



**CASA**

Common Agricultural  
and wider bioeconomy  
reSearch Agenda

# D1.3 Report about the result of the Mentoring Programme



**August 2019  
Task 1.3**



**EUROPEAN UNION**

Project co-funded by  
H2020 Programme under  
Grant Agreement n° 727486

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The overall objective of CASA, a Coordination and Support Action (CSA), is a **consolidated common agricultural and wider bioeconomy research agenda** within the European Research Area.

CASA will achieve this by bringing the Standing Committee on Agricultural Research (SCAR), which has already contributed significantly to this objective in the past, to the next level of performance as a research policy think tank. CASA will efficiently strengthen the strengths and compensate for the insufficiencies of SCAR and thus help it evolve further into “SCAR plus”.

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# 1. INTRODUCTION

This report presents the results of the SCAR Mentoring Programme which was developed, organised, and financially supported by CASA. It includes a description of the aim, structure, and implementation of the Programme, the results of the evaluations, and recommendation and conclusions.

The Mentoring Programme is part of CASA Work Package 1 *Representatives*. Task 1.3 *Mentoring Programme* is targeted to support new national delegates in SCAR bodies to become quickly familiarised with SCAR, its different bodies and activities. The Mentoring Programme envisages to do this through an exchange of knowledge between individuals who are experienced in SCAR work and new representatives to help the latter group to become an effective and efficient contributor and linking-pin between SCAR- and their national level. This is beneficial for individuals and for countries, in particular Member States that want to become more actively involved.

CASA has organised two rounds of the Mentoring Programme, the first round ran from September 2017 to June 2018, the second round from November 2018 to June 2019. A concluding workshop was organised for the participants of both rounds on 11 June 2019, back-to-back with SCAR Conference in Brussels. Both rounds have been evaluated, and results are presented in this report.

## **Rational of the Mentoring Programme**

Since its re-launch in 2004, the Standing Committee on Agricultural Research has provided the European Commission, Member States and Associated Countries with independent policy advice on better cooperation and alignment of research activities in agriculture. The 'Reflection Paper on the Role of the Standing Committee on Agricultural Research' critically looked into SCAR's organisation and ways of working, its achievements and role in an evolving landscape (SCAR, 2015). The paper concludes that SCAR has been fortunate to have a core group of committed members who contribute significant time to its activities. The report, however also highlights the limited or non-participation of a significant number of countries, making the Committee cannot be considered as being adequately representative. The report recommends to examine enablers and barriers to participation and potential mechanisms to get more countries actively involved.

In response, CASA, a Horizon 2020 funded support action for SCAR, has analysed the key factors of involvement and representativeness of Member States in SCAR related bodies (te Boekhorst, 2018). This study confirms earlier conclusions and states that:

- There is underrepresentation of the newer European Member States (the EU-13 countries)<sup>1</sup> and Associate Countries in SCAR in SCAR governance bodies and working groups, is widely recognised as undesirable (Figure 1 and 2);
- There is underrepresentation of regions which is undesirable as well, as it may lead to priorities of limited participating regions becoming less visible.

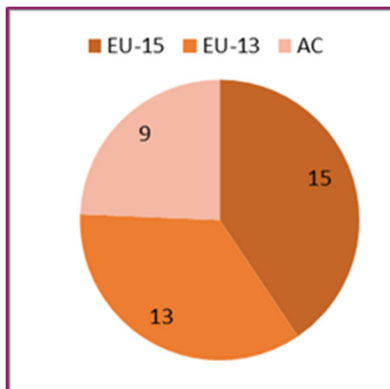


Figure 1: Number of SCAR countries according to political association (Te Boekhorst, 2018).

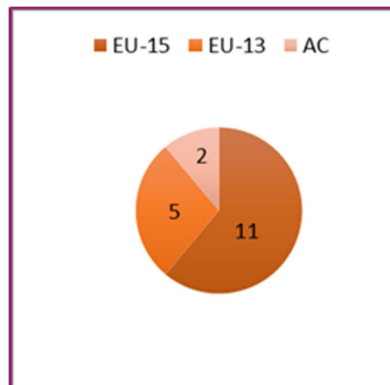


Figure 2: Participation in SCAR Steering Group SG in 2016 according to political association (Te Boekhorst, 2018).

Underrepresentation occurs in SCAR Working Groups as well as in the governance bodies (Steering Committee and Plenary). The report states that SCAR could benefit from more awareness and visibility of its work and the impact of that work at both national and European level. The report recommends the establishment of a Mentoring Programme to increase awareness and visibility of SCAR.

*New participants in SCAR can benefit from a learning environment or mentoring system that capitalises on the experience of their colleagues, thus supporting more quick and effective participation and reduction of disappointment due to unrealistic expectations (te Boekhorst, 2018: pp4).*

In line with this recommendation, the CASA Mentoring Programme was launched in September 2017. The Mentoring Programme set-up, organised and financially facilitated mentors who are experienced in SCAR work to share their knowledge and experiences with new delegates, and encouraged in particular new delegates of the newer EU Member States and the currently less active Member States to enrol.

<sup>1</sup> **Political association.**

**EU-15:** AT, BE, DE, DK, EL, ES, FI, FR, IE, IT, LU, NL, PT, SE, UK.

**EU-13:** BG, CY, CZ, EE, HR, HU, LT, LV, MT, PL, RO, SK, SI

**Associate Countries:** AL, CH, IL, IS, ME, MK, NO, RS, TR

## 2. DESCRIPTION OF THE MENTORING PROGRAMME

### 2.1 Objectives

The CASA Mentoring Programme specific aims:

- Support mentors who have rich SCAR related experience to share their knowledge with mentees i.e. representatives of new or not so active EU Members States;
- Speed up the acquisition of knowledge of mentees about SCAR and its objectives, impact, bodies, activities and procedures;
- Increase the capacity of mentees in representing their country in SCAR bodies and activity;
- Increase the capacity and empowerment of mentees in being the communicator and ambassador of SCAR within their own country.

### 2.2 Time line

The Mentoring Programme was organised in distinct rounds (Figure 3). For Round 1 the Call for Expression of Interest opened in September 2017, and meetings between mentors and mentees took place from October 2017 to June 2018. Round 2 had a similar scheme a year later. In addition, CASA organised a Concluding Workshop in June 2019. Intermediate results were presented in a report (Groot, 2018) and in a presentation for SCAR SG, and the final results through this report which concludes the CASA supported Mentoring Programme for SCAR.

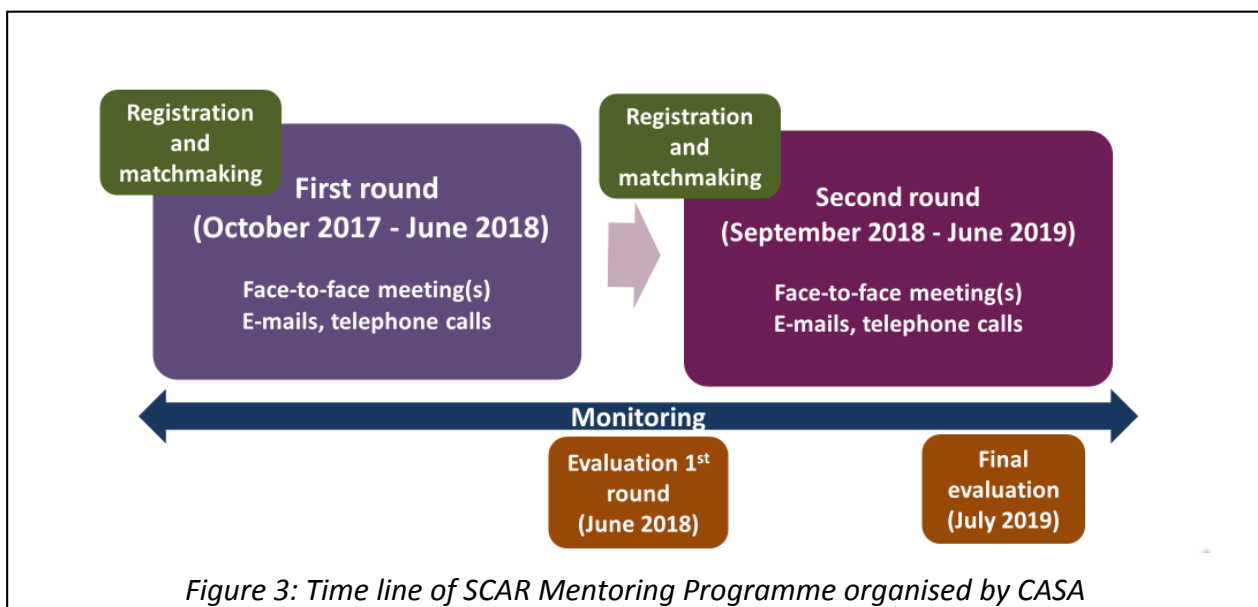


Figure 3: Time line of SCAR Mentoring Programme organised by CASA

## 2.3 Participants

The Mentoring Programme involves both mentees and mentors. Mentees are delegates who are recently appointed as representative from their country in a SCAR body and who are relatively new to the sort of role and responsibilities this brings. Mentors are individuals who are well experienced with SCAR and willing to share their knowledge with mentees.

In reply to the call for expression of interest in 2017, in total twelve individuals who were relatively new in one or more SCAR bodies subscribed as mentee and six SCAR delegates were prepared to act as mentor. One mentor planned to work as a duo together with a colleague. Two mentees came from EU-13 countries (Malta, Slovakia), three from Associate Members (Turkey, Switzerland) and seven from EU-15 countries (Italy, Austria, Spain, and Greece). One mentor was from an EU-13 country, the others from EU-15 countries (Table 3). From the six mentors, four were at that time a member of the SCAR Steering Group. Out of the twelve mentees, four were member of the SCAR Steering Group and were member of one or more of the SCAR Working Groups. In consultation with the participants, it was decided that each mentor would support two mentees. Due to slow processes with regard to formal appointment and busy calendars, one of the groups did not manage to organise any meeting.

In 2018 there were nine mentee registrations, and the five mentors who had active mentoring experience from the first term agreed to act again as mentor. Four groups were made of one mentor and two mentees, and one group of one mentor and one mentee. Because one of the mentors had to take a long leave from work due to recovery after operation, a regrouping was needed, matching one more mentee who was in SCAR SG with a mentor who was also from SCAR SG and had two other mentees from SCAR SG. The other mentee who already had had the benefit of being a mentor in the first round and who was not from steering group was matched as the second mentee with the mentor who was from a working group.

*Table 1. The mentors' and mentees' countries*

	Round 1		Round 2	
Mentors from	Netherlands Italy UK	Austria Latvia Germany	Netherlands Italy UK	Austria Latvia
Mentees from	Austria (1) Italy (3) Turkey (2) Spain (1)	Switzerland (1) Greece (2) Slovakia (1) Malta (1)	Austria (1) Italy (1) Turkey (2)	Lithuania (1) Hungary (2) Belgium (1) Luxembourg (1)

## 2.4 Process steps

Each Mentoring Programme Round involved the following steps:

1. *Call for expression of interest:* the CASA task leader prepared a call document and a guidance document and distributed the documents by email to SCAR plenary, and to all to email distribution list for SCAR SG and to the chairs and co-chairs of the SCAR Working Groups. National delegates were asked to send the call to the person from their country who were participating in the steering group or working groups. The text of the Call document and the Guidance document for the first round can be found in Annex 1. The text of the Call and the Guidance documents for the second round in Annex 2.
2. *Registration and preliminary matchmaking:* Following the information on a registration form, the CASA task leader made a preliminary match.
3. *Exploratory interaction:* After being informed by the task leader about a promising match, in a first telephone call or e-mail mentee and mentor explored common interest and decided what to discuss in a second interaction, when, where and how.
4. *Regular interactions:* Mentees and mentors interacted several times. In some cases, the mentor met the two mentees together. In other cases, the mentor met mentees individually. Ways of interaction included e-mails, (skype) calls and face-to-face meetings. After each interaction, mentor and mentee filled in a feedback form to update the task leader (Annex 3).
5. *Evaluation:* at the end of the first round a survey was conducted to evaluate the appreciation and the achievement of objectives, as well as to ask for suggestions and recommendations. This survey was comprised of telephone interviews and an electronic questionnaire (Annex 4). After the second round a similar questionnaire was used (Annex 5). Furthermore, at the concluding workshop there was one session dedicated to evaluation of the Programme.

## 2.4 Role of CASA

The CASA project supported the Mentoring Programme by implementing a number of distinct sub-tasks. Task 1.3 work force included in particular: Annemarie Groot (organiser of Round 1), Christine Bunthof (Organiser of Round 2 and Concluding Workshop), and Germa Ogink (administrative and financial assistant till December 2018).



*Sub-task A. Setting up procedure and guidelines.* The task leaders developed the concept and wrote the call for expression of interest and information document. Task leaders also prepared the feedback form, T&S reimbursement request form, and the evaluation form. The information document was in particular important. It was used to communicate the programme's rationale, objectives, target groups and procedures. The call document provided specific information to the potential applications, and a registration and matchmaking form. For the second round, these documents were revised, taking into account the results of the evaluation of the first round and the assessment of administrative and financial aspects.

*Sub-task B. Announcing the call and providing information upon request.* The call for expression of interest was distributed with the help of the SCAR secretariat who sent the mail to the SCAR SG. The call was then open for approximately a month, and the task leader was contact point in case of questions from SCAR delegates.

*Sub-task C. Matchmaking.* The information provided by the mentors and mentees on the registration form were used to make preliminary matches based on the following criteria:

- Matching mentor's and mentees' interest and learning needs;
- Diversity (countries): A mentoring group consists of people from different countries;
- Linking new Member States: For one mentoring group, the mentor and one of the mentees are from EU-13 countries;
- In the second round explicit attention was given to matching based on working group because the evaluation had shown that this was the preference of most of the participants.

The preliminary match making suggestion were agreed by all mentors and mentees who then got in contact with each other to plan meetings.

*Sub-task D. Providing relevant background material.* Background information on SCAR was sent to (all) participants (Box 1). In the first round, half way the programme, a list of possible discussion topics was shared as a source of inspiration. The mentors could then also use and share this in the second round.

**Box 1: Background material provided to the Mentoring Programme participants**

- Reflection Paper on the Role of the Standing Committee on Agricultural Research' critically looked into SCAR's organisation and ways of working, its achievements and role in an evolving landscape (SCAR, 2015)

- Devaney, L. & M. Henchion (2018). Bioeconomy Research & Innovation Policy Landscape in Europe: A Review. CASA Deliverable task 3.3. Teagasc, Ireland
- Te Boekhorst, D. (2018). Representation and inclusion in SCAR. CASA Deliverable task 1.1. Analysis of the key factors of involvement and representativeness. Wageningen Research, Wageningen, the Netherlands.
- Flyers on the SCAR Working Groups and CASA
- Sheet 'possible discussion topics'

*Sub-task E. Encouraging mentors and mentees to interact.* Regular e-mails were sent to mentees and mentors to encourage them to interact. In particular in Round 1 the task leader had frequent phone calls to check up and to answer questions of participants.

*Sub-task F. Monitoring.* Mentees and mentors were obliged to fill out a feedback form after each interaction to briefly describe the topics addressed and their opinion on usefulness of the meeting. The Task leader used the feedback to keep track on the progress made.

*Sub-task G. Evaluation of Round 1.* An evaluation of the first round has been carried out in June 2018 for accountability reasons and for informing the design and implementation of the second round of the Mentoring Programme. Chapter 3 describes the applied evaluation methodology and results of the evaluation of the first round. The results were presented to SCAR Steering Group in the SG meeting # 82 in May 2018. See Annex 6 for the slides.

*Sub-task H. Evaluation of Round 2.* An evaluation of the second round has been carried out in June 2019 for accountability reasons and for completing the information to build a report on results of the Mentoring Programme.

*Sub-task I. Organisation of Final Concluding Workshop.* One of the outcomes of the evaluation of the first round was the broad interest in having a final concluding workshop. This idea has been taken up and indeed a workshop was organised, back-to-back with SCAR Conference in June 2019.

*Sub-task J. Managing the travel costs reimbursement scheme of the Mentoring Programme.* Within the CASA resources, a budget was allocated to reimburse T&S costs for mentoring meetings. The information document for each round described the conditions and procedures for reimbursements. The task leader managed the financial resources and administrated the reimbursements. The budget was used to reimburse hotel costs (incl. breakfast) and travel costs, being a flight ticket and/or travel by public transport, until a maximum of EUR 1.600 per mentor per round and a maximum of EUR

1.600 per mentee (also if a mentee participated in both rounds). The maximum per meeting per person was €800. There were more participants than anticipated when reserving the budget, but not every participant used his or her full amount. The total budget spent on T&S was well in line with the total reserved. Box 2 provides more details on reimbursement costs. Participants who had not fully exhausted their personal budget after the first term and who continued in the second term could use the remaining amount for face-to-face meetings in the second round of the programme.

**Box 2: T&S reimbursements for participants of the SCAR Mentoring Programme**

**Round 1 (September 2017 - June 2018)**

- Total amount of the reimbursements: 6.514€
- Number of groups that made use of T&S reimbursement: 4 out of 5
- Number of mentors/mentees that made use of T&S reimbursement: 9
- 5 participants used their personal T&S budget only one time
- 2 participants used their personal budget for two face-to-face meetings
- 2 participants used their personal budget for three face-to-face meetings
- None of the participants fully exhausted their allocated personal budget of 1600€ (2 participants claimed > 1400€; 2 participants claimed 1000 -1400€; 2 participants claimed 700-1000€; 4 participants claimed < 600€)

**Round 2 (September 2018 - June 2019)**

- Total amount of the reimbursements: 6.313 €
- Number of mentor groups that made use of T&S reimbursement: 5 out of 5
- Number of mentors/mentees that made use of T&S reimbursement: 8
- 4 participants used their personal T&S budget only one time
- 2 participants used their personal budget for two face-to-face meetings
- 2 participants used their personal budget for three face-to-face meetings
- 1 of the participants nearly or fully exhausted their allocated personal budget of 1600€ (1 participants claimed > 1400€; 3 participants claimed 1000 -1400€; 2 participants claimed 700-1000€; 2 participants claimed < 600€)

## 3. EVALUATION OF THE MENTORING PROGRAMME ROUND 1

### 3.1 Evaluation Methodology

The evaluation methodology consisted of the following methods:

- Feedback forms of the participants
- Telephone/skype interviews with six individual mentors or mentees
- Survey

#### Feedback forms

The participants filled in feedback forms after each interaction through which they made explicit when, where they interacted and how, topics they discussed addressed and their opinion about the usefulness. The feedback forms were analysed and informed the interview questions and the set-up of the survey. The feedback was also used to update the CASA team and SCAR Steering Group (6 December 2017, Tallinn).

#### Telephone/skype interviews

In April - May 2018, the CASA team conducted seven interviews with four mentees and three mentors to capture their first experiences and opinions about the Mentoring Programme. The interviews addressed the following topics:

- Level of involvement in the programme
- The extent to which the Mentoring Programme is achieving its objectives
- Strengths of the Mentoring Programme
- Difficulties or challenges encountered
- Suggestions for improvements

The preliminary findings on the Mentoring Programme were presented by Annemarie Groot at the SCAR Steering Group meeting on 17 May 2018 (Annex 6).

#### Survey

A survey (Annex 4) was disseminated amongst all participants of the Mentoring Programme. Most of the questions focussed on the extent to which the Mentoring Programme is achieving its objectives and suggestions for improvements. In addition, participants' opinion on a few statements was asked. The statements were derived from

the interviews and discussion at the SCAR Steering Group meeting (17 May 2018). Out of 18 participants, 16 filled in the survey. The two participants, who were not able to respond to the questions, are from the same mentoring group. The members of this group did not manage to interact due to administrative uncertainties<sup>2</sup>. The mentor of this group responded only partly to the survey.

The result sections below are organised around the following topics:

- General appreciation
- Time spent on the Mentoring Programme
- Achievement of objectives
- Opinion on statements
- Strengths and additional recommendations for improvement

### 3.2 General appreciation

The majority of the participants, both mentors and mentees are very positive or quite positive about the programme. 12.50 % (2 mentees) feel very disappointed.

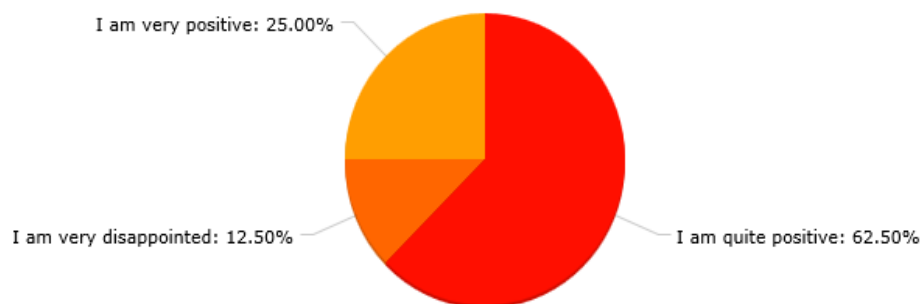


Figure 4: Participants' general appreciation

### 3.3 Time spent

The time spent on the Mentoring Programme varied from less than 4 hours to 4 days, including preparation and travel. The majority (68.8%) interacted via face-to-face mentoring meeting that were combined with another SCAR meeting. 12.5% of the participants who met face-to-face, organised this meeting just for the purpose of the Mentoring Programme. 18.8% of the participants used only skype and/or telephone calls to discuss about SCAR related issues (Figure 5).

<sup>2</sup> Uncertainties included T&S reimbursement for CASA (sub)contractors and a pending official nomination of one of the mentees as national delegate (expert) in a SCAR Working Group.

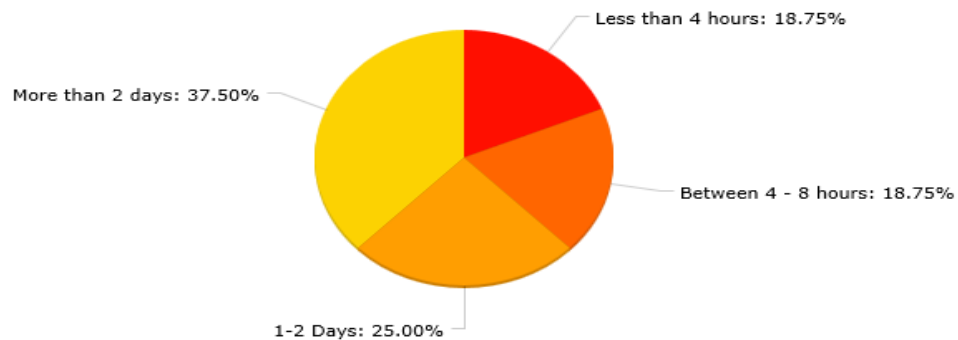


Figure 5: Time spent on the Mentoring Programme

### 3.4 Achievement of objectives

Questions related to achievement of objectives were organised according to:

- Achievement of learning objectives;
- Speeding up acquisition of mentee's knowledge about SCAR and its objectives, impact, bodies, activities and procedures (mentees' and mentors' opinions separated);
- Increase of mentee's capacity to represent their country in SCAR bodies and activities? (mentees' and mentors' opinions separated);
- Increase of mentee's capacity and empowerment in being the communicators and ambassadors of SCAR in their own country? (mentees' and mentors' opinions separated);
- What mentors learned from the programme.

#### Achievement of learning objectives

The question 'did you achieve your learning objectives' was answered by 10 mentees and 1 mentor. Of these eleven participants, seven answered that they achieved their learning objectives through the Programme, two said 'only partly', and two mentees answered with 'No'.

Mentees whose objectives were obtained emphasized the value of face-to-face interaction:

*"The personal interaction was very good, although it has been difficult to organise face-to-face meetings, which are - in my opinion - the real added value of the program".*

*“ I received sound information and many details throughout the discussion concerning SCAR. Direct interaction gave me the opportunity to better know how SCAR is organised and a more clear view how to participate in SCAR activities (Strategic and Steering group meetings)”.*

Mentees whose objectives were not achieved mentioned their mentor’s lack of knowledge on SCAR as the main reason:

*“ It was hard to talk about SCAR (in general) or discussing about ongoing activities of SCAR because our mentor did not know about these activities”.*

### **Speeding up mentee’s acquisition of knowledge**

Eight out of eleven mentees that answered the questionnaire (almost) fully experienced that the Mentoring Programme has speeded up acquisition of their knowledge about SCAR and its objectives, impact, bodies, activities and procedures to a great or to some extent. The other three mentees that answered the question on this topic indicated it did not live up to their expectations in this respect. The answers from respective mentors concerning their view on whether their mentees benefited in terms of speeding up acquisition corresponded with the mentees’ answers, with one exception where the mentor had a positive view, while the mentee had not. The three persons for which the Programme round 1 did not work out well, as indicated by the answer to this question and a number of other questions included the two mentees in the group where for one mentee there was an administrative issue of not being appointed as a national delegate and the long time the communication about the issue took. Also the other mentee in this group was disadvantaged by this situation, as no face-to-face meetings were planned, first due to the administrative issue, later due to delays in communication (from both sides) and busy calendars. The other case concerned one mentee who in hindsight should have been matched with a mentor also from SCAR Steering Group like the mentee in order to have benefit from the programme. The learning experience that the CASA task leaders took from this was that intervening and re-arranging groups fast may work better than to wait and see first and just encourage the matched persons to just keep on trying to plan a meeting. From these three persons one stayed on in the second round, was matched with another mentor, and had a good experience in that round that fulfilled the learning objectives in the end.

The eight mentees with positive experience about the Programme fulfilling their learning objectives gave examples in the feedback forms and interviews, of which a list has been made.

One of the interviewed mentees put forward:

*“Sitting next to my mentor in Steering Group meetings helps me to quickly know who is who and the role of different member states”.*

Examples of what mentees appreciated in relation to the contribution of the programme to knowledge acquisition include:

- The promptness in providing advice and information by the mentor;
- The possibility to speak freely and wide-ranging with the mentor about SCAR and how SCAR works in real life, beyond what is written in texts and websites;
- Learning about different SWGs, CWG and about the history of CWGs, SWGs and ERA-NET initiatives. Knowledge acquisition about different forms of interactions between the SCAR bodies was highlighted as strength as well;
- Dissemination of information about SCAR at the national level, including examples from other countries;
- Face-to-face meetings linked to the SCAR SG meetings are particularly effective as it allows a better insight into the SCAR agenda topics;
- Possibility for getting together with the National representatives and obtaining SCAR related information.

Examples of what mentors appreciated with respect to mentee’s knowledge acquisition include:

- In the absence of any introduction & welcome information package, any structured conversation between experienced and new SCAR (SG) delegates is extremely helpful;
- The provision of history and background information;
- The combination of face-to-face meetings with SCAR meetings because it allowed to discuss concrete agenda issues and get insight on related specific topics;
- Staying close to the mentee during Steering Group meetings and responding to questions helped him/her to better understand the dynamics and positions of Member States;
- The first exchange by email on the interest and needs of the mentee was a way to obtain more Information on the topics and interests than was given in the filled in application form. The additional information was used to better prepare for the next telephone call.

One interviewed mentor put forward:



*“The Information package provided to the mentees and mentors is very good. No need for improvements from me”.*

Mentees’ suggestions for improving the acquisition of knowledge on SCAR included:

- Mentors/mentees pairs could be better linked by being part of the same SCAR groups or initiatives;
- The agenda of the meeting need to be approved by the coordinator of CASA prior to any meeting in order to maintain a certain standard;
- Check possibility to organise a 1 day (maybe 1,5 days) specific "Mentoring Meeting" to get a pool of mentors and mentees together. Such a session would allow for obtaining and sharing views of different mentors on different questions/topics;
- Organise a back-to-back or side event with 2019 SCAR Conference to bring together all mentors and mentees. All participants can share their experiences, which can boost the impact of the Mentoring Programme. Furthermore, in this way the number of participants of a SCAR Conference can be increased;
- Have mentors and mentees working together on a specific task;
- Attend SCAR events like Conference, SGW and CWG workshops etc.
- Having an intranet with much more info (description of the different attendees, information about the different topics that will be discussed during meetings). The actual SCAR website is not up to date and difficult to use.

Mentors made the following recommendations to better support mentee’s acquisition of knowledge on SCAR:

- Provide a small welcome 'gift' from SCAR with: Most important documents (on SCAR, on Comitology), List of SCAR SG delegates, List of SCAR plenary delegates;
- As personal relationships are very important, make matches that increase the chance mentor and mentees can meet face-to-face;
- If possible, match mentee and mentor being nominated for the same SCAR groups;
- Mentees having own-country colleagues with significant experience of SCAR can be supported by them as well. Development of an in-country network of SCAR participants could function as a support group to the benefit of all participants.

### **Increase in mentee’s capacity to represent their country in SCAR bodies and activities**

Eight out of ten responding mentees experienced that the Mentoring Programme has increased their capacity to represent their country in SCAR bodies and activities.

The interviews revealed several examples showing that the Mentoring Programme has increased their capacity to represent their country in SCAR bodies and activities. One mentee put forward:

*“Before I felt a foreigner in the SG, now I feel confident enough to ask questions and give presentations”*

Comments made by mentees about what went well in the Mentoring Programme to increase their capacity to represent their country included:

- We used our increased knowledge on SCAR and its activities to advise some of our colleague who are working in SCAR Working Groups;
- Some talks with the mentor about habits, routines and back stages of SCAR meetings;
- The new knowledge gained on SCAR. But, representation capacity depends very much on what kind of position a person has in the national hierarchy;
- Better understanding of SCAR's aims and objectives helps me to better understand our role in SCAR;
- The real capacity to represent one's country is more related to the level of experience with participation in SCAR meetings and with good links and talks within one's own national team. However, a joint participation of mentee and mentor in a meeting (not only "external" talks) could also help in this regard.

Mentors made the following comments regarding mentees' increased capacity to represent their country:

- Mentees may feel less timid and able to make use of the informal atmosphere that is so typical of most SCAR bodies;
- Both mentees have/will organise(d) national SCAR days in their Country. One mentee is representing his country in some SCAR bodies and in CASA;
- Mentees now experienced the results that can be obtained from being part of a SCAR body;
- It was hopefully beneficial to provide mentees with some of the underlying reasons and objectives of particular SCAR activities. It seems that some colleagues are participating in SCAR activities, but do not have a proper understanding of the purpose of that activity because they were not involved from the beginning and/or it has not been explained to them.

Mentees suggest the following improvements for better increasing their capacity to represent their country in SCAR:

- To continue the meetings mentor-mentee;

- Define mentors' specific knowledge area and allow mentees to choose a mentor according to their proficiency for SCAR;
- Organise information activities and SCAR meetings/workshops at the National level in different cities;
- Organise SCAR events more efficiently. You can organise back-to-back meetings and workshops to increase the number of attendees;
- Having an intranet with much more info (description of the different attendees, information about the different topics that will be discussed during meetings). The actual SCAR website is not up to date and difficult to use;
- The chosen mentors need to be actively participating in the main committees. A mentor can host more than two mentees at a time, but not more than four.

Mentors suggest the following improvements for better increasing mentees' capacity to represent their country in SCAR:

- Mentees could spend some additional time outside of the meetings to meet with other delegates (previous evening, a drink after the meeting);
- Mentees could take upon themselves small assignments to gain confidence and trust;
- Encourage mentees to be part of small groups dealing with specific SCAR Steering Group tasks;
- When a colleague is new to an activity such as the SCAR Steering Group or one of the working groups, the chair/coordinator (or another colleague in the group) should check that they understand the purpose of the activity and be available to answer questions and provide general support. Some sort of introductory information could be made available e.g. background to SCAR, Q&A sheet and handy tips.

One mentor felt it was too early to observe effects of the Mentoring Programme. The mentor suggested making a statistical analysis of Member States participation in SCAR meetings at the end of the second round.

### **Increase mentees' capacity and empowerment in being communicators and ambassadors of SCAR in their own country**

Eight out of ten responding mentees felt that the Mentoring Programme has increased and empowerment in being the communicator and ambassador of SCAR in their own country. This view was in line with the view of the mentors.

According to mentees the following went well in the programme to increase their capacity and empowerment to act as communicator and ambassador of SCAR in their own country

- Being more confident in my knowledge of SCAR helps to be a convincing SCAR ambassador;
- The fact that we organised a SCAR event in our own country and hosted our mentor shows our capacity and empowerment to act as communicator and ambassador of SCAR in our country. Having our mentor with us allowed us to discuss different issues, not only about SCAR but also other issues like the EU agricultural research approach;
- The knowledge I gained about the possibility of setting priorities and the ability to discuss and propose working groups.

Mentors added to the above list:

- Face-to-face relationships and participation in meetings.

Examples of mentees' suggestions for better improving their capacity and empowerment to act as communicator and ambassador of SCAR in their own country are:

- Check possibility to organise a 1-day (maybe 1,5-days) specific "Mentoring Meeting" to get a pooling of mentors and mentees together like an intensive SCAR session. Such a session would allow for obtaining and sharing views of different mentors on different questions/topics;
- Spending more time with our mentor can increase our capacity and impact of the programme. In addition, organising a national SCAR event in our country can assist us in increasing our capacity in being the communicator and ambassador of SCAR.

Mentors' suggestions for improvements include:

- Mentees can mobilise a small group of national stakeholders from the relevant ministries and funding bodies to meet before SCAR meetings. They should not limit themselves to their own ministry and hierarchy;
- There's a need for mentees to make the link with others in their own country who are involved in SCAR activities and to work together as a team;
- Mentees could be supported in organizing seminars/consultations in their countries on specific topics on which decisions are expected;
- Invite mentees to CASA SCAR national meetings organised in other countries to share information amongst Member States.

### What did mentors learn from the programme?

Mentors indicated they learned something useful from the mentoring programme for example:

- Learning about the size and quality of the Agricultural Knowledge and Innovation Systems in mentee's country. This helps the mentor to better function in SCAR;
- The importance of face-to-face meetings;
- How other SWGs and CWGs ways run their activities;
- How other countries approach R&I programming and management, which helps to consider more options when you have to take your own country position;
- There are colleagues new to the SCAR, who are keen to contribute but require some support at the start. By providing what might be a low level of support, new colleagues can become much more active, and this is to the benefit of us all;
- It is difficult to schedule a time and date for telephone calls or physical meetings.

### 3.5 Statements

The respondents shared their opinion on the following statements:

Statement 1. The Mentoring Programme should prioritise mentees from new Member States and inclusiveness target countries;

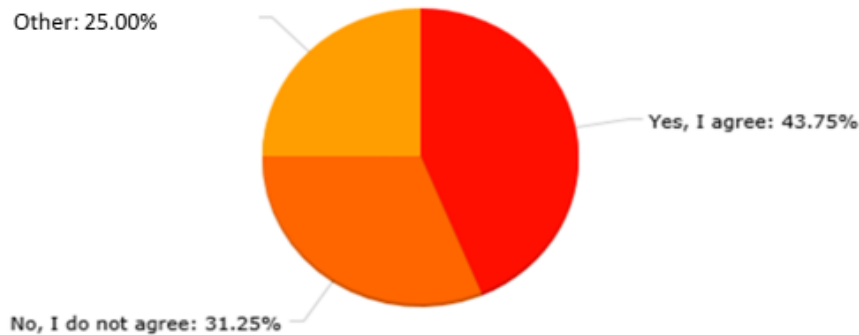
Statement 2. The second round of the Mentoring Programme should only assist those mentees who are national delegates in the SCAR Steering Group;

Statement 3. Mentor and mentees of the same mentor group should also be members of the same SCAR body.

#### **Opinions on Statement 1 *"The Mentoring Programme should prioritise mentees from new Member States and inclusiveness target countries"*.**

A slight majority of respondents was in favour of prioritising mentees from new Member States and Inclusiveness Target Countries. Respondents in agreement highlighted that New Member States or Inclusiveness States are the ones that are most in need of support in knowledge acquisition on SCAR. It is considered reasonable to give these mentees from these countries a first choice. Others, who partially agreed, stressed that such a decision needs to be taken on a case-by-case basis. An exchange of information and opinions between mentors and mentees is considered mutually enriching for all countries, not only the new Member States. One respondent, who also partially agreed

stressed that as the major concern is 'representativeness' of SCAR work and output and the EU13 Member States are a major group of countries that could benefit from SCAR, prioritisation of these Member States is somehow justified.



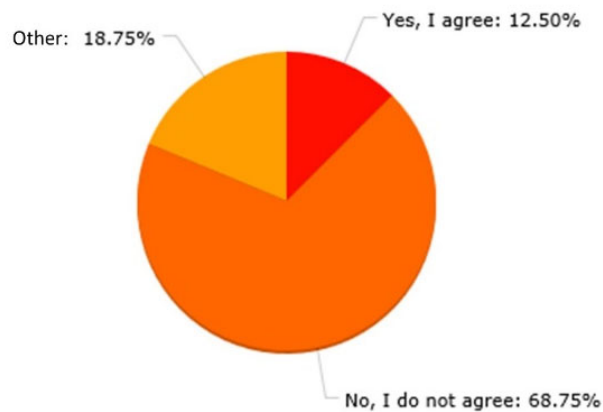
*Figure 6: Respondents' opinion on the Mentoring Programme prioritising mentees from New Member States and Inclusiveness target Countries*

Respondents who disagreed with the statement think that the Mentoring Programme should target countries that are currently less involved in SCAR, which may be old Members States, and/or should focus especially on small countries that are still underrepresented. Others emphasized that the Mentoring Programme should be open to any new delegate from any country (not only new Member States) as the goal is to become quickly involved in SCAR and its bodies and improve visibility. Another respondent who disagreed stressed that delegates and national experts of both old and new Member States have time constraints for working in a SCAR body. Consequently, they hardly have time to share information and experience with new delegates and experts. To mitigate this, the Mentoring Programme should be open to all countries involved in SCAR.

A cautionary note on the involvement in SCAR is that participation of a country in SCAR activities is a combination of political willingness and available funds. In some countries, the (political) willingness exists, but funds are not (made) available. To really support inclusiveness, a combination of tools is needed and not only those like the Mentoring Programme acting on individuals.

**Opinions on Statement 2 “The second round of the Mentoring Programme should only assist those mentees who are national delegates in the SCAR Steering Group”.**

The majority of the respondents disagreed with the statement. One respondent suggested adding SCAR Plenary to the statement. Another respondent who disagreed stresses that participation in a SCAR Working Group can be a first step before taking part in the SCAR Steering Group or SCAR Plenary.



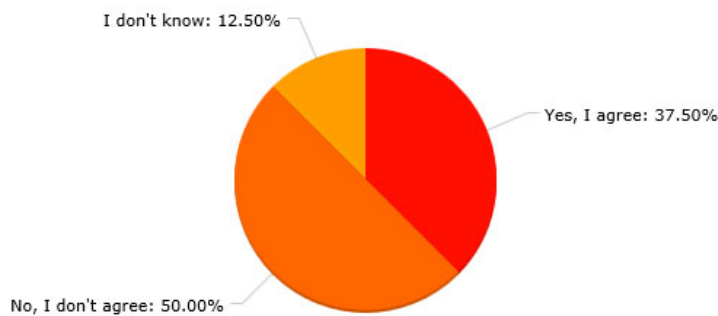
*Figure 7: Respondents' opinion about the Mentoring Programme only assisting those mentees who are national delegates in the SCAR Steering Group*

An additional argument for disagreement put forward by another respondent was that national delegates who are representing ministries are or should be already well briefed and informed. Members of Working Groups, however, are often scientific experts and not so involved in the policy process, they need assistance from the programme much more. Others stressed the need to take this decision on a case-by-case basis. When a country has a national delegate in SCAR Steering Group, but wants to be more involved in a specific area, for example food systems, the Mentoring Programme can help new participants to quicker understand the SCAR system. A respondent who is in favour of the statement mentioned that the decision will depend on the number of mentors available in relation to the number of mentees interested in the programme. Prioritisation can take place if demand exceeds supply.

***Opinions on Statement 3 'Mentors and mentees of the same mentor group should also be a member of the same SCAR body'.***

50% of the respondents did not agree with the statement, 37.50%, however, agreed with it. Respondents disagreeing with the statement feel that this should not be the main matching criterion. Some of them stressed the importance of cross fertilisation of knowledge between SCAR bodies, which can only be achieved if mentees and mentor are from different bodies. Introducing new views and ideas can help to improve the

performance of the SCAR bodies involved. One respondent put forward that Working Groups can have very different set-ups and processes of work. If a mentee has questions on a specific Working Group, not just General SCAR questions, a mentor from this Working Group is recommended.



*Figure 8: Respondents' opinion on the statement: Mentors and mentees of the same mentor group should also be a member of the same SCAR body.*

The mentees and mentors who were in favour of this idea think being a member of the same body facilitates face-to-face interactions, which are seen as the most effective way to exchange information and clarify doubts. Being a member of the same SCAR body offers a good common ground for discussion and exchange.

One respondent put forward that a mentee nominated as delegate in the SCAR Steering Group needs to be matched with a mentor who is (or was) also a member of this group. However, a mentor who is a member of the Steering Group and who feels confident in his/her knowledge of a particular Working Group (or knows how to access this knowledge) can be matched with a mentee who is a member of that group.

### 3.6 Major strengths and recommendations for improvement

All interviewed mentees and mentors stated they want to continue participating in the second round of the Mentoring Programme. Some prefer to change the mentoring group composition others prefer to stay in the same group.

#### Strengths

Both mentees and mentors were asked to mention the major strengths of the Mentoring Programme. Examples of strengths and positive experiences included:



- Experienced mentors and promptness in providing very useful advice and information;
- Receiving the right information what needed for my work, which is not only focused on SCAR activities but also on broader cooperation in the area of EU research;
- Face-to-face meetings (in combination to a SCAR event) allowing for open discussions, sharing information and ideas on SCAR related work. The information flows are actually bi-directional as also mentees have knowledge and points of view that can be of interest to the mentors;
- Coordination activities of the CASA mentoring team.

And,

- The Mentoring Programme:
  - Is a golden opportunity that helps disadvantaged countries to attain a certain level of knowledge in order to become more active in SCAR bodies and activities
  - Accelerate the introduction period for new SCAR delegates
  - Facilitates networking among Member States
  - Is a nice initiative and it is conducted in a right way. Congratulations!

However, it takes more time than 8-10 months to evaluate potential benefits of the Mentoring Programme. There is need to observe how the second term is working and then conduct (again) an evaluation.

### **Additional recommendations**

Mentees and mentors were also asked to highlight needs for additional adjustments in the Mentoring Programme. These additional adjustments included:

- If there are sufficient mentors, the mentees could switch to a second mentor after a few months. Mentors are likely to complement each other as each mentor has a different perspective;
- Give mentors and mentees an opportunity to learn from each other and increase networking among countries and across the SCAR activities;
- The European Commission needs to communicate more about this kind of support being offered to Member States at the Council in order for Ministries of respective Member States not to undermine this initiative;
- There is need for more flexibility in the T&S reimbursement procedure. Costs for meals should be reimbursed as well, but always within budget limits. The T&S reimbursement should require less administration.

## 4. EVALUATION OF THE MENTORING PROGRAMME ROUND 2

### 4.1 Evaluation methodology

Again, participants were asked to fill out feedback forms after each mentoring meeting. Also, mentors and mentees were asked to answer to a survey at the end of the programme. This questionnaire (Annex 5) includes mostly the same questions as the questionnaire used after the first round. The statements used after the first round were not included, as these had mainly served to guide some organisational aspects of the second round.

All four mentors that had been active for the whole round filled in the questionnaire, as well as six of the nine mentees. The result are organised around the following topics: general appreciation; time spent on the Mentoring Programme; achievement of learning objectives, achievement of speeding up of acquisition of knowledge about SCAR, increase of capacity to represent one's country, increase of capacity and empowerment in being an ambassador and communicator of SCAR in own country, and strenghts and points for improvment of the mentoring programme.

### 4.2 General appreciation

None of the respondents felt disappointed. All mentors and five mentees were very positive, one mentee was quite positive.

### 4.3 Time spent

Time spent varied a lot between participants. While two mentors choose for only combining face-to-face meetings with SCAR meetings thus dedicating just of few hours specifically to the mentoring programme, the other two spent more than two days involving travel. Also the mentees answers vary: 'less than 4 hours' answered 1 mentee, 'between 4 and 8 hours' answered 2 mentees, 'between 1 and 2 days' answered 2 mentees, and 'more than 2 days' answered 1 mentee.

One of the six responding mentees had only had phone calls and mail exchange. All others had had at least one face-to-face mentoring meeting.

## 4.4 Achievement of objectives

Questions related to achievement of objectives were organised according to the same topics as in the Round 1 questionnaire. Results are shown below

### Achievement of learning objectives

Four mentees answered with 'yes' to the question if they had achieved their learning objectives. The two other mentees answered 'partly'.

One mentee put forward:

*"I joined two rounds of the Mentoring Programme and had the chance to learn deeply about SCAR and its works as well as Bioeconomy issues"*

Another remarked:

*"We had only one face-to-face meeting because of lack of availability from my side"*

Indeed such a Programme as the SCAR Mentoring Programme can be very beneficial for participants, but it does take some effort from participants, commitment and time availability.

### Speeding up mentee's acquisition of knowledge

All mentees answered affirmative as to whether the Mentoring Programme had speeded up their acquisition of knowledge about SCAR and its objective, impact, bodies, activities and procedures. Five gave a full 'yes', one replied 'only to some extent'. The answers of the mentors confirmed that the Programme has this impact, at least to some extent.

Examples of what mentees appreciated in relation to the contribution of the programme to knowledge acquisition include:

- Learning more about SCAR's structure;
- Expectation that with the background knowledge gained participation in Strategic Working group meetings will be more useful;
- The face-to-face meeting allowed to understand more deeply the SCAR matters discussed;
- The face-to-face meetings give opportunity to interact with the mentors in a good and useful way;
- Thanks to the Mentoring Programme I joined SCAR Conferences as well, which ensured me knowledge on SCAR objectives and history and its network at the EU.

As to what could be improved with regard to the functioning of the Programme to speed up knowledge acquisition, one mentee answered:

- Provision of a leaflet or document with the background of SCAR.

Mentors made the following observations, remarks and recommendations with regard to mentee's acquisition of knowledge on SCAR through the Mentoring Programme:

- It effectively increased mentees' knowledge about SCAR and its objectives, impact, bodies, activities, and procedures;
- Face-to-face meetings and joint participation to SCAR meetings looking together at items in the agenda worked well;
- One of my two mentees was supported by his hierarchy and could attend a second face to face meeting which was coordinated as a back to back meeting with an SWG Forest WS. On the one side having intensive personal one to one meetings and on the other hand seeing how SCAR works in practise speeded up the knowledge effectively. The other mentee unfortunately did not have much support from the ministry and after the first meeting the contact ceased.
- The approach varied depending on the time the mentee made available. The basic approach was an introductory email asking for information about the mentee (role in the SCAR structure and outside of this) and how they wanted to approach the mentoring. This was followed by an email containing a package of the main information about the SCAR including relevant links, along with an offer of a telephone discussion during which questions could be raised on any issue. Also the potential for a face-to-face at or around a common meeting. Whether or not this was taken forward then depended mainly on the time available for the mentee.
- Matching mentor and mentee with regard to if they are attending the same SCAR group works out better, as it makes it easier to meet face-to-face meet and share knowledge on common activities as concrete examples of SCAR role;
- I think that the current programme was sufficient to assist the mentees. There might be a benefit in matching the mentee with a specific mentor e.g. if the mentee was participating in a SCAR SWG then a mentor from the SWG would be appropriate. Or perhaps start with a mentor from the SCAR SG to provide an overall view of the SCAR and then move onto a more specific mentor. There may also be a benefit in the mentor/mentee coming from the same organisation or locality in terms of face-to-face meetings. The time available to the mentee to make the links with the mentor is one of the more important factors.
- Points for improvement (at national or Programme level): \* Ensure support through the SCAR Plenary contact person of the respected Member State or other responsible hierarchy; \* Use the face to face meeting in connection with other SCAR meetings (WS, conferences, meetings); \* Provide a summary of documents related to a specific topic (e.g. SWG set up) instead of submitting general documents.

### **Increase in mentee's capacity to represent their country in SCAR bodies and activities**

All participants found that the Mentoring Programme has increased (at least to some extent) mentees capacity to represent their country in SCAR bodies and activities (four mentees and one mentor replied with 'yes', two mentees and three mentors with 'to some extent'.

Comments made by mentees about what went well in the Mentoring Programme to increase their capacity to represent their country included:

- I learned much more about SCAR;
- Showing direct and good examples improves my capacity;
- Thanks to the deeper learning on SCAR I can now represent my country well; some matters on SCAR activities which were not clear to me are now clear. For example, I know now why SCAR was founded and what kind of activities does it undertake to achieve its objectives.

Mentors made the following comments regarding mentees' increased capacity to represent their country:

- The mentoring programme helps mentees to acquire more knowledge;
- The capacity of mentees to represent their country is not only a matter of knowledge but also of resources available and matching of the representative position-interest with the SCAR proper group;
- It would be effective to involve from the beginning the mentee in task forces-working groups inside the various group of SCAR, doing also home work;
- More pressure towards SCAR Plenary members to ensure support (e.g. travel reimbursement). Encourage mentees to take over active roles (Core group, task leader, etc.) in the respective SCAR body.

### **Increase mentees' capacity and empowerment in being communicators and ambassadors of SCAR in their own country**

The responding mentees feel that the Mentoring Programme has increased and empowerment in being the communicator and ambassador of SCAR in their own country, with five 'yes' replies and one 'to some extent'. The mentors think so too, albeit three out of four say 'to some extent'.

According to mentees the Programme had the following effects with regard to increasing increase their capacity and empowerment to act as communicator and ambassador of SCAR in their own country

- I've learned about SCAR's structure, objectives and priorities. I think this is going to get a lot better at the SWG meeting;
- Understanding the path of scar from the past to now has been important to communicate better its importance;
- Improved my understanding of how to better valorize SCAR outcomes.

Mentors added to the above list:

- Knowledge about other countries;
- Sharing knowledge and concrete experiences on area of interest for the mentee's country;

Examples of mentees' and mentors' suggestions for better improving their capacity and empowerment to act as communicator and ambassador of SCAR in their own country are:

- support the mentee in organising a national meeting to present SCAR to the relevant actors in the country;
- Better supervision through national Plenary member;
- Provide mentees with success stories from other mentees / SCAR delegates.

## 4.5 The effects of the Mentoring Programme

### What did mentors learn from the programme?

Mentors mentioned a number of aspects about which they learned through their role as mentor and mentioned several reasons for taking such role.

One mentor put forward:

*"I think it was helpful for some colleagues to have some basic information about the SCAR and the role of the different groups. Quite a small amount of information/time can bring benefits, and being able to answer more specific questions can also make a difference."*

Other remarks included:

- I could increase my knowledge about other countries engagement and difficulties to participate in SCAR;
- improved my communication skills;
- once more realised the importance of networking;
- to explain to someone else forces you to better get insight the matter;

- knowledge of other countries' problems and approaches increases your own knowledge and stimulates debate on potential solutions;
- SCAR importance;
- Common values.

### Over-all remarks about the Mentoring Programme

One mentor remarked:

*" [The Programme provides] possibility to communicate, for mentees see more countries experience."*

Another mentor wrote:

*"The possibility to have relaxed face to face meetings with enough time to discuss any topic. As soon as you personally know each other you can pick up the phone and discuss problems in a faster and more profound way."*

One mentee put forward that the major strength is that it helps to create connection for new SCAR members. The mentee remarked that the administration should be lighter, and remarked that producing a document about the SCAR is very important. The mentee found the SCAR website still not very clear and not of much help to understand what SCAR is, how it works, what is its aims, and what to do as delegate in SCAR. Making some official information document would help, the mentee wrote.

Another one filled in:

*"major strength is the interaction among mentees and mentors and the possibility to learn from their experience"*

One forward looking remark from a mentor was:

*"The programme was well organised centrally by CASA colleagues. It should hopefully be able to continue with a light touch coordination approach (to set up the initial mentee/mentor contacts) from the SCAR secretariat now that it has been through two rounds."*

## 5. CONCLUSIONS

As part of CASA WP1 *Representatives*, Task 1.3 *Mentoring Programme* aimed to support new national delegates in SCAR bodies to become quickly familiarised with SCAR, its different bodies and activities. Through an exchange of knowledge between individuals who are experienced in SCAR work and representatives of new Member States, the Mentoring Programme aim was to assist the latter group to become an effective and efficient contributor and linking-pin between SCAR and the national level. The Programme offered opportunity to representatives of not so active Member States who want to become more actively involved.

The first round of the Mentoring Programme ran from September 2017 to June 2018. An evaluation was conducted and used to inform the preparation of the second round. In May 2018 intermediate results were presented to SCAR SG. The second round ran from November 2018 to June 2019, and following up on suggestions, a concluding workshop was organised for the participants of both rounds in Brussels in June 2019 back-to-back with SCAR Conference. The second round was also evaluated through a survey. This report describes the rationale, objectives, and organisation of the mentoring Programme and presents the results of the evaluations for which a set of interviews (Round 1), Group discussion (Round 2), and a survey (both Rounds) amongst the participants were carried out.

Twelve mentees and six mentors from EU-15, EU-13 and Associate Countries participated in the first round of the CASA Mentoring Programme. The 18 participants were organised in six different mentoring groups, each mentor was matched with two mentees. Nine mentees and five mentors from EU-15, EU-13 and Associate Countries participated in the second round of the CASA Mentoring Programme. The 14 participants were organised in five different mentoring groups, but after a month rearranged in four groups as necessitated since one mentor could not work due to health issue for prolonged time. All active mentors and a few of the mentees participated to the Concluding Workshop.

More than 50 travels were reported to have been made for the mentoring meetings most of them organised in conjunction with a SCAR SG, a SCAR Working Group, a National SCAR meeting, or SCAR Conference (2017 Tallinn; 2019 Brussels). For 28 of the travels, a request was made and granted from the Mentoring Programme T&S reimbursement scheme of CASA.

The majority of the mentors and mentees has been very or quite positive about the programme. The majority indicated that the Mentoring Programme achieved their learning objectives, which were formulated at the start of the programme. Most of the mentees and mentors stated that (face-to-face) interactions have sped up the acquisition of knowledge about SCAR, its bodies, activities and procedures. Mentors also highlighted the importance of information exchange as they feel SCAR bodies suffer from the lack of help and information provided to new members.



The contribution of the programme to increase mentees' capacity to represent their country in SCAR bodies and activities is less evident, partly because it is too soon to observe such a benefit from the programme. Many of the mentees experienced an increase in capacity to represent their country in SCAR. Daring to ask questions in SCAR Steering Group meetings and giving presentations in different Working Groups were provided as examples showing a more active role of mentees in SCAR bodies. Similar reactions were provided regarding mentees' increased capacity and empowerment in being communicators and ambassadors of SCAR in their own country. Some of the mentees organised a SCAR related event in their own country. The knowledge and network gained from the Mentoring Programme triggered them to take up this challenge.

Participants and organisers of the Mentoring Programme identified recommendations for better supporting delegates who are new in SCAR bodies and activities in the acquisition of knowledge, strengthening their capacity to represent their country in SCAR and to perform as ambassadors of SCAR in their own country. These recommendations included:

- Pay attention to new delegates; do not expect them to be informed by predecessors.
- Provide them with information such as important documents on SCAR, list of SCAR Steering Group delegates, list of SCAR plenary delegates and list of experts in the Working Groups (mentor/mentee);
- Support (new) SCAR members in organising an in-country network of (SCAR) participants from relevant ministries and funding agencies. This will increase the representation of the Member State in SCAR and is likely to increase the visibility and benefits of SCAR in their own country;
- New participants (mentored by members with years of experience) could take up small SCAR related tasks to encourage learn by doing;
- Facilitate networking so that persons learn also about other SCAR bodies / groups;
- Though a Mentoring Programme such as organised by CASA is not possible without a task leader with sufficient time, it should be feasible to continue with a light touch coordination approach (to set up the initial mentee/mentor contacts) from the SCAR secretariat now that it has been through two rounds.

The feedback in the interviews, evaluations and informal talks underlined the value of a mentoring approach for new delegates in SCAR. Hopefully a light coordination form will be put in place after the end of CASA. For now, the following quote seems to reflect the experience of the majority of the participants:

*"The Mentoring Programme is a golden opportunity that helps to attain a certain level of knowledge in order to become more active in SCAR bodies and activities".*

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## ANNEX 1: CALL AND INFORMATION FOR ROUND 1

The call for expression of interest for the first round of the Mentoring Programme and a document containing guiding information were prepared by the CASA WP1 team. The call was announced in September 2017 through an email sent by the SCAR Secretariat to SCAR delegates for their attention and to further share with the persons involved in SCAR groups from their country. The call was also announced by a mailing to the chairs of SCAR working groups.

### Content of the Call for Expression of Interest for participating in the SCAR CASA Mentoring Programme Round 1 as mentee or mentor

**If you have recently joined one of SCAR's bodies and would you like to quickly inform yourselves about SCAR, its impact, (working) groups and activities in order to become an active and effective contributor and linking-pin between SCAR and your own country, the Mentoring Programme may be of interest to you.**

**Are you well-experienced in SCAR work and willing to support individuals of new or not so active Member States to become quickly familiarised with SCAR and to effectively represent their country in SCAR activities, we hope you will join the Mentoring Programme.**

#### Introduction

CASA is a Coordination and Support action under Horizon 2020 and supports the Standing Committee on Agricultural Research (SCAR) to realise a consolidated common agricultural and wider bioeconomy research agenda. As part of CASA WP1 Representativeness, the Task 1.3 Mentoring Programme aims to support new national delegates in SCAR bodies to become quickly familiarised with SCAR, its different bodies and activities. Through an exchange of knowledge between mentors and mentees, the Mentoring Programme will help the latter group to become an effective contributor and linking-pin between SCAR and the national level. As lead of Task 1.3 Stichting Wageningen Research (WR) will set-up, organise and financially facilitate the Mentoring Programme.

#### For whom?

Everybody who is nationally nominated to be involved in at least one SCAR body is eligible to apply. The Mentoring Programme involves both mentees and mentors. Mentees can be of any SCAR country. Delegates of new EU Member States who would like to become quickly informed about SCAR as well as representatives of not so active members but who aim to become more actively involved are in particular encouraged to participate in the programme. Mentors are individuals who are well-

experienced with SCAR. They may be current members of the SCAR Steering Group and/or actively involved in one or more SCAR working groups.

### **Why - what's in it for you?**

For mentees, the programme will help to speed up the acquisition of knowledge about SCAR. It will quickly increase your capacity in representing your country in SCAR and in being an ambassador of SCAR in your own country. For mentors, the programme will help to work more efficiently and effectively with colleagues from new Member States.

### **Matchmaking process**

Based on the learning needs and time availability the task leader will try to make matches. In an exploratory interaction mentee and mentor decide together on the key issues to be discussed, and when, where and how they will interact.

### **What topics can be discussed by mentees and mentors?**

The mentee and mentor decide themselves about the key issues they would like to discuss. Examples of topics they can address include:

- History of SCAR
- Impact and value of SCAR for individual Member States
- SCAR bodies and activities
- Process of preparing and reporting SCAR Biennial Rolling Work plans
- Development of national strategies e.g. bio-economy strategy
- What does it mean to be a SCAR delegate? (based on personal experience of mentor)

### **Time period and activities**

The Mentoring Programme will be organised in two rounds. The first round will start in October 2017 and end in June 2018, the second will run from September 2018 until June 2019. Following the information on the registration form, the task leader will make a preliminary match. In a first talk mentee and mentor explore common interest and decide if they will continue to interact. Mentees and mentors that form promising matches will interact at least three times in the first round. They will meet each other face-to-face at least once, for example just before a SCAR meeting or immediately afterwards. Mentee and mentor can also exchange information through telephone calls and/or e-mails. For the second round, a call for interest will be issued in summer 2018. In this second round new delegates may enrol. Mentee-mentor pairs from the first round can decide to continue their interaction or can apply for a new match.

### **Monitoring and evaluation**

The task leader will monitor the Mentoring Programme from the start till the end. The task leader will occasionally interact with mentors and mentees through e-mails to assess the progress of the

programme and experience of participants. An evaluation report about the first round is planned for July 2018. A final evaluation will be carried out in July 2019.

### Reimbursement

There is a limited budget reserved to reimburse travelling costs of face-to-face meetings. For the first round of the Mentoring Programme CASA expects to be able to reimburse hotel costs (including breakfast) and travel costs, being a flight ticket and/or travel by public transport up to a maximum of €800 per meeting per person and a maximum of €1.600 per person for those who organised multiple face-to-face meetings. Small expenditures cannot be reimbursed. The details for the second round will be decided later on, taking into account the amount of budget that is remaining.

### Registration and matchmaking

To support the matchmaking, please **fill in the registration and matchmaking form and send it to [annemarie.groot@wur.nl](mailto:annemarie.groot@wur.nl) before 15 October, 2017**. We will inform you about the mentor or mentee to whom we think you could be connected to by email within two weeks after this due date.

Should you need any further information, please do not hesitate to contact us.

We look forward hearing from you.

Yours sincerely,

Annemarie Groot  
Wageningen UR, Corporate Strategy & Accounts  
Task leader SCAR CASA Task 1.3 Mentoring Programme  
Tel: 0031317483935/ 0031651716934  
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## Content of the information document about the SCAR CASA Mentoring Programme Round 1

### Introduction

As part of CASA WP1 Representatives, the Task 1.3 Mentoring Programme aims to support new national delegates in SCAR bodies to become quickly familiarised with SCAR, its different bodies and activities. Through an exchange of knowledge between individuals who are experienced in SCAR work and representatives of new Member States, the Mentoring Programme will help the latter group to become an effective and efficient contributor and linking-pin between SCAR- and the national level. The programme also offers an opportunity to representatives of not so active Member States who want to become more actively involved. As lead of Task 1.3, Stichting Wageningen Research (WR) will

set-up, organise and financially facilitate the Mentoring Programme. This document aims to guide pairs of mentees and mentors in matching expectations and effectively sharing SCAR related information and experience.

### **Participants and objectives of the Mentoring Programme**

The Mentoring Programme involves both mentees and mentors. Mentees are delegates of new EU Member States who would like to become quickly informed about SCAR as well as representatives of not so active members but who aim to become more actively involved. Mentors are individuals who are well-experienced with SCAR and willing to share their knowledge with mentees.

The Mentoring Programme aims to:

- Support mentors who have rich SCAR related experience to share their knowledge with mentees i.e. representatives of new or not so active EU Members States
- Speed up the acquisition of knowledge of mentees about SCAR and its objectives, impact, bodies, activities and procedures
- Increase the capacity of mentees in representing their country in SCAR bodies and activity
- Increase the capacity and empowerment of mentees in being the communicator and ambassador of SCAR within their own country

### **Time period, process and activities**

The Mentoring Programme will be organised in two rounds. The first round will start in October 2017 and end in June 2018. The second will run from September until June 2019. The first round entails the following activities:

1. *Preliminary matchmaking*: Following the information on the registration form, the task leader makes a preliminary match.
2. *Exploratory interaction* After being informed by the task leader about a promising match, in a first telephone call mentee and mentor will explore common interest and decide if they will continue to interact. In case of an ideal match, they will also decide on the key issues to be discussed, and when, where and how. Mentee and mentor will inform the task leader about the decisions.
3. *Regular interactions*: Mentees and mentors of ideal matches will interact at least three times. They will meet each other face-to-face at least once, for example just before a SCAR meeting or immediately afterwards. Other talks may be held through telephone calls or e-mails. After each interaction, mentor and mentee are kindly asked to fill in a feedback form (annex 1) and send it to the task leader ([annemarie.groot@wur.nl](mailto:annemarie.groot@wur.nl)). It will facilitate the task leader to monitor the progress of the programme, but it will also help mentee and mentor to keep on track.

For the second round, a call for interest will be issued in summer 2018. In this second round new delegates may enrol. Those mentee-mentor pairs from the first round can decide to continue their interaction, but can also apply for a new match. For new matches the same process and procedure will be followed as in the first round.

### Topics that can be discussed

In a first exploratory meeting the mentee and mentor will decide on the topics they would like to discuss, how they want to interact, where and how often. Examples of topics they can address include:

- History of SCAR
- Impact and value of SCAR for individual Member States and Europe
- SCAR bodies, activities and procedures
- Process of preparing and reporting SCAR Biennial Rolling Work plans
- Development of national strategies e.g. bioeconomy strategy
- What does it mean to be a SCAR delegate? (based on personal experience of mentor)

### Monitoring and evaluation

The task leader will monitor the Mentoring Programme from the start till the end. The task leader will occasionally interact with mentors and mentees through e-mails to assess the progress of the programme and experience of participants. An evaluation of the first round is planned for July 2018 for which telephone calls, e-mails and feedback forms from mentees and mentors will be used. The first round will be evaluated in terms of fulfilling expectations, appreciation, added value, and contribution to capacity building. In July 2019, the task leader will carry out a final evaluation to capture the appreciation of mentors and mentees, and to assess the efficiency and effectiveness of the programme. Tentative results of the Mentoring Programme will be presented at the SCAR conference in Tallinn, 6 December 2017. The evaluation of the first round will be shared with the SCAR Steering Group in June 2018. The final evaluation results will be presented at the last SCAR conference and written in a concluding report (D1.3).

### Reimbursement

There is a limited budget reserved to reimburse travelling costs of face-to-face meetings. For the first round of the Mentoring Programme CASA expects to be able to reimburse hotel costs (incl. breakfast) and travel costs, being a flight ticket and/or travel by public transport until a maximum of €800 per meeting per person and a maximum of €1600 per person for those who arranged multiple face-to-face meetings. Small expenditures cannot be reimbursed. If mentee or mentor would require reimbursement in order to be able to travel, they send a request to [annemarie.groot@wur.nl](mailto:annemarie.groot@wur.nl) and [germa.ogink@wur.nl](mailto:germa.ogink@wur.nl). Their request will be assessed and the decision will be shared within a week. If approved, a reimbursement form will be provided.

### Information and contact

If you have any further queries, please do not hesitate to contact us.

Annemarie Groot  
Task leader SCAR CASA T1-3 Mentoring Programme  
Wageningen UR, Corporate Strategy and Accounts  
Tel: 0031317483935/ 0031651716934  
E-mail: [annemarie.groot@wur.nl](mailto:annemarie.groot@wur.nl)

## ANNEX 2: CALL AND INFORMATION FOR ROUND 2

The call for expression of interest for the second round of the Mentoring Programme and a document containing guiding information were prepared by the CASA WP1 team. The call was announced in September 2018 through an email sent by the SCAR Secretariat to SCAR delegates for their attention and to further share with the persons involved in SCAR groups from their country. The call was also announced by a mailing to the chairs of SCAR working groups.

### Content of the Call for Expression of Interest for participating in the SCAR CASA Mentoring Programme Round 2 as mentee or mentor

**If you have recently joined one of SCAR's bodies and you would like to quickly inform yourself about SCAR, its impact, (working) groups and activities in order to become an active and effective contributor and linking-pin between SCAR and your own country, the Mentoring Programme may be of interest to you.**

**Are you well-experienced in SCAR work and willing to support individuals of new or not so active Member States to become quickly familiarised with SCAR and to effectively represent their country in SCAR activities, we hope you will join the Mentoring Programme as a mentor.**

#### **For whom?**

The call is open to all new delegates who became a member of the SCAR SG and/or SCAR Plenary within this or last year. Delegates of the newer EU Member States as well as representatives of not so active member countries that aim to become more actively involved are in particular encouraged to register. Persons appointed as the official national delegate in a SCAR SWG, CWGs, or the Foresight Group may also register, and will be placed if there is sufficient mentor capacity.

The Programme also needs mentors! Mentors are individuals who are well-experienced with SCAR. They may be current or just retired members of the SCAR Steering Group or Plenary, or of a SCAR Working Groups – provided that knowledge about SCAR is broad.

#### **Why - what's in it for you?**

For mentees, the programme will help to speed up the acquisition of knowledge about SCAR. It will quickly increase your capacity in representing your country in SCAR and in being an ambassador of SCAR in your own country. For mentors, the programme will help to work more efficiently and effectively with new colleagues in the SCAR.

#### **How are Mentees and Mentors grouped?**

Based on the learning needs, interest, and membership of SCAR bodies, the mentee-mentor groups will be composed. The CASA Task leader will suggest the matches and ask the individuals for feedback



before finalising the grouping. Each group discusses in an exploratory phone call about suitability of the match, key issues they would like to discuss, and when, where and how they can interact.

#### **What topics can be discussed?**

The mentee and mentor decide themselves about the key issues they would like to discuss. Examples of topics they can address include:

- History of SCAR
- Impact and value of SCAR for individual Member States
- SCAR bodies and activities
- Process of preparing and reporting SCAR Biennial Rolling Work plans
- Development of national strategies e.g. bio-economy strategy
- What does it mean to be a SCAR delegate? (based on personal experience of mentor)

#### **How is the Mentoring Programme monitored and evaluated?**

The CASA task leader will occasionally interact with mentors and mentees through e-mails to assess the progress of the programme and experience of participants. A final evaluation is conducted in May-June through a survey and telephone interviews. Results will be presented to SCAR in June-July. A final report about the whole SCAR Mentoring Programme will be produced and published on the website by August 2019.

#### **Can CASA reimburse travel costs?**

CASA has a *limited* budget reserved for reimbursement of travel costs within the Mentoring Programme. Participants should first look for other sources to cover their travel costs, but if these do not exist, a request can be made to CASA. To request a travel reimbursement the participant sends an email to the CASA Task leader *before* making the travel arrangements. Request will be assessed and the decision will be shared within a week. If reimbursement can be given, a claim form will be sent. Applicants should carefully read the instructions and rules provided on that form. The reimbursement can cover hotel costs (including breakfast) and travel costs (public transport) up to a maximum of €800 per meeting per person and a maximum of €1.600 per person in total. Small expenditures are not reimbursed. Mentees who participate to both rounds should note that the reimbursements in the first round and the second round together have this maximum in total.

#### **What further information should I read before registration?**

Delegates interested to participate should read the *Information document about the SCAR CASA Mentoring Programme*, version 30/08/2018. Other recommended reading material is the Report of the evaluation of the first round of the programme (send to SCAR in July 2018, file can be requested from CASA Task leader).

#### **How to register?**

For registration send an email to [christine.bunthof@wur.nl](mailto:christine.bunthof@wur.nl) before **October 25<sup>th</sup>** providing the following information.

**First name:**

**Last name**

**Email:**

**Telephone number:**

**Organisation and country where you work:**

**Participation as a mentor or a mentee:**

**Member of SCAR Plenary / SCAR Steering Group / a SCAR Working Group?**

**In case of a SCAR Working Group, which?**

**Involved in SCAR since:**

**Background - expertise:**

**Interest:**

**Learning needs:**

**Experience /expertise to offer:**

In case you do not receive a confirmation of receipt within two days, do try again (this is to make sure that your registration is not missed because of email problems). You will be informed about the mentor or mentee to whom we think you could be connected by November 9<sup>th</sup>.

#### **Information and contact**

For any further queries about the Mentoring Programme, please do not hesitate to contact Christine Bunthof, Senior Policy Officer, Wageningen UR - Corporate Strategy & Accounts. CASA WP1 Representativeness.

Contact details: Tel: 0031 317 480996, Email: [christine.bunthof@wur.nl](mailto:christine.bunthof@wur.nl).

12/10/2018

## **Content of the information document about the SCAR CASA Mentoring Programme Round 2**

This document is targeted to SCAR delegates and informs about the Mentoring Programme developed and organised by CASA for SCAR. It contains guidance for mentors and mentees and aims to manage expectations. The content has been updated in September 2018, preceding the second round of the Mentoring Programme.

#### **Introduction**

CASA is a Coordination and Support action under Horizon 2020 that supports the Standing Committee on Agricultural Research (SCAR). As part of CASA WP1 *Representativeness*, the Task 1.3 *Mentoring Programme* aims to support new national delegates in SCAR bodies to become quickly familiarised with SCAR, its different bodies and activities. Through exchange of knowledge between well-experienced and new SCAR delegates the Programme will help the latter group to become an effective contributor and linking-pin between SCAR and the national level. Delegates of countries that are currently still less active are in particular encouraged to participate.

## Mentees and Mentors

Mentees are new delegates in SCAR Plenary or one of the SCAR Groups (SG, CWG, SWG, or Foresight Group) who would like to become quickly informed about SCAR and become more involved in its work. Delegates of currently not so active Member States that aim to become more actively involved are in particular encouraged to enrol. Mentors are individuals who are well-experienced with SCAR and willing to share their knowledge with new delegates. Only persons who are officially appointed to be a national representative in a SCAR body are entitled to make use of the T&S reimbursement facility of the Programme. Only one person per country per SCAR body can be considered as the officially appointed delegate.

## Objectives of the Mentoring Programme

The Programme aims to:

- Support mentors who have rich SCAR related experience to share their knowledge with new delegates;
- Speed up the acquisition of knowledge of mentees about SCAR and its objectives, impact, bodies, activities and procedures;
- Increase interactions between delegates from different countries;
- Increase the capacity of mentees in representing their country in SCAR bodies and activity;
- Increase the capacity and empowerment of mentees in being the communicator and ambassador of SCAR within their own country.

## Organisation

The Mentoring Programme takes place within the duration of the CASA project. Two rounds are organised. The first round took place from October 2017 till June 2018. The second round takes place from October 2018 till June 2019. In the second round, new delegates may enrol. Mentors and mentees from the first round may decide to register again for the second round. New mentor-mentee groups will be formed.

The organisation of a round entails the following activities:

1. *Call for expression of interest*: the call is announced by the CASA Task leader through an emailing to the SCAR mailing list, including SCAR plenary delegates, SCAR Steering Group delegates, and the chairs and co-chairs of the SCAR Working Groups. SCAR Steering Group delegates are asked to forward the call to the persons from their country who have been appointed to represent the country in Working Groups. The call is also announced in updates about CASA at SCAR SG and Plenary meetings. Delegates interested should send an expression of interest before the due date mentioned in the call.
2. *Preliminary matchmaking*: taking into account the information provided by the interested delegates in the registration email, the CASA Task leader makes preliminary matches and informs the delegates.
3. *Exploratory interaction*: after being informed by the task leader about a promising match, in a first telephone call mentee and mentor will explore common interest and decide if they will continue to interact. In case of a suitable match, they will also decide on the key issues to be

discussed, and when, where and how to meet. Mentee and mentor will inform the CASA Task leader about the outcomes of their exploratory interaction.

4. *Regular interactions:* mentee and mentor will plan at least three meetings, typically lasting 1-2 hours each. They will meet each other face-to-face at least once, for example just before a SCAR meeting or immediately afterwards. Other talks may be held through telephone calls. Exchange through e-mails can further enrich the information exchange. After each meeting, mentor and mentee are kindly asked to fill in a feedback form. The feedback will facilitate the CASA Task leader to monitor the progress of the programme, but it will also help mentee and mentor to keep on track.
5. *Evaluation:* through the feedback forms, and through a survey and short telephone interviews with mentees and mentors, the CASA Task leader evaluates the Programme within each of the two rounds in terms of fulfilling expectations, appreciation, added value, and contribution to capacity building. The evaluation results are presented to SCAR and written in reports.

### Topics that can be discussed

In a first exploratory meeting the mentee and mentor will decide on the topics they would like to discuss, how they want to interact, where and how often. Examples of topics they can address include: history of SCAR; impact and value of SCAR for individual Member States and Europe; SCAR bodies, activities and procedures; process of preparing and reporting SCAR Biennial Rolling Work plans; development of national strategies e.g. bioeconomy strategy; what does it mean to be a SCAR delegate (based on personal experience of mentor).

### Resources

The SCAR Mentoring Programme is supported the CASA project. The organisation is done in the frame of Task 1.3, by CASA beneficiary WR. CASA staff tasked with the organisation are Annemarie Groot and Christine Bunthof. Annemarie Groot was the lead contact point in the first round, Christine Bunthof in the second round. Within CASA there is a limited budget reserved to reimburse travelling costs of the mentor-mentee face-to-face meetings. We expect to continue to be able to grant the requests for reimbursement of hotel and travel costs up to a maximum of €800 per meeting and a maximum of €1.600 per person (for two or more meetings). A request is to be sent before a meeting. Request will be assessed and the decision will be shared within a week. If approved, a reimbursement form will be provided. Mentors and mentees should carefully read the guidance and the restrictions with regard to T&S reimbursement requests. NOTE: the total maximum for mentees who participate round 1 and round 2 is €1.600 *in total*.

### Information and contact

For any further queries about the Mentoring Programme, please do not hesitate to contact Christine Bunthof, CASA WP1 Representativeness.

Contact details: Dr Christine Bunthof, Senior Policy Officer, Wageningen UR - Corporate Strategy & Accounts. Tel: 0031 317 480996, Email: [christine.bunthof@wur.nl](mailto:christine.bunthof@wur.nl).

## ANNEX 3: FEEDBACK FORM



***Please send this feedback form to the CASA T1.3 task leader after each interaction (face-to-face meeting, telephone call, e-mail exchange)***

Date of the interaction (telephone call, e-mail exchange, face-to-face meeting)	
Type of interaction (telephone call, e-mail exchange, face-to-face meeting)	
Names of mentee(s)	
Name of mentor	
What topics have been discussed?	
What new insights have mentees gained on SCAR, their role in SCAR and/or what SCAR can do for their own country?	
What new insights have you as mentor gained?	
What is your general impression of the interaction? (mentees)?	
What is your general impression of the interaction? (mentor)?	

## ANNEX 4: QUESTIONNAIRE FOR EVALUATION OF ROUND 1

Questionnaire 'SCAR Mentoring Programme '

Questionnaire tool used: [www.enquetesmaken.com](http://www.enquetesmaken.com)

Questionnaire title: **SCAR Mentoring Programme '**

Questionnaire activated: May 2018

Questionnaire answers due date: 10 June 2018

Questionnaire made by: Annemarie Groot

### Introduction

Dear participants of the SCAR Mentoring Programme

The first round of the CASA Mentoring Programme is entering its final stage. In September (2018), the second round of the programme will start. We would like to use lessons learnt from the first round to improve the second.

In April, we carried out a first and quick inventory to capture your preliminary findings on the Mentoring Programme. We interviewed 3 mentors and 4 mentees who shared their experiences with us. The results of the inventory were presented at the SCAR Steering Group meeting (May 17).

In this evaluation we would like to collect the experience and opinions of all of you. We will use your feedback on the Mentoring Programme to make necessary adjustments in its second round.

We would greatly appreciate if you can take some time to fill in the questionnaire, which will not take you more than 30 minutes. We hope that those of you who have already been interviewed are still willing to spend time to fill in the questionnaire as we added a few new questions.

Appreciate receiving your evaluation before June 10.

Your answers will be uploaded automatically

Thank you very much in advance,

Annemarie Groot (lead CASA Mentoring Programme first round)

Christine Bunthof (lead CASA WP Representativeness)

### Questions

1. What is your role in the Mentoring Programme \*  
[Mentor / Mentee](#)
2. What is your general opinion about the Mentoring Programme \*  
[I am very positive / I am quite positive / I am disappointed](#)

3. How much time did you spent on the Mentoring Programme, preparation and travelling included ?\*  
Less than 4 hours / Between 4 - 8 hours / Between 1 - 2 days / More than 2 days
4. What type of interaction(s) did you have? \*  
Skype and/or telephone call(s) only /  
Face-to-face mentoring meeting combined with another SCAR meeting /  
Face-to-face meeting NOT linked to another SCAR meeting
5. For mentees: Did the Mentoring Programme achieve your own learning objectives?  
Yes / Only partly / No
6. Any additional remarks regarding the achievement of own learning objectives?
7. For mentees: did the Mentoring Programme speed up acquisition of your knowledge about SCAR and its objectives, impact, bodies, activities and procedures?  
Yes / Only to some extent / No
8. For mentees: what went well in speeding up acquisition of your knowledge about SCAR and its objectives, impact, bodies, activities and procedures?
9. For mentees: What can be improved to better assist you in speeding up the acquisition of knowledge of mentees about SCAR and its objectives, impact, bodies, activities and procedures?
10. For mentees: Did the Mentoring Programme increase your capacity to represent your country in SCAR bodies and activities?  
Yes / Only to some extent / No
11. For mentees: What went well in increasing your capacity to represent your country in SCAR bodies and activities?
12. For mentees: What can be improved to better assist you in increasing your capacity to represent your country in SCAR bodies and activities?
13. For mentees: Did the Mentoring Programme increase your capacity and empowerment in being the communicator and ambassador of SCAR in your own country?  
Yes / Only to some extent / No
14. For mentees: What went well in increasing your capacity and empowerment to act as communicator and ambassador of SCAR in your own country?
15. For mentees: What can be improved to better assist you in increasing your capacity in being the communicator and ambassador of SCAR in your own country?
16. For mentors: Did the Mentoring Programme speed up the acquisition of the mentee's knowledge about SCAR and its objectives, impact, bodies, activities. and procedures?  
Yes / Only to some extent / No
17. For mentors: What went well in speeding up acquisition of mentee's knowledge about SCAR and its objectives, impact, bodies, activities. and procedures?
18. For mentors: What can be improved to better assist mentees in speeding up acquisition of mentee's knowledge about SCAR?
19. For mentors: Did the Mentoring Programme increase the mentee's capacity to represent their country in SCAR bodies and activities?  
Yes / Only to some extent / No

20. For mentors: What went well in increasing the mentee's capacity to represent their country in SCAR bodies and activities?
21. For Mentors: what could be improved to increasing Mentees' capacity to represent their country in SCAR bodies and activities?
22. For mentors: Did the Mentoring Programme increase the mentee's capacity in being the communicator and ambassador of SCAR in their own country?  
Yes / Only to some extent / No
23. For mentors: What went well in increasing mentee's capacity to act as communicator and ambassador of SCAR in their own country?
24. For mentors: What can be improved to better increase mentee's capacity in being the communicator and ambassador of SCAR in their own country?
25. For mentors: What have you learned from being a mentor in the programme?
26. The Mentoring Programme should prioritise mentees from new Member States and inclusiveness target countries. \*  
Yes I agree / No, I do not Agree / Other:
27. Please, explain your answer. \*
28. The 2nd round of the Mentoring Programme should only assist those mentees who are national delegates in the SCAR Steering Group? \*
29. Please, explain your answer. \*
30. Mentors and mentees of the same mentor group should also be a member of the same SCAR body. \*  
Yes I agree / No, I do not Agree / Other:
31. Please, explain your answer. \*
32. What do you consider to be the major strength of the Mentoring Programme? \*
33. What other adjustments that have not yet been mentioned do you consider important for improving the programme?



## ANNEX 5: QUESTIONNAIRE FOR EVALUATION OF ROUND 2

Questionnaire 'SCAR Mentoring Programme Round 2'

Questionnaire tool used: [www.enquetesmaken.com](http://www.enquetesmaken.com)  
Questionnaire title: **SCAR Mentoring Programme Round 2'**  
Questionnaire activated: 10 June 2019  
Questionnaire answers due date: 25 June 2019  
Questionnaire made by: Christine Bunthof

### Introduction

Dear participants of the SCAR Mentoring Programme Round 2

The second round of the CASA Mentoring Programme is entering its final stage. We like to evaluate the second round through this questionnaire, as well as through an evaluation session at the Concluding Workshop on the 11th of June in Brussels. The results of the Mentoring Programme will be described in the report that will be published in July.

The first round was evaluated using interviews and a questionnaire. Results were presented to SCAR SG, an interim report was made, and recommendations were used for the preparation of the second round. The final report will describe both rounds of the mentoring programme and general conclusions and recommendations drawn from it.

We would greatly appreciate if you can take some time to fill in the questionnaire, which should take no more than 30 minutes. We appreciate receiving your answers at your earliest convenience, latest by 25 June. Answers received before the workshop of 11th June 15:00-17:30 can be used to spark the discussions!

Questions 1 - 5 are for all to answer, questions 6 - 15 are for mentees to answer, questions 16-25 are for mentors to answer. Question 26 and 27 are again for all to answer.

Thank you very much in advance,

Christine Bunthof (lead CASA WP Representativeness)  
also on behalf of  
Annemarie Groot (organiser first round) and  
Dorri te Boekhorst (author of WP Representativeness studies)

### Questions

1. What is your role in the Mentoring Programme \*  
[Mentor / Mentee](#)
2. What is your general opinion about the Mentoring Programme Round 2 \*  
[I am very positive / I am quite positive / I am disappointed](#)
3. How much time did you spent on the Mentoring Programme Round 2, travelling included when the mentoring meeting was the primary aim of the travel \*  
[Less than 4 hours / Between 4 - 8 hours / Between 1 - 2 days / More than 2 days](#)

4. What type of interaction(s) did you have? \*  
 Skype and/or telephone call(s) only /  
 Face-to-face mentoring meeting(s) /  
 Skype and/or telephone calls AND face-to-face meetings
5. For Mentees of the Mentoring Programme Round 2, did you achieve your own learning objectives?  
 Yes / Only partly / No
6. For mentees of Mentoring Programme Round 2, any additional remarks regarding the achievement of own learning objectives?
7. For Mentees of the Mentoring Programme Round 2: did the Mentoring Programme speed up acquisition of knowledge about SCAR and its objectives, impact, bodies, activities and procedures?  
 Yes / Only to some extent / No
8. For Mentees of the Mentoring Programme Round 2: what went well in speeding up acquisition of knowledge about SCAR and its objectives, impact, bodies, activities and procedures?
9. For Mentees of the Mentoring Programme Round 2: what could be improved to assist you better in speeding up acquisition of knowledge about SCAR and its objectives, impact, bodies, activities and procedures?
10. For Mentees of the Mentoring Programme Round 2: did the Mentoring Programme increase your capacity to represent your country in SCAR bodies and activities?  
 Yes / Only to some extent / No
11. For Mentees of the Mentoring Programme Round 2: what went well in increasing your capacity to represent your country in SCAR bodies and activities?
12. For Mentees of the Mentoring Programme Round 2: what can be improved to better assist you in increasing your capacity to represent your country in SCAR bodies and activities?
13. For Mentees of the Mentoring Programme Round 2: did the Mentoring Programme increase your capacity and empowerment in being a communicator and ambassador of SCAR in your own country?  
 Yes / Only to some extent / No
14. For Mentees of the Mentoring Programme Round 2: what went well in increasing your capacity and empowerment in being a communicator and ambassador of SCAR in your own country?
15. For Mentees of the Mentoring Programme Round 2: what could be improved to assist you better in increasing your capacity and empowerment in being a communicator and ambassador of SCAR in your own country?
16. For Mentors: did the Mentoring Programme speed up the acquisition of the round 2 Mentees' knowledge about SCAR and its objectives, impact, bodies, activities. and procedures?  
 Yes / Only to some extent / No
17. For Mentors: what went well in speeding up the acquisition of the round 2 Mentees' knowledge about SCAR and its objectives, impact, bodies, activities. and procedures?
18. For Mentors: what can be improved to better assist mentees in speeding up the acquisition of knowledge about SCAR and its objectives, impact, bodies, activities. and procedures?

19. For Mentors: did the Mentoring Programme increase the round 2 Mentees' capacity to represent their country in SCAR bodies and activities?  
Yes / Only to some extent / No
20. For Mentors: what went well in increasing the round 2 Mentees' capacity to represent their country in SCAR bodies and activities?
21. For Mentors: what could be improved to increasing Mentees' capacity to represent their country in SCAR bodies and activities?
22. For Mentors: did the Mentoring Programme increase the round 2 Mentees' capacity in being a communicator and ambassador of SCAR in their own country?  
Yes / Only to some extent / No
23. For Mentors: what went well in increasing the round 2 Mentees' capacity to act as a communicator and ambassador of SCAR in their own country?
24. For Mentors: what could be improved to better increase the Mentees' capacity in being a communicator and ambassador of SCAR in their own country?
25. For mentors: what have you learned from being a mentor in the programme?
26. For mentees and mentors: what do you consider to be the major strength of the Mentoring Programme?
27. Any remarks about the questionnaire

# **ANNEX 6: PRESENTATION ABOUT MENTORING PROGRAMME FOR SCAR SG 17/05/2018**

The presentation slides are included in the next four pages

# Mentoring Programme: Preliminary findings

(CASA WP1 Representativeness,  
Task 1.3 Mentoring Programme)

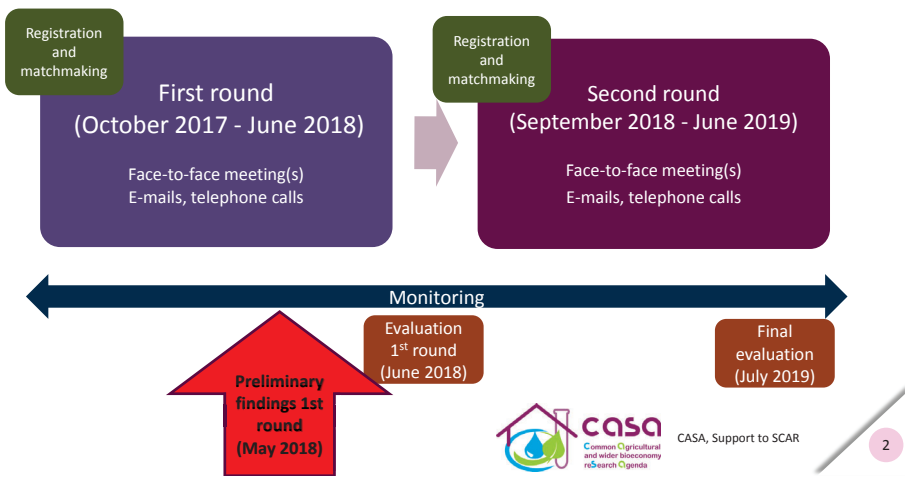
Annemarie Groot (WR)  
SCAR Steering Group Meeting,  
17-5-2018

**CASA**  
Common Agricultural  
and wider bioeconomy  
research agenda

**EUROPEAN UNION**  
Project co-funded by  
H2020 Programme under  
Grant Agreement n° 727486

1

## Sharing preliminary insights from Mentoring Programme



## Mentoring Programme: Objectives and participants

- Objectives**
- Support mentors in sharing SCAR related experience
  - Speed up acquisition of knowledge of mentees about SCAR
  - Increase capacity of mentees in representing their country in SCAR bodies and activities
  - Increase capacity of mentees in being ambassador of SCAR within their country

**For whom**

**Mentees:** Everybody who is nationally nominated to be involved in at least one SCAR body (New EU Member States, not so active members)

**Mentors:** Individuals well - experienced with SCAR (members of the SCAR SG and/or of SCAR WGs)

## Role CASA Task 1.3

- Mentoring Programme results from *Analysis of the key factors of involvement and representativeness (CASA Task 1.2)*

### Role:

- Setting up procedure and guidelines
- Call for expression of interest
- Collecting applications and match making (suggestions)
- Providing relevant background material
- T&R reimbursement
- Encouraging mentors and mentees to interact



4

## Match making

### Criteria:

- Matching interest and learning needs
- Diversity (countries)
- Linking new Member States
- ↓
- **12 Mentees:** 2 new MS, 3 associate members, 7 old MS
- **7 Mentors (1 duo):** 6 old MS, 1 new MS
- ↓
- 6 Mentee/mentor groups of which 5 active



**7 Mentors:**  
6 are/were member of SG  
1 is member of WG only

**12 Mentees:**  
4 are member of SG  
8 are member of WG only

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## Preliminary findings: Methodology

- 7 short telephone/ skype interviews: 0.5-1h
- Mentors (3); Mentees (4)
- Focus on active groups

### Main questions:

- Degree of involvement – time spent
- Does the mentor programme achieve its objectives and learning needs?
- Strengths, challenges and suggestions for improvement











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## Findings: Involvement – time spent

- Variation in time spent (2 hours- 4 days)
- Only one respondent interacted by telephone call only, majority met face-to-face
- Majority of face-to-face meetings were connected to another SCAR meeting

## Findings: Is mentoring programme achieving its objectives and participants' learning needs?

Objectives	Mentors	Mentees
Support mentors to share their knowledge		
Speed up acquisition of knowledge of mentees about SCAR		
Increase capacity of mentees in representing their country in SCAR		
Increase the capacity and empowerment of mentees in being ambassador of SCAR within their own country		

## Examples and quotes illustrating achievement of objectives

### *Speed up acquisition of knowledge of mentees about SCAR*

*"Sitting next to my mentor in SG meetings helps me to quickly know who is who and the role of different member states "*

*"Mentor meetings encourage mentees and mentors to read relevant materials and to come to grips with SCAR"*

### **Increase capacity of mentees in representing their country in SCAR**

*Mentee used contacts provided by mentor to give a presentation in two SCAR WG meetings*

*"Before I felt a foreigner in the SG, now I feel confident enough to ask questions and give presentations"*

### **Increase capacity of mentees in being ambassador of SCAR within their own country**

*Mentee is now organising a national SCAR meeting in own country*

## Appreciation

- Level of appreciation tend to be influenced by:
  - **Type of interaction:** Face-to-face meetings tend to increase level of appreciation (not in all cases)
  - **Membership of SCAR bodies:** Participation in the same SCAR body facilitate fruitful interaction
  - **Time spent:** The more time mentor/mentees spent, the higher the level of appreciation (but not in all cases)
  - **Co-design of interactions:** Joint preparation of and discussion on interaction favour achievement of participants' learning needs (management of expectations)
- All respondents are interested to continue in 2<sup>nd</sup> round of the Mentoring Programme. Majority prefers to change groups

## Findings: Suggestions for 2<sup>nd</sup> round (examples)

- Target mentees from widening / inclusiveness target countries
- Mentees need to be national delegates in SG (to become ambassador in one's own country)
- Mentors need to be actively involved in SCAR
- Encourage face-to-face meetings
- Search for matches that facilitate 'on the job coaching' (e.g. mentor and mentee being delegate of same SCAR body)
- Use SG meeting to organise side-events to facilitate exchange amongst mentors and mentees
- Provide background material on SCAR bodies at the start
- What's in a name? Intervention?

## Contact

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