



# DIGITAL ENTREPRENEURSHIP MENTORING



**LEAVING NO DISADVANTAGED YOUNG PERSON  
BEHIND IN THE DIGITAL AGE**

2023-1-TR01-KA210-YOU-000162088

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# SULTANBEYLİ MUNICIPALITY

Digital Entrepreneurship Mentoring: Leaving No  
Disadvantaged Young Person Behind in the Digital Age



## M1 INTRODUCTION TO MENTORING



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## INTRODUCTION TO MODULE:

This module provides a comprehensive overview of the concept of mentoring, exploring its nuances and distinguishing it from frequently confused terms in today's context. It delves into the two fundamental roles of mentoring: the mentor and the mentee, outlining their respective responsibilities in a clear and concise manner.

Following the in-depth exploration of mentoring fundamentals, the module delves into the diverse array of mentoring types, emphasizing the flexible nature of mentoring that gives rise to this rich variety. It highlights that this flexibility allows mentoring to be tailored to specific needs and goals, making it a versatile tool for personal and professional development.

In recognition of the ever-evolving technological landscape, the module examines the digitization of mentoring, exploring how advancements in information and communication technologies have transformed the way mentoring relationships are established and maintained. It discusses the benefits and challenges of e-mentoring, providing insights into its potential to expand access to mentoring opportunities and foster global connections.

By the end of this module, participants will have gained a comprehensive understanding of the following key topics:

Mentoring, mentor, mentee, types of mentoring, e-mentoring.



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## CONTENT OF THE MODULE:

- **What is Mentoring and Its Definition**
  - The history and origins of mentoring
  - The definition and scope of mentoring
  - The concepts of mentor and mentee
- **Fundamental Concepts Related to Mentoring**
  - Characteristics of the mentoring process
  - The mutual learning process
- **Comparison of Mentoring with Other Concepts**
  - Differences between coaching and mentoring
  - Differences between consulting and mentoring
  - Differences between leadership and mentoring
  - Differences between teaching and mentoring
- **Types of Mentoring**
  - Formal mentoring
  - Informal mentoring
  - Situational mentoring
  - Managerial mentoring
  - Peer mentoring
  - Multi-mentoring
  - Career mentoring
  - E-mentoring
  - Academic mentoring
- **Roles and Responsibilities of Mentor and Mentee**
  - Roles and responsibilities of the mentor
  - Roles and responsibilities of the mentee

These topics cover the different aspects of mentoring, its types, and the roles and responsibilities of the participants in this relationship. Each topic provides important information for understanding and effectively conducting the mentoring process.



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## LEARNING OBJECTIVES:

### 1. Knowledge:

The module includes the definition and history of mentorship, explaining the role of the mentor by referring to Homer's Odyssey epic. For example, it provides information on how the mentor instilled values such as wisdom, courage, and virtue in the mentee

### 2. Comprehension:

It is possible to grasp the general meaning of mentorship in the module. The relationship between mentor and mentee is described as a developmental process based on sharing knowledge and experience. Additionally, comparing mentorship with other types of guidance (coaching, counseling, leadership) has reinforced the understanding of the concept.

### 3. Application:

The module provides detailed information on how the mentorship process is structured, focusing on both formal and informal types of mentorship (such as situational and managerial). Additionally, it explains the roles and responsibilities of mentors and mentees, illustrating how mentorship operates in practice.

### 4. Analysis:

The module differences between mentorship and other similar concepts (coaching, consultancy, leadership) have been analyzed, highlighting how they differ. Additionally, various types of mentorship (formal, informal, situational, managerial) have been examined, focusing on the characteristics of each.

### 5. Synthesis:

The module has explained how mentorship process forms a synthesis. It synthesizes how the interaction between mentor and mentee leads to mutual learning and how both parties benefit from this process. Additionally, it provides a synthesized perspective on different types of mentorship.

### 6. Evaluation:

The module has evaluated the benefits and success criteria of mentorship. It discusses how elements such as mutual trust, communication, and collaboration play a critical role in the success of mentorship relationships. Additionally, it evaluates how mentorship relationships can be sustained and made productive.





## TRAINING CONTENT

### INTRODUCTION TO MENTORING

#### Definition and Scope

Mentorship is a relationship based on guidance that has been used for centuries for both personal and professional development. Its history dates back to the wise mentor character in Homer's epic poem the Odyssey. In this mythological epic, Odysseus is about to join the Trojan War. Odysseus entrusts his son Telemachus to his closest friend, Mentor, to raise him in his absence. Mentor instilled in Telemachus values such as wisdom, courage, and virtue, and prepared him to be a mature leader.

The concept of mentorship can be generally expressed as a development process in which one person - the mentor - shares their knowledge and experience to support the development of another - the mentee. Mentorship is based on guiding the individual to develop their knowledge and skills in line with their personal and professional goals.

The individuals involved in this process are called mentee and mentor, and the process itself is called mentorship. In mentorship, we can say that it is a learning process that encompasses all of the information, skill and experience sharing, counseling, coaching and mentoring processes based on mutual trust and volunteerism in line with the individual's personal development, career and professional goals.

However, mentoring is not just a learning process from mentor to mentee. Mentoring is a reciprocal learning process. In this process, both the mentor and the mentee learn and develop something mutually.

While mentoring the mentee, the mentor shares their knowledge and experiences. They gain different perspectives and acquire new skills, strengthen their leadership and communication skills, and ultimately experience the well-deserved satisfaction of helping and contributing to others. The mentee, on the other hand, gains knowledge and experience from the mentor, develops their skills and competencies, receives guidance on career planning and goal setting, increases their self-confidence and motivation, and gains a different perspective by establishing new connections. To give an example of reciprocal learning, while the mentor supports the mentee on a personal development issue, the mentee can also share their own experiences and challenges with the mentor, giving the mentor a new perspective.

Mentorship is a reciprocal relationship that offers a valuable learning and development opportunity for both the mentor and the mentee. The success of this relationship is based on open communication, mutual trust and respect.



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## Frequently Confused Concepts

● **Coaching:** Coaching and mentoring are both relationship processes that focus on individual development and unlocking potential. However, they differ from each other due to some basic features.

Mentoring is often based on a long-term relationship. It provides guidance for personal and professional development. Coaching, on the other hand, focuses more on short or medium term goals.

While coaching generally focuses on achieving a specific goal or result, mentoring is based on the transfer of a wider range of knowledge and experience. It takes part in the process of development and revealing potential not only in a certain field but also in a wider range.

The mentoring process combines advice giving, counseling and coaching. It may provide much more guidance.

In terms of structure, mentoring is less structured than coaching. While a mentoring meeting has an agenda and goals are suggested, it is up to the mentee to bring it together. So in comparison, coaching is much more rigorous.

● **Consultancy:** Consulting focuses on a specific problem or challenge. The consultant helps the client identify the source of the problem, evaluate options, and reserve the most appropriate solution.

While mentoring is carried out mostly through experience sharing and guidance, expert advice and problem-solving techniques are used in consultancy. The consultant analyzes the client's success and prepares a specific road map and solution plan for the situation.

Unlike consultancy advice, it is informal and inflexible. It is a more formal and professional relationship.

It is a shorter-term type of relationship than mentoring because it focuses on a specific problem.

● **Leadership:** While mentoring focuses on an individual's personal and professional abilities, leadership is a type of involvement with a group or individual focused on achieving a targeted goal. The leader motivates, directs and shares the vision of the group.

Leadership is done through the use of authority, direction and decision-making. The leader organizes and coordinates the group he leads in line with the determined purpose.

In contrast to the informal and flexible relationship of mentoring, it is a more formal and hierarchical relationship. The leader has more authority and responsibility than the group members.

It may be shorter term than mentoring due to the presence of a specific goal.







● **Teacher:** Teaching focuses on gaining knowledge and skills in a specific subject. The teacher helps the student convey the content of the specified course and ensures that the content is understood and used by the student.

There is a more formal and hierarchical relationship in teaching than in mentoring. The teacher has more knowledge and experience than the student.

The teaching process is limited to the duration of a particular curriculum or course.

## TYPES OF MENTORING

### Formal Mentoring

Formal mentoring aims to strengthen the communication between employees and managers in the business, to inform new employees and young managers about the business and to create the business culture. This type of mentoring;

- increases trust within the organization,
- increases shared knowledge,
- protects common culture,
- improves the skills of staff,
- raises future leaders and
- Helps beginners adopt business culture.

The mentoring process takes place in four stages: the initial phase where trust is established between the mentor and the mentee, the middle phase where the mentor helps in goal setting, the next phase where the mentor interacts with the mentee, and the final phase where the mentor acts as a model and encourages the mentee.

The formal mentoring program is supported by the senior management. Since it is based on volunteering, the senior management provides the necessary support, matches the mentor-mentee and encourages continuous communication. Management is trying to formalize such relationships to develop the careers of young professionals.

### Informal Mentoring

Informal mentoring is a natural process and is based on mutual preference and liking. Mentoring begins with a person finding someone to consult about their career or benefit from their experience, and continues with the guidance of the mentor. These types of relationships are generally long-term, open to development and highly effective. However, it is not part of an official system. Informal mentoring relationships are relationships in which the mentor



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## Situational Mentoring

Situational mentoring refers to getting the right help at the right time. This is the process by which a talented employee solves another employee's problem and brings out their talents. Employees from all levels of the business can be involved in this process, they do not need to be senior managers. It includes short-term and urgent assistance given at the right time to the person who needs mentoring. For example, teaching a colleague how to use a printer or computer program is situational mentoring. Although this type of mentoring takes place in a short time and for a specific purpose, it can turn into a longer-term and comprehensive relationship.

## Alternative Types of Mentoring

**Peer Mentoring:** Peers refer to people in the same social group and may have common characteristics. During this process, friends often become important sources of support in people's lives. Young people generally prefer to disclose their troubles to their friends, rather than to their families or experts. Young people who have similar experiences think that they can understand and support each other better. In university life, peer groups are important for young people to get rid of family dependency. Peer mentoring can be carried out in different places where young people can be found. While in traditional mentoring there is a hierarchical relationship between the mentor and the student, in peer mentoring there is a relationship between the mentor and the student of similar age and position. Peer mentoring can support with more current and interesting experiences.

**Multiple Mentors/Mentoring:** In some cases, a service recipient may have more than one mentor. This ensures that mentors share the workload, ensuring that no single mentor is overburdened with the mentoring program. Just as all information must remain confidential, information is not shared between mentors; In this way, service recipients benefit more. For example, a person may choose to receive support from one mentor on managerial issues, but from another mentor on work-life balance issues.

**Career Mentoring:** Career mentoring is a type of relationship in which an experienced professional (mentor) guides and provides support to another person (mentee) in order to support one person's career development and success. This relationship involves the mentor providing knowledge, experience, and support to help the mentee achieve his career goals, enable him to develop his professional skills, and enable him to perform more effectively in the workplace.

The main purpose of career mentoring is to help the mentee achieve certain goals in his career. However, the mentoring relationship does not focus solely on professional goals; It also provides support on issues such as the personal development of the mentee, increasing self-confidence, developing leadership skills and coping with stress at work.



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To explain with examples, a career mentor can help the mentee determine his professional goals and plan the steps necessary to achieve these goals. For example, a young professional may need guidance from a mentor in determining what skills he or she needs to acquire to advance in his or her career. Likewise, a career mentor can help the mentee cope with workplace challenges and achieve balance between work and personal life.

**E-Mentoring:** Electronic mentoring is a form of mentoring that is carried out using technological tools such as computers and the internet. In cases where face-to-face mentoring is difficult, this method supported by tools such as e-mail or computer-based teleconference systems comes into play. Electronic mentoring offers a more flexible structure in terms of time and space compared to traditional mentoring practices. Mentor and mentee do not have to be in the same place; They can communicate via the internet. This process eliminates status differences, provides flexibility in communication and makes it possible to reach more people. Especially for students who need special education, it allows them to improve their communication skills through online networks and the internet. Therefore, e-mentoring offers an important opportunity for students receiving special education to improve their communication skills.

**Academic Mentoring:** Academic mentoring is a type of relationship in which an experienced academician or faculty member provides guidance to support a student's academic success and personal development. This relationship provides information, advice and support for the student to be more successful in courses and research. Academic mentoring helps students achieve their career goals while also supporting their personal development. Thanks to academic mentoring, students can receive guidance on a variety of issues, from course selection to research, from thesis writing to career planning. In this way, students can move forward in their academic and professional lives on a more solid foundation.

## Roles and Responsibilities of Mentor and Mentee

In the relationship between mentor and mentee, the mentor has basic roles such as guiding, providing support, giving feedback and setting an example. Likewise, the mentee has important responsibilities such as active listening, open communication, goal setting and taking responsibility. This relationship is built on mutual trust, communication and cooperation, and when mentor and mentee fulfill these roles effectively, it ensures that the relationship is successful and productive.



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## Mentor's Roles and Responsibilities

- 1. Commitment and Allocating Time:** To show the necessary commitment to the mentoring relationship and to allocate time in accordance with the determined calendar.
- 2. Open Communication and Trust:** The Mentor provides an environment of open communication and trust and acts in accordance with the principle of confidentiality.
- 3. Active Listening and Feedback:** The mentor listens actively, asks powerful questions, and gives feedback in a respectful tone when receiving feedback from the mentee.
- 4. Respect for the Mentee's Agenda:** The mentor respects the mentee's agenda and moves forward with his agenda.
- 5. Awareness of Area of Responsibility:** The mentor leaves the responsibility of development to the mentee and guides him.
- 6. Experience Sharing:** The mentor guides the mentee in development and shares his experiences.
- 7. Different Perspectives:** The mentor encourages the mentee to develop different perspectives and challenges him constructively from time to time.
- 8. Respect for Personal Values:** The mentor respects the mentee's personal boundaries, values and beliefs.
- 9. Support and Encouragement:** The mentor supports and encourages the mentee, recognizes his strengths and appreciates his development.
- 10. Professional Boundaries:** He keeps the mentoring relationship within professional boundaries and does not try to give advice to the mentee or force him to direct.
- 11. Professional Communication:** Conducts mentoring meetings in a professional and respectful manner; Does not make business or personal phone calls during meetings and does not interrupt the meeting.
- 12. Empathy:** The mentor empathizes to understand the feelings of the mentee and takes into account what he feels.
- 13. Goal Setting:** The mentor sets short- and long-term goals with the mentee and creates a plan to achieve these goals.
- 14. Information and Resource Sharing:** The mentor shares the necessary information and resources with the mentee and provides the necessary support for his career development.
- 15. Reliability:** The mentor proves himself to be a source of support that the mentee can trust and is honest and trustworthy with him.
- 16. Motivation:** The mentor motivates the mentee and encourages him to achieve success.
- 17. Evaluation and Improvement:** The mentor regularly evaluates the mentoring process and looks for improvement opportunities for development.





These responsibilities are important foundational structures for the successful maintenance of the mentoring relationship. It is important to support his development and maximize his potential.

## Mentee's Roles and Responsibilities

**1. Self-Confidence:** The mentee should be self-confident and have a high sense of self-confidence.

**2. Flexibility and Creativity:** The mentee must be flexible and creative, open to new ideas and able to think from different perspectives.

**3. Communication Skills:** The mentee must have developed his communication skills and be able to communicate clearly and effectively with his mentor.

**4. Risk Taking and Decision Making:** The mentee should not be afraid of taking risks and making decisions, he should be brave and be able to make his own decisions with confidence.

**5. Success and Failure:** The mentee should be able to accept failure as well as success, and should be able to learn and improve from his mistakes.

**6. Openness to Development:** The mentee should be open to development and innovation, and be willing to constantly learn and improve himself.

**7. Empathy and Honesty:** The mentee must be a good observer and listener, be able to understand the mentor's point of view, and be honest, straightforward and reliable.

**8. Being Interested and Participatory:** The mentee should actively participate in the mentoring relationship, be in communication with the mentor, be open to suggestions and criticism, and be able to give feedback to his mentor.

**9. Time Management and Responsibility:** The mentee must comply with the time allotted to him, go to meetings prepared, comply with the schedule and be able to take responsibility.

These items are important so that the mentee can gain maximum benefit from the mentoring relationship and maximize his personal and professional development. Each requires the mentee's active participation and taking responsibility.

## New Approaches To Mentoring

With the rapid advancement of technology today, like many other fields, mentoring processes have also undergone transformation. Traditional face-to-face mentoring practices are no longer the only option. Electronic mentoring has emerged as a significant part of this transformation.



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The swift evolution of technology has led to questioning the validity of traditional mentoring models. It is no longer necessary to be physically present to maintain a mentoring relationship. Tools such as smartphones, tablets, computers, and internet connectivity allow mentors and mentees to communicate with each other from anywhere in the world, thereby increasing the importance of electronic mentoring.

Electronic mentoring can be conducted independently of time and place. This is a major advantage for professionals with busy schedules, as mentors can guide and support mentees electronically even during business trips, thus ensuring continuity in mentoring relationships by overcoming traditional constraints.

Furthermore, electronic mentoring enables reaching a broader audience. By overcoming geographical barriers, it creates opportunities to work with mentors from anywhere in the world, facilitating the sharing of perspectives and experiences from different cultures. Particularly in the international business arena, this diversity can provide a significant advantage.

Electronic mentoring is becoming an increasingly preferred approach alongside traditional mentoring models. The rapid evolution of technology has paved the way for this new method, making mentoring relationships more accessible, flexible, and effective. Therefore, when addressing mentoring processes, the option of electronic mentoring should not be overlooked.

### Benefits of Electronic Mentoring

Electronic mentoring is a method where the traditional mentoring relationship takes place in a virtual environment. Mentor and mentee communicate through tools such as e-mail, video conferencing, and instant messaging. This method has many benefits.

#### FOR MENTEE

- **Greater access:** Electronic mentoring offers mentoring without geographical location or time zone restrictions. This way, mentees can connect with mentors from all over the world, regardless of their interests and expertise.
- **Flexibility:** Electronic mentoring allows mentees to receive mentoring in a way that suits their own schedule. Asynchronous communication tools such as email or instant messaging allow mentees to communicate with their mentors at their own pace and fit mentoring sessions into their own schedules.
- **Personalized learning:** Electronic mentoring enables mentees to have a mentoring experience customized to their individual needs and goals. Mentors can ensure that mentees receive specific feedback and guidance.



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● **A larger pool of mentors:** Electronic mentoring allows mentees to connect with a broader pool of mentors than they might find in traditional mentoring programs. In this way, mentees increase their chances of finding a suitable mentor, regardless of their interests and expertise.

#### FOR MENTOR

- **More impact:** Electronic mentoring allows mentors to reach more mentees and influence a wider audience.
- **Time saving:** Electronic mentoring allows mentors to spend less time than traditional mentoring programs. Asynchronous communication tools, such as email or instant messaging, allow mentors to communicate with their mentees on their own schedules.
- **Use of different skills:** Electronic mentoring allows mentors to use different skills such as communication, technology and time management.
- **Personal satisfaction:** Electronic mentoring enables mentors to experience personal satisfaction by sharing their knowledge and experiences with others.

#### GENERALLY

- **Increased diversity:** Electronic mentoring can help introduce more diversity into mentoring programs. Mentors and mentees with different backgrounds and experiences learn more.
- **Stronger networks:** Electronic mentoring can help build stronger networks between mentors and mentees. Friends can help mentees find jobs or advance their careers.
- **Lower rates:** Electronic mentoring may have lower increments than traditional mentoring programs. Expenses such as travel and accommodation are eliminated.

Electronic mentoring is a powerful tool that can provide many benefits for both mentees and mentors.



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## LEARNING ACTIVITIES

### ACTIVITY 1: CREATING THE IDEAL MENTOR & MENTEE PERSONA

Ask participants to create ideal mentor and mentee profiles that reflect their own character traits. Using the two images of human faces shown in the document below, ask them to identify 7 important features for each profile. Have them list each feature under a single word title and explain each feature in no more than 2 sentences.

This activity will help participants clarify the qualities they seek and value in mentoring relationships.

#### Annex A - Mentor and Mentee Profiles



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## EVALUATION QUESTIONS

**The concept of mentoring is a relationship based on which of the following?**

- A) Competition
- B) Guidance
- C) Audit
- D) Socialization

**Which is not one of the mentor's roles and responsibilities?**

- A) Empathize
- B) Providing open communication
- C) Directing the mentee's decisions
- D) Sharing information and experience

**Which of the following statements is true regarding mentoring?**

- A) Mentoring is generally a one-way learning process.
- B) Mentoring focuses only on professional goals.
- C) Mentoring is a relationship in which the mentor supports the development of the mentee by sharing his experience and knowledge.
- D) Mentoring has a hierarchical and formal structure.

E-mentoring makes the mentoring relationship more flexible and does not require meeting physically. (True False)

The mentoring process only involves a learning process from the mentor to the mentee. (True False)



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## EXTERNAL READING

In this section, you can provide extra learning materials for the learners.

- ❖ Rawlings, J.K.(2007) Mentoring Basics. Delta Heritage Books. US
- ❖ Bynum, Y. P. (2015). The power of informal mentoring. Education
- ❖ Grima, F., Paillé, P., Mejia, J. H. and Prud'homme, L. (2014). Exploring the benefits of mentoring activities for the mentor. Career Development International
- ❖ Mubarak, H. M. and Jamilu, I. M. (2015). Who is an ideal mentor?. International Journal of Innovative Research & Development
- ❖ Rowley, J. B. (1999). The good mentor. Educational Leadership
- ❖ Passmore, J. (2007). Coaching and mentoring - the role of experience and sector knowledge, International Journal of Evidence Based Coaching and Mentoring, Special Issue

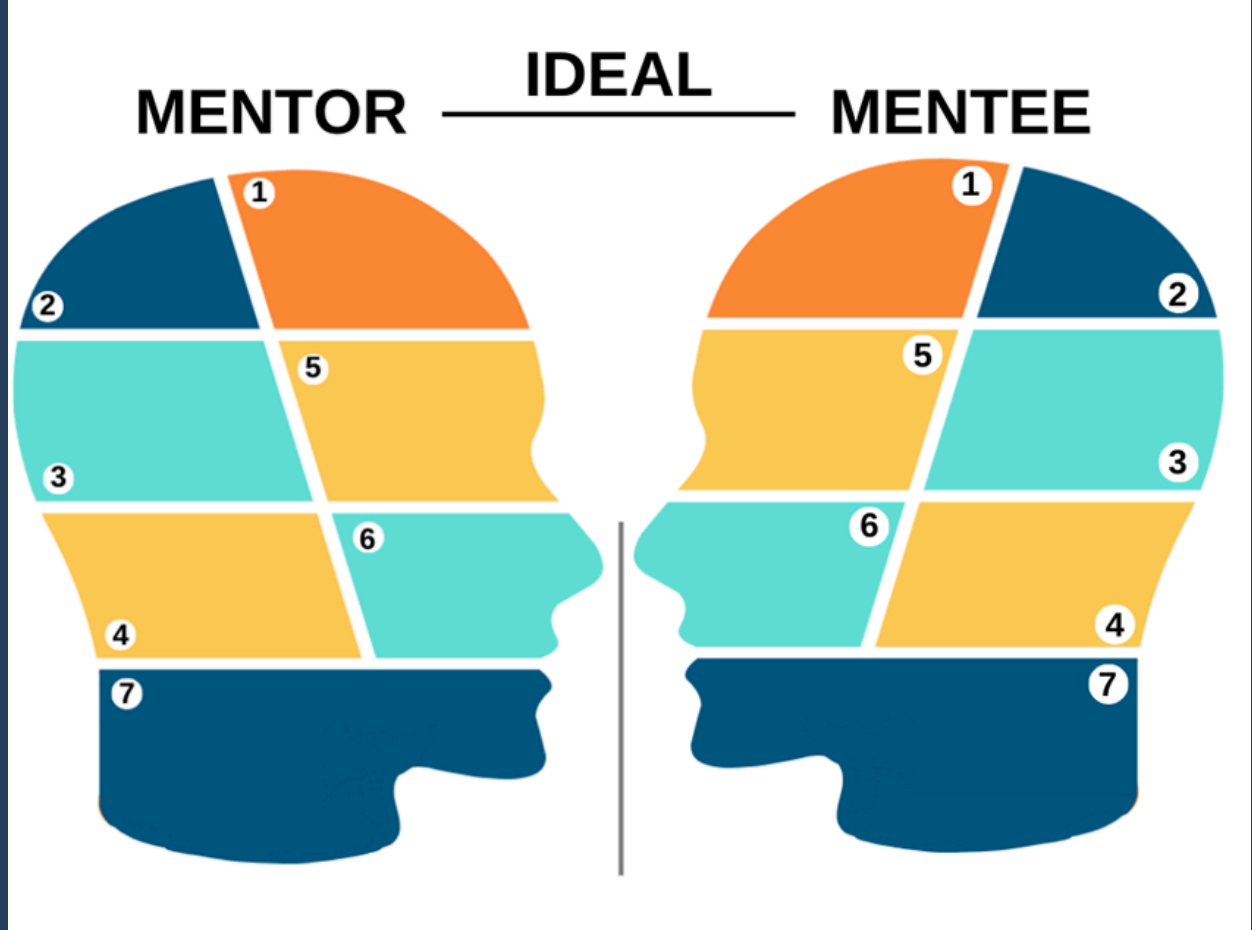


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## Annex A - Mentor and Mentee Profiles



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