#amPowered @M³ Towns Playbook

Produced by

YOUTH MENTORING OFFICE

An initiative of

Yayasan MENDAKI

#amPowered

Progressing With M³
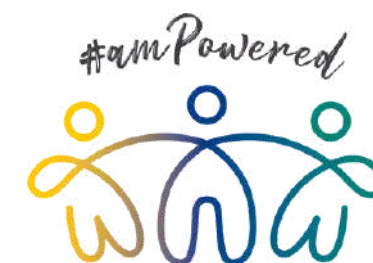
Editor's Note

Since our inception in 2019, the Youth Mentoring Office (YMO) has spearheaded efforts to build the competencies of mentors through training and sharing of relevant resources. YMO adopts the Gift Centred Mentoring (GCM) philosophy that aims to uncover the gifts of mentees and nurture their potential. In October 2021, YMO produced a comprehensive Mentor Manual to guide mentors to engage their mentees, build rapport and facilitate a better understanding of the GCM philosophy.

To complement the Mentoring Manual, YMO put together this #amPowered@M^3 Towns to support programme managers to design and maintain a mentoring programme and ensure programme's alignment and fidelity to the GCM philosophy. The content of this playbook is chronologically organized to provide a step-by-step guide from conceptualising stage up to the evaluation of a mentoring programme to measure impact and efficacy.

This playbook also aims to aid programme managers to align the objectives and key performance indicators of mentoring programmes to Focus Area 3's (FA3) overarching vision of achieving a Community of Success.

We hope that programme managers will find this playbook useful and relevant. We welcome you to share your thoughts and best practices with YMO so that we can also compile these valuable insights and share it across our mentoring eco-system.

We look forward to connecting deeper with you!

Warm Regards,
Youth Mentoring Office

Overview of Focus Areas

To build a Community of Success

Shared Goals	Strong <u>Families</u> for a Strong Start	Caring and Cohesive <u>Community</u>	Active <u>Citizens</u> Engaged for the Common Good	A <u>Resilient Workforce</u> ready for the future
Focus Areas (FA)	FA1 - Building Foundation for Strong Families - Marriage, Parenthood & Early Childhood Education	FA2 - Reaching Vulnerable Individuals and their Families	FA3 - Building & Achieving Aspirations - Empowerment and Mentoring for Youth	FA4 - Empowering the workforce to be nimble & resilient thru' skills upgrading & lifelong learning
Key M³ programmes	Develop programmes & initiatives to support Marriages, Parenthood & Early Childhood Education ▪ BersamaMu programme ▪ KelasMateMatika@CC (KMM@CC)	Develop programmes & initiatives to support families impacted by incarceration ▪ Fitrah ▪ Family Excellence Circles (FEC)	Develop programmes & initiatives to empower & inspire youth • Youth Mentoring Office • Recruit, train & deploy volunteer mentors • Agency-led & Community-led Mentoring Programmes	Develop programmes & initiatives to empower Malay/Muslim (MM) workforce ▪ Enhance awareness of national schemes & community programmes ▪ JUMP programme

Problem Statement and Objectives

At the national level, a survey conducted by the National Youth Council (NYC) found that many Malay/Muslim youths were concerned about their employment prospects. Many lacked confidence in their qualifications and skills and eventually took on jobs in areas that were unrelated to their certifications.

Many also said that they lack awareness of the channels to find employment or internships. As a result, they would end up in blue collared employment such as sales, food and beverage industry or employment in the gig economy. Our mentoring programme therefore need to address the above challenges faced by the youths in our community and help them to achieve greater aspirations and enter the emerging sectors.

The efforts under Focus Area 3 (FA3) Taskforce on youth empowerment and mentoring aims to build a strong and an active mentoring culture in the Malay/Muslim community. Through mentoring, we aim to achieve the following outcomes:

- Youth remain in school, progress to the next level and graduate
- Youth are aware of career pathways, and have aspirations and goals
- Youth have strong networks and are well-connected

Youth Mentoring Office (YMO)

YMO is a product of the M^3 collaborative efforts in building a successful community through empowering and mentoring youth. Established in 2019 within MENDAKI, YMO spearheads and drives mentoring efforts to develop and establish a strong and active mentoring culture within the Malay/Muslim community.

Since the launch of M^3FA3, several mentoring programmes have been rolled out to widen outreach to more youths in secondary schools and the Institute of Technical Education (ITE) and Institutes of Higher Learning (IHL), such as:

- #amPowered@M3 Towns
- #amPowered@MTS
- #amPowered@ITE

- PEER by MENDAKI Club
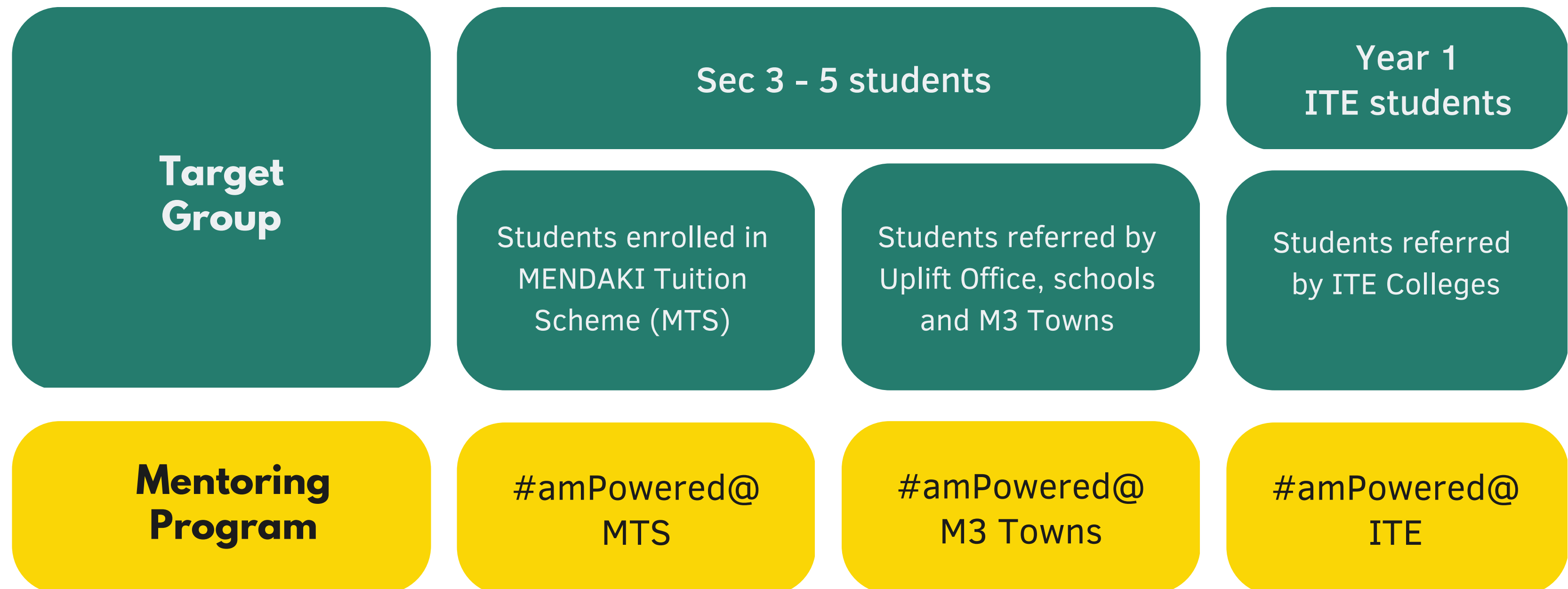- MARA by MENDAKI Club
- Project Pathfinder

These programmes adopted the Gift-Centred Mentoring (GCM) philosophy, a trademarked and evidence-based mentoring model from the Youth Mentoring Connection (YMC) based in Los Angeles, USA, to enhance and build the competency of the community through mentoring.

Visit M^3's official website at www.m3.gov.sg for more information of our programmes.

#amPowered Mentoring Programme

A structured mentoring programme for Malay/Muslim youths aged between 15 and 18 years old to help them discover their strengths and maximize their potential.

Target Group	Sec 3 - 5 students		Year 1 ITE students
	Students enrolled in MENDAKI Tuition Scheme (MTS)	Students referred by Uplift Office, schools and M3 Towns	Students referred by ITE Colleges
Mentoring Program	#amPowered@ MTS	#amPowered@ M3 Towns	#amPowered@ ITE

In 2019, Minister Masagos, together with key members of M³FA3, visited Youth Mentoring Connection, a Los Angeles-based youth mentoring agency, to observe the best practices in their GCM philosophy.

Gift-Centred Mentoring (GCM)

GCM focuses on the unique individual gifts of mentees that are waiting to be discovered and nurtured.

Apart from developing their gifts, particular attention is placed on identifying and caring for the wounds of mentees. By celebrating the strengths of their gifts and acknowledging their wounds, mentees will be able to achieve their full potential.

Mentors will be required to attend the GCM Training conducted by YMO to build their capabilities and equip them with skills on building a successful relationship with their mentees. The training is divided into 2 modules.

Upon completion of both modules, mentors will receive the YMO certification and can be matched and deployed to the registered mentoring programme.

The Impact of #amPowered and GCM

4,250

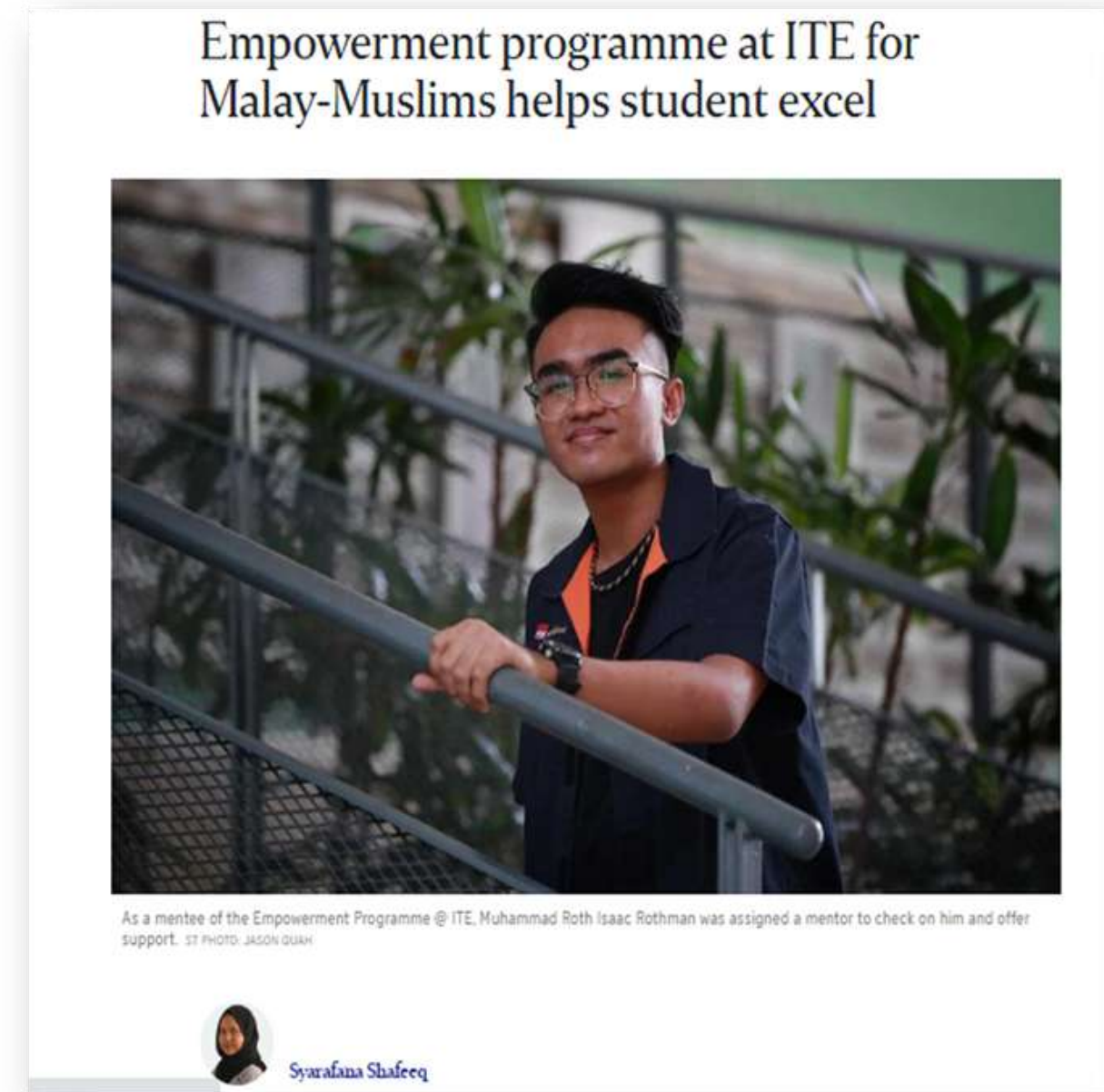mentees **have benefited** from #amPowered mentoring since 2019

80%

were **aware of the importance of doing well** in school and wanted to further their studies.

Interaction with mentors helped in **decision-making** regarding the different pathways to pursue further education.

Those who have benefited from mentoring reported having **strong personal relationships** and feel supported by other adults in their life.

Empowerment programme at ITE for Malay-Muslims helps student excel

As a mentee of the Empowerment Programme @ ITE, Muhammad Roth Isaac Rothman was assigned a mentor to check on him and offer support. ST PHOTO: JASON QUAH

Syarafana Shafeeq

Empowerment programme at ITE for Malay-Muslims helps student excel | The Straits Times

Source: Pre & Post-Programme surveys on #amPowered mentees conducted in 2021

> **One of the greatest values of mentors is the ability to see ahead what others cannot see and to help them navigate a course to their destination.**
>
> -John C. Maxwell

The Youth Engagement Ecosystem

Reach out to MENDAKI's Tertiary Tuition Fee Subsidy (TTFS) recipients

YOUth@M³ Towns Engagement sessions

Mentor recruitment for #amPowered@M³Towns

Gift-Centered Mentoring (GCM) training for mentors

#amPowered@M³ Towns commence!

Jan - Apr

- Recruitment of mentors through YOUth@M^3 Engagement
- Concurrently market for mentors via social media and networks
- Towns to develop core team
- Training of mentors

May - Oct
(6 months)

- Execution of #amPowered mentoring program
- Pre programme survey
- Continuous consultation and programme guidance with YMO
- Continuous engagement with mentors
- Post programme survey at the end of the programme

Nov - Dec

- Review and evaluation
- Funding request
- Planning for the following year mentoring programme run

#amPowered Mentoring Timeline

The Mentoring Roadmap

Consult YMO

Develop Core Team

Mentor Recruitment

Matching

Mentor Training

Deployment

Evaluation
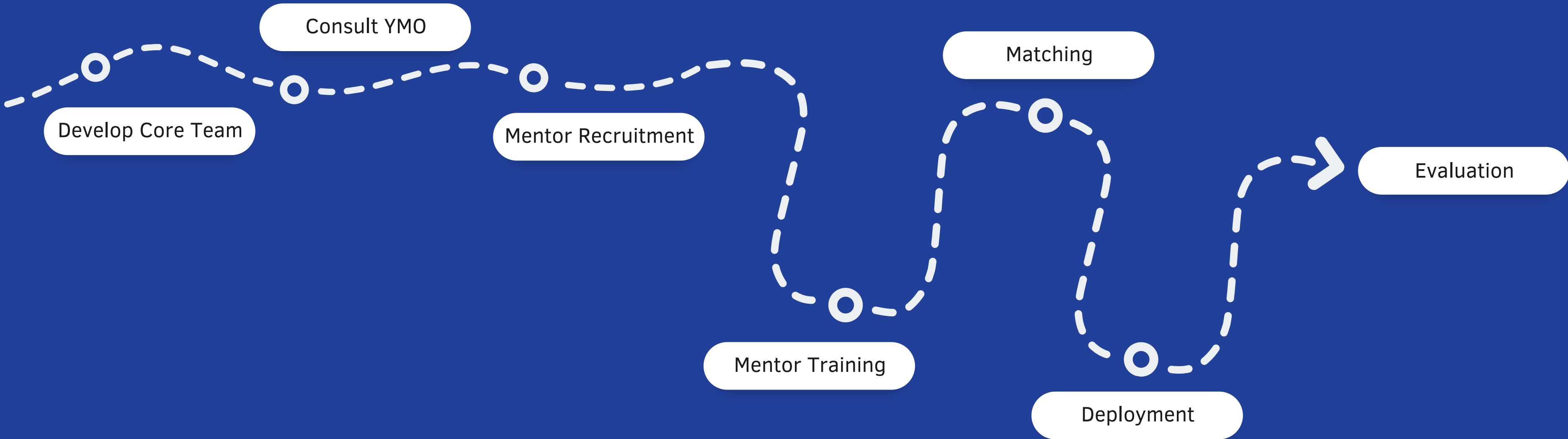
Project Pathfinder, 2021

1

Developing the Core Organising Team

Towns are recommended to develop a Core Organising Team which will help to determine the timeline and content of the programme, and put together the projected programme budget.

The programme budget will depend on whether the Towns are delivering the programme independently or require certain portions to be outsourced to vendors.

A list of training vendors previously engaged by the Youth Mentoring Office (YMO) can be found in Annex A for reference.

2

Consult YMO

The Core Organising Team is required to consult YMO for programme guidance and clarification. This includes seeking advice and guidance for programme content, projected budget and recruitment of mentors and mentees.

While the Core Organizing Team is tasked to recruit mentors, YMO partners with the Ministry of Education (MOE) Uplift Office (UPO) to assist programme managers with the mentee recruitment.

UPO Town Coordinators will work closely with the Towns to identify schools to reach out to. And schools will decide if they wish to refer the students to the mentoring programme.

The profile of mentees identified by YMO will secondary 3 to 5 L1 students; students who are categorized as having good school attendance, but poor academic results.

The roles of YMO and programme managers are further defined in the next page.

Roles of YMO & Programme Managers

Youth Mentoring Office (YMO)	Programme Managers
Linking Uplift Office to M3 Town liaison for referral of mentees	Recruiting mentors and sending them to YMO for mentor training
Training of mentors (Gift-Centred Mentoring)	Recruiting mentees by working with the MOE Uplift Office
Building mentors' competency through Community of Practice	Sharing confirmed number of mentors and mentees with YMO
Programme Guidance	Administering the mentoring programme
Funding support	Mentor-Mentee matching
Evaluation support	Submitting proposed budget and expenditure to YMO & ECO at the start and end of the programme cycle
Marketing of FA3 mentoring programmes	Submitting mentor-mentee stories to YMO for marketing Identifying mentor speakers for YOUth@M^3 engagements

Funding by the National Youth Fund (NYF)

Another potential source of funding is the National Youth Fund by the National Youth Council (NYC). The grant is applicable to projects that benefit and create impact for youths.

Towns are required to submit your planned budget to YMO before rolling out the mentoring programme so that YMO can advice on the claimable expenses based on NYC's criteria.

Towns can also seek other source of funding through CDC grant, Temasek Foundation and/ or President's Challenge.

Mentee Recruitment

YMO partners with the Ministry of Education (MOE) Uplift Office (UPO) to assist programme managers with the following:

- Recruiting of mentees
- Further support in publicizing the programme by asking UPO's Town Level Coordinators (TLCs) to recommend appropriate mentees for the programme

Towns are to identify schools in the vicinity based on the M3 boundaries and connect with them through the MOE Uplift Office.

YMO will provide Towns with #amPowered infokit to share with the schools. Towns may refer to Annex B for the consent form to be shared with the school.

Mentor Recruitment

The main platform to recruit mentors is through the YOUth@M³ engagement sessions.

Core Organising Team may recruit mentors from institutes of higher learnings (IHLs), youth networks, mosque youth groups and professional career networks.

Those who are interested to be mentors will need to fill out the Mentor Application Form prepared by Towns/YMO and undergo mentor training by YMO.

The format of the Mentor Application Form and Code of Conduct can be seen in Annex C and D respectively.

Project SOAR, 2020

Marketing Collaterals for Mentor Recruitment

YMO have prepared collaterals to help Towns in recruiting mentors via marketing channels such as:

- Social Media (Instagram/Facebook)
- Email EDM
- Digital Display Panels (DDP) at HDB Lift Lobbies

A working file will be shared with Towns to amend the collaterals provided to suit the needs for recruitment. Refer to Annex E.

Towns are to reach out to the Town Council or Target Media regarding marketing via DDP at respective towns. Towns may check in with YMO for Target Media's contact, if required.

Towns are encouraged to create their own registration form and QR code to be included in the collaterals. Otherwise, YMO will provide MENDAKI's Volunteer Recruitment Form which includes all volunteer opportunities.

Sample collaterals

Screening of Mentors

Once the mentors have applied through the form and Towns have collated all applicants, a screening process will commence.

The mentor screening process plays a crucial role in identifying suitable mentor candidates. While it is convenient to accept every mentor applicant into the mentoring programme, it is vital to follow through with a screening process to ensure suitability and quality of mentors coming into the programme. Mentors play a crucial role to the success of the programme.

Screening will be conducted by MENDAKI's Partnership Team, who will arrange for in-person interviews to be conducted with the applicant. They will then carry out interviews with the provided personal references, if required. This is followed by conducting background checks on the applicant in areas such as the person's medical history, criminal records etc.

Applicants who are successfully screened will then be allowed to continue to the following step: mentor training.

Mentor and Mentee Criteria

Mentors Criteria

- Any one regardless of race, religion, and profession
- Aged 21 and above
- No experience required! Training will be provided

Mentees Criteria

- Malay/Muslim
- Secondary 3-5 NA/NT students

Roles of a mentor, extracted from The Gift of Mentoring, A Guide for Mentors which was produced by YMO in 2021. Refer to Annex F to download the mentor manual.

4

Training of Mentors

Towns will submit the names of the recruited mentors to the Youth Mentoring Office (YMO) for the mandatory GCM Training.

Recruited mentors will undergo Module 1 (e-learning) and Module 2 (in-person training) by YMO. The training calendar by YMO will be shared with Towns for easier reference.

By the end of the training, mentors would be able to:

- Identify youth who may require additional support
- Apply mentoring techniques to build trust and rapport with youths
- Apply probing techniques to analyze needs of youth and determine underlying issues faced by youths
- Determine the interest of youths and assist youths to set personal goals
- Able to conduct mentoring sessions using the GCM approach

Training Modules

Module 1: E-learning

This module is conducted online via the Learning Management System. It aims to equip mentors with the foundations of mentoring and mentoring in the local (Singapore) context. The module also introduces mentors to M3 and Focus Area 3 on 'Empowering Youths through Mentoring'. This includes a video followed by an online assessment with multiple-choice questions.

Mentors are encouraged to complete module 1 before attending module 2 training to ensure that they will fully benefit from the training.

Module 2: In-person Training

Module 2 is an interactive training that aims to equip mentors with tools and techniques to engage mentees and deepen mentors' understanding of Gift Centered Mentoring.

5

Mentor-Mentee Matching

Matching is often one of the most challenging aspects of a mentoring programme. Participants have various competencies, backgrounds, learning styles and needs. Where possible, consider giving mentees a say in the matching process by allowing them to select a particular mentor or submit their top three choices of mentors.

Evaluate various match combinations before finalising as ensuring quality mentors for hard-to-match mentees can be challenging. Matching best practices start with a solid profile for all participants, mentors and mentees.

Critical profile elements include development goals, specific topical interests, location, experiences, and matching preferences.

MARA Mentoring, 2021

Considerations for Matching

Both mentors and mentees may indicate their personal needs and preferences for matching. This helps bring about successful and effective long-term mentoring relationships.

Listed below are some of the areas that could be taken into consideration when attempting to make a positive match.

- Gender
- Interests
- Proximity of mentor and mentee
- Career background
- Educational background

While there are no strict rules or formula to follow when matching, the above criteria is very useful when it comes to creating positive and effective matches. It also helps if both the mentee and mentor are open with their preferences for the matching process.

The recommended mentor to mentee ratio is 1:5, however it is up to programme managers to allocate the numbers accordingly depending on the programme structure. It is also recommended to group mentors together (ie 2 mentors to 4 mentees) so they can support each other in terms of resources and adding value to the mentorship.

PEER Community Programme, 2021

23

Mentoring @ MTS Programme, 2020

6

Deployment:
Conducting the Mentoring Sessions

In the Gift-Centered Mentoring (GCM) philosophy, the recommended duration for a cycle of mentoring programme is 6 sessions across 6 months (1 session per month). Duration of each session is between 2 and 3 hours long.

This has been assessed to be the ideal amount of time needed to create a meaningful programme with the most impact.

This will allow mentors and mentees time to get to know each other, build rapport, establish trust and work on discovering their gifts and caring for their wounds.

More information on the #amPowered mentoring curriculum can be seen in the next page.

#amPowered Mentoring Curriculum

- Understanding gifts & strengths
- Goal Setting
- Understanding education and career pathways
- Community Building
- Building Positive Self-Esteem
- Reflection

*mandatory

25
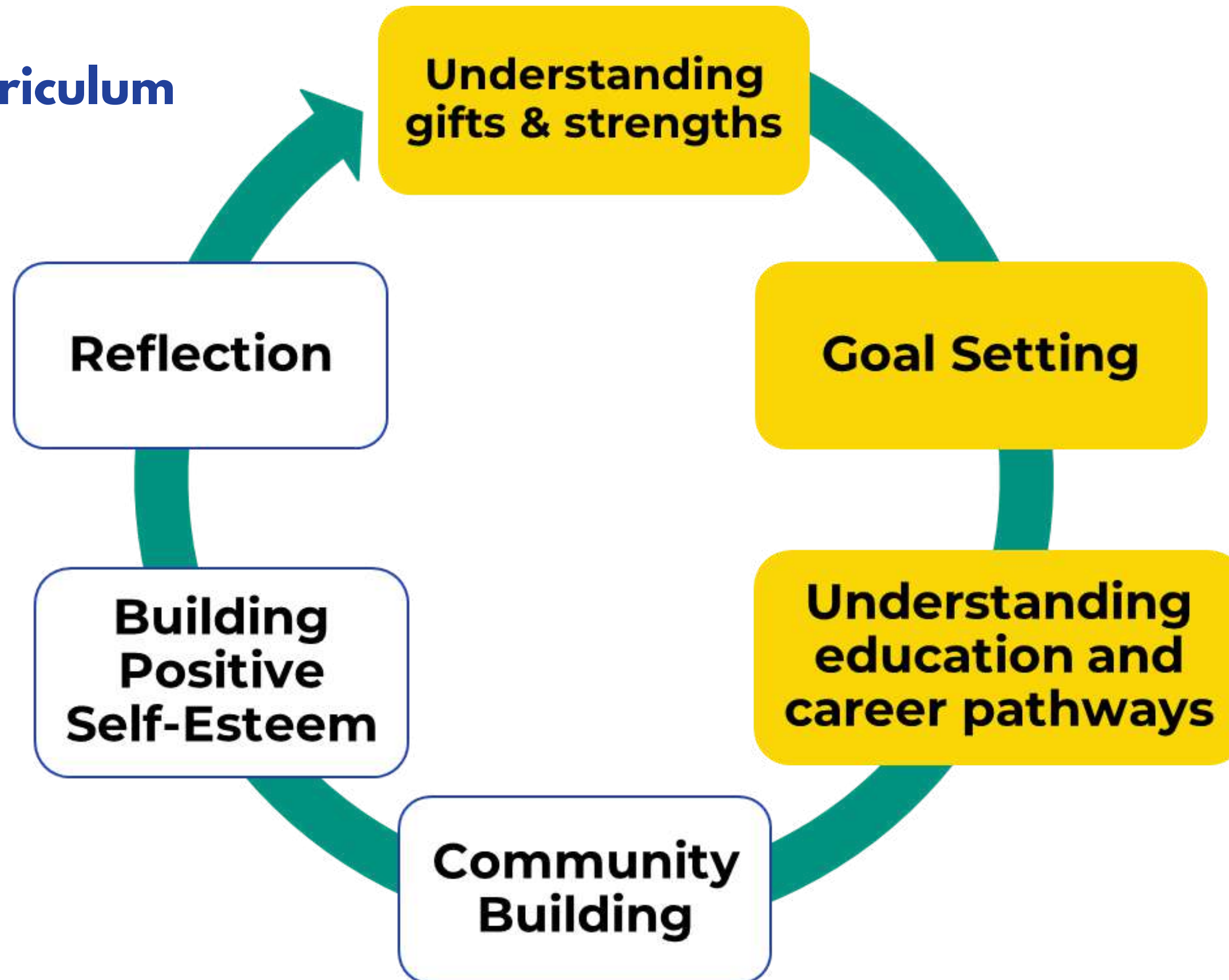
Session	Module	Description	YMO Tips
Session 1	Understanding gifts & strengths	• Sharing tips on how to discover strengths • Identifying individual gift of mentees	• Understanding strengths can help mentees make more informed decisions on their future pathways
Session 2	Setting Goals	• SMART goals	• Mentors may follow up with mentees after the session on setting goals
Session 3	Understanding Pathways	• Understanding the future work landscape • Hearing from professionals on their education and career pathways	• Programme managers may consider working with YMO or National Youth Council (NYC) for them to conduct their 'On My Way' programme
Session 4	Community Building	• Strengthening sense of belonging • Team bonding activities eg. Learning journey, visit to mosques etc,	• Programme managers may consider engaging a vendor to run this segment • Consider outdoor activities promoting team bonding
Session 5	Building positive self-esteem	• Reflecting back on gifts	• Mentors to check in on mentees' mental wellness, coping strategies
Session 6	Reflection	• Closure, eliciting learnings, committing to action plans, evaluation	• Mentees may pen down their appreciation to their mentors and vice versa

7

Review and Evaluation

Upon the completion of the mentoring programme, programme managers are to review and conduct an evaluation using ACT! Sg tool which will allow us to identify the strengths and weaknesses of the programme and areas of improvement.

With evaluation, programme managers will also be able to validate the effectiveness of the programme and show how mentoring impact the beneficiaries positively. YMO works closely with the M Programme Evaluation Office (PEO) and the programme managers to collect quantitative, qualitative data and conduct analysis for all the #amPowered programme.

Empowerment Programmes @ ITE, 2019

ACT! Sg Framework

The ACT! Sg Framework will be adopted to evaluate all #amPowered mentoring programmes. The tool is endorsed by the Ministry of Social and Family Development (MSF) and the National Committee on Prevention, Rehabilitation and Recidivism (NCPR) as well as the Central Youth Guidance Office (CYGO).

YMO required the ACT! sg survey to be disseminated to mentees at the start and end of the mentoring programme. This will enable us to analyze the impact of mentoring from the 15 domains listed in ACT! sg. YMO would focus on 3 domains (refer to next page) in our analysis of impact.

Click here for more information on the ACT! SG framework and click here for a sample of the ACT! SG survey questions.

Read each statement carefully and select the number that best describes you.

There are no right or wrong answers and please answer all questions.

8. **Question 1**
I have achieved better grades than I expected in school.

○ 1 (Strongly Disagree)
○ 2 (Disagree)
○ 3 (Neither Agree nor Disagree)
○ 4 (Agree)
○ 5 (Strongly Agree)

9. **Question 2**
My overall grades are good.

○ 1 (Strongly Disagree)
○ 2 (Disagree)
○ 3 (Neither Agree nor Disagree)
○ 4 (Agree)
○ 5 (Strongly Agree)

10. **Question 3**
My school attendance is good.

YMO adopts **3 out of the 15 domains of the ACT! Sg Framework**; Positive Relationship, Goal Setting and Life Goals

Positive Relationships

- Youth develops positive and sustained relationships with peers
- Youth has positive role models
- Youth can seek appropriate assistance and support from peers/adults in resolving problems

Goal Setting

- Youth plans to attend post-secondary (or post IHL) education
- Youth can identify potential goals (both short and long-term)
- Youth can identify barriers to his/her goal attainment with a focus on solution to the barriers

Lifegoals

- Youth sets goals and believes he/she can achieve them
- Youth perceives he/she can thrive in future
- Youth has clear ambition

At the end of the programme, YMO will work with the Programme Evaluation Office (PEO) closely to analyse the data. This allows us to pick up best practices and learn from each other. Data produced will also help in our programme marketing efforts and to get buy-ins from stakeholders by highlighting the impact of mentoring on our youths.

RE-AIM Framework

In FA3, we use a tool known as RE-AIM for evaluation purposes. RE-AIM is an evidence-based approach that allows us to create or modify the interventions based on the information available.

The RE-AIM framework consists of five components that address the different aspects that one should look out for to assess the effectiveness of the programme.

The RE-AIM dimensions focus on individual as well as staff and setting levels. Settings include schools and neighbourhoods, and staff responsible for implementation that are embedded within these settings (Glasgow, et al., 2019).

The five components of RE-AIM can be seen in the next page.

Reach

The absolute number, proportion, and representativeness of individuals who are willing to participate in an initiative and the reasons why or why not.

Related questions:
- How do I reach the targeted population within the intervention?
- At the end of the programme, was the targeted population reached?

Effectiveness

The impact of an intervention on important outcomes, including both positive and negative effects, quality of life, and economic outcomes. Effectiveness also considers the heterogeneity of effects and reasons for successes or lack thereof.

Related questions:
- How do I know my intervention is effective?
- What kind of indicators are used to measure effectiveness?

Adoption

The absolute number, proportion and representativeness of settings and intervention agents (i.e., people who deliver the programme) who are willing to initiate the programme. This include the reasons for adoption or non-adoption of the programme.

Related questions:
- How do I develop organizational support to deliver my intervention?
- What are some of the pain points when adopting the intervention?

Implementation

At the setting level, implementation refers to the intervention agents' fidelity to the various elements of an intervention's key functions or components, including consistency of delivery as intended and the time and cost of the intervention. Importantly, it also includes adaptations made to interventions and implementation strategies.

Related questions:
- How do I ensure the intervention is delivered properly?
- Was there fidelity in the intervention (i.e. was it implemented as planned)?
- What were the adaptations (if any) made to the implementation?

Maintanance

Maintenance is the extent to which a program or policy becomes part of the routine organizational practices and policies. At the individual level, maintenance is defined as the long-term effects of a programme on outcomes after 6 or more months after the most recent intervention contact.

Related questions:
- How do I incorporate the intervention so that it is delivered over the long term?
- What types of behaviours can we measure overtime?

Using these five dimensions, the programme manager can come up with questions specific to the programme and derive the appropriate evaluation methods and data sources to answer the questions.

We cannot force the character of confidence in them (mentees). It is something that we must bring it out from them. That is a gift of mentoring.

– Syerifah Munawwarah, Mentor

Annex
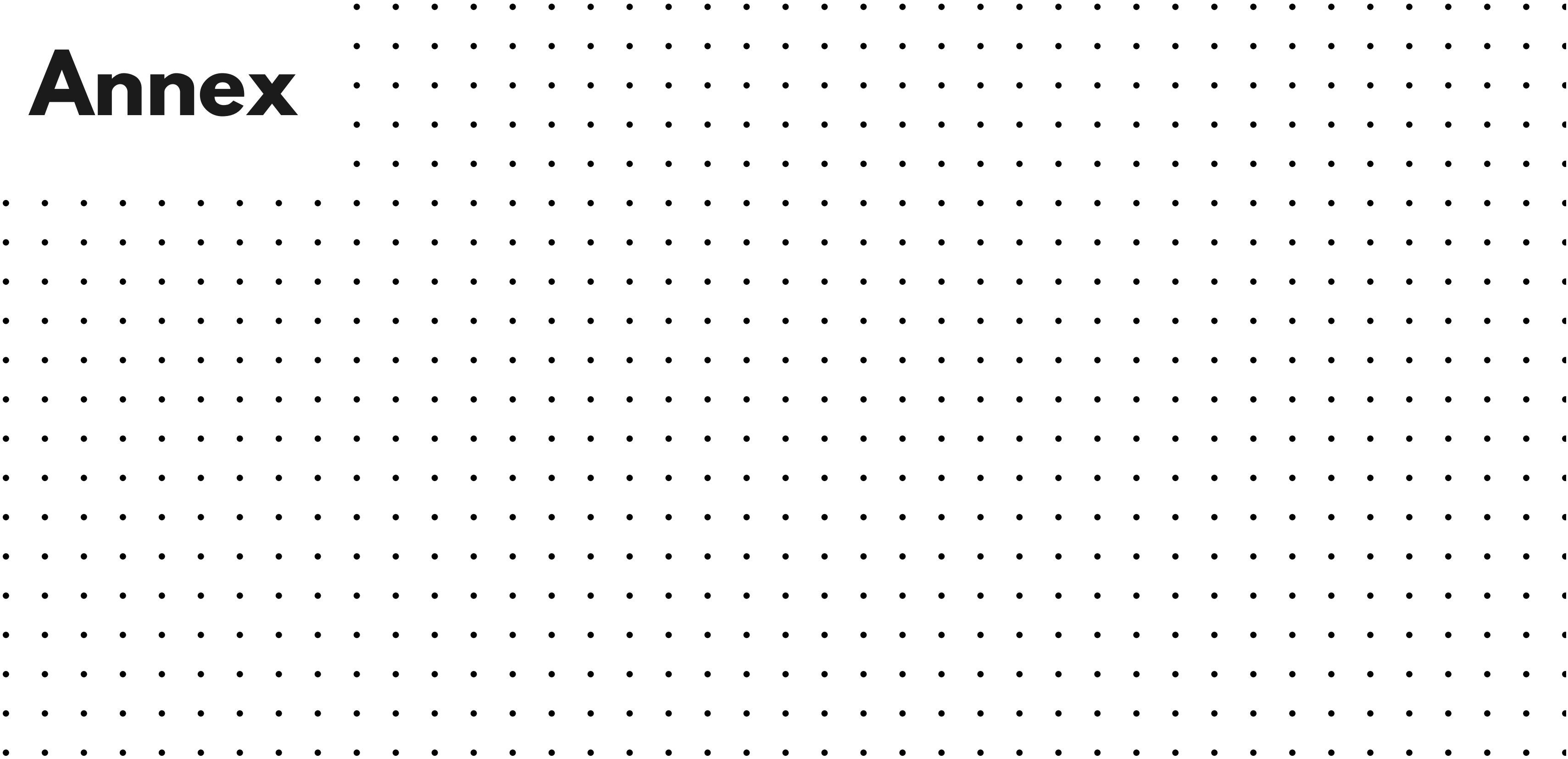
Annex A - List of Training Vendors

previously engaged by Youth Mentoring Office (YMO)

- **Cignature** | www.cignature.com.sg

Offers a holistic range of programmes for schools, working in collaboration with national bodies for funding and industrial partners to offer programmes for students.

- **Future Ready Asia** | www.futuready.asia

Specialising in youth and human capital development, FutuReady Asia hopes to encapsulate character and values into customised programs to nurture and embrace lives.

- **Innotrek** | www.innotrek.rocks

InnoTrek has been running programs all over Singapore, ranging from the comforts of Costa Sands Resort to MOE Adventure Centres, from nearby islands of Pulau Ubin to St. John's island. We also take pride in the ability to bring our programs to the venue of your choice.

- **Praxium** | www.praxiumsg.com

A leading Education & Career Guidance organisation for youth in Singapore. Which programmes focus on helping young people aged 14-24 discover their passions through engaging, hands-on experiences.

- **Solace Art** | solace.com.sg

Solace continues to raise awareness on the importance of mental wellbeing, the benefits of art therapy and the continued transformation of clients' lives by helping them heal from past complex trauma.

*YMO is not endorsing these vendors and Towns should make their own selection based on their assessment of vendors and their budget
*This list is non-exhaustive. Towns may use other vendors aside from those listed on this page.

Annex B - Consent Form

Organised by YMO YOUTH MENTORING OFFICE

An initiative of Yayasan MENDAKI · #amPowered

__ _____ 2023   (School Ref No)

Dear Parent/Guardian,

#AMPOWERED@M³ _Town___ 2023

Your child/ward has been selected as a mentee for the #amPowered@M³ _Town__ 2023 ("#amPowered@M³Town"). The #amPowered@M³Town is a mentoring programme conducted by the MENDAKI's Youth Mentoring Office for Malay/Muslim Upper Secondary School students to create awareness of the education and career pathways, bridge students to support network and opportunities and help them discover their strengths and maximise potential.

Trained mentors from a wide range of background will be providing personal mentorship and guidance to our students. Students will have access to developmental workshops and community building activities throughout the mentoring duration. Most of these activities will be held within the M3Town vicinity. Parents' consent will be sought separately for any outdoor activities.

1. All activities under the #amPowered@M3Town will adhere to the guidelines prescribed by the Ministry of Education under the category of *private tuition, enrichment and training* to safeguard the well-being of our students. You may find out more about #amPowered@M³Town through the M3 website <insert link> The details of the #amPowered@M³ Town2023 are as follows:

Activity / Date	
Programme	#amPowered@M³ ____ 2023
Duration	Selected Saturday morning starting from ____ 2023 to ____ 2023, from ____ a.m. to ____ p.m.

2. For the full schedule of events and further information on #amPowered@M³ ____ 2023, please refer to the **Executive Summary** document attached to this form.

3. If you need further clarifications, please contact Mr /Ms_____ (M3Town head name) at _____. Thank you.

Yours sincerely,

Name of M3 Chairman
Designation

Acknowledgement Slip

#amPowered@M³ ____ 2023

Name of Student: _____   Class: _____

☐ I allow my child/ward to participate   ☐ I do not allow my child/ward to participate

Name of Parent /Guardian: _____   Contact No.: _____

Signature: _____

I, hereby declare that my *child/ward is participating in the #amPowered@M³ ____ 2023 (the "Programme") of *his/her own free will and am aware of the risks involved, and that my *child/ward.

My *child/ward and I do hereby absolve the Youth Mentoring Office and its representatives (including volunteers) in any capacity from all or any responsibility, causes of action, claims, and obligations arising from any loss or damage (including, without limitation and to the extent permissible by law, physical injury, loss of life or property damage) caused by or sustained as a result of my *child/ward's participation in the Programme; and indemnify the Youth Mentoring Office and its aforementioned representatives against all losses, damages, costs or expenses (including legal fees)

Yayasan MENDAKI's personal data protection policy

Yayasan MENDAKI is an organization that respects privacy. In the application form, we have requested for your personal information.

To enable us to serve you effectively, your personal information may be collected, used, or disclosed for the following purposes:

(a) evaluating your eligibility and suitability for your participation in our programmes and events;
(b) evaluating your eligibility and suitability for award of any loan, bursary, scholarship, or other financial aid;
(c) general administration and running of our programmes and events or various forms of financial aid;
(d) monitoring of performance and compliance with the terms of financial aid or participation in our programmes/events;
(e) offering of other aid, assistance or services provided by Yayasan MENDAKI;
(f) sending updates about our events and activities;
(g) research and analysis for social assistance objectives;
(h) reviewing our policies and procedures; and
(i) any other purpose reasonable in connection with the above.

By registering for this event, you also give us the permission to use the photos or videos taken during the event in:

(j) Facebook posts
(k) Event Posters
(l) Event Videos
(m) Any form of marketing material

We will adopt appropriate security safeguards and measures to protect your personal information from unauthorized access, collection, use, disclosure, copying, modification disposal or other risks.

The terms of this notice shall be in addition to all other terms of the service or assistance that may be applicable to you.

You may also find more information about Yayasan MENDAKI's personal data protection policy at Privacy Policy - Yayasan MENDAKI.

☐ **Please accept the waiver to register for this event.**

Click here to download a soft copy version of the form

Annex C - Mentor Application Form

Personal Details

1. Yayasan MENDAKI respects your personal data privacy. You may click on http://bit.ly/YMPersonalDataPrivacyNotice to read our Data Use Policy. By clicking submit, you agree to our terms: *

   ○ Agree

2. Name: *

   [Enter your answer]

3. Age: *

   [Enter your answer]

4. Contact no. *

   [Enter your answer]

5. Email *

   [Enter your answer]

6. Which Opportunity are you keen to volunteer? *

   [Select your answer   ⌄]

7. How do you get to know us? *

   ☐ Facebook

   ☐ Instagram

   ☐ TV,Radio,Newspaper

   ☐ Telegram

   ☐ MENDAKI Website

   ☐ Flyers, brochures or posters

   ☐ Word of mouth (friends, relatives etc)

   ☐ Engagement Session

Click here to access the MENDAKI Volunteer Opportunity Interest Form

Annex D - Code of Conduct

Code of Conduct/ Guidelines for Mentors

The below guidelines are to be adhered to during the programming duration. Failure to do so may result in the evaluation of your suitability as Mentor, and removal from the role.

PERSONAL CONDUCT

- As positive role models, you are expected to conduct yourselves in a manner that sets a good example for the mentee.
- Act in the best interest of the mentee, and in ways that does not seek to manipulate or harm the mentee or mentoring relationship.
- Treat the mentee with respect and avoid any form of discrimination and disrespectful language (e.g. vulgar language, verbal threats, put downs).
- Do not make promises you cannot keep. Do what you say you will do.
- Do not use alcohol or tobacco when with your mentee.
- Handle relationship with mentee professionally and refrain from getting emotionally involved.

CONTACT TIME/ MEETING PLACE

- Mentor-Mentee contact time could take place via (a) face-to-face meeting, (b) virtual meeting (eg Zoom) (c) phone call or (d) text messages (including whatsapp). Ensure all contact time are recorded and updated to the programme managers via the mentor report.
- You are advised to meet in public spaces and take into consideration these factors when choosing a meeting venue: 1) accessibility 2) safety and 3) affordability.
- Possible meeting venue include:
  - School Premise
  - Sports Venue e.g. basketball court, soccer field
  - Food Venue e.g. hawker centers, coffee shops, fast food outlets
- Visit to mentee home is strictly not allowed.
- There should not be any overnight or late-night activities, unless conducted by the organisation. Activities ending past 7pm requires parents to be informed.

DRESS CODE

- Be appropriately dressed for the mentoring session; DO NOT wear revealing clothes. (e.g. spaghetti top, tight skirts, shorts) / shirts with offensive visuals/ slippers.
- Visible tattoos must be covered up.

BOUNDARIES

- **Monetary Request -** In the event the mentee or their family members approach you for money or loans, firmly and politely mention you are unable to do so, and redirect the request to the Programme Managers. NO monetary transaction should take place between mentor and mentee.
- **Meals & Activity Expenses –** Mentors are advised to choose activities that are affordable. When bringing the mentee out for meals, you are encouraged to keep within the budget of $8 per person. 'Gifts' – Mentors are not required to purchase any gifts for the mentee. However, should you wish to purchase a gift on special occasions (e.g. mentee's birthday, milestone celebration ie when mentee achieved goals he/she has set with you) you are advised to keep within the budget of $15-$20 per person. DO NOT give any extravagant items such as branded goods.
- **Proselytisation –** Avoid imposing or preaching your beliefs or personal convictions onto your mentee. Respect their views and avoid making judgment.

CONFIDENTIALITY

- Information about the mentee obtained during the program should never be mentioned outside the context of the program. This includes non-disclosure of the mentee's personal identification, family details, health, or personal records.
- Confidentiality can be broken when you have reasonable suspicion of harm to self or to others.

MEDIA & PUBLIC COMMUNICATION

- Do not reveal the identity of the mentee (such as name of mentee and their school) in any form of social media.
- Any communication with the media, such as accepting interviews/ writing letters to the forum pages, in the capacity of the mentor, must be discussed with program managers.
- All interviews, photographs, and other materials intended for publishing, related to mentoring program must be cleared with MENDAKI prior to it being used online or printed.

OTHERS

- Always update the program managers if there are any changes in the mentor-mentee relationship development, or when in doubt.

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Click here to download a soft copy version of the form

Annex E - Marketing Collaterals for Mentor Recruitment

Click [here](#) to download the working files

Annex F - Mentor Manual

CONTENTS

- A comprehensive manual produced by the Youth Mentoring Office (YMO) to guide mentors in their mentoring journey.

- It aims to aid mentors to better understand the GCM philosophy through exciting infographics and videos.

- The manual supports mentors in rapport building by engaging mentees in fun activities that can help both to open up and deepen conversations, and it shares available resources that mentors can tap on to better guide and support their mentees.

Click here to download the mentor manual

Other Resources

M³ Resource Directory
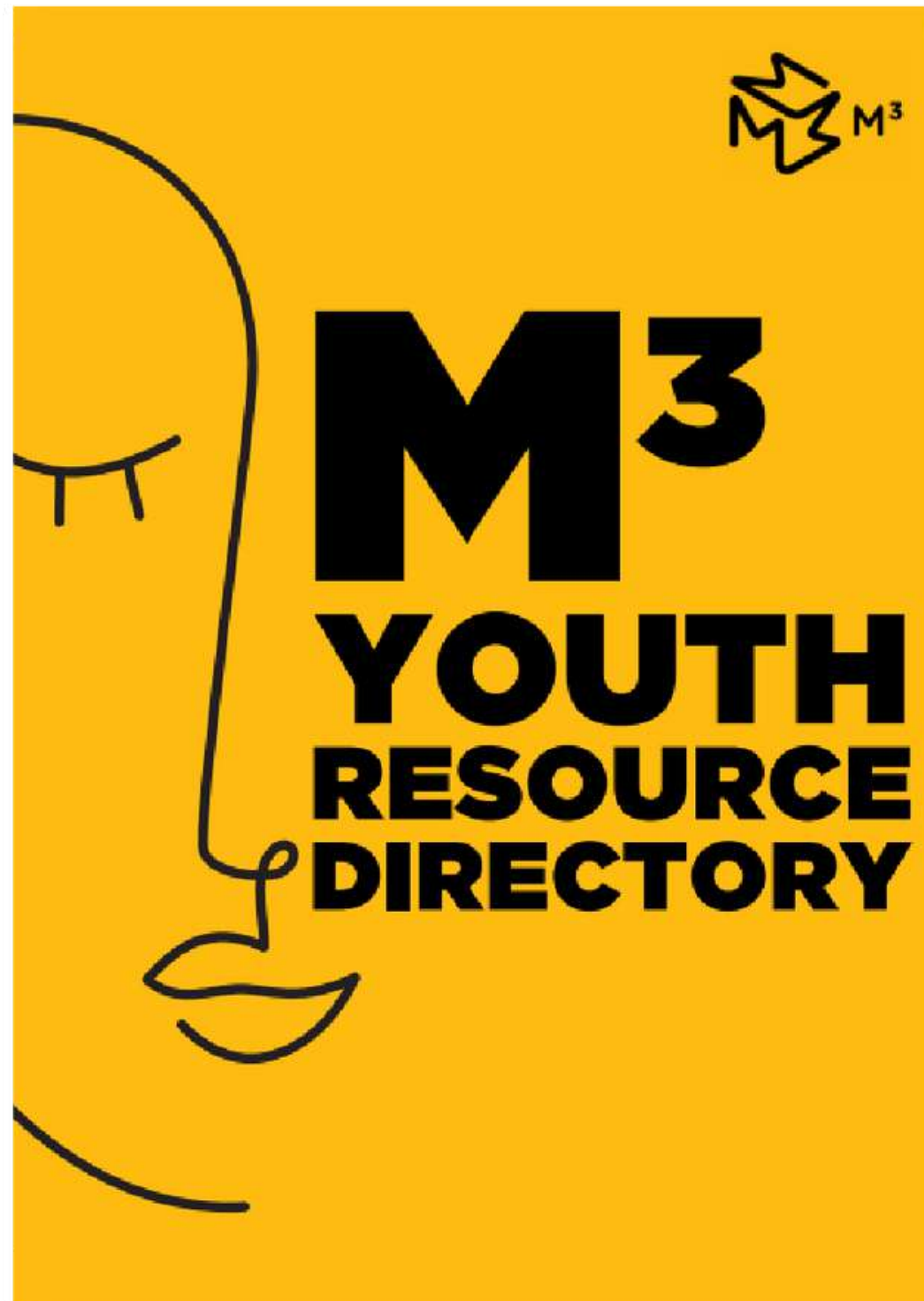
Mentoring opportunities, youth services and programmes as well as resources such as toolkits and grants. Locate these and more available resource for youths and youth-related organisations in our Resource Directory.

Click here to download the directory

Quick Reference Checklist ✓

- Develop core team

- Plan the programme structure, budget, and training vendor

- Consult YMO for budgeting and programme development purposes

- Recruit mentors through YOUth@M3 engagements and additional outreach

- Provide names of mentors to YMO at least 3 weeks before programme commences (to ensure they get a training slot)

Programme Guidance Checklist

CHECKLIST FOR PLANNING AND IMPLEMENTING MENTORING PROGRAMMES

1. PROGRAMME PLANNING

- [ ] Programme has a specific vision and mission
- [ ] Programme staff (in this case referring to more than 1 staff member) have carried out a thorough needs assessment to determine specific needs
- [ ] Programme has high-priority strategic plans
- [ ] Programme has established objectives and desired outcomes
- [ ] Programme has success metrics and key performance indicators (KPIs)
- [ ] Programme has a budget and resource development plan
- [ ] Programme has a training plan to train their own internal staff to manage and implement the programme
- [ ] Programme has a suitable sustainability plan

2. PROGRAMME DESIGN

- [ ] Programme has defined the specific categories of mentoring to be carried out (e.g. 1-on-1 mentoring, team mentoring, group mentoring)
- [ ] Programme has its own set of policies and procedures to document all of the required tasks and activities for the programme
- [ ] Programme has its own set of policies and procedures regarding the area of data collection and storage
- [ ] Programme has its own management system (either current or future)
- [ ] Programme staff have decided to adopt the Gift Centred Mentoring (GCM) model comprising of the following 5 components:
  - [ ] Gift centred approach
  - [ ] "Sawubona" culture
  - [ ] Initiation and rites of passage
  - [ ] Instant community
  - [ ] Innovative mentoring using the "Hero's Journey"

3. RECRUITMENT

- [ ] Programme has a set of eligibility criteria to recruit (and subsequently screen) potential mentors
- [ ] Programme has a set of eligibility criteria to recruit (and subsequently screen) potential mentees
- [ ] Programme has a recruitment plan comprising of the following 3 plans:
  - [ ] Annual recruitment plan
  - [ ] Quarterly recruitment plan
  - [ ] Weekly recruitment plan
- [ ] Programme has its own set of marketing timelines

4. SCREENING

- [ ] Programme has a series of comprehensive information sessions to share information about the programme to potential mentees
- [ ] Programme has an application form to allow potential mentees to sign up
- [ ] Programme staff have interviewed potential mentees through in-person interviews
- [ ] Programme has an application form to allow potential mentors to sign up
- [ ] Programme staff have interviewed potential mentors, either in-person face to face or over the phone
- [ ] Programme have interviewed personal references provided by mentors, either in-person face to face or over the phone
- [ ] Programme staff have carried out background checks on potential mentors (e.g. criminal record checks, health record checks)

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Click here to download a soft copy version of the checklist

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Should you have any feedback or any specific programme guidance support that is not mentioned in the playbook, you may reach out to the Youth Mentoring Office (YMO) team at **ymo@mendaki.org.sg**