



WHEAT Mentor Support Trust

Welfare
Health
Employment
Access to further/higher education
Training

Optimising Opportunities for BAMER Groups in the London Borough of Newham: Report on Evaluation of WHEAT MST Projects

(2007 - 2012)

"This email is to thank Wheat Mentor Support Trust for the support since 2010 with work experience. Volunteering at Wheat Mentor Trust has truly opened many doors for me. Working with children, mentoring and doing many duties within the office have given me much experience to gain a permanent job. It is an organisation I will always come back to volunteer for as I believe in the work you do. Many Thanks and see you soon."

Volunteer Mentor and Activities Leader

"reach out to more ethnic groups such as eastern Europeans, Irish, Americas etc. and perhaps even natives who need help." Volunteer Mentor

"Mentoring programme should continue further with interactive way so that both mentor and mentee can feel sense of belonging also with WHEAT MST." Volunteer Mentor

"Really good, big varieties, big hall which the kids love; can run around, friendly volunteers. Fun, exercise, meeting new children, and introducing to new games i.e. table tennis basketball. Hold it for twice a week."

Parent H

"I enjoy coming here because it is fun, I get to meet and make new friends. I like: piano, art, table tennis, and board games. I would like to learn new languages for example, Spanish"

Child D

Hailu Hagos
October 2013

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Executive Summary

WHEAT Mentor Support Trust was set up in 1996 to alleviate poverty and restructured in 2004 to include mentoring, volunteering, advice and advocacy programmes for vulnerable groups in the UK: Its aims are to:

- enable Black and Asian Minority Ethnic and Refugees (BAMER) and other vulnerable groups develop their skills and self confidence and increase their employability
- improve health and welfare of those groups
- cascade the best practice of mentoring.
- promote community cohesion

Since the summer of 2007, over 300 children and young people have taken part in a variety of activities: sports, arts, music and dance. In the same period, over 80 people in a crisis situation were supported by 16 social work students from 4 different universities. At least 120 people were provided volunteering opportunities of whom 12 moved into paid jobs within WHEAT MST projects alone. WHEAT MST hosted about 20 events which brought together people of diverse social and cultural background into one community. Within the last three years alone (2010-12) WHEAT MST matched 91 mentors with 97 mentees in six batches.

This review was carried out with the aim of assessing the efficiency and effectiveness, accountability, trustworthiness and quality assurance of WHEAT MST projects over a five year period: 2007/8 - 2011/12. It was intended to measure outputs and outcomes against the set out aims and objectives of five projects: mentoring; children and young people's activities; volunteering; advice and advocacy; and community cohesion. Three questionnaires were emailed to 102 mentors, 64 mentees and 96 volunteers. 25% responses were obtained. Face to face and telephone interviews, focus group discussions with 10 parents and 12 children, our observations and records were also utilised for data collection. The projects outcomes were as follows:

1. Securing Employment, Education/Training and More Volunteering: This study showed that over 90% of our mentors, mentees and volunteers moved on either into employment or training or further volunteering. 52% of mentors; 19% of mentees and 50% of volunteers have gained employment. Out of 102 volunteers, mentors and mentees referred from the Jobcentre Plus Plaistow in 2011/12 alone, 47 of them have moved into employment. While 17% of mentors, 31% of mentees and 25% of volunteers are studying; 30% 44% and 38% respectively have been volunteering since they left WHEAT MST. These are remarkable outcomes considering the high level of unemployment: 80%, 75% and 88% of the mentors, mentees and volunteers respectively were jobless.

2. Skills Development: 80% of the mentors and 75% of the mentees said that they had personally benefitted from the mentoring relationships which enhanced their employability in terms of learning new skills; better understanding of the labour market and the education system. Through their mutual mentoring relationships, both mentors and mentees have gained team work skills, CV writing and interview skills, IT, communication and problem solving skills; planning and organising skills and time management. In addition, the mentees have developed networking, language skills, goal setting, self-esteem, emotional health, and financial control. 54% of the mentors, 79% of the mentees and 76% of the volunteers believed that they have become more employable since they joined WHEAT MST.

3. Community Engagement: meeting new people, sharing information and experiences, appreciating diverse cultures and traditions. 83% of mentors and 75% of the mentees said that they were satisfied with their mentoring relationships. The mentoring project had been effective as both mentors and mentees were committed and passionate about achieving their goals and aspirations. The ten-week intensive mentor training and compatibility of the matches have also contributed to their successful

mentoring relationships. Our children and young people's activities and the advice and advocacy services were equally engaging. These projects specifically targeted poor families and people in a crisis situation such as HIV, heart and cancer patients; people evicted from their homes, people laid off from their jobs etc.

This review has also identified a number of challenges. The following recommendations are made based on the findings:

1. Continuity and Sustainability of the mentoring programme because mentoring works well and has shown the desired results of making a difference in the lives of so many vulnerable people.
2. Publicity: According to 79% of the mentors; 53% of the mentees and 63% of the volunteers, WHEAT MST should work more on advertising to access more mentors, mentees and volunteers.
3. Office Space: 63% of the mentors; 53% of the mentees and 54% of the volunteers recommended a larger office space to accommodate the growing functions of WHEAT MST.
4. Most respondents expressed satisfaction with the services they received from WHEAT and some of the mentors, mentees, and volunteers have asked for more community engagement and
5. More funding to fully discharge its responsibilities (Appendix 8.2). Parents and children particularly asked the extension of the one week programme to two weeks and the variety of activities to be integrated and structured.

Acknowledgements: I would like to thank all our respondents: mentors, mentees, volunteers, parents and children. I pay a special tribute to the dedication of our research assistants Mary Draper, Salma Skunder, Hien Nguyen, John Koomson, Ashley Francis, Eray Yildiz and Lei Feng. This document would not have been produced without their active involvement. I am very grateful to our trustees who were on our side throughout. Lastly, I want to express my gratitude for Mr George Morris, Monitoring and Evaluation Co-ordinator and Trainer of the Mentoring and Befriending Foundation for his advice and guidance; and to Evelyn Rodrigues of the Diaspora Volunteering Alliance; Gillian Wells, Charlie Ileomoh, and Agnes Adonis Athanaze of WHEAT MST for their constructive comments and edits. I am particularly grateful to all our funders and specially to Trust for London and City Bridge Trust for funding evaluation courses delivered by London Metropolitan University, Evelyn Oldfield Unit, Charities Evaluation Services and Mentoring & Befriending Foundation from which I hugely benefited. I thank you all.

1. Introduction

1.1 Background

The life span of WHEAT MST stretches back to the mid-1990s. The first 8 years were less productive owing to lack of knowhow, clear mission, proper planning, time, office space and funding. When two of the three founders left the UK just a few years after its inception, WHEAT MST was on the brink of closing down. The current Executive Director (one of the three founders) had to stop and reflect on the slow progression routes and move on with a slightly different strategy. Restructuring of WHEAT Mentor Support Trust therefore ensued in November 2004 under its current name, vision, mission, aims and objectives. The timeline of WHEAT MST progression route is as follows:



1996 – 2004: WHEAT Mentor Support Trust (WHEAT MST) was established as WHEAT Agro-industrial Research and Consultancy Trust in November 1996 to alleviate poverty in the Horn of Africa through consultancy, research and training services. No projects were undertaken during this period apart from conducting some meetings by its founders; recruitment of volunteers and fundraising activities.



2004 – 2012: The charity was restructured in 2004. The new structure included mentoring, advice and advocacy elements. It also addressed the needs of the most vulnerable groups of the British society such as refugee and migrant communities. Since the summer of 2007 WHEAT MST started to make a difference in the lives of so many vulnerable persons and contributed its share in the creation of a cohesive community by bringing together BAMER (Black and Asian Minority Ethnic and Refugees) groups in the London Borough of Newham.



2012 – To date: WHEAT MST has shown a steady growth in terms of its manpower, finance and number of its beneficiaries. The term 'WHEAT' is an acronym that represents the needs of our service users: **W**elfare, **H**ealth, **E**mployment, **A**ccess to further/higher education and **T**raining. WHEAT in supporting hands also symbolises greenery, youthfulness, protection, growth and development in all aspects of life.

Monitoring and evaluation is not just a learning tool to improve performance of this charitable trust but also a requirement that needs to be fulfilled. The Charity Commission requests every charity to demonstrate accountability and transparency:

“An effective charity is always seeking to improve its performance and efficiency and to learn new and better ways of delivering its purposes. A charity’s assessment of its performance and of the impact and outcomes of its work will inform its planning process and will influence its future direction”. Trustees and Governance, The Hallmarks of an Effective Charity, CC10 July 2008, page 9.

Funders also require efficient and effective performance from grant recipients, and most importantly, they want to see how their monies are spent; how many service users benefit and how they benefit from the funded project. Charities Evaluation Services (CES) promote monitoring and evaluation as a matter of priority to any charitable organisation:

Organisations need evidence of their efficiency and effectiveness for funders, commissioners and investors. They also need to communicate achievements to a wider public. Charities are now specifically required by SORP (Statement of Recommended Practice - the charity accounting standards) to report the achievements of the charity over the year. However, the role of monitoring and evaluation in providing learning and in improving the organisation is of equal importance. www.ces.org.uk

WHEAT MST, a small charity working on a shoestring, had been carrying out regular surveys collecting feedbacks from its service users and volunteers (although not a robust evaluation) during the five years of its operation. Monitoring and evaluation of this scale is therefore the first of its kind and timely undertaking for WHEAT MST. It covers five of the six projects for the period between 2007/8 and 2011/12.

1.2 The Evaluation Queries

WHEAT MST was set up with the vision of fighting poverty at a local level. It enabled BAMER and other vulnerable groups of the mainstream society in Newham achieve their goals and aspirations. During its formative years, the charity lacked focus and clarity of purpose. At one time, 'WHEAT' was levelled by some critics as 'government in exile' for starting big by attempting to address the intractable problems across a wide range of sectors in the Horn of Africa. Nonetheless, such comments have helped the organisation re-shape itself and reach where it is today.

What has WHEAT MST achieved in the last five years of its operation? What worked well? What did not work so well? What were the strengths and weaknesses of its founder as a leader? What is the learning curve? What could be improved and how? These and other pertinent issues were addressed in the pursuit of assessing WHEAT MST projects over the five year period.

The monitoring and evaluation research sets out the aims and objectives of WHEAT MST projects. It measures the outputs and outcomes; performance indicators and the subsequent impacts against those aims and objectives. It determines the methods of data collection; all stakeholders who will be involved in providing the information; and how the information is used. It also identifies the achievements and challenges of WHEAT MST projects and what actions could be taken to achieve more in future. Lastly, this research highlights the learning experience obtained from the collective leadership of the organisation.

2. The Purpose of Monitoring and Evaluation

Monitoring and evaluation are two distinct concepts often blended together which are specifically applied in the measure of outputs and outcomes against a set of aims and objectives. Monitoring and evaluation are described as follows:

Monitoring produces timely, accurate and adequate information about the impact of a project. It provides data so that plans can be adjusted and resources managed in answer to project needs and opportunities. Its aim is to record information in sufficient detail to illustrate accountability and to provide for future evaluations.

Evaluation takes an objective look at what you've been doing and identifies the reasons for both success and failure, and how your future work can learn from both.

Bond (2005), Monitoring and Evaluation

As discussed in the introduction, WHEAT MST had an urgent need to carry out its first monitoring and evaluation exercise. The reasons for carrying out monitoring and evaluation are:

Efficiency and Effectiveness: To improve efficiency and effectiveness of the organisation by identifying its weaknesses and strengths

Learning Process: Monitoring and Evaluation is considered as an effective tool for learning and a component part of WHEAT MST's programmes

Accountability: Monitoring and evaluation is required by the funders and other stakeholders

Quality Assurance: To ensure that all WHEAT MST projects meet quality standards

Trustworthiness: To prove ourselves to our service users and the public at large

2.1 Methodology

Several courses have been taken by WHEAT MST staff and a strong research team of young graduates was established. The Leader of the research team attended several monitoring and evaluation courses and one-to-one drop in sessions with 1) MBF (Mentoring and Befriending Foundation) funded by City Bridge Trust; 2) Charities Evaluation Services funded by Trust for London; 3) London Metropolitan University and Evelyn Oldfield Unit funded by Trust for London. The first task of the research leader following the training was to set up a research team that consists graduate volunteers specialising in specific fields including Accounting, Maths, Marketing and Psychology and Diplomatic Studies and assign roles to each research team member in relation to his/her specialist area. The second task involved identifying target groups for the study.

The following methods were utilised for data collection from the target groups (mentors, mentees, volunteers, children, parents/carers and other service users):

Questionnaire: three types of questionnaires were developed and administered to three target groups – mentors, mentees, volunteers and parents

Face To Face and Telephone Interviews: Face to face and telephone interviews directed at other service users, children and their parents/carers who were not able to answer questionnaire independently

Focus Group Discussions: Parents, children, mentors, mentees and volunteers were involved in focus group discussions. Each group contained between 8-12 participants

WHEAT MST Records and other secondary sources: Anecdotes from application forms, client feedback forms, funding applications, case studies/stories, minutes and feedbacks from funders

Observations: Day to day observations from WHEAT MST staff, volunteers and services users.

The research team has undertaken the following steps in the data collection process:

- Preparing questionnaire and research tools tailored to meet the needs of three target groups: mentors, mentees and volunteers
- Conducting pilot study to test the questionnaire
- Each questionnaire contains different questions designed specifically for each target group in order to attain rich and applicable data that could be used to obtain a more definitive evaluation of WHEAT MST programmes.
- All questionnaires were sent out to the respective groups via qualtrics data processing tool.
- Follow-up calls/emails requesting target groups to complete the questionnaires whilst ensuring they meet the deadline for data collection.
- Asking people from the target groups who visit the office to fill in questionnaires.
- Organising focus group discussions for those who cannot complete the questionnaire. The group includes those who cannot answer the questionnaire due to lack of internet access or language difficulties.
- Reference of primary and secondary sources such as application form and feedback forms.
- Conducting daily briefings and progress reports during research team meetings.
- Conducting weekly meetings to review progress and discuss findings
- Receiving independent views from a wide variety of stakeholder within and outside WHEAT MST
- Analysing research findings and writing up the final report

Three questionnaires were emailed to 102 mentors, 64 mentees, 96 volunteers, of which 25 mentors, 16 mentees, 24 volunteers responded respectively. Face to face

focus group discussions were carried out with 10 parents and 12 children who could not complete the questionnaire. The feedbacks of other service users of the advice and advocacy service were also compiled.

2.2 The Scope of the Study

The monitoring and evaluation process could not be as thorough and robust as it should. As extra budget or time was not specifically allocated for this task, the research team were faced with financial and time constraints. No comparative study was made with other similar projects outside WHEAT MST. There is limitation in gathering harder evidence to see the impact of its projects other than some speeches of various WHEAT MST guests at different events. Nevertheless, some comparisons were made between WHEAT MST projects and between past and present and between each passing year. In consultation with George Morris, Co-ordinator of Monitoring and Evaluation at M&BF and trainer of Monitoring and Evaluation course, one of the WHEAT MST projects (assisting other agencies in setting up their mentoring scheme) has been deferred to future evaluation as it needs to be treated separately.

3. Aims and Objectives of WHEAT MST Projects

3.1. Overall Aim

To enable BAMER and other vulnerable groups from mainstream society achieve their goals and aspirations through one-to-one mentor support, advice and advocacy, and volunteering opportunities.

3.2. Specific Aims

- To enable BAMER and other vulnerable groups develop their skills and self confidence and increase their employability
- To improve health and welfare of the groups
- To cascade the best practice of mentoring
- To promote community cohesion

3.3. Objectives

- To provide one-to-one mentoring support to BAMER groups with Welfare, Health, Employment, Access to further/ higher education and Training needs (in short WHEAT needs)
- To run sports, dance, arts, gardening and other activities for children and young people between 3 - 15 and 16 - 19 years old respectively

- To provide advice and advocacy through professional social workers and student social workers who come from various universities on a placement scheme
- To provide volunteering opportunities
- To provide consultancy services, deliver training and run workshops for other agencies interested in setting up their own mentoring schemes
- To organise events and trips for families of mentors, mentees, volunteers, staff, trustees, students, children and young people.

4. Findings

4.1. The Projects

4.1.1 Mentoring: Enables BAMER and other vulnerable groups develop their skills, increase their confidence and make them employable through one to one mentor support. The mentoring relationship lasts for 6 months. The mentor and mentee meet for an average of 2 hours per week. Mentors receive an intensive training for ten weeks. Half way into the training mentors are matched with their mentees on the basis of 1) proximity 2) gender preference 3) age 4) professional aspirations and 5) hobbies of both the mentor and mentees. Induction and three way meetings (mentor, mentee and mentoring co-ordinator) are conducted during the matching day. Monthly group reviews of fellow mentors and mentees are held separately where guest speakers are invited from the private, public and volunteer sector organisations to share experiences with the mentor and mentee groups. Reflection logs signed by both the mentor and mentees are submitted to the Mentoring Co-ordinator every month. Apart from employment, other goals such as accessing education and training, volunteering, housing and health issues are tackled jointly in the two-way weekly mentoring sessions from which both the mentee and mentor equally benefit.

4.1.2 Children and Young People's Activities: Children and young people from low income families receive one to one mentor support when required. Group activities such as sports (basketball, football, table tennis, badminton, cricket, snooker, skittle, skipping) arts, music, dance, reading and writing are led by professional coaches as well as qualified art, dance and music teachers. As well as enhancing the children's physical and mental wellbeing these activities improve their communication and social skills. While children take part in the activities their parents and carers are involved in different workshops to create awareness on healthy eating, smart shopping, volunteering and other needs. Most children and young people come from families who cannot afford to send them to different clubs. This project has created a lot of job opportunities to many of the volunteers with sports, arts and music skills.

4.1.3 Volunteering: Volunteers join WHEAT MST for personal gains or altruistic

purposes or both. WHEAT MST enables volunteers to improve their professional and social skills; enhance their self-confidence and increase their employability. They work in finance, fundraising, IT, database administration, coaching, teaching, tutoring, admin support etc. Many of the volunteers who are short listed for job interviews received mock interviews and other assistance with their cvs, job applications and reference statements. Some of the volunteers move on into paid jobs within WHEAT MST projects.

4.1.4 Advice and Advocacy: These services are tailored specifically for people in a crisis situation. The disabled, terminally ill (cancer, HIV AIDS, heart disease victims, people who are laid off from their jobs and people who are evicted from their homes) receive support in their health and welfare needs and in creating employment, education, training and volunteering opportunities. We provide advice and advocacy services through social work students who come on placement schemes from various universities and colleges. There is a social worker in place to supervise and assess the work of the students.

4.1.5 Consultancy: WHEAT MST provides training, workshops and consultancy services to agencies across the United Kingdom and overseas who would like to set up their own mentoring scheme in a bid to cascade and scale up the best practice of mentoring across the board. As pointed out on page 8, this project is not included in this study but will be dealt with separately at a later stage.

4.1.6 Events and Trips: These are organised to promote community cohesion by bringing families and friends together. People from the migrant and refugee communities representing different cultures come with their traditional costumes, food and music to the colourful events where they can exchange their knowledge, skills and abilities. Politicians, artists and practitioners from the civil society are invited to inspire the mentor and mentee groups, volunteers, parents, children and other service users. Fundraising activities, recruitment of potential mentors and mentees and volunteers are carried out with a lot of fun and enjoyment.

4.2 Results Divided By Specific Aims

Since the summer of 2007, 308 children and young people have taken part in a variety of activities: sports, arts, music and dance. An average of 14 children attended weekly programmes. In the same period, over 80 people in a crisis situation were supported by 16 social work students referred from 4 different universities. Over 100 people were provided volunteering opportunities 11 of them paid jobs within WHEAT MST projects. WHEAT MST hosted about 20 events often followed by trips to resort areas which brought together people of diverse social and cultural background into one community. We have now started delivering event planning courses. Within the last three years alone (2010-12) WHEAT MST matched 91 mentors with 97 mentees in six batches. Between 20 to 23 mentors from each batch received a ten-week training.

4.3 Project Outcomes

4.3.1 Securing Employment, Education/Training and More Volunteering

This study shows that 80% of the mentors, 75% of the mentees and 88% of the volunteers were unemployed before they joined WHEAT MST. Now 52% of the mentors; 19% of the mentees and 50% of the volunteers have moved on into employment. WHEAT MST has offered job opportunities internally to 12 programme managers, finance and IT officers, social workers, dance and art teachers and sports coaches. Out of 102 volunteers, mentors and mentees referred from the Jobcentre Plus Plaistow in 2011/12 alone, 47 of them have moved into employment. (Email sent from the job centre on 7th March 2013).

According to the respondents, while 17% of the mentors, 31% of the mentees and 25% of the volunteers are studying, 30% of the mentors, 44% of the mentees, and 38% of the volunteers are volunteering elsewhere. To date, WHEAT MST received more than 120 reference statements from potential employers and recruiting agencies over the five period which is a good indicator of high level of achievements in employment.

4.3.2 Skills Development - 80% of the mentors and 75% of the mentees said that they have personally benefitted from the mentoring relationships in terms of meeting new people and learning new things; better understanding of the labour market and the education system; diversity issues; and engagement with the community. Through the mentoring process, both mentors and mentees have gained team work skills, CV writing and interview skills, IT, communication and problem solving skills; planning and organising skills and time management. In addition, the mentees have developed networking, language skills, goal setting, self-esteem, emotional health, and financial control. 54% of the mentors, 79% of the mentees and 76% of the volunteers believed that they have become more employable since they joined WHEAT MST. There is high level of positive correlation between a successful mentoring relationship and employment outcomes of the mentors and their mentees.

4.3.3 Community Engagement - The level of engagement and practical experience have not only enabled hundreds of mentors, mentees and volunteers to gain employment, education, training and volunteering opportunities within and outside WHEAT MST but also increased their networks in the community. Through the one-to-one mentoring support and the various group events people exchanged information, experiences and cultural traditions. 83% of mentors and 75% of the mentees said that they were satisfied with their mentoring relationships which have led to further interest in community affairs beyond personal gains.

WHEAT MST is a good value for money organisation. Its comes from its ingrained values: compassion, commitment, optimism and the diversity of its staff, volunteers including trustees and service users. Effective utilisation of the skills and time of volunteers in different roles and the staff who do partly paid work and party volunteering

(which means a huge saving on overhead costs) has contributed for the charity's continuity and sustainability. Moreover, WHEAT MST utilised donated furniture and equipment which enabled it to cut further overhead costs and channel the funds directly to service users. A variety of free services worth of hundreds of thousands of pounds have been offered to hundreds of mentors, mentees, volunteers, children, young people, and parents through these cost saving mechanisms. Managing funds wisely is predominantly important to a small non-profit organisation. High unemployment in UK has created more people who are willing to work as volunteers in order to gain work experiences. Although high unemployment is a major threat for WHEAT MST (as it defeats the purpose of finding a job for its clients), such adverse condition has also become unintended opportunity for an organisation that is highly dependent on the contribution of volunteers in areas like ICT and Accountancy.

4.4. Impact of the WHEAT MST Projects

It is often difficult to measure the impact a project on its users or the local community at large due to, in part, lack of adequate and accurate evidence. This study could not involve referral agencies or other stakeholders other than WHEAT MST's service users owing to shortage of time and other resources. However, an attempt is made to gather evidences from the mentors, mentees, volunteers and other service users involved in the WHEAT MST projects to see limited impacts. The various speeches of invited guests and suggestions provided during community events also reflected on the impacts of these projects to a certain extent on the reduction of unemployment, crime rates, and in creating community cohesion.

For the questions asked about the level of contribution of their involvement with WHEAT MST projects in gaining employment, 41% of the mentors and 53% of the volunteers said that their involvement was extremely important. 24% of the mentors and 42 % of the volunteers said their involvement was important or somewhat important. When asked about the level contribution of their involvement with WHEAT MST in accessing courses, only 7% of the mentors said extremely important and 47% said very important contributor. 32% of the volunteers said extremely important while 53% of the volunteers said somewhat important. 45 % of the mentees said extremely important while another 45% said somewhat important.

Overall, more 75% of the respondents agreed that their involvement in WHEAT MST projects had a positive impact. These percentages could possibly indicate the impact of their involvement in WHEAT MST projects in obtaining employment or education/training opportunities. It is hard to tell in the absence of exploring other factors contributing to their successes. Many other questions were asked to gauge the impact of the projects on the groups involved (please see Appendix 8.2). In future, more work should be done to consider all other contributing factors in looking at the impacts of WHEAT MST projects in full both at individual and community levels.

5. SWOT Analysis

WHEAT MST achieves the above outcomes at difficult times. However, it was not without challenges. WHEAT MST has identified its strengths, weaknesses, opportunities and threats as follows:

Strengths

WHEAT MST had drawn a wide range of experiences from other mentoring programmes in which its Executive Director was involved as Mentoring Manager such as Workforce Academy, (2001-2002) Timebank (2002-2003) and the Refugee and Migrant Project (RAMP) of the Renewal Programme (2003-2009). The RAMP Mentoring Service was labelled as the 'Gold Star' project by the Home Office, the funder of the programme at the time.

Historically WHEAT MST has had a success with a wide range of donors. WHEAT MST had received funds from Church Urban Fund three times, from Go for It grants of the Newham Council three times; from Trust for London two times and from the funders listed above at least once which shows that WHEAT MST has already established a good rapport with a variety funders from the public, private and voluntary/faith sectors. It had also maintained its reputation of the best mentoring programme to secure funding for a second and third time from some of the funders. Such a good reputation with some of its funders is attributed to its good governance and transparency. Its membership and board of trustees are trained mentors who speak the same language of mentoring. Besides, WHEAT MST had professional volunteers whose number increased from time to time. Most of its members and trustees were former mentors who made a significant difference in their own lives and the lives of others through WHEAT MST programme. Their compassion, commitment, optimism, flexibility and ethnic diversity have contributed to its success. The fact that the family of WHEAT MST speak the same language, which is the language of mentoring has brought cohesiveness and harmony among its members: trustees, staff, volunteers and service users alike. Its strategy of mutuality has been truly instrumental for WHEAT MST's strength.

Weakness

Weak infrastructure; low level of funding; lack of publicity, business, technological knowhow and branding issues were among some of WHEAT MST.

WHEAT MST has its own limitations in terms of securing certificates of quality assurance for which its staff and trustees are working tirelessly. WHEAT MST has not also developed its marketing strategy and therefore its noble cause and terrific work is not well known by many. Until recently, WHEAT MST heavily depended on funding bids to cover its wide range of costs.

Opportunities

The following favourable conditions have helped WHEAT MST to grow:

- Increasing need, demand and vested interest in the mentoring project across the communities, faith, voluntary, statutory sectors.
- Increasing number of volunteers.
- Increasing number of service users including refugees.
- Growing interest in academic and applied research on immigration issues and mentoring

WHEAT MST is also the only charity in the London Borough of Newham providing such service. The focus of the Government and businesses in employment and training also puts WHEAT MST in an advantageous position.

Threats

- High expectations of mentoring – taking it as a panacea for all ills
- Rights and entitlements of refugees, asylum seekers and migrants eroded from time to time with new immigration legislations
- Number of competitors
- Sustainability is still a threat
- Low funds and sponsorships
- Europe’s anti-immigrant sentiments.

Over the past 2 years, the funding climate has become significantly difficult for all charities. WHEAT MST has tapped into £10,000 of its £17,000 of reserves in 2013/14 in order to support its work. To tackle the difficult funding climate WHEAT appointed a volunteer fundraiser from July 2013 and has adopted a multifaceted approach to achieving its sustainability. Stringent immigration policies and the lack of appetite to support refugees and migrants is poses a significant threat to the work of WHEAT MST.

WHEAT MST's major weakness is its limited budget. A high dependence on decreasing grant made WHEAT MST vulnerable to budgetary deficit as it heavily dependents on the goodwill of donors - funders and volunteers alike. Depending heavily on volunteers' goodwill creates uncertainty and may not be attractive to potential funders as the organisation is compelled to work on the terms of the volunteers in many cases. Lack of accreditation and quality assurance due to, in part, the budget deficit, also remains a challenge.

WHEAT MST is currently running its projects from a small office space large enough to accommodate only three desks. Shortage of office space has constrained its functions significantly the impacts of which have been felt by 63% of the mentors; 53% of the mentees

and 54% of the volunteers.

The prevailing financial and economic downturn (a dwindling of charitable donations in which charities find it harder to obtain unrestricted funds); too many job seekers chasing too few jobs; intensive competition in which too many charities scramble for too few grants have been some of the major threats for the organisation over the last five years.

6. Conclusion

It is evident that WHEAT MST has been transformed from an agency with no clear mission to an agency which helped change the lives of hundreds of its service users and volunteers. This team leader has also galvanised so many volunteers who have now become trustees and ambassadors of WHEAT MST. Many of the volunteers and service users who benefited from our services are paying back in terms of advocating for the agency and offering their skills and time.

Good Governance

WHEAT MST practices a 'shared governance' where the trustees, staff, volunteers and service users are actively involved in project planning and decision making. The Executive Director has tried to apply in different situations a combination of transactional, transformational or transcendent leadership frames (Bass 1997; Gardiner 2006) in which trustees, staff, mentors, mentees, volunteers, children and parents who benefit from the projects have a sense of ownership, responsibility and accountability.

Monitoring and Evaluation helped WHEAT MST to look into itself in a critical way and make the necessary changes in its governance, policies and procedures, recruitment and selection processes, training and development and resource management. It also helped the agency to clearly formulate its aims and objectives, the desired outputs and outcomes. Effective monitoring and evaluation is key to running a successful programme (Miller 1999).

Future Plans

WHEAT MST envisages the annual average budget to increase from the meagre £16.5K over the first five years to £50K over the next five years. The size of its budget, although very small and seemingly insignificant, can only label WHEAT MST as a good value for money organisation. This is because the cost value (opportunity cost) of volunteers who are contributing their skills and time could shoot into hundreds of thousands of pounds. Roy and Ziemek (2000) in their UN sponsored comparative study of the public, private and voluntary sectors for both the developed and developing countries have clearly demonstrated the economic value of the voluntary sector in general and volunteers in particular. They wrote: 'In addition to its important role in filling niches, i.e. needs and desires of society which were not met by either the public or private sector, third sector involvement aids in the process of social capital formation thereby helping to build strong and cohesive communities and promoting economic growth'. Roy and Ziemek, "On

The Economic of Volunteering” ..., 2000, p3

The number of service users will also increase from 693 to 1386 over the same period (the number of service users does not include those of other agencies which are not covered in this framework). The mentoring project will target homogeneous groups such as ex-offenders, the homeless, women, etc. WHEAT MST will also move from the current shared offices to a self contained centre which will include training rooms and a canteen for its volunteers and service users. WHEAT MST intends to diversify its sources of income moving from grants to a mix of income generating activities: grants applications, events, fees, and contracts or subcontracts. In the distant future WHEAT MST will open several centres both in the UK and overseas in a bid to cascade the best practice of mentoring across the board and increase the ownership of WHEAT MST by its service users and volunteers for the betterment of all. WHEAT MST will continue to seek assistance in its capacity building and lobbying campaigns by engaging policy makers and other influential persons. The current funding regime; government policies and legislation issues; competitiveness, not least, the global economic crisis will demand WHEAT MST to make the necessary changes and pursue the right course of action.

7. Recommendations

While so many gains have been scored by successful mentors, mentees and volunteers and WHEAT MST has shown a steady growth and development over the given period, it could do much better in the future if the following improvements are made:

1. Publicity: The contributions of this charitable organisation has passed largely unnoticed as very little has been done on publicity. 79% of the mentors; 53% of the mentees and 63% of the volunteers suggested that WHEAT MST should work more on advertising. One could not agree more on the need to aggressively promote all the projects of WHEAT MST at local, regional, national and international levels. WHEAT could start a debate or build up a conversation on social platforms currently available (Facebook and Twitter) with a diverse range of people with the aim to raise and increase awareness of its cause and its profile. WHEAT MST could build a strong online presence by making sure its website will be always up to date, as nowadays lots of potential donors tended to use the internet to look for information. More events/activities-build awareness and encourage donations (promotional opportunities which could help WHEAT MST to attract sponsorship like corporate sponsors with a long-term commitment). Links with local businesses (Partnerships) – more and more private sector companies these days wish to create a “corporate social responsible” image for their businesses. Thus by allowing these organisations to promote a charitable link with WHEAT MST if they are donating to the charity could be a win-win strategy.

2. Larger Office Space: 63% of the mentors; 53% of the mentees and 54% of the volunteers recommended a larger office space to accommodate the growing functions of WHEAT MST. A bigger centre is required to accommodate the functions of 30 mentors, 30 mentees,10

volunteers, 3 staff (the current level of staff and volunteers) with medium sized training rooms and small 1-2-1 meeting rooms. A mentoring programme could be effective when it cascades and scales up its best practice across the board. Other suggestions which relate to the above include: recruiting more mentees, mentors and volunteers; organising more events to engage the community. We appeal to The London Borough of Newham or other boroughs who would be interested in the WHEAT MST's projects should render their support in securing a decent centre at a subsidised price or donation. WHEAT MST should therefore set up new offices in other boroughs where BAMER and other vulnerable groups concentrate.

3. Continuity and Sustainability of the mentoring programme because mentoring works well and has shown the desired results of making a difference in the lives of so many vulnerable people.

4. Most respondents expressed satisfaction with the services they received from WHEAT and some of the mentors, mentees, and volunteers have asked for more **community engagement** and

5. **More funding** to fully discharge its responsibilities. Parents and children particularly asked the extension of the one week programme to two weeks and the variety of activities to be integrated and structured

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9. APPENDICES

8.1. MONITORING AND EVALUATION FRAMEWORK

8.1.1 Overall Aim of the Projects: To enable BAMER other vulnerable groups from mainstream society act their goals and aspirations through one-to-one mentor support, advice and advocacy, coaching and volunteer opportunities.

8.1.2 Specific Aims	Outcomes	Outcome Indicators	Information collection tools	Who will collect / provide this information and when?	How will you use this information?
Aim 1 To enable BAMER groups obtain gainful employment	XX mentors gained paid employment	Number of mentors that have asked for a reference	Available documents – requests from job applicants and potential employers/ recruiting agencies	Volunteer researchers from mentors, mentees and volunteers on a daily basis.	Monitoring/ Evaluation/ Funding applications/ Annual reports/ Publicity
		Number of job interviews mentors have attended	Questionnaire/ Telephone Interview	Volunteer researchers from mentors on a weekly basis.	Evaluation/ Funding applications
	XX mentors started volunteering	Number of mentors that have started volunteering	“ “	“ “	“ “
	XX mentors started further/ higher education	Number of mentors who have enrolled into access courses	“ “	“ “	“ “

	XX mentors started training	Number of mentors that have started training	“ “	“ “	“ “
	XX mentees gained paid employment	Number of mentees that have asked for a reference	Available documents	Volunteer researchers from available documents on a daily basis.	“ “
		Number of job interviews mentees attended	Questionnaire/ Telephone Interview	Volunteer researchers from mentees on a weekly basis.	“ “
	XX mentees started volunteering	Number of mentees that have started volunteering	“ “	“ “	“ “
	XX mentees started further/ higher education	Number of mentees who have enrolled in access courses for further/ higher education	“ “	“ “	“ “
	XX mentees started training	Number of mentees that have started training	“ “	“ “	“ “

	XX volunteers gained employment or no longer claiming benefits	Number of volunteers that have asked for a reference Number of organisations (potential employers and recruitment agencies) that have requested references	“ “	Volunteer researchers from volunteers on a daily basis.	“ “
		Number of job interviews volunteers attended	“ “	Volunteer researchers from volunteers on a weekly basis.	“ “
		Number of job searches and applications made by volunteers	Questionnaire/ Telephone Interview/ Face to face interview	“ “	“ “
	XX volunteers enrolled on access courses	Number of volunteers that have started voluntary work	Questionnaire/ Telephone Interview	“ “	“ “
XX volunteer started other voluntary work	Number of volunteers that have started volunteering	“ “	“ “	“ “	
Increased job specific skills of volunteers (eg.IT,	Transferred skills into	“ “	“ “	“ “	

	general admin, accounting etc.	employment			
		Volunteers are able to complete work with less supervision	Observation	Staff and/ or other volunteers. On-going.	“ “
		Transferred experience into employment	Telephone interview/ Questionnaire	Volunteer researchers from volunteers on a weekly basis.	“ “
	Improved English language skills in mentees	Level of language skills (written and spoken) of mentees	Face to face interview/ Observation	Volunteer researchers from mentees. After completion of mentoring.	“ “
Aim 2 To increase community cohesion within the London borough of Newham	Reduced loneliness and Isolation Reduced racial and ethnic hostilities among Newham residents Reduced crime and anti-social behaviour	Level of participation in community events			

Aim 3 To improve welfare, health among BAMER and other vulnerable groups of people	XX mentees found housing	Number of mentees that have been short listed for housing or applied for housing	Telephone/ Face to face interview	“ “	“ “
	The level of awareness of mentees about services available to them and so are able to solve issues such as housing and health	Number of mentees who are more knowledgeable about how to deal with health and housing problems	Questionnaire/ Face to face interview/ Telephone interview	“ “	“ “
	Number of children and parents who are happier and less isolated from the community	Children and parents are more able to engage themselves in the community	Observation/ Questionnaire	Collected by volunteer researchers from parents on a regular basis during activities.	“ “
		Attendance to children's activities has increased	Children's activities register	Children's activities volunteers. Collected during each session.	“ “
	Number of clients who helped in areas such as debts, accommodation problems, access to healthcare, domestic violence, joining English classes	Satisfaction of clients	Feedback forms completed by service users	Collected by social work students	“ “

	and benefit backdating/receiving.				
	XX amount raised and XX number of equipment collected	Children's programme runs smoothly and sustainably	Feedback from parents and volunteers	Collected by volunteers	“ “

8.1.3 Objectives	Outputs	Output Indicators	Information collection tools	Who will collect / provide this data and when	How will you use this information?
Objective 1 To provide one-to-one mentoring support	XX weeks of mentor training for XX mentors	Number of mentors attending training	Attendance register	Collected by the trainer from mentors during training sessions	Evaluation/ Training planning
		Contributions from mentors during training	Observation	Trainer, during sessions	ETP
		Level of satisfaction of mentors	Feedback forms	Collected by the trainer from mentors after each training session	“ “
	XX mentors matched with XX mentees	Increased number of successful matching	Mentor/ Mentee matching database	Information provided to the trainer by mentors/ mentees on a regular basis	

	About XX weeks of mentoring sessions, for XX mentees, for an average of XX hours a week	Mentors and mentees attended their arranged meetings regularly	Mentor activity log sheets	Information collected by mentors and handed in on a monthly basis	Evaluation/ Matching planning	
Objective 2	To run sports, dance, arts, gardening and other activities	An average of XX children attend every week.	Number of children attending the activities	Attendance register	Collected by children's activity volunteers from children during activity sessions	Evaluation/ Activity planning
Objective 3	To provide advice and advocacy	XX students placed each student working with an average of XX clients	Meetings between the social work students and clients were regularly attended	Social work students log	Collected by the social work students	Evaluation/ Matching criteria
Objective 4	To provide volunteering opportunities and increase employability	Volunteering opportunities offered to XX applicants	Mentors, mentees and other individuals are willing to volunteer	Volunteer recruitment database	Collected by volunteer managers from the existing database regularly	Evaluation
Objective 5	To organise events and trips	The number of participants in each event and trip	The level of participation in the planning and organising events and trip	Evaluation forms completed at the end of the events/trips	Event organisers	Feedback for funders and other stakeholders

Adapted from 'Monitoring and Evaluating Outcomes' Handouts, G. Morris (2012) Mentoring and Befriending Foundation

8.2 Sample Evaluation Results of Mentors, Mentees and Volunteers

8.2.1. Mentors' Evaluation Results

Last Modified: 13/09/2013

1. Your Age?

#	Answer	Response	%
1	18-25	6	24%
2	26-34	7	28%
3	35-54	7	28%
4	55-64	3	12%
5	65 and Over	2	8%
	Total	25	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	2.52
Variance	1.51
Standard Deviation	1.23
Total Responses	25

2. Your Gender?

#	Answer	Response	%
1	Male	10	40%
2	Female	15	60%
	Total	25	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.60
Variance	0.25
Standard Deviation	0.50
Total Responses	25

3. Your Ethnicity?

#	Answer	Response	%
1	White/Caucasian	0	0%
2	Black British	6	24%
3	Black African	5	20%
4	Asian	10	40%
5	Caribbean	1	4%
6	Other	3	12%
	Total	25	100%

Statistic	Value
Min Value	2
Max Value	6
Mean	3.60
Variance	1.58
Standard Deviation	1.26
Total Responses	25

4. Which year did you join the programme?

#	Answer	Response	%
1	2010	8	32%
2	2011	7	28%
3	2012	10	40%
	Total	25	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	2.08
Variance	0.74
Standard Deviation	0.86
Total Responses	25

5. What is your level of education?

#	Answer	Response	%
1	Basic Reading and Writing	0	0%
2	GCSE	1	4%
3	A Level	5	20%
4	Diploma	2	8%
5	Undergraduate Degree	4	16%
6	Postgraduate Degree	13	52%
7	Other	0	0%
8	None	0	0%
	Total	25	100%

Statistic	Value
Min Value	2
Max Value	6
Mean	4.92
Variance	1.83
Standard Deviation	1.35
Total Responses	25

6. Were you in employment before you joined the mentoring programme?

#	Answer	Response	%
1	Yes	5	20%
2	No	20	80%
	Total	25	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.80
Variance	0.17
Standard Deviation	0.41
Total Responses	25

7. What is your general assessment of the Mentor Program?

#	Answer	Response	%
1	Very successful	14	56%
2	Successful	9	36%
3	Moderately successful	2	8%
4	Unsuccessful	0	0%
Total		25	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.52
Variance	0.43
Standard Deviation	0.65
Total Responses	25

8. How satisfied were you with your mentee match?

#	Answer	Response	%
1	Satisfied	19	83%
2	Neutral	3	13%
3	Dissatisfied	1	4%
Total		23	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.22

Variance	0.27
Standard Deviation	0.52
Total Responses	23

9. Please rate each of the following program components:

#	Question	Not Enough	Just right	Too much	Total Responses	Mean
1	Information about the program at the recruitment session	0	25	0	25	2.00
2	Information about the mentee	4	19	2	25	1.92
3	Mentor training	2	20	3	25	2.04
4	Regular mentor support	0	21	3	24	2.13
5	Interaction with the program coordinator	0	23	2	25	2.08
6	Networking with other mentors	4	20	1	25	1.88

Statistic	Information about the program at the recruitment session	Information about the mentee	Mentor training	Regular mentor support	Interaction with the program coordinator	Networking with other mentors
Min Value	2	1	1	2	2	1
Max Value	2	3	3	3	3	3
Mean	2.00	1.92	2.04	2.13	2.08	1.88
Variance	0.00	0.24	0.21	0.11	0.08	0.19
Standard Deviation	0.00	0.49	0.45	0.34	0.28	0.44
Total Responses	25	25	25	24	25	25

10. Would you consider volunteering as a mentor again in the future?

#	Answer	Response	%
1	Yes	23	92%
2	No	2	8%
	Total	25	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.08
Variance	0.08
Standard Deviation	0.28
Total Responses	25

11. How clearly defined were your mentor responsibilities?

#	Answer	Response	%
1	Very clear	18	72%
2	Moderately clear	7	28%
3	A little unclear	0	0%
4	Very unclear	0	0%
	Total	25	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.28
Variance	0.21

Standard Deviation	0.46
Total Responses	25

12. What areas of your life would you say have improved as a result of your mentoring experience? (Please tick all that apply)

#	Answer	Response	%
1	Relationships	12	63%
2	Self-Esteem	9	47%
3	Goal Setting	13	68%
4	Happiness Level	7	37%
5	Physical Health	2	11%
6	Emotional Health	4	21%
7	Financial Control	0	0%

Statistic	Value
Min Value	1
Max Value	6
Total Responses	19

13. Do you think that the time you spent together was helpful for your mentee?

#	Answer	Response	%
1	Yes	20	80%
2	Somewhat	3	12%
3	No	2	8%
	Total	25	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.28
Variance	0.38
Standard Deviation	0.61
Total Responses	25

14. Did you gain personally from this relationship?

#	Answer	Response	%
1	Yes	20	80%
2	Somewhat	4	16%
3	No	1	4%
	Total	25	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.24
Variance	0.27
Standard Deviation	0.52
Total Responses	25

15. How did mentoring affect you personally? (please check all applicable responses)

#	Answer	Response	%
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1	I learned new things about myself		15	63%
2	I found it easy to be a mentor		12	50%
3	I have a better understanding of diversity issues		14	58%
4	I have a better understanding of the education system		4	17%
5	I feel more engaged with the community		16	67%

Statistic	Value
Min Value	1
Max Value	5
Total Responses	24

16. What skills do you think you have developed during your time as a mentor? (Please tick all that apply)

#	Question	Not at all	Somewhat	A lot	Total Responses	Mean
1	Teamwork	3	7	15	25	2.48
2	Communication	1	8	15	24	2.58
3	Problem solving	1	12	11	24	2.42
4	Planning and organisation	1	6	17	24	2.67
5	Learning	1	12	9	22	2.36

6	Time management	3	11	9	23	2.26
7	Self-confidence	2	7	13	22	2.50
8	Interview Skills	3	13	6	22	2.14
9	IT skills	10	10	3	23	1.70

Statistic	Teamwork	Communication	Problem solving	Planning and organisation	Learning	Time management	Self-confidence	Interview Skills	IT skills
Min Value	1	1	1	1	1	1	1	1	1
Max Value	3	3	3	3	3	3	3	3	3
Mean	2.48	2.58	2.42	2.67	2.36	2.26	2.50	2.14	1.70
Variance	0.51	0.34	0.34	0.32	0.34	0.47	0.45	0.41	0.49
Standard Deviation	0.71	0.58	0.58	0.56	0.58	0.69	0.67	0.64	0.70
Total Responses	25	24	24	24	22	23	22	22	23

17. How many job interviews have you had in the last 12 months?

#	Answer	Response	%
1	0-5	21	88%
2	6-10	3	13%
3	11-15	0	0%
4	More than 15	0	0%
	Total	24	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.13

Variance	0.11
Standard Deviation	0.34
Total Responses	24

18. If you are employed, how important was the contribution of your involvement with WHEAT MST in achieving that?

#	Answer	Response	%
1	Not at all Important	2	12%
2	Very Unimportant	1	6%
3	Neither Important nor Unimportant	3	18%
4	Very Important	7	41%
5	Extremely Important	4	24%
	Total	17	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	3.59
Variance	1.63
Standard Deviation	1.28
Total Responses	17

19. If you are attending a course, how important was the contribution of your involvement with WHEAT MST in achieving that?

#	Answer	Response	%
1	Not at all Important	2	13%
2	Very Unimportant	0	0%
3	Neither Important nor Unimportant	5	33%
4	Very Important	7	47%
5	Extremely Important	1	7%
	Total	15	100%

Statistic	Value
Min Value	1
Max Value	5
Mean	3.33
Variance	1.24
Standard Deviation	1.11
Total Responses	15

20. How has your employability changed since becoming a mentor?

#	Answer	Response	%
1	Became less employable	0	0%
2	No change	11	46%
3	Became more employable	13	54%
	Total	24	100%

Statistic	Value
Min Value	2
Max Value	3
Mean	2.54
Variance	0.26
Standard Deviation	0.51
Total Responses	24

21. What areas of WHEAT MST do you feel needs improving? (Please tick all that apply)

#	Answer	Response	%
1	Advertising	19	79%
2	Increase the number of Mentors and Mentees	7	29%
3	More volunteering opportunities	11	46%
4	More community events	8	33%
5	Improve career advice services	12	50%
6	Larger office space	15	63%

Statistic	Value
Min Value	1
Max Value	6
Total Responses	24

22. What are you doing currently? (Please tick all that apply)

#	Answer	Response	%
1	Working	12	52%
2	Studying	4	17%
3	Volunteering	7	30%
	Total	23	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.78
Variance	0.81
Standard Deviation	0.90
Total Responses	23

23. How Useful was the reference you obtained from WHEAT MST?

#	Answer	Response	%
1	Useful	19	79%
2	Not useful	2	8%
3	Unsure	3	13%
	Total	24	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.33

Variance	0.49
Standard Deviation	0.70
Total Responses	24

24. During your time with WHEAT MST have you attended any of our organised events?

#	Answer	Response	%
1	Yes	18	75%
2	No	6	25%
	Total	24	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.25
Variance	0.20
Standard Deviation	0.44
Total Responses	24

25. If you have attended, how would you rate each of the following aspects?

#	Question	Appropriate	Moderately appropriate	Inappropriate	Total Responses	Mean
1	Program timetable	18	1	0	19	1.05
2	Speakers	16	2	1	19	1.21
3	Food and Drink	16	3	0	19	1.16
4	Venue	14	4	1	19	1.32

5	Entertainment	12	6	0	18	1.33
6	Informative	14	4	1	19	1.32

Statistic	Program timetable	Speakers	Food and Drink	Venue	Entertainment	Informative
Min Value	1	1	1	1	1	1
Max Value	2	3	2	3	2	3
Mean	1.05	1.21	1.16	1.32	1.33	1.32
Variance	0.05	0.29	0.14	0.34	0.24	0.34
Standard Deviation	0.23	0.54	0.37	0.58	0.49	0.58
Total Responses	19	19	19	19	18	19

26. Any further comments you wish to make on our services? Please write your suggestions in the space below:

Text Response

Try to encourage previous mentors/mentees to keep in touch and joins/ contribute their presence in the future

NA

N/A

I feel strongly indebted to WHEAT MST for the support they giving to our community and people.

I actually joined WHEAT as a mentee in 2003. I have been a mentee for two terms then became a mentor to pay back to the community

I found the services at WHEAT very useful and informative...the manager make you feel welcome and ready to help and support in all aspect of assistance.

Wheat is making an important contribution to the Newham community in the services that it offers and should be recognized for the impact that it is having.

Question about what are you currently doing? It states tick all the apply but you can only tick one

I learn a lot from wheat and got lots of information.

Make sure people know your there and the good work you do!

Both mentor and mentee must be devoted work cooperatively and be serious with their planned programme.

Wheat MST has made a difference to people's life including mine; it has opened many doors of opportunity for my career. I would like to see this organisation grow, succeed and help many generations to come.

It was a great experience working at Wheat which lead into fulltime employment.

None

Mentoring programme should continue further with interactive way so that both mentor and mentee can feel sense of belonging also with WHEAT MST.

Programme should be more interactive.

Statistic	Value
Total Responses	16

8.2.2. Mentees' Evaluation Results

Last Modified: 15/08/2013

1. Your Age?

#	Answer	Response	%
1	18-25	1	6%
2	26-34	6	38%
3	35-54	7	44%
4	55-64	1	6%
5	65 and Over	1	6%
	Total	16	100%

Statistic	Value
Min Value	1
Max Value	5

Mean	2.69
Variance	0.90
Standard Deviation	0.95
Total Responses	16

2. Your Gender?

#	Answer	Response	%
1	Male	6	38%
2	Female	10	63%
	Total	16	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.63
Variance	0.25
Standard Deviation	0.50
Total Responses	16

3. Your Ethnicity?

#	Answer	Response	%
1	White/Caucasian	1	6%
2	Black British	1	6%
3	Black African	5	31%
4	Asian	7	44%
5	Caribbean	1	6%
6	Other	1	6%

	Total		16	100%
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Statistic	Value
Min Value	1
Max Value	6
Mean	3.56
Variance	1.33
Standard Deviation	1.15
Total Responses	16

4. Which year did you join the programme?

#	Answer	Response	%
1	2010	4	25%
2	2011	5	31%
3	2012	7	44%
	Total	16	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	2.19
Variance	0.70
Standard Deviation	0.83
Total Responses	16

5. What is your level of education?

#	Answer	Response	%
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1	Basic Reading and Writing		2	13%
2	GCSE		3	19%
3	A Level		2	13%
4	Diploma		5	31%
5	Undergraduate Degree		2	13%
6	Research Degree		1	6%
7	Other		3	19%
8	None		0	0%

Statistic	Value
Min Value	1
Max Value	7
Total Responses	16

6. Were you in employment before you joined the mentoring programme?

#	Answer	Response	%
1	Yes	4	25%
2	No	12	75%
	Total	16	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.75
Variance	0.20

Standard Deviation	0.45
Total Responses	16

7. What areas of your life would you say have improved as a result of your mentee experience? (Please tick all that apply)

#	Answer	Response	%
1	Relationships	7	47%
2	Self-Esteem	10	67%
3	Goal Setting	8	53%
4	Happiness Level	8	53%
5	Physical Health	3	20%
6	Emotional Health	5	33%
7	Financial Control	0	0%

Statistic	Value
Min Value	1
Max Value	6
Total Responses	15

8. What is your general assessment of the Mentor Program?

#	Answer	Response	%
1	Very successful	8	50%
2	Successful	6	38%
3	Moderately successful	1	6%
4	Unsuccessful	1	6%

	Total		16	100%
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Statistic	Value
Min Value	1
Max Value	4
Mean	1.69
Variance	0.76
Standard Deviation	0.87
Total Responses	16

9. How satisfied were you with your mentor match?

#	Answer	Response	%
1	Satisfied	12	75%
2	Neutral	3	19%
3	Dissatisfied	1	6%
	Total	16	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.31
Variance	0.36
Standard Deviation	0.60
Total Responses	16

10. Please rate each of the following program components:

#	Question	Not Enough	Just Right	Too Much	Total Responses	Mean
---	----------	------------	------------	----------	-----------------	------

1	Information about the program	2	13	1	16	1.94
2	Information about the mentor	2	14	0	16	1.88
3	Interaction with the program coordinator	3	12	1	16	1.88
4	Networking with other mentees	4	11	0	15	1.73

Statistic	Information about the program	Information about the mentor	Interaction with the program coordinator	Networking with other mentees
Min Value	1	1	1	1
Max Value	3	2	3	2
Mean	1.94	1.88	1.88	1.73
Variance	0.20	0.12	0.25	0.21
Standard Deviation	0.44	0.34	0.50	0.46
Total Responses	16	16	16	15

11. Would you recommend WHEAT MST mentoring programme to a friend?

#	Answer	Response	%
1	Yes	15	94%
2	No	1	6%
	Total	16	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.06
Variance	0.06
Standard Deviation	0.25
Total Responses	16

12. Would you consider becoming a mentor in the future?

#	Answer	Response	%
1	Yes	13	81%
2	No	3	19%
	Total	16	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.19
Variance	0.16
Standard Deviation	0.40
Total Responses	16

13. How clearly defined were your responsibilities as a mentee?

#	Answer	Response	%
1	Very clear	11	69%
2	Moderately clear	4	25%
3	A little unclear	0	0%

4	very unclear		1	6%
	Total		16	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	1.44
Variance	0.66
Standard Deviation	0.81
Total Responses	16

14. What are you doing currently? (Please tick all that apply)

#	Answer	Response	%
1	Working	3	19%
2	Studying	5	31%
3	Volunteering	7	44%
4	None of the above	3	19%

Statistic	Value
Min Value	1
Max Value	4
Total Responses	16

15. Did you gain personally from this relationship?

#	Answer	Response	%
1	yes	12	75%
2	Somewhat	3	19%

3	No		1	6%
	Total		16	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.31
Variance	0.36
Standard Deviation	0.60
Total Responses	16

16. What sort of activities did you do with your mentor? (Please tick all that apply)

#	Answer	Response	%
1	Educational support	8	53%
2	Legal support	1	7%
3	Welfare support	3	20%
4	Health issues	2	13%
5	Job search	7	47%
6	ICT skills	5	33%
7	Social interaction	8	53%
8	Language support	3	20%
9	Other	3	20%

Statistic	Value
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Min Value	1
Max Value	9
Total Responses	15

17. What skills do you think you have developed during your time with your mentor? (Please tick all that apply)

#	Question	Not at all	Somewhat	A lot	Total Responses	Mean
1	Teamwork	2	5	9	16	2.44
2	Communication	1	5	10	16	2.56
3	Problem solving	1	7	7	15	2.40
4	Planning and organisation	1	5	7	13	2.46
5	Learning	1	4	9	14	2.57
6	Time management	2	5	7	14	2.36
7	Self-confidence	1	4	9	14	2.57
8	ICT Skills	4	3	5	12	2.08
9	Interview Skills	2	7	3	12	2.08
10	Other	2	3	2	7	2.00

Statistic	Teamwork	Communication	Problem solving	Planning and organisation	Learning	Time management	Self-confidence	ICT Skills	Interview Skills	Other
Min Value	1	1	1	1	1	1	1	1	1	1
Max Value	3	3	3	3	3	3	3	3	3	3
Mean	2.44	2.56	2.40	2.46	2.57	2.36	2.57	2.08	2.08	2.00
Variance	0.53	0.40	0.40	0.44	0.42	0.55	0.42	0.81	0.45	0.67
Standard Deviation	0.73	0.63	0.63	0.66	0.65	0.74	0.65	0.90	0.67	0.82

Total Responses	16	16	15	13	14	14	14	12	12	7
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18. How many job interviews have you had in the last 12 months?

#	Answer	Response	%
1	0-5	10	71%
2	6-10	2	14%
3	11-15	1	7%
4	More than 15	1	7%
	Total	14	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	1.50
Variance	0.88
Standard Deviation	0.94
Total Responses	14

19. If you are attending a course, how important was the contribution of your involvement with WHEAT MST in achieving that?

#	Answer	Response	%
1	Not at all Important	0	0%
2	Somewhat Unimportant	1	9%
3	Neither Important nor Unimportant	0	0%

4	Somewhat Important		5	45%
5	Extremely Important		5	45%
	Total		11	100%

Statistic	Value
Min Value	2
Max Value	5
Mean	4.27
Variance	0.82
Standard Deviation	0.90
Total Responses	11

20. How has your employability changed since having a mentor?

#	Answer	Response	%
1	Became less employable	0	0%
2	No change	3	21%
3	Became more employable	11	79%
	Total	14	100%

Statistic	Value
Min Value	2
Max Value	3
Mean	2.79
Variance	0.18
Standard Deviation	0.43

Total Responses

14

21. What areas of WHEAT MST do you feel needs improving? (Please tick all that apply)

#	Answer	Response	%
1	Advertising	8	53%
2	Increase the number of Mentors and Mentees	5	33%
3	More volunteering opportunities	6	40%
4	More community events	3	20%
5	Improve career advice services	8	53%
6	Larger office space	8	53%
7	Other	4	27%

Statistic	Value
Min Value	1
Max Value	7
Total Responses	15

22. How Useful was the reference you obtained from WHEAT MST?

#	Answer	Response	%
1	Useful	10	67%
2	Not useful	0	0%

3	Unsure		5	33%
	Total		15	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.67
Variance	0.95
Standard Deviation	0.98
Total Responses	15

23. Have you previously attended an event organised by WHEAT MST?

#	Answer	Response	%
1	Yes	13	87%
2	No	2	13%
	Total	15	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.13
Variance	0.12
Standard Deviation	0.35
Total Responses	15

24. If you have attended, how would you rate each of the following aspects?

#	Question	Appropriate	Moderately	Inappropriate	Total	Mean
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			Appropriate		Responses	
1	Program time table	14	1	0	15	1.07
2	Speakers	14	1	0	15	1.07
3	Food and Drink	12	3	0	15	1.20
4	Venue	13	2	0	15	1.13
5	Entertainment	12	3	0	15	1.20
6	Informative	12	3	0	15	1.20

Statistic	Program time table	Speakers	Food and Drink	Venue	Entertainment	Informative
Min Value	1	1	1	1	1	1
Max Value	2	2	2	2	2	2
Mean	1.07	1.07	1.20	1.13	1.20	1.20
Variance	0.07	0.07	0.17	0.12	0.17	0.17
Standard Deviation	0.26	0.26	0.41	0.35	0.41	0.41
Total Responses	15	15	15	15	15	15

25. Any further comments you wish to make on our services? Please write your suggestions in the space below.

Text Response

WHEAT is a fantastic place. I love to be there. A very helpful place. My knowledge has increased.

WHEAT MST should continue its interactive programmes.

I hope that there's plenty of volunteering or plenty of mentees work that I would find interesting to do.

Just continue

very good and useful

reach out to more ethnic groups such as eastern Europeans, Irish, Americas etc. and perhaps even

natives who need help.

the wheat programme is amazing and the team are great they are so warm and always willing to help others they are great and me and my family are so grateful for their support and advise. my mentor is lovely and makes every effort to support me she even comes to my house as its easy for me. and understand s when I can't attend due to health reasons. I wish everyone can support the wheat centre financially as it is a growing centre which needs support and everyone should support them they are helping people everyday with so much kind people volunteering to support people. it's a lovely community whom everyone joins in as a family. thank you very much for your kind help. Kamal Rawan

Statistic	Value
Total Responses	7

26. If you are employed how important was the contribution of your involvement with WHEAT MST in achieving that?

#	Answer	Response	%
1	Not at all Important	0	0%
2	Somewhat Unimportant	0	0%
3	Neither Important nor Unimportant	1	8%
4	Somewhat Important	5	42%
5	Extremely Important	6	50%
	Total	12	100%

Statistic	Value
Min Value	3
Max Value	5

Mean	4.42
Variance	0.45
Standard Deviation	0.67
Total Responses	12

8.2.3 Volunteers' Evaluation Results

Last Modified: 09/09/2013

1. Your Age?

#	Answer	Response	%
1	18-25	6	25%
2	26-34	6	25%
3	35-54	9	38%
4	55-64	3	13%
5	65 and Over	0	0%
	Total	24	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	2.38
Variance	1.03
Standard Deviation	1.01
Total Responses	24

2. Your Gender?

#	Answer	Response	%
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1	Male		6	25%
2	Female		18	75%
	Total		24	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.75
Variance	0.20
Standard Deviation	0.44
Total Responses	24

3. Your Ethnicity?

#	Answer	Response	%
1	White/Caucasian	2	8%
2	Black British	3	13%
3	Black African	6	25%
4	Asian	9	38%
5	Caribbean	1	4%
6	Other	3	13%
	Total	24	100%

Statistic	Value
Min Value	1
Max Value	6
Mean	3.54
Variance	1.91

Standard Deviation	1.38
Total Responses	24

4. When did you join the volunteering programme?

#	Answer	Response	%
1	2008	0	0%
2	2009	2	8%
3	2010	3	13%
4	2011	11	46%
5	2012	8	33%
	Total	24	100%

Statistic	Value
Min Value	2
Max Value	5
Mean	4.04
Variance	0.82
Standard Deviation	0.91
Total Responses	24

5. What is your level of education?

#	Answer	Response	%
1	Basic Reading and Writing	0	0%
2	GCSE	2	9%
3	A Level	4	17%
4	Diploma	5	22%

5	Undergraduate Degree		8	35%
6	Postgraduate Degree		9	39%

Statistic	Value
Min Value	2
Max Value	6
Total Responses	23

6. Were you in employment before you joined the volunteering programme?

#	Answer	Response	%
1	Yes	3	13%
2	No	21	88%
	Total	24	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.88
Variance	0.11
Standard Deviation	0.34
Total Responses	24

7. What areas of your life would you say have improved as a result of your volunteering experience? (Please tick all that apply)

#	Answer	Response	%
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1	Relationships		15	65%
2	Self-Esteem		15	65%
3	Goal Setting		14	61%
4	Happiness Level		11	48%
5	Physical Health		7	30%
6	Emotional Health		6	26%
7	Financial Control		4	17%

Statistic	Value
Min Value	1
Max Value	7
Total Responses	23

**8. During your volunteering experience what did your duties include?
(Please tick all that apply)**

#	Question	Rarely	Occasionally	Often	Total Responses	Mean
1	Making phone calls	5	9	7	21	2.10
2	Writing emails	8	9	6	23	1.91
3	Taking part in after school activities	8	4	10	22	2.09
4	Taking part in community activities	4	13	5	22	2.05
5	Taking part in event	5	7	10	22	2.23

	organisation					
6	Producing leaflets	12	6	3	21	1.57
7	Admin	5	6	10	21	2.24
8	Finance	11	3	5	19	1.68

Statistic	Making phone calls	Writing emails	Taking part in after school activities	Taking part in community activities	Taking part in event organisation	Producing leaflets	Admin	Finance
Min Value	1	1	1	1	1	1	1	1
Max Value	3	3	3	3	3	3	3	3
Mean	2.10	1.91	2.09	2.05	2.23	1.57	2.24	1.68
Variance	0.59	0.63	0.85	0.43	0.66	0.56	0.69	0.78
Standard Deviation	0.77	0.79	0.92	0.65	0.81	0.75	0.83	0.89
Total Responses	21	23	22	22	22	21	21	19

9. What skills do you think you have developed during your time as a volunteer? (Please tick all that apply)

#	Answer	Response	%
1	Teamwork	17	74%
2	Communication	20	87%
3	Problem solving	19	83%
4	Planning and organisation	18	78%
5	Learning	11	48%
6	Time	13	57%

	management			
7	Self-confidence		13	57%
8	ICT Skills		11	48%
9	Interview Skills		6	26%

Statistic	Value
Min Value	1
Max Value	9
Total Responses	23

10. How many job interviews have you had in the last 12 months?

#	Answer	Response	%
1	0-5	19	86%
2	6-10	1	5%
3	11-15	0	0%
4	More than 15	2	9%
	Total	22	100%

Statistic	Value
Min Value	1
Max Value	4
Mean	1.32
Variance	0.80
Standard Deviation	0.89
Total Responses	22

11. If you are employed , how important was the contribution of your involvement with WHEAT MST in achieving that?

#	Answer	Response	%
1	Not at all Important	0	0%
2	Somewhat Unimportant	0	0%
3	Neither Important nor Unimportant	1	5%
4	Somewhat Important	8	42%
5	Extremely Important	10	53%
	Total	19	100%

Statistic	Value
Min Value	3
Max Value	5
Mean	4.47
Variance	0.37
Standard Deviation	0.61
Total Responses	19

12. If you are attending a course, how important was the contribution of your involvement with WHEAT MST in achieving that?

#	Answer	Response	%
1	Not at all Important	0	0%
2	Somewhat Unimportant	0	0%
3	Neither Important nor	3	16%

	Unimportant			
4	Somewhat Important		10	53%
5	Extremely Important		6	32%
	Total		19	100%

Statistic	Value
Min Value	3
Max Value	5
Mean	4.16
Variance	0.47
Standard Deviation	0.69
Total Responses	19

13. How has your employability changed since starting volunteering?

#	Answer	Response	%
1	Became less employable	0	0%
2	No change	5	24%
3	Became more employable	16	76%
	Total	21	100%

Statistic	Value
Min Value	2
Max Value	3
Mean	2.76
Variance	0.19

Standard Deviation	0.44
Total Responses	21

14. How has your relationship with the community changed since starting volunteering?

#	Answer	Response	%
1	Less active	0	0%
2	No change	6	25%
3	More active	18	75%
	Total	24	100%

Statistic	Value
Min Value	2
Max Value	3
Mean	2.75
Variance	0.20
Standard Deviation	0.44
Total Responses	24

15. Would you recommend volunteering with WHEAT MST to others?

#	Answer	Response	%
1	Yes	24	100%
2	No	0	0%
	Total	24	100%

Statistic	Value
Min Value	1

Max Value	1
Mean	1.00
Variance	0.00
Standard Deviation	0.00
Total Responses	24

16. Would you consider becoming a mentor with WHEAT MST in the future?

#	Answer	Response	%
1	Yes	20	87%
2	No	3	13%
	Total	23	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.13
Variance	0.12
Standard Deviation	0.34
Total Responses	23

17. What areas of WHEAT MST do you feel needs improving? (Please tick all that apply)

#	Answer	Response	%
1	Advertising	15	63%
2	Increase the number of Mentors and	6	25%

	Mentees			
3	More volunteering opportunities		12	50%
4	More community events		12	50%
5	Improve career advice services		10	42%
6	Larger office space		13	54%

Statistic	Value
Min Value	1
Max Value	6
Total Responses	24

18. What are you doing currently? (Please tick all that apply)

#	Answer	Response	%
1	Working	12	50%
2	Studying	6	25%
3	Volunteering	9	38%
4	None of the above	2	8%

Statistic	Value
Min Value	1
Max Value	4
Total Responses	24

19. How Useful was the reference you obtained from WHEAT MST?

#	Answer	Response	%
1	Useful	16	73%
2	Not useful	0	0%
3	Unsure	6	27%
	Total	22	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.55
Variance	0.83
Standard Deviation	0.91
Total Responses	22

20. During your time with WHEAT MST have you attended any of our organised events?

#	Answer	Response	%
1	Yes	18	75%
2	No	6	25%
	Total	24	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.25
Variance	0.20

Standard Deviation	0.44
Total Responses	24

21. If you have attended, how would you rate each of the following aspects?

#	Question	Appropriate	Moderately Appropriate	Inappropriate	Total Responses	Mean
1	Program time table	15	3	0	18	1.17
2	Speakers	17	1	0	18	1.06
3	Food and Drink	15	3	0	18	1.17
4	Venue	15	3	0	18	1.17
5	Entertainment	11	7	0	18	1.39
6	Informative	15	3	0	18	1.17

Statistic	Program time table	Speakers	Food and Drink	Venue	Entertainment	Informative
Min Value	1	1	1	1	1	1
Max Value	2	2	2	2	2	2
Mean	1.17	1.06	1.17	1.17	1.39	1.17
Variance	0.15	0.06	0.15	0.15	0.25	0.15
Standard Deviation	0.38	0.24	0.38	0.38	0.50	0.38
Total Responses	18	18	18	18	18	18

22. Any further comments you wish to make on our services? Please write your suggestions in the space below.

Text Response

WHEAT has definitely helped in improving the lives of some Newham residents.

the services provided at WHEAT both for volunteers and the mentees are one of a kind and have helped me to become more employable and confident

very valuable experience to my life

I definitely believe in community awareness regarding WHEAT. They may not have enough funding hence the shortage of both mentors and mentees; there should be a lot more support provided so they can focus on growth.

Please keep it up!!! with more improvements in the areas that require most. More advertisement is crucial.

wonderful job! please keep it up!!!!

I hope at my WHEAT MST work place there won't be no financial difficulties to stop my volunteer work placement ever again.

be a volunteer helps me to get a job

Statistic	Value
Total Responses	8

