

engage participate act

mentor guide

2015

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mentoring for entrepreneurs

Mentoring provides entrepreneurs with numerous benefits for building up their businesses. Entrepreneurs face a wide range of challenges in their endeavour to establish and scale a company. While some of them are generic, others are unique to individual business cases.

Experienced businesspeople acting as mentors are an enormous support to overcome the challenges that entrepreneurs face. While entrepreneurs could also learn and master challenges themselves, doing so in a mentoring

relationship is much more effective. Mentees have the opportunity to benefit from the experiences that other entrepreneurs before them have made and are thus enabled to overcome challenges faster. An outsider's perspective is valuable, particularly when combined with their experience, and creates inestimable added value.

A successful mentoring relationship is a win-win situation for both parties involved – the mentors and mentees:

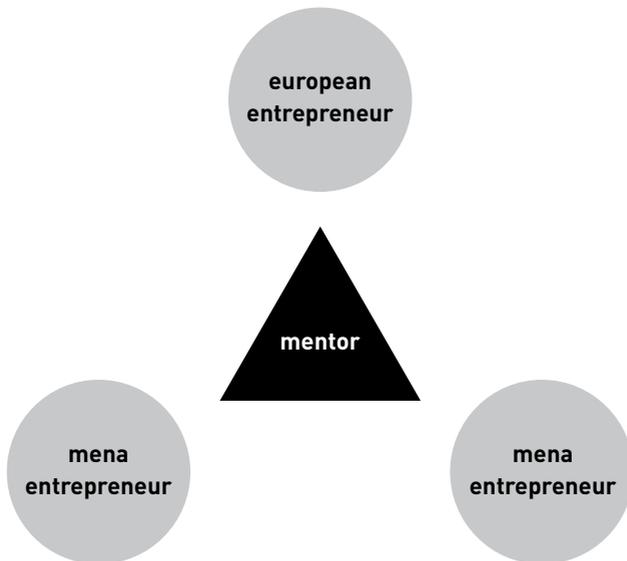
- the mentees receive personalised feedback and encouragement from experienced businesspeople, the opportunity to learn directly from their mentor's expertise, valuable advice, as well as access to valuable networks.
- the mentors gain new insights and perspectives by nourishing their mentee's professional and personal development. In addition, they experience the innovative and dynamic entrepreneurial realities of young start-ups, which is a source of inspiration.

mentoring for entrepreneurs

The above-mentioned advantages apply to any given entrepreneurial ecosystem. Today, especially in the Middle East and North Africa, many countries are confronted with enormous economic challenges. In light of high unemployment rates as well as young and growing populations, the creation of jobs is of major importance. Contributing to the creation of an ecosystem that is conducive to entrepreneurship has proven to be a very powerful instrument for the creation of employment. In this context, mentoring is an important enabler for entrepreneurship.

Therefore, and in light of the political and economic developments in the Middle East and North Africa in recent years, Enpact developed its international mentoring programme. It supports entrepreneurship and economic development in its initial project countries, Egypt and Tunisia, and since 2015 also in Jordan and Morocco. In addition to addressing economic challenges in the MENA region by supporting entrepreneurship, the programme also bridges Europe and the MENA region by building a sustainable community of entrepreneurs from both continents.

enpact's mentoring approach



While a number of mentoring programmes exist to support entrepreneurs in various contexts, enpact differentiates itself by its unique approach. In addition to traditional one-on-one mentoring, mentoring is also provided

in working groups to foster both vertical and horizontal knowledge exchange. This is supported by first-hand insights into the working realities of the different ecosystems in the project countries.

enpact's mentoring approach

The focus is a multi-layered horizontal learning and mentoring approach that is based on triangular relationships between young entrepreneurs from different regions who are guided and advised by several mentors from the enpact network. Over the course of nine months, young entrepreneurs benefit from intensive one-on-one mentoring as well as peer-to-peer learning within their group. While the mentors provide their mentees, or enpact fellows, with individual coaching and counselling, strong emphasis is also put on the sharing of experiences and knowledge amongst the fellows themselves. Thus, the enpact mentoring approach is a unique peer-to-peer learning and stimulating method, guided and advised by a large multi-disciplinary group of mentors who are able to provide the participants with tailor-made expertise and advice for the business cases presented.

Combined, this creates the basis for a sustainable entrepreneurial network and

enhances lasting cross-cultural relations between the participating entrepreneurs. In order to secure the impact of the programme, the fellows are integrated into enpact's alumni network upon completion of the programme.

Last but not least, participants benefit from the manifold enpact network – in Germany and worldwide – and are given the rare opportunity to gain first-hand insights into the start-up scenes of enpact's project countries in the MENA region and Europe.

¹ *fellow* always refers to the *mentee* taking part in the enpact mentoring programme

fig.1

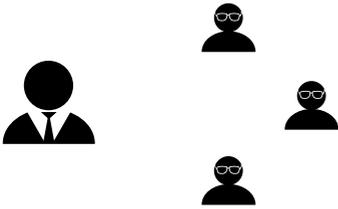


fig.2

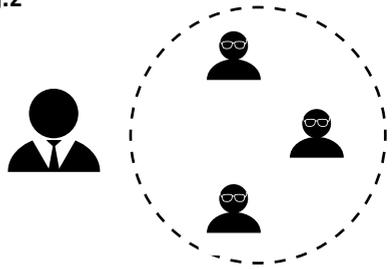


fig.3

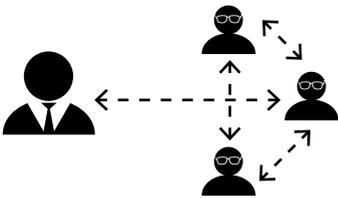
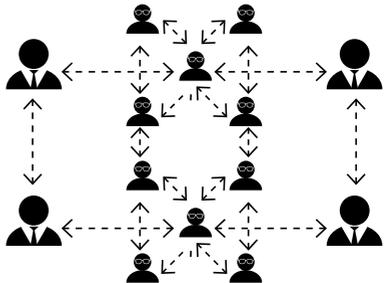


fig.4



A portrait of Thierry Feike, a middle-aged man with short, dark hair, wearing glasses and a light-colored collared shirt. He is smiling slightly and looking directly at the camera. The background is a plain, light-colored wall.

“enpact not only gives me the chance to share my experiences with outstanding fellows – it also allows me to gain first-hand insights into high potential entrepreneurial ecosystems.”

Thierry Feike, Warema, Mentor

key objectives of enact's international mentoring programme

While each entrepreneur participating in the enact programme will develop individual goals with his/her mentor, enact has these objectives in place to determine a successful programme:

- provide mentoring support for promising young entrepreneurs from different countries to help scale up their businesses
- create a sustainable and extensive international network of young entrepreneurs bridging the Middle East and North Africa and Europe
- foster intercultural understanding of young entrepreneurs from different regions
- offer enact fellows and mentors insight into the different ecosystems of the project countries
- facilitate market access and potential business cooperation
- support the creation of sustainable and innovative jobs

enact mentoring 2012-2014

- more than 100 mentoring – matches
- more than 100 participants from more than 10 countries
- more than 7.000 hours of mentoring
- additional 300 hours of expert workshops/trainings
- huge diversity of backgrounds and expertise

engage – participate – act

In order to achieve the objectives mentioned above, enact created its programme principles, “engage – participate – act”, which are reflected in the organisation name enact.

enact seeks outstanding and proactive entrepreneurs who are motivated to take matters into their own hands. The more participants put into the programme – the more they take out of it. Therefore,

proactivity and engagement of the participants is necessary, not optional.

The enact programme selects only highly motivated individuals who take commitment seriously and are willing to dedicate the necessary time and energy to achieve their goals. In order to support this commitment, recurring components have been developed that follow enact’s slogan:

engage – participate – act!

Over the course of the programme, enact fellows and mentors follow these principles:

engage...

- with your fellow participants during entrepreneurs camps and national roundtables
- by enhancing your network through continuous exchange within your working group, your mentor and beyond
- by respecting the time of others as if it's your own

participate...

- in pre-scheduled calls
- by preparing mentoring calls, national roundtables and entrepreneurs camps to ensure these events are efficient
- in the key components of the programme. This is an absolute requirement!

act...

- by preparing start-up safaris when the programme is hosting an event in your home country
- by developing cooperation and joint ventures within your team and the whole programme group
- by enhancing your network and facilitate B2B and B2C meetings for your fellow participants
- by thinking big!

annual structure of the international mentoring programme

Each enpact mentoring programme cycle lasts nine months and consists of two phases:

1 # call for proposals, selection, and preparation of participants

2 # mentoring programme

After the call for applications, the selection of 10 participants per country takes place in April each year. In order to ensure that fellows are matched in an ideal way, entrepreneurs apply to specific challenges. These challenges may consist of specific themes and questions (e.g. marketing, e-commerce, etc.) as well as concrete sector-specific problems (e.g. recycling, transport, etc.) that entrepreneurs face in their businesses.

These challenges can be modified from one programme year to another. A continuous feature of the mentoring programme is that for each challenge, two suitable and relevant mentors from the enpact network are appointed.

For the programme kick-off, preparatory coaching workshops for all participants (mentors and fellows) are organised in all project countries. They serve to build a common basis, outline the structure, clarify roles and manage expectations of the programme.

Afterwards, the mentoring programme begins. It consists of bi-monthly entrepreneurs camps in different project countries, where all participants meet physically and collaborate over the course of three days. These camps are supported by the national roundtables, which are monthly meetings within the national groups. Additionally, tri-weekly calls, both one-on-one between fellow and mentor as well as within the working groups, are organised. Last but not least, all participants are encouraged to carry out frequent and productive e-mail exchanges with their group and mentor.

The usual schedule of the mentoring programme is the following:

january - march

application period

april

selection of candidates and matching of teams/mentors
preparatory coaching for the mentoring programme

may - december

on-going mentoring for the duration of the programme, including:

- video calls, webinars within the teams (on-going basis)
- three entrepreneurs camps (every two months)
- national roundtables (monthly)

post-programme

annual alumni gathering
integration into enpact alumni network

In May, all participating fellows and mentors meet for the first time at an entrepreneurs camp. Over the course of one programme cycle, a total of three entrepreneurs' camps take place – each one in a different project country.

annual structure of the international mentoring programme

january – march



application / promotion / selection

april



preparatory workshop / round table

may



app / round table / mentoring / camp

june



app / round table / mentoring

july



app / round table / mentoring

august



app / round table / mentoring / camp

september



app / round table / mentoring

october



app / round table / mentoring / camp

november



app / round table / mentoring

december



app / round table / mentoring

key components

This chapter gives an overview of the key components of the enact mentoring programme. It explains their different objectives and benefits, as well as the engagement and preparations needed by participants.

entrepreneurs camps

Entrepreneurs camps are an integral part of the enact mentoring programme. During each programme cycle, three entrepreneurs camps take place in three different project countries on a bi-monthly basis. These camps give all participating mentors and fellows the opportunity to physically meet for three days in order to provide optimal conditions for a successful mentoring process. Normally, these entrepreneurs camps follow a similar structure:

The first day is reserved for work within the international triangular groups, as well as one-on-one mentoring.

On the second day, workshops are organised based on specific needs and interests of the fellows that they have identified (e.g. during the roundtables or mentoring calls). In order to gain insight into the local entrepreneurial ecosystem, start-up safaris are organised in close cooperation with fellows from the country hosting the entrepreneurs camp.

On the third day, the sharing of experiences is enhanced by the organisation of fellows and mentors marketplaces. Here, participants learn from other mentors and fellows about specific topics currently relevant to them.

The first camp follows a slightly different structure, since it lays out the basis for trust, knowledge exchange and peer-to-peer learning for each team – as well as within the entire community of participating fellows and mentors.



national roundtables

The national roundtables take place on a monthly basis and serve as an opportunity for fellows to meet regularly within their country. The aim is to monitor and secure the progress of the ongoing mentoring and to foster the exchange of experiences amongst enact fellows. During these roundtables, fellows can address and articulate their needs on specific subjects. enact alumni, as well as external experts, are often invited to facilitate workshops on subjects that are agreed upon within the national group. The roundtables are also an ideal opportunity to visit each other's premises, since enact encourages fellows to rotate hosting responsibilities.



one-on-one coaching

Throughout the programme, enact fellows get the opportunity to work in several one-on-one sessions with mentors relevant to their specific business cases. This exchange is especially enhanced during entrepreneurs camps as well as throughout the programme via phone and video conference calls, as well as e-mails.



peer-to-peer learning

Another added value of enact mentoring is the continuous exposure to horizontal learning among peers. At several occasions during the entrepreneurs camps and the national roundtables, fellows are invited to share tools and experiences with their peers to learn best practices (as well as failures) from each other.

key components



enpact lounge

The enpact lounges, which take place on the evening of the last day of each entrepreneurs camp, give all participants the opportunity to meet a variety of actors and stakeholders from the local entrepreneurial ecosystem. At the lounges, interesting start-ups, renowned entrepreneurs, potential investors, and representatives from enpact's national partners are invited. They are a unique opportunity to network and build sustainable cooperation with the local entrepreneurship scene.



enpact App / internal section enpact homepage

The enpact app and internal section on the enpact website have been created to further increase the value of participating in the enpact community. Here, current and former enpact fellows and mentors are featured with their specific expertise and knowledge as well as topics or contacts for what they seek. The tools provide the enpact community with a unique opportunity to benefit from expertise available in the network and to actively contribute to the development of others. They are also excellent for improving B2B and B2C relations.



expert workshops

Over the course of the programme, fellows have the opportunity to identify topics relevant to their business that they would like to receive additional and in-depth training on. Based on these needs assessments, external experts (from the national and international enpact network) are then invited to hold thematic workshops at entrepreneurs camps and national roundtables.

all these components require the attitude
“engage – participate – act”
to achieve the best possible results,
both personally and professionally!



alumni programme

Upon completion of the mentoring programme, participants become members of the alumni programme. It was created to secure the sustainable impact of the enact mentoring programme. All fellows and mentors of previous cycles are integrated here and thus build a varied pool of expertise. The alumni programme aims to build a network for lifelong peer-to-peer learning, supported by different initiatives and events. Alumni of the international mentoring programme are frequent guests at the enact lounges and play a key role in enact’s regional mentoring programmes, which are currently being piloted in Egypt and Tunisia.

One of the many highlights of the alumni network is the yearly alumni gathering in one of the project countries.



regional mentoring programme

enact’s regional mentoring programme aims to provide entrepreneurs in marginalised regions of project countries access to the benefits of mentoring. Within this framework, international mentoring programme alumni become mentors themselves and share their experiences. This programme secures the sustainability of enact in project countries by breaking language barriers and building local capacities in disadvantaged regions.



ongoing mentoring

In addition to frequent physical meetings throughout the programme, continuous calls take place within teams and individually between fellows and their mentor. They are complemented with e-mail exchange and other follow-up tools and platforms on the Internet.

roles and responsibilities in the enact mentoring programme

For a successful mentoring programme, it is crucial to clarify roles and responsibilities of all parties involved. The outcome of the programme depends significantly on the mutual agreement on the structure, communication, and management of expectations. In order to set the basis for a successful, sustainable and effective mentoring programme, this chapter will outline the key roles and responsibilities for mentors and fellows. It also delineates the role of enact and its support functions.

enact strongly believes that in an ideal mentor-fellow relationship, the mentor gives guidance, advice, and takes an emotional investment in the success of his/her mentee. This relationship, however, is not one way. Like any relationship, a mentor-fellow relationship requires both sides to work continuously, and together, to achieve a mutual benefit and to make the mentoring successful.

role of enact

The enact team, consisting of employees in Berlin and local employees in project countries, is the facilitator and enabler of the mentoring programme.

Each working group (consisting of a mentor and three fellows) has a focal person at enact who contributes to the mentoring process in the following ways:

- supporting the organisation of triweekly calls with the appropriate technical tools according to the predetermined structure within the working group (e.g. setting the exact time and date)
- facilitating, steering, monitoring and mediating the mentoring process in case challenges arise in the programme
- following up, keeping track and documenting developments and progress – both on the individual and team level – by implementing the communications tool that the team/fellow has agreed upon
- assisting the development of a network among participants for mutual support and exchange of ideas during the programme

In addition to the facilitation and monitoring of the mentoring process, enact covers all organisational and logistical tasks during the programme.

This includes:

- organising the entrepreneurs camps in project countries, e.g. taking care of flight and hotel bookings and choosing adequate venues and locations for the camps
- planning and preparing content for each entrepreneurs camp in collaboration with mentors and fellows to correspond with their needs, wishes and suggestions
- organising national roundtables in cooperation with fellows based on the identified needs in specific project countries, e.g. inviting external experts and enact alumni
- managing the alumni network, e.g. maintaining an ongoing contact list and invite alumni to relevant events to foster a sustainable network

enpact mentor

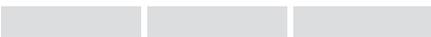
An enpact mentor is an experienced businessperson who has either built their own company or has worked for many years in a senior position within the private sector. They are willing to make an emotional investment into the success of their appointed fellows by providing them with their time, advice, experiences and coaching.

Mentoring should take on a holistic approach to the entrepreneurial journey – rather than on giving very specific technical assistance. The mentor’s experience and expertise allows fellows to question existing patterns, change perspectives and discuss strategic ideas, which equips fellows to make their own decisions.

**8 X 4 HOURS PER MONTH
FOR MENTORING CALLS = 32**



**3 X 40 HOURS FOR EACH
ENTREPRENEURS CAMP = 120**



**1 X 8 HOURS FOR THE
PREPARATORY WORKSHOP = 8**



TOTAL = 160 HOURS

role

The ideal mentor is highly motivated to support young entrepreneurs in their endeavour to develop and scale up their business. He/she assists the fellow in developing necessary skills to their full extent.

The creation of trust and confidentiality with the fellows is a key prerequisite for the mentoring relationship. After identifying the potential for specific skills, capabilities and business opportunities (personally and professionally), the mentor supports mentees in fully realising their potential.

Ideally, and if there’s potential for mutual benefit, mentors are ready to open their own network to their fellows to provide them with access to potential business partners.



responsibilities

- establish a common basis for mentoring within his/her team and build trust among the team
- find consensus within the team on how to structure the work during the programme (with the support of an appointed focal person at enact)
- advise and assist in developing project plans for fellows
- define, in accordance with the team on goals, accomplishments and reporting methods
- facilitate the process of defining communication tools within the team as well as for individual communication with the fellows
- ensure, based on the structure that is predetermined by enact, that dates and appointments for calls, the delivery of documents, etc., are carried out in a timely manner
- oversee and document fellows' progress (with the support of the appointed focal person at enact)
- ask the right questions and question assumptions critically
- be a good listener and give honest feedback
- adjust and adapt to challenges
- treat any given information as confidential

it is not the role of the mentor to:

- micromanage
- take on operational or internal tasks
- have a solution for every problem presented
- be available indefinitely

time commitment

Everyone considering becoming an enact mentor should be aware of the time needed to fulfil this role and its responsibilities successfully. The experience can only be beneficial to both parties involved when an adequate amount of time is secured for the mentoring relationship and the programme's components. The following chart provides a rough overview on the minimum amount time that must be invested into the programme.

enpact fellow

An enpact fellow is a promising entrepreneur who is building up his/her own company. The fellows are both eager to receive advice on specific challenges they are facing and share their own experiences with peers. They also show high interest in the ecosystems of other project countries.

enpact fellows should have already developed a Minimum Viable Product (MVP) and possess a proof of concept. In the past, the majority of enpact fellows were founders of businesses that existed for an average of two to four years and aimed at scaling up their business. Although these characteristics describe a typical enpact fellow of past cycles, these characteristics are by no means a requirement for the selection process.

role

enpact fellows are expected to be proactive. This means fellows should show initiative and actively contribute to the programme. Adequate effort should be put into the mentoring relationship and programme to get the most out of it. Desire to build a good and productive relationship with the mentor and team members is a crucial precondition. Investing adequate time into the programme is therefore an absolute necessity!

Fellows know their mentor will not relieve them of their duties or make business decisions. On the contrary – it is expected that fellows propose initiatives and reflect upon goals and business alternatives, which are then discussed and challenged in close cooperation with the mentor.

As we put special emphasis on peer-to-peer learning, proactive participation of every fellow is of central importance to the programme. enpact expects fellows to be eager to learn from one another by sharing experiences and skills.



responsibilities

- keep relationship with mentor and team positive and productive
 - develop and submit (in close cooperation with your mentor after the first entrepreneurs camp) a project plan with feasible milestones and identify what you aim to achieve over the course of the enact mentoring programme
 - discuss openly with your team and mentor. If insufficient effort is put in, you cannot expect to get much out of the programme
 - treat any given information as confidential
 - be proactive. Ensure good team spirit throughout the programme
 - respect deadlines, both within your team and with your mentor. This also applies to deadlines given by enact staff, such as submission of the project plan, programme feedback, and logistical arrangements
 - dedicate the appropriate time for mentoring throughout the programme! It is crucial to invest and commit an adequate amount of time – aside from your ongoing and daily-tasks (professionally and personally) – in order to benefit greatly
 - be responsive. Make sure you reply to e-mails and answer calls by your mentor and enact staff
- host a national roundtable at your premises
 - organise – with the support of the enact team – a start-up safari for your team members when the entrepreneurs camp takes place in your home country
 - be aware that each fellow cohort consists of 80 individual human beings. It is impossible to please everyone at all times. Therefore, always remember that enact offers a large variety of opportunities, tools and platforms – but will not solve all problems in one single workshop
 - gear parts and components of the programme towards your needs and interest by being responsive and expressing your wishes to your mentor, team members and enact



time commitment

An enpact fellow needs to be willing to invest an adequate amount of time to the mentoring relationship and the programme's components. In total, an enpact fellow needs to commit to an average of around 2 hours per week throughout the duration of the mentoring programme.

Everybody considering an enpact fellowship should be aware of the time commitments needed to fulfil his/her role. This amounts to approximately 200 hours over the entire nine-month programme.

important note

In the event that a participant misses more than one event unexcused, enpact reserves the right to immediately exclude them from the programme. All relevant and important dates are available on the homepage and should be consulted before submitting an application.

The enpact programme does not tolerate any forms of racism, extremism, or partisanship!

Furthermore, all participants should have a genuine interest in learning about different ecosystems, markets and business realities in the project countries. An interest in working with people from diverse cultures is also an important characteristic that will help fellows benefit from the programme on both a personal and professional level.

2 X 8 HOURS TWO-DAY

PREPARATORY WORKSHOP = 16

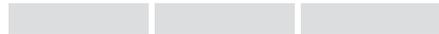


**8 HOURS PER MONTH FOR MENTORING CALLS,
PREPARATION AND FOLLOW-UP TASKS = 64**



3 X 40 HOURS FOR EACH

ENTREPRENEURS CAMP = 120



8 X 2 MONTHLY ROUNDTABLES = 16



TOTAL = 216 HOURS

A portrait of a man with dark, wavy hair and a beard, smiling slightly. He is wearing a dark-colored, vertically striped button-down shirt. The background is a plain, light gray.

“ The enpact programme was a unique and invaluable experience for me. Not only did I scale up my business with the support of my mentor and the other fellows – I now have friends in distant countries and continents. ”

Wehib Chebi, Plexideco, Fellow

methodology

enpact provides mentors with a set of methods and tools that can facilitate achieving the two major objectives of the enpact programme:

1 # creating a collaborative spirit in the team

2 # advising the individual entrepreneurs on the development of their businesses

To fulfil both objectives, mentors take up two very different roles. On the one hand they are a team-builder, and on the other, an expert that gives advice on challenges faced by the fellow.

- building trust within the team is critical for a successful mentoring experience. enpact will provide mentors with best practices, tools and methods as a guide to instil trust within their teams at the start of the programme.

- to create a common basis for both the one-on-one mentoring and the horizontal exchange within teams, it is crucial to ensure a comprehensive understanding of each business case at the beginning of the programme. Fully grasping the status quo of a business requires a deep understanding of the start-up's background as well as of the specific markets and customers they are targeting. To reach this level of understanding, the Business Model Canvas, based on the Lean Start Up by Eric Ries and Persona Maps, can be useful tools.

mentor-to-mentor exchange

Throughout the programme, mentors have the opportunity to discuss their experiences with other mentors. The first opportunity is provided during the preparatory workshop for mentors, which

takes place prior to the programme's commencement. There will also be several occasions for mentors to share their experiences. During each entrepreneurs camp, for instance, there will be time allotted for mentors to gather and discuss their mentoring experience.

project plan

In cooperation with their appointed mentor, fellows need to develop a project

plan based on the template provided by enact. This plan defines specific objectives and milestones of each fellow that can be evaluated and tracked throughout the programme. Fellows will be introduced to the project plan prior to the start of their mentoring at the preparatory workshop. After the first entrepreneurs camp, the project plan should be crafted together with the mentor in one-on-one sessions. It needs to include specific steps and tasks to reach the agreed milestones.

required tool: **project plan**

what? a plan specifying objective and milestones of each fellow with steps to be reached at different points in the course of the mentoring programme

why? to clearly define objectives and milestones in order to track progress throughout the programme

when? final version is due three weeks after the first entrepreneurs camp

enpact alumni network

All fellows are integrated into our growing alumni network after the mentoring phase. The network provides enpact programme graduates with vast opportunities within a diverse and international network of entrepreneurs.

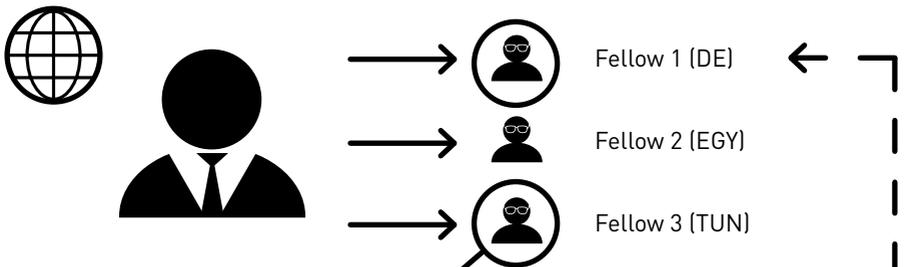
These opportunities will grow with the size of the network and the motivation to be part of it. While the network expands with each cycle of our programme, the quality depends on the engagement of the alumni entering it.

In order to give sustainable added value for members of the enpact community, several opportunities to network and engage with like-minded businesses are offered. Alumni have the chance to become mentors in enpact's regional mentoring programme – thus sharing and enhancing their own mentoring experiences. enpact also identifies alumni to host expert workshops in future programme years. Finally, enpact invites all alumni to enpact lounges in project countries where success stories are shared during inspiring talks.

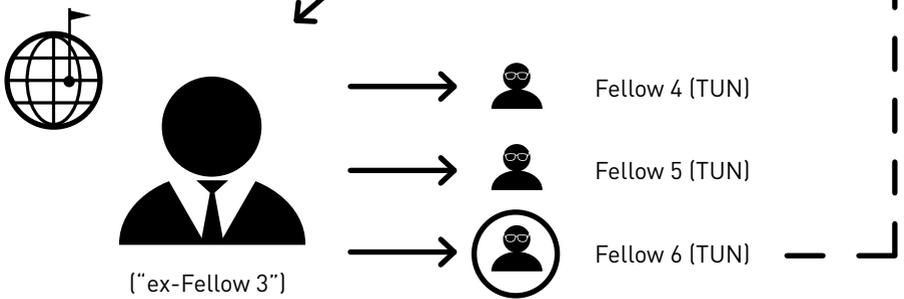
One of the core components of the alumni programme is enpact's regional mentoring programme, which has been launched in Egypt and Tunisia in autumn 2014. This new initiative is aimed at promoting entrepreneurship in marginalised areas of Egypt and Tunisia, where entrepreneurs face difficulties in developing their start-ups and maintaining a sustainable entrepreneurial drive. This new initiative, "enpact regional", supports economic development in disadvantaged regions of project countries. During the regional mentoring programme, entrepreneurs receive mentoring in their native language – currently in Arabic or French. In contrast to the international mentoring programme, fellows of enpact regional do not need to be fluent in English.

The combination of the two programmes enables enpact to support a broader base of entrepreneurs in the countries. As with the international programme, enpact regional is implemented in working groups of three entrepreneurs.

international mentor



regional mentor



[“ex-Fellow 3”]

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