



## STARTER KIT

A guide to kick start your own  
mentoring programme



# About Mentoring SG

Singapore's most valuable resource is our people and when our people grow, we become ready for all that lies ahead.

Through purposeful mentoring, we aim to grow the next generation of Singaporeans by instilling confidence, providing pathways, and developing the soft skills necessary to face the challenges of our ever-changing world.

## Foreword

We trust that this Starter Kit will be a useful and comprehensive resource for mentoring organisations in Singapore, especially those keen on setting up new mentoring programmes. This kit contains information on topics such as resources, funding, and training of mentors.

We are grateful to all the organisations and individuals who have contributed their knowledge and resources to this Starter Kit. We look forward to your continued support and valuable inputs on how we can strengthen this kit for future versions.

We look forward to working in partnership with like-minded organisations and individuals to build a culture of mentoring in Singapore.

### **Christopher Gordon**

*Acting Director (Messaging & Engagement)  
Ministry of Communications and Information*

### **Johann Johari**

*Assistant Director (Planning), Youth  
Mentoring Office Yayasan Mendaki*

### **Atiqah Halim**

*Deputy Director (Future Ready)  
Yayasan Mendaki*

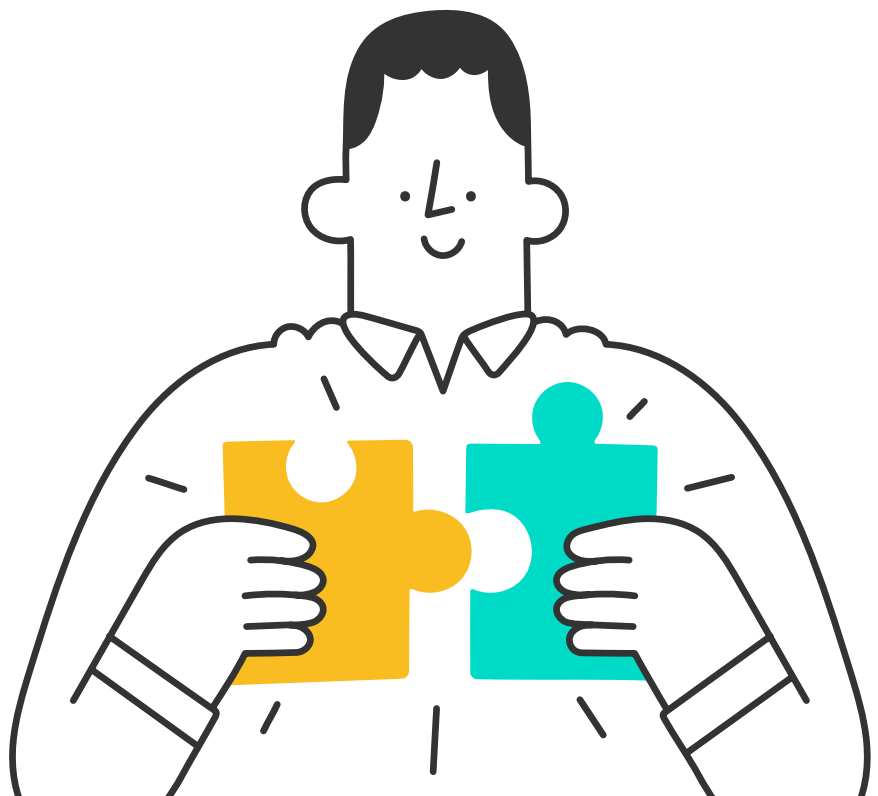
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**AS MENTORS,  
WE'VE GONE  
THROUGH  
CERTAIN LIFE  
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FROM THEM AND  
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MAKE THE SAME  
MISTAKES.**

*Alvin Tan*

*Minister of State for Culture, Community  
and Youth & Trade and Industry*

# Six Steps to Kick start Your Mentoring Programme

Thinking about starting a mentoring programme?  
Not sure about where to start?

This kit aims to walk you through the journey of building a mentoring programme for youths — let's get started to create a future for mentoring!



**Step One**  
*Define a Purpose*



**Step Two**  
*Plan a Design*



**Step Three**  
*Seek for Support*



**Step Four**  
*Provide Learning Opportunities*



**Step Five**  
*Learn From Others*



**Step Six**  
*Enrich your Knowledge*

# Step One

## *Define the Purpose*

Setting up a mentoring programme is a major investment of time, money, and resources. Thus, in order to instill a culture of growth within your organisation, there needs to be clear mentoring programme objectives that reach out to a defined youth target audience. Here are the three basic considerations that need to be answered.



# Why are we setting up this mentoring programme?

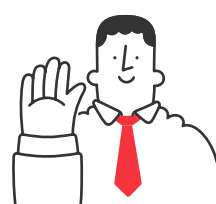
What are the objectives of various stakeholders and how could these be balanced to meet the needs of the youths? Are there gaps that are needed to be filled such as industries not being covered, or niche segments not being served well by current programmes?

# Is there a need for an entirely new programme?

Could we partner with existing mentoring organisations to strengthen the offerings and mentoring opportunities provided for the youth?

# What are the needs and motivations of your target youths?

How will youths benefit from mentoring programme? What are the typical concerns of youths? What might youths be curious to learn from a mentor?



Life Stage	Studying	Transition from school to workforce	Working
Focus Areas	<p>Understanding different educational pathways</p> <p>Academic performance</p> <p>Guidance on co-curriculars</p>	<p>Understanding possible career interests</p> <p>Looking for internship opportunities</p> <p>Improving career prospects through interviews, networking and CVs</p> <p>Developing industry-related skills</p>	<p>Development of career pathways and understanding career progression</p> <p>Life skills development and well-being</p> <p>Switching of jobs and industries</p>

The youth demographic encompasses a wide range of life stages that come with their own areas of focus. Here's a handy diagram you can use to more clearly define your target audience!



**REPLACE  
COMFORT WITH  
CURIOSITY.  
CHOOSE TO  
LEAVE THE  
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HUNT FOR NEW  
HORIZONS TO  
CONQUER.**

*Tim Elmore*

*Habitudes for the Journey:  
The Art of Navigating Transitions*

# Step Two

## *Plan a Design*

Now that you have clearly defined the purpose and audience for your mentoring programme, the next step is to plan the skeleton of the programme itself. This skeleton guides the process that both mentors and mentees go through from start to finish, and comprises six linear steps.





The following few pages summarises what each step entails when planning a skeleton for your mentoring programme. This is also further supplemented with additional guides to bolster the strength of the programme design and its evaluation strategies.

*Source: Elements of Effective Practice for Mentoring 4 Ed, [mentoring.org](http://mentoring.org)*

# 1 Recruitment

Mentoring programmes are centered on people, and recruiting the most suitable mentors and mentees helps greatly in achieving success of the programme. This can be achieved through clearly establishing the programme's aims and outcomes, and aligning the skills, motivations and backgrounds of mentors and mentees to those.

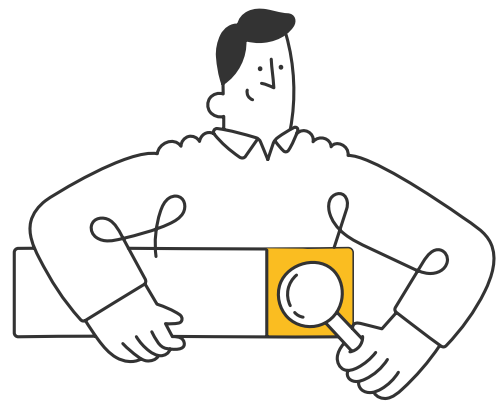
It's imperative to frame the recruitment strategies to portray positive attitudes about mentoring, (such as through inspirational mentor/mentee stories), and adopt strategies that show the benefits, practices, resources, and challenges of mentoring.



# 2 Screening

While it would be beneficial to accept any potential mentor and mentee to the organisation's mentoring programme, there is also a need to be practical and aligned with the programme's initial aims and focuses. This can be done through screening prospective mentors and mentees based on their commitment levels, motivations, and personal growth qualities.

The screening process involves establishing a set of criteria for accepting mentors and mentees into the programme, such as through interviews and written applications. It is also necessary to ensure that mentors and mentees are aware and acknowledge the agreements in the programme, such as the intended frequency of meetings and the commitments expected.

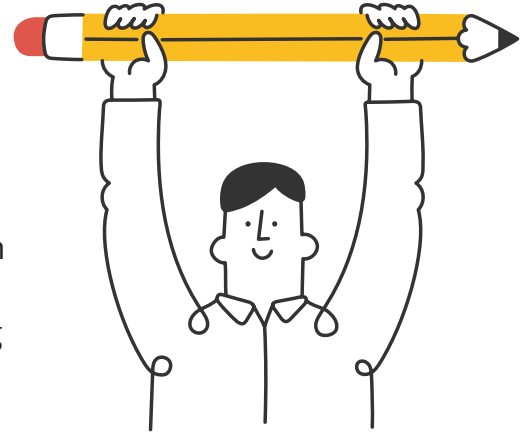


# 3

## Onboarding & Training

It is imperative that prospective mentors have the basic knowledge, attitudes, and skills needed to build an effective and safe mentoring relationship. This helps create a nurturing environment that spurs further growth in both the mentors and mentees.

The establishment of a training roadmap for mentors proves especially valuable for this. When creating your in-house training, do ensure that the training practices and resources used are informed by empirical research and are carefully evaluated. Alternatively, you may wish to tap upon open runs of basic mentoring training sessions organised by the local mentoring community. For time-scarce mentors, an onboarding briefing session, which provides an avenue for expectations setting, accompanied by a mentor guide could be the way to kick start your programme.

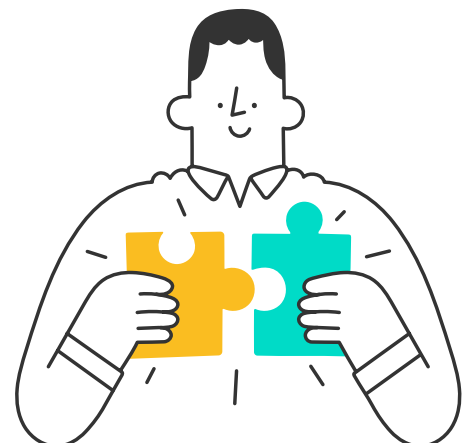


# 4

## Matching

A mentor-mentee relationship has its roots in creating a suitable match through like-minded attitudes and mindsets. When recommending matches, consider the characteristics of both the mentor and mentee, such as mutual interests, proximity, career industry of interest, and availability, among others.

The next step would be to formalise a clear procedure for initiating the mentoring relationship. This can be done through clear policies and guidelines, such as a documentation of the initiation.



# 5

## Monitoring & Support

Newly-minted mentor-mentee relationships would require constant support to continually see through their growth and development journey. This can be provided through a close monitoring of the mentoring relationship's progress; regular feedback loops and accessibility of resources throughout the programme. This helps mentors and mentees focus on the domain of growth.

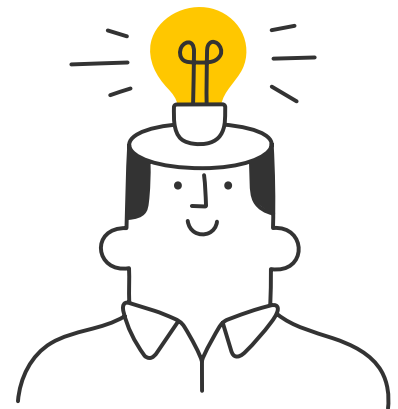
Proper documentation, clear procedures, and awareness of available resources create an assurance that the mentoring relationships are an effective way of nurturing growth; ensuring that these are in place with proper documentation is a crucial part of the monitoring process.



# 6

## Closure

When the time comes where the mentoring relationship has to come to a proper end, a clear facilitation needs to be established to manage the closures or terminations of the mentoring relationship. This includes methods such as a celebration and reflection of the journey, exit interviews, and/or re-matching to other mentors.



**A MENTOR  
IS SOMEONE  
WHO ALLOWS  
YOU TO SEE  
THE HOPE  
INSIDE  
YOURSELF.**

*Oprah Winfrey*

# Strengthening the programme design

## **Programme Goals**

A good goal statement clearly portrays the reason for the existence of the programme and the impact that the programme hopes to produce at the participant and/or community level.

## **Theory of Change & Logic Model**

A Theory of Change explains how the programme will result in its desired outcomes, while the Logic Model further illustrates the inputs, outputs, short, and long-term milestones of the programme. A clear articulation of the programme's logic model provides a road map of how it is expected to work, what activities are required to be delivered, and how desired outcomes are achieved.

## **Resources Planning & Development**

A well-documented budget and resource development plan should aim to provide sufficient resources to all stakeholders throughout the mentoring relationships.

## **Marketing & Communication Plan**

A marketing and communication plan should include strategies for recruitment and publicity in order to reach out to potential mentors and mentees and grow the ecosystem organically.

## **Policy & Procedure Manual**

Policies and procedures should be properly documented and easily accessible to all stakeholders involved to ensure transparency in service delivery.



# Strengthening the programme evaluation

## Feedback collection

Programmes should conduct regular collection of feedback from various stakeholders and analyse the data for potential areas of improvement.

## Capturing data

Programmes should use tools that are reliable and valid to capture outcome data. These include having specific trackable indicators and benchmarks, and looking for positive correlations that are associated with mentoring relationships.

## Sharing of results

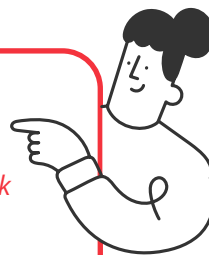
Programmes should plan to share evaluation results with various stakeholders, which includes plans on how to improve the programme based on the results.

## Experimental resource designs

Organisations are encouraged to take reference from available resources within the youth mentoring community to illustrate the impact of the programmes on youth.

### Resources

*ACT SG! Framework*  
*Learning Report for Young NTUC Youth Career Network*  
*Getting Started with Program Evaluation*  
*Guide to Impact Assessment Toolkit*

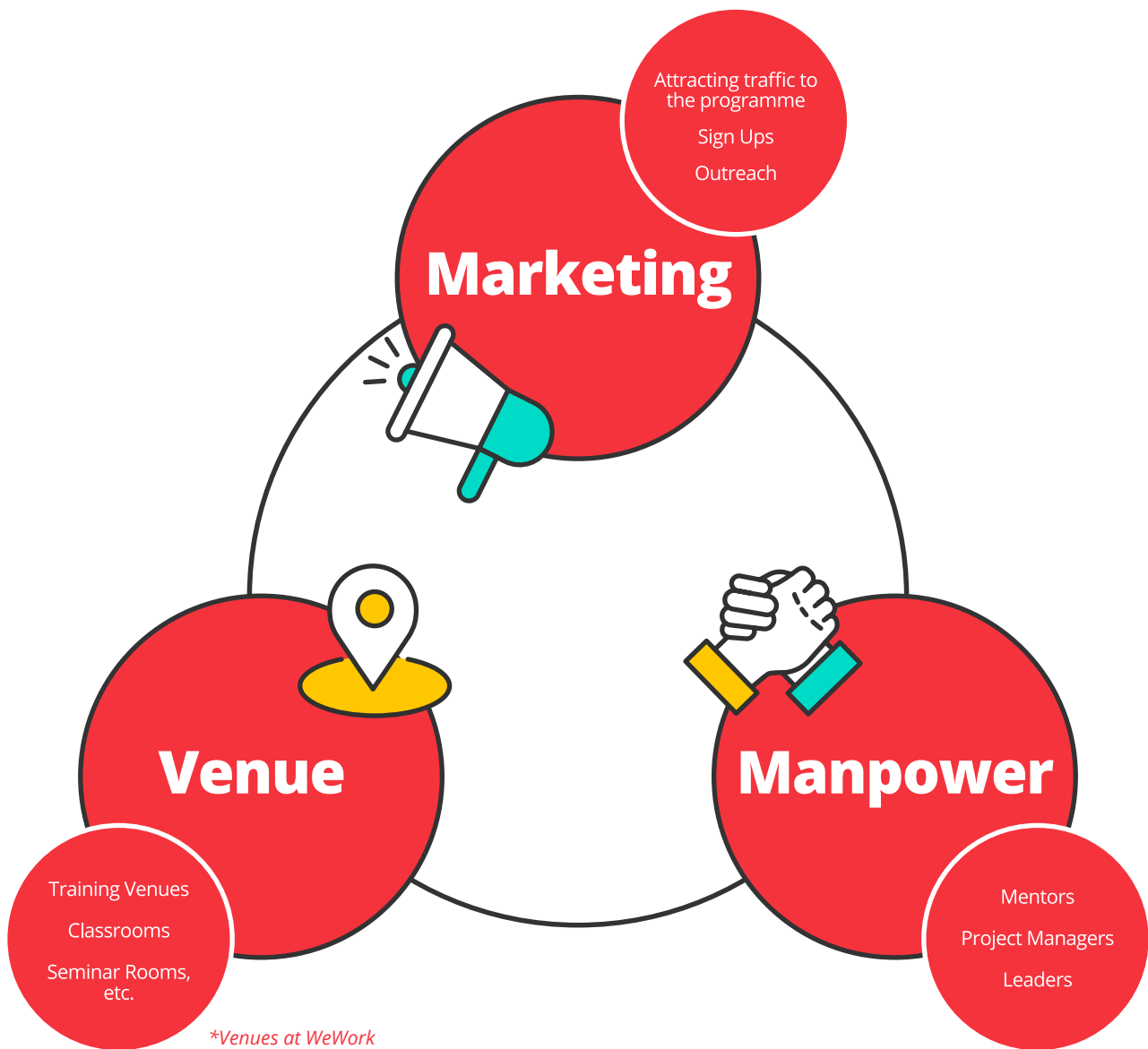


# Step Three

## *Seek for Support*

An all-round support from the community can help your organisation operate more efficiently and effectively. With the right support, organisations will be able to impact more youth in quality mentoring relationships, address service gaps, tap on the strengths of others and direct more resources to the delivery of services. Here are some examples of support that can be provided for mentors, mentees, and your organisation.





Increase the exposure of your programme and get additional support by tapping on available platforms with collaboration opportunities. Do visit the [Mentoring SG website](#) to find out potential platforms that are well-suited to your organisation's needs.

Find out the list of grants and funds available online at [Our SG Grants](#). Take note that not all grants are applicable to youth mentoring; do filter according to your organisation's needs.

# Step Four

## *Provide Learning Opportunities*

Learning is a lifelong journey. Equipping mentors with the necessary skill sets is thus essential to provide additional support and guide their mentees. Through fundamental mentoring training, organisations are able to set a standard expectation of uplifting mentors with skill sets that cater to a large variety of youth needs.



This three-tier training road map consists of several training sessions that make up a holistic learning experience for mentors, with each unit building on the last. This helps achieve a collective value greater than the sum of the individual training sessions.

Training should be carried out before the start of the mentoring journey to ensure that all mentors are aligned with the expectations of a mentor. This can be done on a regular basis to account for the continuous inflow of mentors into the programme.

Tier	Description	Mentor Training Modules
01	<b>Introduction</b> For soon-to-be mentors willing to embark on a mentoring programme.	Roles and responsibilities of a mentor Basic model of communication
02	<b>Beginner</b> For mentors with little mentoring experience and/or are just starting out in a mentoring programme.	Informal mentoring Group mentoring
03	<b>Intermediate</b> For mentors with prior mentoring experience and/or people management backgrounds	Coaching and communication skills Basic mental health first aid Understanding challenges of youths undergoing life transitions
04	<b>Advance</b> For mentors who want to deepen their knowledge on specific topics.	Career mentoring Mentoring youth-at-risk Cyber wellness E-mentoring Change management Project management Entrepreneurship

# Step Five

## *Learn from Others*

The mentoring scene in Singapore is booming with many wonderful individuals and organisations that are willing to lend you a helping hand. By developing community partnerships and networking relationships, it is easy to garner additional knowledge, pick out potential best practices, and customise them to your organisation's needs.



# Community Of Practice (CoP)

The Community of Practice (CoP) is a collection of organisations that share resources, build networks, and remain in an area of shared interest in order to better the mentoring scene in Singapore.

Keep a look out for CoP opportunities at [mentoring.sg](https://mentoring.sg)!



## Practice

Developing of knowledge, methodologies and tools in the youth mentoring space.

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## Community

Networking and relationship building through discussions, activities and sharings.

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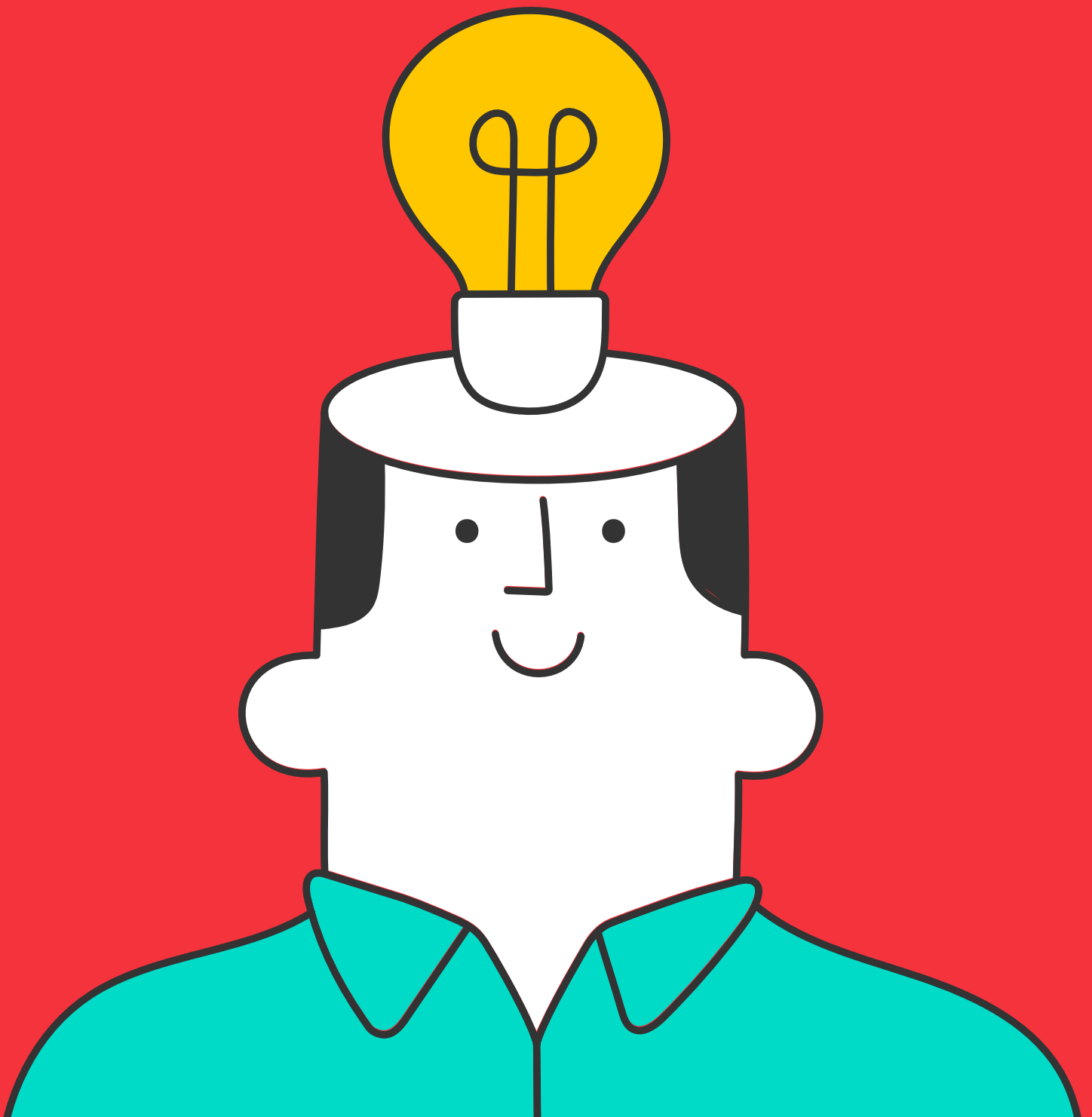
## Domain

Area of shared interests, key issues, current affairs relating to the youth mentoring space.

# Step Six

## *Enrich your knowledge*

Growth does not stop at the end of a training programme. Your knowledge can be further enriched by adopting certain resources into your mentoring programme. Find out more resources available at **[mentoring.sg/resources](https://mentoring.sg/resources)**





**IT'S ONLY AFTER  
YOU'VE STEPPED  
OUTSIDE YOUR  
COMFORT ZONE  
THAT YOU BEGIN  
TO CHANGE,  
GROW, AND  
TRANSFORM.**

*Roy T. Bennett*

# Contact Us

While this Starter Kit serves as a comprehensive guide on how to kick start your own mentoring programmes, it is by no means perfect and is constantly updating. We are also gladly appreciative if your team would be willing to be a contributor to our case studies.

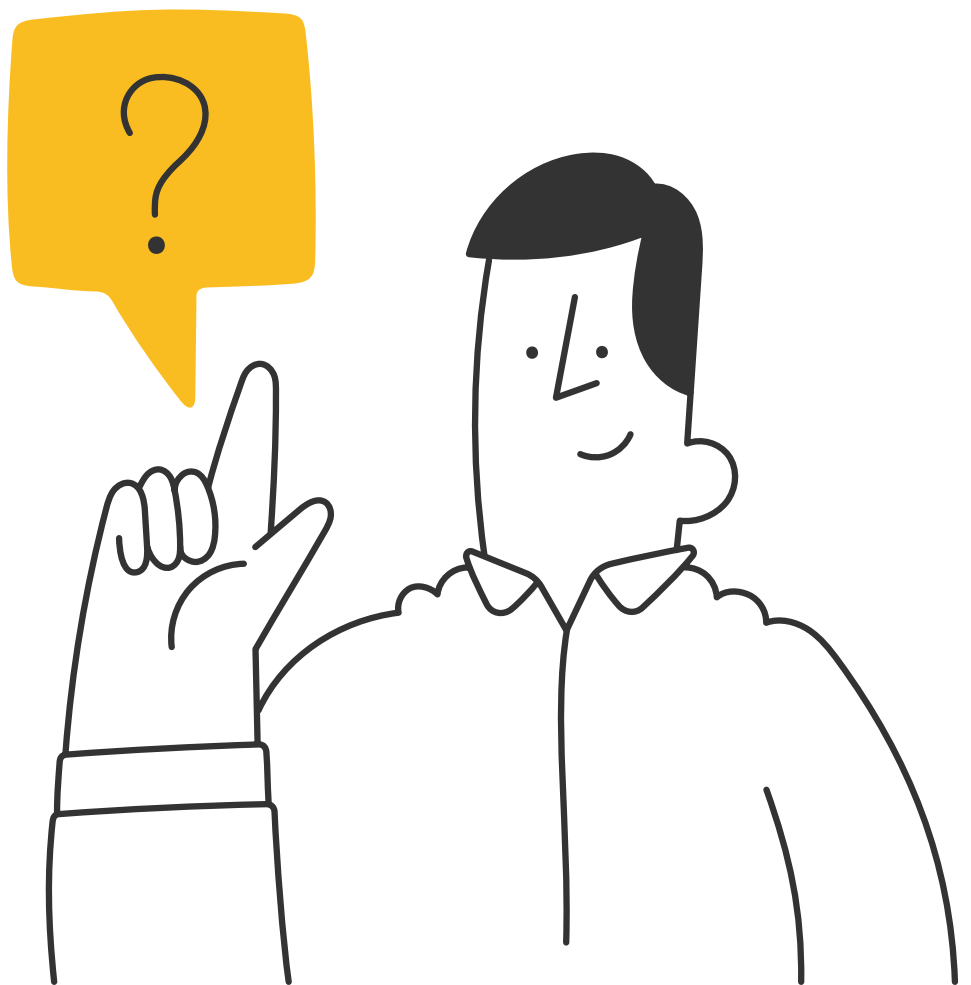
Your feedback and contributions will be duly taken into consideration, and we look forward to presenting a better-informed Starter Kit in the future, just as we work together to bring Singapore's mentoring scene to new heights.

For enquiries, feedback on, or contributions to this Starter Kit, please contact the Mentoring SG team at [mentoring.sg/contact-us](https://mentoring.sg/contact-us).

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**WE MAKE A  
LIVING BY  
WHAT WE GET,  
WE MAKE A  
LIFE BY WHAT  
WE GIVE.**

*Winston Churchill*

