entrepreneurs often face long hours and high demands, leaving little time for personal life. During crises, this pressure increases, particularly for displaced individuals like many Ukrainian women who must adapt to new environments without family support. Interviews highlight that maintaining work-life balance is a common concern, leading to burnout, reduced efficiency, and poor decision-making.

Effective strategies for managing work-life balance include setting clear boundaries between work and personal time, prioritizing tasks, and delegating responsibilities. Mentors can guide mentees on time management and stress reduction techniques to better balance their lives.

Incorporating self-care practices such as regular exercise, healthy eating, adequate sleep, and relaxation can improve well-being. Mentors should encourage mentees to prioritize their health, as it is crucial for long-term business success. Support systems, including family, friends, and professional networks, are essential for maintaining balance. Entrepreneurs should seek support and not hesitate to ask for help when needed. A strong support network provides emotional relief and practical assistance during challenging times.

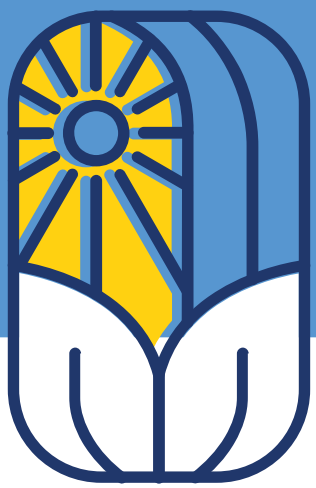
| Language Barriers

Ukrainian women often face significant challenges adapting to a new language environment, which hinders effective communication, business negotiations, and networking. This struggle impacts daily business operations, limits expansion, and complicates integration into the local market. Effective communication is crucial for running a business smoothly and involves understanding cultural nuances and professional jargon. Language barriers can lead to misunderstandings and errors, making even simple interactions difficult. Business negotiations require clear communication and strong language skills to secure favourable deals. Without these skills, negotiations can result in unfavourable terms or missed opportunities. Networking, essential for building professional relationships, is also affected. Language difficulties can prevent Ukrainian women from connecting with potential partners, clients, and mentors, limiting their access to valuable resources and support networks. Interviews with mentors highlight the importance of language proficiency for successful entrepreneurship. Overcoming language barriers is crucial for market integration and business growth. Language skills enhance communication and build confidence, enabling entrepreneurs to engage more fully in their business activities.

Mentors can support Ukrainian women by encouraging language courses, providing language learning resources, and offering opportunities for immersive experiences. Businesses and organizations can help by offering bilingual resources, translation services, and language support programmes.

05

Mentoring Success Stories



This chapter delves into a collection of inspiring mentoring success stories, showcasing the profound impact that meaningful mentor-mentee relationships can have on individuals' lives and careers. These narratives highlight the multifaceted nature of mentorship, demonstrating how it fosters self-awareness, builds resilience, catalyses professional achievements, enhances leadership skills, and expands vital networks.

| Self-Awareness and Personal Growth

One recurring theme in the success stories is the development of self-awareness and personal growth among mentees. Mentors shared instances where mentees gained a deeper understanding of their strengths, weaknesses, and professional aspirations. This self-awareness often serves as the first step towards making informed decisions about their careers and personal lives. For example, one mentor described working with a mentee who initially lacked confidence in her abilities. Through regular discussions and reflective exercises, the mentor helped her recognize her unique skills and potential. These activities included setting personal goals, identifying achievements, and analysing areas for improvement. As the mentee became more aware of her capabilities, she began to take on more responsibilities at work. This newfound self-awareness empowered her to pursue leadership roles within her organization, ultimately leading to a promotion. This transformation not only boosted her career but also significantly improved her self-esteem and outlook on life.

| Navigating Crisis and Building Resilience

Another important theme is the ability of mentees to navigate crises and build resilience. Mentors highlighted cases where mentees faced significant challenges, such as adapting to a new cultural environment or managing personal and professional crises. Through the support of their mentors, these women were able to develop strategies to cope with stress and uncertainty. One mentor recounted the story of a mentee who struggled with the psychological impact of displacement and the pressure of starting a new business. The mentor provided a safe space for the mentee to express her concerns and fears. They discussed stress management techniques, such as mindfulness and time management, and worked on building a support system. The mentor also shared personal experiences of overcoming similar challenges, which helped the mentee feel less isolated. This emotional and practical support was crucial in enabling the mentee to stay focused on her business goals despite the challenging circumstances. Over time, the mentee became more resilient, learning to bounce back from setbacks and maintain a positive outlook.

| Achieving Professional Milestones

Mentoring has also played a critical role in helping mentees achieve significant professional milestones. Mentors shared numerous success stories where their guidance directly contributed to the mentee's career advancement and business achievements. These

milestones included securing funding for business ventures, expanding professional networks, and achieving recognition in their fields. For instance, a mentor described how a mentee successfully navigated the complexities of securing a business loan. The mentor provided insights into the application process, helped the mentee prepare a compelling business plan, and connected her with financial advisors. This preparation involved detailed financial forecasting, understanding loan requirements, and crafting a persuasive pitch. As a result, the mentee was able to secure the necessary funding to expand her business, marking a significant milestone in her entrepreneurial journey. This success not only provided the financial means to grow her business but also gave her the confidence to pursue further opportunities.

| Enhancing Leadership and Management Skills

The development of leadership and management skills was another key outcome of effective mentoring. Mentors emphasized the importance of cultivating these skills to enable mentees to take on more significant responsibilities and lead teams effectively. Success stories in this area often involved mentees taking on new leadership roles and implementing innovative management practices. One mentor recounted working with a mentee who aspired to become a manager within her company. The mentor provided targeted coaching on leadership principles and practical management strategies. They worked on developing key skills such as decision-making, conflict resolution, and team building. The mentor also encouraged the mentee to participate in leadership workshops and seminars. Through this process, the mentee gained the confidence and skills needed to lead a team. Her successful transition to a managerial role was a testament to the impact of focused mentoring. This experience not only advanced her career but also contributed to her company's success by fostering a more effective leadership style.

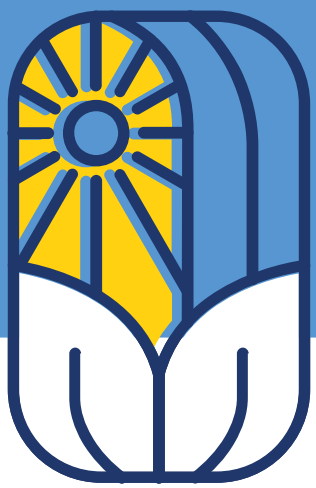
| Building Strong Professional Networks

Finally, mentors highlighted the success stories related to building strong professional networks. Networking is a critical component of professional success, and mentors played a vital role in helping mentees expand their connections. These expanded networks provided mentees with access to new opportunities, resources, and support systems.

A mentor shared the experience of a mentee who was new to the local business community and struggled to establish connections. The mentor introduced her to key industry contacts and encouraged her to participate in networking events. They discussed strategies for effective networking, such as preparing an elevator pitch, identifying potential contacts, and following up after meetings. Over time, the mentee built a robust professional network that significantly enhanced her business prospects and professional growth. This network provided her with valuable insights, collaboration opportunities, and support, which were crucial for her business's success and her personal development.

06

Mentoring Programme Components



Our research has identified key components that should be incorporated into a comprehensive mentoring programme to address the specific needs of highly educated Ukrainian women. These components span a wide range of areas, from psychological support and cultural integration to professional development and practical life skills.

| Psychological Support

A comprehensive mentoring programme for Ukrainian women who have relocated to host countries should include a strong component focused on psychological support, motivation, building confidence, resilience, and persistence. This aspect of the programme is crucial given the unique challenges and traumas these women have faced. As one woman makes clear: "We were all very traumatized. And even now, many Ukrainians remain very traumatized. Because when you have this trigger, and you can't get rid of it, and you try to live with it, but you need to remove the trigger, but we can't remove it - that's the first thing" (W25).

The psychological support component should address the ongoing stress and anxiety many Ukrainian women experience due to the conflict in their homeland. Many are constantly worried about family and friends left behind, checking news and communicating with loved ones in Ukraine. This divided attention makes it difficult to fully engage in their new lives and integrate into their host countries. The programme should provide tools and techniques from psychology to help women manage this stress and find ways to balance their concern for their homeland with the need to focus on their present circumstances.

Motivation is another key area to address. Many women may feel discouraged by language barriers or perceived lack of progress in their new environments. The programme should work to counter negative self-talk and societal prejudices that may undermine their motivation. Mentors should emphasize the significant efforts these women are making daily, even if progress seems slow. Celebrating small victories and acknowledging the challenges they've overcome can help maintain motivation.

Building confidence is essential for these women as they navigate new cultures and systems. Many may feel that their skills and experiences from Ukraine are not valued or recognized in their host countries. The mentoring programme should focus on helping women recognize their inherent strengths and transferable skills. Encouraging a mindset of courage and self-belief is crucial. Mentors should remind women that they have successfully managed similar challenges in Ukraine and are capable of doing so in their new environment.

Resilience and persistence are vital qualities to nurture. The programme should emphasize the importance of being proactive and persistent in pursuing opportunities. This might involve encouraging women to network, reach out to potential employers or collaborators, and not be discouraged by initial rejections. Mentors should share strategies for maintaining resilience in the face of setbacks and help women develop a growth mindset that views challenges as opportunities for learning and development.

The programme should also consider incorporating professional psychological support or therapy sessions. While there may be cultural stigma around mental health support, normalizing it within the mentoring programme can help make it more acceptable. Offering access to therapists who understand the specific context of Ukrainian refugees, possibly including Ukrainian-speaking professionals, could be particularly beneficial.

It's important to recognize that readiness for support may vary among individuals. Some women may need time to process their experiences and trauma before fully engaging in career development or integration efforts. The programme should be flexible enough to meet women where they are in their journey, offering different levels of support as needed.

Lastly, the programme should foster a sense of community among participants. Sharing experiences with others who have faced similar challenges can be incredibly validating and supportive. Group sessions or peer mentoring components could provide additional layers of psychological support and motivation.

By addressing these psychological and emotional aspects alongside practical skills and knowledge, a mentoring programme can provide holistic support to Ukrainian women as they rebuild their lives in new countries. This approach recognizes that successful integration and personal growth are deeply intertwined with mental well-being and emotional resilience.

| Role Models

What is also important is the incorporation of role models and the cultivation of a supportive community network. These elements work in tandem to provide inspiration, guidance, and a sense of belonging for the mentees as they navigate their new environments and challenges.

Role models play a pivotal role in the mentoring process, offering mentees tangible examples of success and resilience. For Ukrainian women who have experienced displacement, it is particularly important that these role models are relatable and have faced similar challenges. By showcasing women who have overcome crises and adversity, the programme can instil hope and demonstrate that success is achievable despite difficult circumstances. These role models should not only highlight their achievements but also openly discuss their failures and struggles. This transparency helps to normalize the concept of failure and reduces the self-imposed pressure that many women feel.

The programme should emphasize that setbacks are a natural part of any journey, and that failure does not equate to the end of one's aspirations. This message is crucial for mentees who may be carrying emotional baggage or facing societal and familial pressures. By learning from role models who have experienced setbacks and emerged stronger, mentees can develop a more resilient mindset and approach their own challenges with greater confidence.

To ensure authenticity and cultural relevance, it is essential to involve individuals from within the Ukrainian community in leadership roles within the mentoring programme. Their

firsthand experience and cultural understanding can provide invaluable insights and guidance, making the programme more effective and relatable for the mentees.
While one-on-one mentoring relationships are important, the programme should also foster a sense of community among participants. Group sharing sessions and networking events can create opportunities for mentees to learn from each other's experiences and build supportive relationships. This communal aspect of the programme helps to combat feelings of isolation and encourages engagement by allowing mentees to relate to one another's journeys.
The visibility of the mentoring programme is crucial for its success. Efforts should be made to promote the programme widely within the Ukrainian community and ensure that potential mentees are aware of its existence and benefits. This can be achieved through various channels, including community events, social media, and partnerships with local organizations serving Ukrainian refugees.
By creating opportunities for mentees to actively participate in and contribute to the community, the programme can help them develop a sense of belonging and purpose in their new environment. This might include organizing cultural events, volunteer opportunities, or skill-sharing workshops where mentees can showcase their talents and expertise.

| Culture

Moreover, the mentoring programme should focus on key aspects of integration and adaptation. This component should address the differences in work-life balance, highlighting the increased flexibility and part-time opportunities often available in host countries. It should provide guidance on navigating bureaucratic systems, including understanding insurance requirements, documentation processes, and educational opportunities.
Understanding and respecting the host country's culture is another crucial element. Mentors should emphasize the importance of cultural sensitivity and respect for local customs and social norms. This includes learning the local language, which is vital for effective communication and integration. Additionally, the programme should address social norms and values, particularly those that may differ significantly from those in Ukraine. For example, there may be differences in how children are disciplined or how social interactions are conducted. Mentors can share their experiences and insights to help mentees navigate these cultural differences and avoid misunderstandings.
Additionally, the programme should address the social and economic structures of the host countries, often characterized by a larger middle class and more homogeneous society compared to Ukraine. This understanding can help women adapt to new social dynamics and build connections.
Finally, the programme should encourage participation in volunteer activities. Volunteering can provide valuable insights into the local system, people, and mentality. It offers an opportunity to give back to the community while also gaining a deeper understanding of the

host country's culture. This experience can be instrumental in helping Ukrainian women feel more connected and integrated into their new homes.

| Language Courses

Language acquisition is a critical component of any mentoring programme designed for Ukrainian women relocating to host countries. The importance of language skills cannot be overstated, as they are fundamental to integration, personal development, and professional success in a new environment. A comprehensive language course component should address both English proficiency and the language of the host country, including professional language skills necessary for entering the job market.

The language course component should be structured to accommodate various proficiency levels and learning styles. For English language instruction, the programme should offer regular classes, ideally more than once a week, as many participants expressed that one or two hours per week is insufficient for meaningful progress. Both online and offline options should be available, with a preference for in-person classes as they tend to be more effective for language acquisition. Small group settings or one-on-one tutoring could be offered to cater to individual needs and learning paces. The interviews also reveal that some language teachers would like to speak Ukrainian in addition to the foreign language, so that basic grammar can be explained in the mother tongue in a way that is easy to understand.

For the host country's language, the programme should go beyond basic communication skills taught in standard integration courses. Participants noted that while these courses help with day-to-day interactions, they often fall short in preparing individuals for professional environments. Therefore, the language component should include advanced courses that focus on professional vocabulary, business communication, and industry-specific terminology. This approach would better equip participants to pursue career opportunities in their new country.

The programme should also consider offering specialized language courses for specific professions or industries. For instance, researchers and scientists might benefit from courses tailored to academic writing and presentation skills in English or the host country's language. Similarly, those interested in entrepreneurship could receive language training focused on business terminology and negotiation skills.

Recognizing the importance of language certifications in the job market, the mentoring programme should also provide guidance and support for participants wishing to obtain recognized language qualifications such as IELTS for English or equivalent certifications for the host country's language. This could include preparation courses, practice tests, and assistance with registration and fees for official examinations.

Lastly, the interviews show that the language component should incorporate cultural aspects of both the host country and the international business environment. This would help participants not only improve their language skills but also gain a deeper understanding of

cultural nuances, idioms, and communication styles, which are crucial for successful integration and professional advancement.
By offering a robust and multifaceted language course component, the mentoring programme can significantly enhance the prospects of Ukrainian women in their host countries, empowering them to overcome language barriers, pursue meaningful employment, and build successful careers in their new environments.

| Professional Skills

There is a need for developing basic business and professional skills, as well as leadership and management abilities. This component is essential for empowering these women to navigate the professional landscape in their new environments and seize opportunities for growth and success.
The programme should cover fundamental business knowledge, including the basics of teamwork and collaboration. This includes teaching effective communication, time management, and problem-solving skills that are universally applicable in professional settings.
Leadership skills should be trained as well, beginning with self-leadership and progressing to team leadership concepts. The programme should cover topics such as decision-making, delegation, and motivating others. As one participant expressed interest in, "I'm looking now for a leadership course, like to improve myself, like maybe for future job opportunities or whatever" (W22). This demonstrates the desire for such skills among the target audience.
The mentoring programme should also address soft skills, which are crucial for professional success. These include emotional intelligence, adaptability, and resilience – all particularly relevant for individuals navigating a new cultural and professional environment. Additionally, the programme should cover what one interviewee called "boundary spanning skills," which involve influencing others, presenting new ideas, and bringing people together.
The programme should also include guidance on navigating the specific business culture and practices of the host country. This might involve sessions on local business etiquette, networking strategies, and understanding the regulatory environment for businesses.
Finally, the mentoring programme should connect participants with local business leaders and entrepreneurs, particularly women who have successfully established themselves in the host country. These connections can provide invaluable insights, inspiration, and potentially lead to internship or job opportunities.
By focusing on these areas, the mentoring programme can equip Ukrainian women with the skills and confidence needed to thrive in their new professional environments. As one interviewee wisely stated, "The main thing is for this girl to have the desire" (W25). With the right support and resources, these women can channel their desire into tangible professional growth and success.

| Digital Skills

The digital skills component is another important area of learning to enhance the participants' competitiveness in the job market, support their entrepreneurial endeavours, and facilitate their integration into the digital-first economies of their host countries.

The programme should address the growing significance of social media marketing for businesses. Mentors can help participants understand how to leverage various social media platforms to promote products or services, reach new customers, and build a brand presence. This knowledge is particularly valuable for those interested in entrepreneurship or working with small businesses that may not have dedicated marketing teams.

Given the increasing prevalence of remote work, the mentoring programme should include training on digital tools and platforms commonly used in virtual work environments. This might include project management software, video conferencing tools, and collaborative document editing platforms. Mentors should emphasize the importance of adaptability and willingness to learn new technologies, as these skills are highly valued in the modern workplace.

The programme should also cover basic to advanced Microsoft Excel skills, as proficiency in this software is often required in many professional settings. Mentors can guide participants through practical exercises that demonstrate how to use Excel for data analysis, reporting, and visualization.

Additionally, the mentoring programme should introduce participants to emerging technologies like artificial intelligence and machine learning, with a particular focus on tools like ChatGPT. Mentors can demonstrate how these technologies can be leveraged to enhance productivity and problem-solving in various professional contexts.

| Legal System, Finance and Taxes

Another useful element of a mentorship programme could teach about navigating the legal system, taxes, and finances in their new environment. This aspect is often one of the most challenging and complex parts of establishing oneself in a foreign country, especially for those looking to start or continue their entrepreneurial journey.

The mentoring programme should provide comprehensive guidance on the legal and financial landscape of the host country. This would include an overview of the business registration process, explaining the different types of business entities available, and the pros and cons of each. Mentors should be prepared to discuss the step-by-step procedure for registering a business, including when legal assistance might be necessary and when entrepreneurs can handle the process themselves.

Tax education is another critical element. The programme should cover the basics of the tax system in the host country, including the types of taxes businesses are required to pay, tax rates, and filing deadlines. This knowledge is essential for accurate business planning and pricing strategies. Mentors should also address personal taxation, as understanding how to manage personal finances in a new country is equally important.

Financial literacy specific to the host country should be a key focus. This includes explaining local banking systems, how to open business and personal accounts, and the financial instruments available for entrepreneurs. The programme should cover topics such as business loans, grants, and other funding opportunities that might be available to new residents or specifically to Ukrainian refugees.
The mentoring programme could also address the intersection of entrepreneurship with other aspects of life in the host country. For instance, mentors should be prepared to explain how running a business might affect one's status with job centres or social services, and how to balance entrepreneurship with potential employment opportunities.
Given the complexity of these topics, the mentoring programme should adopt a holistic, one-on-one approach. This allows for personalized guidance tailored to each mentee's specific situation and business ideas. Mentors should be well-versed in the local system or have access to experts who can provide accurate, up-to-date information.
Additionally, the programme should include practical exercises, such as creating sample business plans, calculating potential taxes, and navigating relevant government websites. This hands-on approach can help demystify the process and build confidence among the mentees.
Ultimately, this component of the mentoring programme aims to empower Ukrainian women with the knowledge and skills needed to navigate the legal and financial aspects of their new environment confidently.

| Job Market

The mentoring programme for Ukrainian women should include a component on navigating the job market and finding remote work opportunities. This component should focus on equipping participants with the necessary tools and knowledge to effectively search for jobs, present themselves professionally, and understand the nuances of the local job market. As a few Ukrainian women have reported, some of them work with personal coaches who support them with a wide range of problems relating to the job market in their host countries: "I took this possibility and took the support. And during three months, we are speaking, I have consultations and we're speaking. How can I get my first job? And, how can I work without diplomas?" (W2). This allows conclusions to be drawn about what should not be missing in a programme with regard to the job market and job search.
The programme should start by introducing participants to the concept of a CV (curriculum vitae) and its importance in the job search process. Many Ukrainian women may be unfamiliar with the specific format and content expectations of CVs in their host countries, as the requirements often differ from those in Ukraine. The mentoring programme should provide guidance on crafting a compelling CV that highlights relevant skills, experiences, and achievements in a way that resonates with local employers.
In addition to CV writing, the programme should emphasize the importance of creating and optimizing a LinkedIn profile. LinkedIn has become an essential tool for professional

networking and job searching in many countries. Mentors should guide participants on how to build an effective LinkedIn presence, including writing a strong summary, showcasing skills, and connecting with relevant professionals and companies. The programme should also introduce other country-specific professional networking platforms, such as Xing in Germany, to ensure participants are aware of all available resources.

Another crucial aspect of the job search process is the motivation or cover letter. The mentoring programme should teach participants how to write compelling cover letters that complement their CVs and effectively communicate their value to potential employers. This includes understanding the structure and tone expected in the host country, as well as how to tailor the letter to specific job opportunities.

The programme should also provide an overview of the local job market, including information on in-demand skills, industry trends, and common hiring practices. This knowledge will help participants align their job search strategies with market realities and identify potential opportunities that match their skills and experience.

For those interested in remote work, the mentoring programme should offer guidance on finding and securing remote positions. This could include introducing participants to popular remote job boards, discussing best practices for remote job applications, and providing tips on how to stand out in a competitive global job market.

The mentoring programme should also address the importance of understanding local business culture and practices. This knowledge can be crucial during the job search process and when starting a new position. Mentors should share insights on workplace norms, communication styles, and expectations in professional settings within the host country.

To make the learning process more practical, the programme could incorporate mock interviews and resume review sessions. These hands-on exercises would allow participants to practice their interview skills, receive feedback on their application materials, and build confidence in their ability to navigate the job search process.

Finally, the programme should provide information on legal considerations related to employment, such as work permits, visa requirements, and employment contracts. Understanding these aspects is crucial for Ukrainian women seeking to establish themselves professionally in their host countries.

By covering these various aspects of job searching and remote work opportunities, the mentoring programme can empower Ukrainian women to navigate the complexities of the job market in their host countries effectively. This comprehensive approach will not only help them find suitable employment but also contribute to their overall integration and success in their new environments.

| Entrepreneurship

A vital component of a mentoring programme for Ukrainian women entrepreneurs relocating to host countries should focus on helping them understand how entrepreneurship works in their new environment. This aspect of the programme is crucial, as many of these

women express a strong desire to start businesses but feel hindered by a lack of knowledge about local regulations, processes, and cultural norms. As one woman mentions "So, for example, for me, I would like to open something as an entrepreneur, but I have some fear" (W2).

The programme should begin by addressing the fundamental issue of business registration and local regulations. Many Ukrainian women entrepreneurs feel uncertain about the legal requirements for starting a business in their host country. The mentoring programme should provide comprehensive guidance on the step-by-step process of business registration, including information on required licenses and permits, explanation of different business structures such as sole proprietorship or limited liability companies, and assistance in navigating the various government agencies involved in the process. This information is particularly important as many of these women come from a background where informal business practices may have been more common, and they need to adapt to stricter regulatory environments.

Financial management and taxation are other critical areas where these entrepreneurs require support. The programme should offer a thorough overview of the local tax system and reporting requirements, guidance on setting up business bank accounts, and information on bookkeeping and accounting practices. Many women express concern about understanding financial instruments, budgeting processes, and tax obligations in their new country. The programme should address these concerns by providing clear, practical information and connecting participants with financial consultants or accountants who can offer personalized advice.

Access to resources and support networks is another crucial element. Many Ukrainian women entrepreneurs report feeling "lost" in their new business environment, unsure of where to find information or who to ask for help. The mentoring programme should facilitate connections to local business support organizations, chambers of commerce, and government support programmes for entrepreneurs. It should also provide introductions to professional service providers such as lawyers and accountants and create networking opportunities with other local and immigrant entrepreneurs. These connections can help alleviate the sense of isolation and provide valuable local insights.

Cultural and market insights are essential for these entrepreneurs to successfully adapt their business ideas to their new environment. The programme should provide insights into local consumer behaviour and preferences, information on industry-specific regulations and norms, and guidance on adapting business models to the local market. It should also offer cultural training on business etiquette and communication, helping these women navigate any cultural differences in business practices.

Language support is another critical component, as language barriers can be a significant obstacle for many of these entrepreneurs. The programme should offer business-specific language courses, translation services for important documents, and assistance in creating

bilingual marketing materials. This support can help these women feel more confident in their ability to communicate effectively in their new business environment.
Practical skills development should also be a key focus of the programme. Many Ukrainian women entrepreneurs express a need for hands-on support in various aspects of running a business. The programme should include workshops on creating business plans, training on digital marketing and e-commerce, guidance on pricing strategies and financial projections, and mentorship from experienced local entrepreneurs. These practical skills can help bridge the gap between the theoretical knowledge of how to start a business and the practical reality of running one.
By addressing these areas comprehensively, the mentoring programme can help Ukrainian women entrepreneurs overcome their fears and uncertainties, enabling them to successfully establish and grow their businesses in their host countries. The programme should be designed to provide both theoretical knowledge and practical, hands-on support, recognizing the unique challenges faced by these women as they navigate a new business environment. It should leverage their existing skills and entrepreneurial spirit while providing the specific knowledge and support they need to adapt to their new context. Ultimately, such a programme can play a crucial role in empowering these women to achieve economic independence and contribute to their host countries' economies.

| Work-Life Balance

Another crucial component of the mentoring programme is helping them achieve a healthy work-life balance. This aspect is particularly important for women entrepreneurs, who often find themselves juggling the demands of both family and business.
The mentoring programme should focus on providing practical strategies and tools to help these women optimize their time and energy. One woman expresses this need "I need to find a balance. But how? Because of course, it's very particular to each situation reality, but maybe providing some tips in this regard, how can they be flexible?" (E1)
One key area to address is the development of negotiation skills, which can be invaluable in both professional and personal contexts. Women entrepreneurs need to learn how to effectively negotiate with clients, partners, and even family members to ensure they can dedicate sufficient time to both their business and personal lives.
The programme should emphasize the importance of time management and offer concrete tips for maximizing productivity. For instance, mentors could suggest utilizing commute time by taking public transportation instead of driving, allowing for work to be done during travel. Another strategy could involve creating a detailed schedule that maps out daily and weekly routines, identifying potential areas for optimization.
Flexibility is another crucial aspect to address. Mentors should guide participants in exploring flexible work arrangements, such as adjusting work hours to accommodate childcare responsibilities or utilizing remote work options when possible. This might involve

brainstorming creative solutions, such as sharing childcare duties with other entrepreneurs or exploring local childcare options in their new host country.

The programme should also address the emotional aspects of maintaining a work-life balance. Mentors can help women entrepreneurs recognize that their businesses are, in a sense, like another child requiring care and attention. However, it's essential to establish boundaries and avoid neglecting personal well-being and family time. Techniques for stress management and self-care should be incorporated into the mentoring sessions.

For women with children, the mentoring programme needs to consider the specific challenges of childcare. This might involve discussing strategies for finding reliable childcare in a new country, exploring options for after-school activities, or even considering how to involve older children in the business in age-appropriate ways.

The mentoring sessions should also cover the importance of building a support network in the new host country. This network can include other entrepreneurs, local community members, or fellow Ukrainian expatriates who can offer mutual support and potentially share resources like childcare.

Lastly, the programme should emphasize the importance of regular self-assessment and adjustment. Mentors can guide participants in periodically evaluating their work-life balance, identifying areas of stress or dissatisfaction, and making necessary changes to their routines or strategies. This ongoing process of reflection and adaptation is crucial for maintaining a healthy balance in the long term, especially given the unique challenges faced by Ukrainian women entrepreneurs in their new environments.

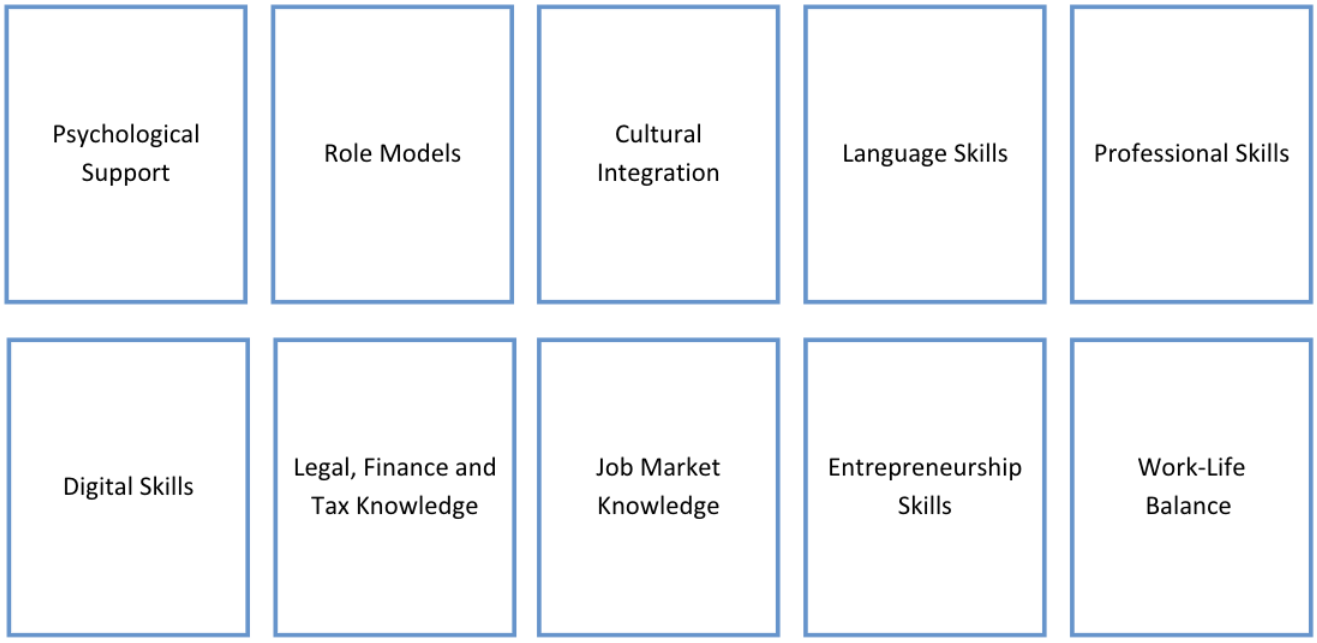


Fig. 4 Components of a Mentoring Programme for Highly Educated Ukrainian Women

07

Scenarios

Among the partners of the NatAlli project, a series of internal stakeholder consultations were conducted, focusing on the future of mentoring for highly educated Ukrainian women entrepreneurs and innovators. These consultations were designed to gather diverse perspectives and insights to inform the scenario-building process.
The discussions centered around three key areas. The goals of the mentoring programme, which aims to strengthen mentors' skills and capacities using a "train-the-trainer" approach, the target group of highly educated Ukrainian women and focus topics, including entrepreneurship, migration, and crisis management.
Through these consultations, the internal stakeholders explored key drivers of change likely to influence the future of mentoring and brainstormed several alternative future scenarios. For each scenario, they examined contextual factors, trends, and potential developments, as well as the challenges and opportunities that might arise.

Scenario 1: Virtual Mentoring Platform
NatAlli envisions a transformative virtual mentoring programme that will revolutionize support for highly educated Ukrainian women in entrepreneurship and intrapreneurship. Our vision is to create a dynamic, inclusive, and technologically advanced platform that transcends geographical boundaries and cultural barriers.
In the coming years, we aim to harness the power of emerging technologies to create an immersive and engaging mentoring experience. We envision implementing virtual reality tools that will allow mentees to 'step into' global business environments, gaining hands-on experience without leaving their homes. Artificial intelligence can play a crucial role in our mentor-mentee matching process, ensuring optimal pairings based on skills, interests, and career aspirations.
We foresee a future where our platform becomes a hub for innovation in socially impactful sectors. By focusing on these areas, we'll not only empower Ukrainian women but also contribute to solving global challenges. Our programme will be designed to adapt to the evolving trends of hybrid and remote work, preparing our mentees for the future of the global workforce.
To address potential challenges in maintaining engagement in a virtual environment, we plan to develop a series of interactive, gamified learning modules. These will keep participants motivated and provide a sense of progress and achievement throughout their mentoring journey.
In our vision, cultural sensitivity will be at the forefront of our programme design. We aim to create a truly global perspective by incorporating diverse viewpoints and experiences from mentors around the world. This approach will broaden the horizons of our mentees and prepare them for success in an increasingly interconnected global economy.
Looking ahead, we see opportunities to pilot test cutting-edge mentoring techniques and tools with our niche audience. This will allow us to stay at the forefront of mentoring best practices and continuously improve our offering. We plan to implement a robust feedback

system, leveraging data analytics to gain insights into programme effectiveness and areas for improvement.
As we move forward, our goal is to create a programme that not only addresses the current challenges faced by Ukrainian women entrepreneurs but also anticipates and prepares them for future opportunities. By doing so, we aim to contribute to breaking down gender biases in entrepreneurship and fostering a new generation of successful, socially conscious women leaders. Through this forward-thinking approach, NatAlli seeks to set a new standard in virtual mentoring, creating a model that can be adapted and scaled to support women entrepreneurs worldwide.

Scenario 2: Mentoring across Borders
In an increasingly interconnected world, our mentoring programme envisions a future where cross-cultural exchange and understanding become paramount. As migration patterns continue to shape European societies, we anticipate a growing need for mentorship that transcends geographical boundaries and cultural divides.
To facilitate this cross-border mentoring, we plan to leverage a suite of digital tools. Video conferencing software such as Zoom and Microsoft Teams will enable face-to-face interactions, while instant messaging apps like Slack and WhatsApp will facilitate quick communication. Project management platforms such as Trello and Asana will support collaborative work, and specialized intercultural communication tools will help bridge cultural gaps.
Our programme will employ several innovative methods to foster meaningful connections. Cultural immersion activities will encourage mentors and mentees to share their traditions, customs, and experiences, enhancing cross-cultural awareness and building stronger bonds. Language exchange programs will pair participants based on their desire to learn each other's native languages, promoting linguistic diversity. Additionally, we will organize joint problem-solving sessions where mentors and mentees can discuss common challenges faced by women entrepreneurs and innovators, encouraging shared insights and solutions.
This scenario addresses critical aspects of integration, inclusion, and empowerment of migrant populations. By tapping into diverse expertise and experiences, participants will have better chances of overcoming personal and professional hurdles, ultimately driving positive socioeconomic outcomes within Ukraine and beyond. Furthermore, this model encourages capacity building among individuals and institutions, enhancing sustainability and scalability.
While this scenario presents exciting possibilities, it also comes with its own set of challenges. Navigating linguistic and cultural differences may pose a barrier, as will the need to adapt content to suit varying contexts. Compliance with legal frameworks, such as data protection laws, will also be essential. However, these challenges are accompanied by significant opportunities, including enhanced global exposure, improved networking capabilities, expanded market access, and the potential for long-term strategic partnerships between

Ukrainian businesses and foreign entities. Moreover, the ecosystem benefits include talent retention, skill transfer, and innovative thinking.
To address these challenges and maximize opportunities, we propose several strategies for success. First, we will provide comprehensive training on intercultural competence and sensitivity to all participants. Second, we will develop tailored guidance materials that are adapted to specific regional needs and requirements. Lastly, we will ensure compliance with GDPR and similar privacy regulations when handling sensitive information exchanged across borders.
By implementing these strategies, we aim to create a robust, inclusive, and impactful cross-border mentoring programme that empowers women entrepreneurs and innovators, fostering global connections and driving positive change.

Scenario 3: Mentoring Ecosystem that fosters Partnerships

The NatAlli project envisions a dynamic and innovative future for mentoring Ukrainian women entrepreneurs through a comprehensive and adaptable programme. This future scenario focuses on creating a sophisticated mentoring ecosystem that responds to the economic instability and political shifts across Europe while leveraging emerging trends in social entrepreneurship and advanced technologies.
The robust mentoring network tailored specifically for highly educated Ukrainian women entrepreneurs is fully operational. This network fosters partnerships across various sectors, including NGOs, governmental bodies, and private enterprises, to advocate for supportive policies and ensure access to critical resources. The programme employs a "train-the-trainer" approach, building the capacities of mentors who then equip women with the necessary skills to thrive in their entrepreneurial ventures and mentor others, creating a self-sustaining cycle of empowerment and innovation.
The mentoring ecosystem utilizes cutting-edge technologies to enhance its effectiveness. Blockchain technology is implemented for transparent funding operations, while AI-driven analytics personalize mentoring sessions and resource allocation based on specific entrepreneurial needs and progress. This technological integration allows for more efficient and targeted support, ensuring that each participant receives guidance tailored to their unique circumstances and goals.
The programme includes structured incubation initiatives to support start-ups and comprehensive policy advocacy workshops. These components aim to help Ukrainian women entrepreneurs navigate and influence the economic and regulatory landscapes in Europe, empowering them to become active participants in shaping their business environments.
A key focus of this future scenario is maintaining strong inclusivity and diversity within the mentoring programme. It addresses the varied backgrounds, sectors, and needs of Ukrainian women, ensuring that the support provided is relevant and impactful across a wide range of entrepreneurial pursuits.

While this scenario presents significant opportunities, it also faces challenges. The efficient allocation of limited resources among an increasing number of participants is a major concern. Additionally, the programme must actively work to overcome cultural biases against women in leadership and entrepreneurial roles.
Despite these challenges, the opportunities are substantial. Ukrainian women have the potential to become leaders of innovation in new, technology-driven sectors and establish significant cross-border partnerships that enhance their businesses' global reach and impact.
To capitalize on these opportunities, the mentoring programme employs robust feedback mechanisms to continually refine and adapt its strategies based on participant input and changing conditions.
By emphasizing continuous learning and adaptation, and integrating the latest technological advancements and business trends, the NatAlli project aims to remain at the forefront of entrepreneurial mentoring. This forward-thinking approach ensures that the programme remains relevant and effective in fulfilling its goal of empowering and sustaining the next generation of women entrepreneurs and innovators, particularly in times of crisis and recovery.

Scenario 4: Preparing for Crises

In an increasingly volatile world, our mentoring program must adapt to address the growing frequency of crises caused by climate change, political instability, and economic downturns. Therefore, the mentoring program should equip both mentors and mentees with the skills and mindset necessary to navigate and recover from potential shocks.
This scenario focuses on developing essential tools and methods to enhance resilience. Key components include emergency response guides, business continuity planning templates, and specialized workshops on risk assessment and coping mechanisms. Regular risk assessments will help identify internal and external threats, while resilience workshops will cultivate mental toughness and emotional intelligence among participants. Additionally, the programme will guide the development of detailed contingency plans to address operational disruptions and financial emergencies.
Crisis preparation is crucial for maintaining business operations during challenging conditions, thereby preserving jobs and economic stability. However, we anticipate challenges such as staying informed about emerging threats, securing buy-in from stakeholders, and allocating sufficient resources for prevention efforts.
Despite these challenges, the opportunities presented by this program are significant. Participants will improve their ability to cope with adversity, acquire vital life skills, and develop leadership qualities. They will also learn to capitalize on opportunities that arise amid chaos, contributing to lasting prosperity.
To maximize these opportunities, we will implement several strategies:

- Engaging stakeholders through open dialogue to secure buy-in.
- Establishing dedicated budget lines for crisis preparedness.

- Creating a system for continuous learning about emerging threats.
- Regular assessments will measure the program's effectiveness.
- Partnerships with crisis management experts will enhance the efforts.

Scenario 5: Long-term Integration of Ukrainian Women through Mentorship

In the wake of unprecedented global challenges, this scenario envisions a comprehensive approach to the long-term integration of Ukrainian women into host countries. This scenario paints a picture of a future where Ukrainian women find not just refuge, but genuine belonging and opportunity in their new homes, facilitated by an innovative mentorship programme and a variety of sustainable integration solutions.

At the heart of this vision is a cyclical mentorship model that addresses multiple challenges simultaneously. As Ukrainian women progress through the programme, they transition from mentees to mentors, creating a self-sustaining ecosystem of support. This approach ingeniously tackles language barriers, as newer arrivals can be mentored in their native language by those who have already navigated the integration process.

The scenario recognizes that integration is not a solitary journey. It emphasizes the power of community, proposing peer learning and group support sessions alongside traditional one-on-one mentorship. This collective approach fosters a sense of belonging and shared experience, crucial for overcoming the isolation often felt in a new country.

Inclusivity stands as a cornerstone of this future vision. The programme is designed to be accessible and relevant to Ukrainian women from diverse backgrounds, with contextual delivery methods tailored to individual needs. A careful balance of online and offline interactions ensures that support is available in various formats, accommodating different preferences and circumstances.

The mentorship platform serves as more than just a matching service. It becomes a centralized hub, connected to local branches of mentors and mentorship groups. This structure allows for a standardized format that can be replicated across different locations, ensuring consistency while allowing for local adaptations. The platform could draw inspiration from successful models like MakeSense, which connects social entrepreneurs to collaborate on specific challenges.

The scenario also recognizes the value of wider community involvement. It proposes leveraging the experiences of other expat communities in host countries who have faced similar integration challenges. This 'community of practice' approach enriches the support network and provides diverse perspectives on overcoming cultural differences.

Looking beyond general integration, the scenario identifies sector-specific opportunities for mentorship. It highlights the potential for Ukrainian women to contribute to reshaping the agricultural sector, addressing challenges posed by war and climate change. Urban planning is another area of focus, with opportunities in the rebuilding and repurposing of abandoned spaces based on environmental and social justice criteria.

While the path to integration is not without its challenges - including language barriers, cultural differences, and the need for sustainable, long-term support - this scenario presents a hopeful vision. It sees these challenges as opportunities for building trust-based communities and fostering genuine cross-cultural understanding.
By emphasizing long-term availability of mentors, reverse mentorship opportunities, and a buddy system, the programme aims to create lasting connections that extend beyond the initial integration period. This approach recognizes that true integration is a long-term process that requires ongoing support and community engagement.
In conclusion, this future scenario presents a holistic, community-driven approach to the integration of Ukrainian women in host countries. It leverages the power of mentorship, peer support, and technology to create a sustainable, adaptable model of integration. By focusing on building skills, fostering community, and creating opportunities for contribution, this vision aims to empower Ukrainian women to not just adapt to their new homes, but to thrive and shape their new communities in meaningful ways.

Scenario 6: Global Mobility and Entrepreneurship
In an increasingly interconnected world, our mentoring programme anticipates a future where Ukrainian women are actively seeking international career and entrepreneurship opportunities. This scenario envisions a landscape where these ambitious individuals require a unique skill set and tailored preservation strategies to thrive in diverse global contexts.
The core of this scenario revolves around the growing interest among Ukrainian women to pursue careers and businesses beyond their national borders. This trend necessitates a mentoring programme that can equip them with the tools and knowledge to navigate the complexities of global markets while maintaining their cultural identity.
One of the primary challenges in this scenario is the need for mentees to adapt to new cultures and business environments. The programme must strike a delicate balance between preserving Ukrainian cultural identity and facilitating global integration. This challenge presents an opportunity to develop mentoring strategies that celebrate cultural heritage while fostering cross-cultural competencies.
Another potential hurdle is the capacity and availability of mentors with relevant international experience. To address this, we can draw inspiration from models like Birmingham City University's mentorship forum, where a larger pool of mentors each dedicate smaller units of time. This approach allows for a more diverse and inclusive mentor base, increasing the relevance and effectiveness of the mentoring relationships.
The opportunities in this scenario are significant. By leveraging Ukrainian diaspora networks, the programme can provide mentees with invaluable insights into various global markets. This connection can foster cross-cultural collaboration and open doors to international business opportunities. Additionally, the programme can proactively help mentees understand their specific mentorship needs, matching them with the right mentors based on themes, soft skills, or processes through surveys and in-depth interviews.

In terms of tools and methods, the programme should acknowledge contextual factors in its delivery. Moving beyond traditional online platforms like Zoom, we can incorporate active, outdoor meetups where appropriate, providing a more dynamic and engaging mentoring experience. The programme should also focus on facilitating international networking, providing cultural adaptation support, and promoting entrepreneurship with a global mobility perspective.

Key elements of the programme would include international profile building, networking strategies, and techniques for adapting to new environments. Local mentors would play a crucial role in helping mentees navigate and connect with local entrepreneurial ecosystems. Furthermore, the programme should strive to connect existing Ukrainian companies with the target consumer audiences of the entrepreneurs, addressing challenges in logistics and communication.

To ensure inclusivity and relevance, the programme should maintain a large and diverse pool of mentors. This diversity would allow for more accurate matching based on specific needs and goals of the mentees. The mentoring process should be flexible, acknowledging that different mentees may require different types of support at various stages of their international journey.

In addressing the challenges of cultural adaptation, the programme could incorporate cultural intelligence training, helping mentees understand and navigate diverse business practices and social norms. This could include workshops on international business etiquette, cross-cultural communication, and global market analysis.

To leverage the Ukrainian diaspora effectively, the programme could establish a network of Ukrainian professionals and entrepreneurs already successful in various countries. These individuals could serve as both mentors and connectors, providing insights into specific markets and helping mentees build their international networks.

The programme should also focus on developing mentees' digital skills, as these are crucial for global entrepreneurship. This could include training on international e-commerce platforms, digital marketing strategies for different cultural contexts, and utilizing technology for remote team management.

In conclusion, this scenario presents both challenges and exciting opportunities for Ukrainian women seeking to expand their horizons internationally. By providing targeted mentorship, fostering global connections, and equipping mentees with the necessary skills for international success, the programme can play a pivotal role in empowering Ukrainian women to become global entrepreneurs and leaders. Through this approach, we not only support individual aspirations but also contribute to the broader goal of enhancing Ukraine's presence and influence in the global business landscape.

Scenario 7: From Refugees to Mentors

In anticipation of a potential new wave of Ukrainian refugees due to escalating conflict, our mentoring programme envisions a future where experienced refugees become key mentors

and ambassadors. This scenario addresses the declining effectiveness of formal support systems by leveraging the knowledge and networks of long-term Ukrainian refugees in European countries.

The core of this approach involves refugees who relocated early in the conflict becoming mentors. Their firsthand experience navigating relocation and integration makes them invaluable resources for newcomers. These mentors, already integrated into local communities, can provide both practical guidance and emotional support rooted in shared experiences.

A crucial element of the programme is the development of comprehensive, country-specific guides in collaboration with local organizations. These guides will cover essential information on housing, employment, documentation, healthcare, and education, allowing mentors to focus on individual needs, psychological support, and personal growth.

The programme will initially require active community engagement in target countries, with plans to implement an ambassador system for organic growth. This approach aims to increase local-level communication and trust in the programme.

Challenges include the closure of many 2022 support programmes, language barriers, integration difficulties, and potential negative attitudes towards refugees. However, opportunities exist in established knowledge bases and willing local communities.

To address these challenges and capitalize on opportunities, the programme will:

- Create an online platform with downloadable country-specific guides.
- Engage local mentors to keep information current.
- Implement mentor training focusing on cultural sensitivity and effective support.
- Develop partnerships with local organizations.
- Establish a feedback system for continuous improvement.
- Launch awareness campaigns promoting positive refugee narratives.

This mentoring programme aims to create a supportive, informed environment for Ukrainian women refugees, addressing immediate needs while fostering long-term integration and personal growth. By harnessing the power of shared experiences and community support, the programme envisions a future where Ukrainian women refugees not only adapt but thrive in their new environments, becoming valuable contributors to their host communities.

Scenario 8: From Relocation to Entrepreneurship

Our mentoring programme anticipates a new phase for Ukrainian women refugees, focusing on professional development and entrepreneurship. This scenario addresses the evolving needs of refugees as they move beyond initial relocation challenges.

Recent trends show significant entrepreneurial activity among Ukrainian refugees. This trend highlights the potential for our programme to support these aspirations effectively.

The scenario identifies two main challenges. On the one hand, highly qualified Ukrainian women struggle to secure suitable employment due to unrecognized qualifications and

unfamiliar job market practices. On the other hand, those with entrepreneurial skills lack knowledge about local business regulations, registration processes, and taxation systems.
To address these challenges, our programme will develop:

- A guide for creating European-standard resumes and portfolios.
- A comprehensive business start-up guide with country-specific details.
- An informational guide on job centres, training opportunities, and qualification recognition processes.

The programme will offer continuous, personalized support, allowing mentees to consult with the same mentor over time. A pre-consultation comment system will enable mentors to prepare for specific requests. Mentors will need basic entrepreneurship knowledge and readiness to assist with job search strategies. The programme will provide mentors with guides on business essentials and career development. While this scenario requires high involvement from mentors, it offers significant opportunities for creating real success stories in career development and business creation for refugees.
To maximize these opportunities, the programme will:

- Develop comprehensive mentor training.
- Create a network of expert advisors.
- Establish partnerships with local business associations.
- Implement a system for sharing success stories.
- Regularly update resources.
- Develop a peer support system.

This approach aims to bridge the gap between Ukrainian women's qualifications and European market realities. We envision these women becoming drivers of innovation and economic growth in their host countries, moving beyond integration to active contribution and success.
By providing targeted mentoring, practical resources, and ongoing support, our programme seeks to unlock the full potential of Ukrainian women refugees, enabling them to rebuild their professional lives and enrich their new communities economically and culturally.

Scenario 9: Decision Tree Toolkit

At the core of this scenario is a clear definition of mentoring and mentorship, which will be incorporated into a decision tree toolkit. This toolkit will allow both mentors and Ukrainian women to navigate their specific needs efficiently. A map of the toolkit will provide an overview of available resources, distinguishing between content in the toolkit itself and the accompanying course modules.
To enhance accessibility and engagement, we plan to create AI-voiced videos within the Canvas platform. The programme will cater to two distinct groups: mentors and Ukrainian women, each with their unique needs and skills. Importantly, the mentoring programme is designed to be flexible, adapting to various settings and addressing emerging trends in Europe, such as digitalization and migration.

The NatAlli platform will serve as a central hub for resources and community building. A forum will be established at the project's outset, addressing the challenge of isolation faced by Ukrainian women in host countries. This space will allow participants to connect, share experiences, and exchange useful information, with categorized topics for easy navigation.

Sustainability is a key focus of the mentoring programme. Mentors will receive training on sustainable mentorship practices, including ethical considerations and empathy-building techniques. A crash course on sustainability and social entrepreneurship will be offered, along with guidance on setting up sustainable businesses. The programme will encourage mutual learning between mentors and mentees, fostering confidence and recognition of diverse perspectives.

Recognizing the potential trauma and instability experienced by Ukrainian women, the programme will incorporate mental support strategies. While avoiding direct psychological intervention, the platform will provide resources for mental health professionals, focusing on building self-esteem and resilience. Group discussions and support groups will be facilitated to create a sense of community and shared experience.

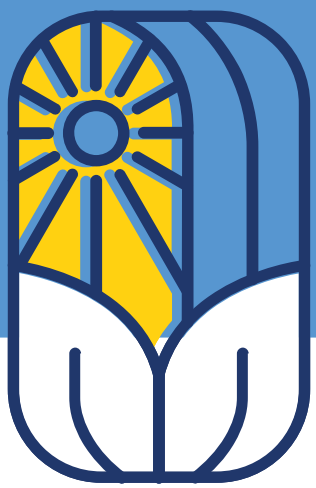
To address language barriers, the toolkit will be available in multiple languages, including Ukrainian. For offline sessions with non-Ukrainian mentors, we will explore the use of AI-powered translation tools to facilitate real-time communication.

The toolkit will include comprehensive lists of recommendations, tips, and resources, including contacts for bilingual mentors. Course modules will offer country-specific information on business setup, hiring processes, and relevant regulations, with links to additional resources and forum discussions.

By implementing this holistic approach, the NatAlli project aims to empower Ukrainian women to become successful entrepreneurs and innovators, driving economic and social regeneration in their communities and beyond.

08

Ideas and Visions



The NatAlli mentoring programme should be designed to strengthen the skills and capacities of mentors, equipping them with the necessary tools to support highly educated Ukrainian women entrepreneurs and innovators. This chapter outlines the main insights and strategies gathered from our workshop with the partner organizations on how to set up the mentoring programme that is designed to suit the needs of both our target groups, the mentors and the Ukrainian women.

The primary objective of the NatAlli mentoring programme is to create a sustainable mentoring ecosystem that empowers both mentors and mentees. By adopting a train-the-trainer approach, we ensure that mentors are well-equipped to support Ukrainian women entrepreneurs, who may, in turn, become future mentors themselves. To achieve this ambitious goal, we are developing a multifaceted toolkit, a self-assessment tool, and four comprehensive training modules. With the help of the decision tree approach, mentors and mentees should be able to find their way around the mentoring program and be guided by their needs and goals.

Our research has identified several trends and drivers that significantly influence the mentoring landscape. These include demographic shifts, such as an aging population and changing household structures, as well as labour market changes driven by technological advancements and skill shortages. Additionally, digital transformations and evolving societal expectations play a crucial role in shaping the mentoring environment. These factors have profound implications for mentoring, necessitating a digital shift, addressing mental health concerns, and focusing on resilience and local needs.

The workshop highlighted specific challenges faced by Ukrainian women entrepreneurs and migrants. These include language barriers, psychological health issues, bureaucratic hurdles, cultural differences, and economic uncertainties. However, these challenges are balanced by opportunities such as career development, networking, and cultural exchange. Recognizing both the obstacles and potential for growth is essential in crafting an effective mentoring programme.

The NatAlli programme focuses on developing crucial skills for both mentees and mentors. For Ukrainian women entrepreneurs, the emphasis is on building self-confidence and resilience, enhancing digital and leadership skills, facilitating cultural adaptation and language proficiency, and developing entrepreneurship and business management capabilities. Mentors, on the other hand, are trained in cultural competence and open-mindedness, active listening and personalized approaches, as well as networking and trust-building skills. This dual focus ensures a well-rounded and effective mentoring relationship.

The NatAlli toolkit is designed to be a comprehensive resource for both mentors and mentees. It includes signposting to global and local services (e.g. language services,

educational recognition, hosting services). Additionally, the toolkit provides links to organizations and platforms that help to find contacts as well as resources for navigating bureaucracy (e.g. roadmaps or guidelines for an in-person activity). Digital tools and platforms should furthermore enable remote mentoring and learning. For instance, virtual reality tools and AI-supported matching can be implemented to find the right fit between mentee and mentor. Additionally, the toolkit provides competency mapping and goal-setting elements, time management tools, as well as country-specific guides on business, healthcare, and tax systems. These resources are crucial in addressing the practical challenges faced by Ukrainian women entrepreneurs as they navigate new business environments.

The mentoring programme comprises four comprehensive modules that represent ready-to-use resources, each addressing a critical aspect of mentoring and entrepreneurship. To effectively introduce the module programme, the challenges and benefits of mentoring are presented as part of an introduction.

The first module, "Leadership for Mentees," focuses on building resilience and leadership skills, enhancing psychological well-being, self-confidence and motivation, self-reflection and evaluation as well as goal setting. Therefore, role models should help establishing these competencies, active listening and an understanding of the culture and the mentees' perspective is needed.

The second module, "Communication", covers personal branding, digital communication, and problem-solving skills, which are essential in today's business world. The mentees should learn how to present themselves in person and online (LinkedIn, CV preparation) and how to manage meetings and negotiations. Moreover, they are getting the opportunity to interact with other entrepreneurs for peer support (e.g. sharing experiences and getting tips). Therefore, this module contributes to an enhanced cultural communication and minimized stereotypes.

The third module, "International Mentoring", emphasizes cultural awareness, intercultural sensitivity, active listening, and facilitating resilience. This module is particularly important given the cross-cultural nature of the mentoring relationships in this programme. It also incorporates expectation management between the mentor and the mentee, contributes to relationship building and defining the needs of the specific mentorship situation. Cultural awareness, active listening and crisis management are trained in this step.

The final module, "Entrepreneurial Skills for Mentees", includes business environment analysis, pitching techniques, talent management, leadership skills, and practical entrepreneurial skills (e.g. business strategies, registering a business, marketing). This module aims to provide Ukrainian women entrepreneurs with the concrete skills they need

to succeed in their business ventures. They should be equipped to get access to funding and resources and a better understanding of how to navigate the job market and how the legal system in the respective host country works. Additionally, input on effective time management strategies, work-life balance and childcare is given.

By incorporating these insights and strategies, the NatAlli mentoring programme aims to create a robust support system for Ukrainian women entrepreneurs. The mentoring programme recognizes the unique challenges faced by Ukrainian women entrepreneurs and responds with a tailored, comprehensive approach. The programme's holistic approach, combining digital tools with personalized mentoring, positions it as a valuable resource for empowering women in entrepreneurship and innovation. By focusing on both the development of mentors and the empowerment of mentees, the programme creates a sustainable cycle of support and growth.

The long-term vision for the mentoring programme goes beyond immediate challenges, offering a sustainable and proactive strategy to support women in their professional and personal lives.

| Partner Organizations

Partner organisations involved in the NatAlli project will experience significant changes as a result of their activities. These include:

1. **Expanding Global Network and Knowledge**: Partners will broaden their international networks, acquiring new knowledge and skills that enhance their operational capacities.
2. **Standardising Mentoring Processes**: Initiatives like IHA will further standardise mentoring processes, making the roles of mentors more interesting and valuable, thus adding value to the international Impact Hub network.
3. **New Partnerships and Collaborations**: Establishing new connections and forming new collaborations with various stakeholders.
4. **Policy and Procedure Development**: Developing new policies and procedures to support the integration of best practices in mentoring and collaboration.

These changes will help partner organisations become more resilient and better equipped to support their stakeholders in crisis situations.

| Systematic Improvements

The mentoring programme aims to make significant contributions to professional practice and learning methods, benefiting various stakeholders including highly educated Ukrainian women, mentors, and external stakeholders:

1. **Extensive Methodological Knowledge**: Providing prospective mentors with comprehensive methodological knowledge and new skills.
2. **Infrastructure for Collaboration**: Creating a new infrastructure that allows mentees and mentors to learn, collaborate, and explore ideas together.
3. **Professionalisation of Mentoring Roles**: Supporting interaction between mentors and creating new opportunities for women regardless of their qualifications.
4. **Crisis Management Training**: Offering training on crisis management and sharing best practices within the global Impact Hub network.

These systematic improvements aim to enhance the overall effectiveness of the mentoring programme and ensure long-term benefits for all stakeholders involved.

| Project Staff

Project staff will gain new experiences, competencies, and skills through the NatAlli mentoring programme:

1. **Training and Knowledge Exchange**: Learning how to train mentors within the institution, gaining international expertise and building a robust network.
2. **Global Cooperation Skills**: Enhancing global cooperation skills, enabling the project team to act as a bridge for participants and mentors worldwide.
3. **Teamwork and Crisis Management**: Developing teamwork skills, learning about crisis situations, and gaining experience in coordinating international projects.

These developments will empower project staff to effectively support the mentoring programme and contribute to its success.

| Learners

The mentoring programme will lead to significant changes for learners, especially highly educated Ukrainian women:

1. **Empowerment and Confidence**: Learners will feel empowered and more embedded in the entrepreneurial ecosystem, gaining confidence in their abilities.
2. **Professional Growth**: Participants will receive support in navigating professional challenges, enhancing their career growth and entrepreneurship skills.
3. **Networking Opportunities**: Access to a global network of contacts and mentors, which will provide valuable support and opportunities for personal and professional development.
4. **Skill Development**: Acquiring new skills in areas such as stress management, crisis resilience, and leadership.

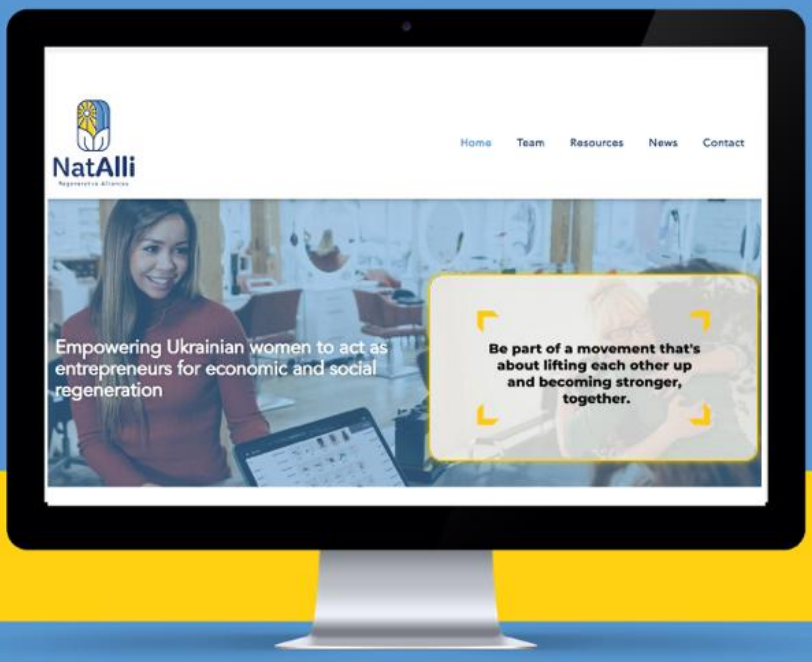
These outcomes will help learners overcome the challenges they face due to displacement and other crises, enabling them to achieve their full potential.

The NatAlli mentoring programme is designed to be a comprehensive, sustainable, and adaptive support system for highly educated Ukrainian women. By focusing on long-term strategies and continuous improvement, the programme aims to empower these women, helping them achieve personal and professional growth, and contribute meaningfully to their communities. Through collaborative efforts and the integration of best practices, the programme will create a resilient and supportive mentoring ecosystem capable of adapting to various crisis situations.

NatAlli

Regenerative Alliances

To learn more visit the project website or scan the **QR code**



www.NatAlli.eu

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