

SHARED - VISION ON MENTORING AND LEARNING
FACILITATION FRAMEWORK BETWEEN NATIONAL AND
STATES' PLANNING COMMISSIONS.

FEDERAL REPUBLIC OF NIGERIA,

**+ EXPLAINING THE CONCEPTS AND PROPOSALS
FOR IMPLEMENTATION**

ON THE OCCASION OF 2014 BI-ANNUAL JPB/NCDP HOLDING OCTOBER 28-31,
IBADAN, OYO STATE



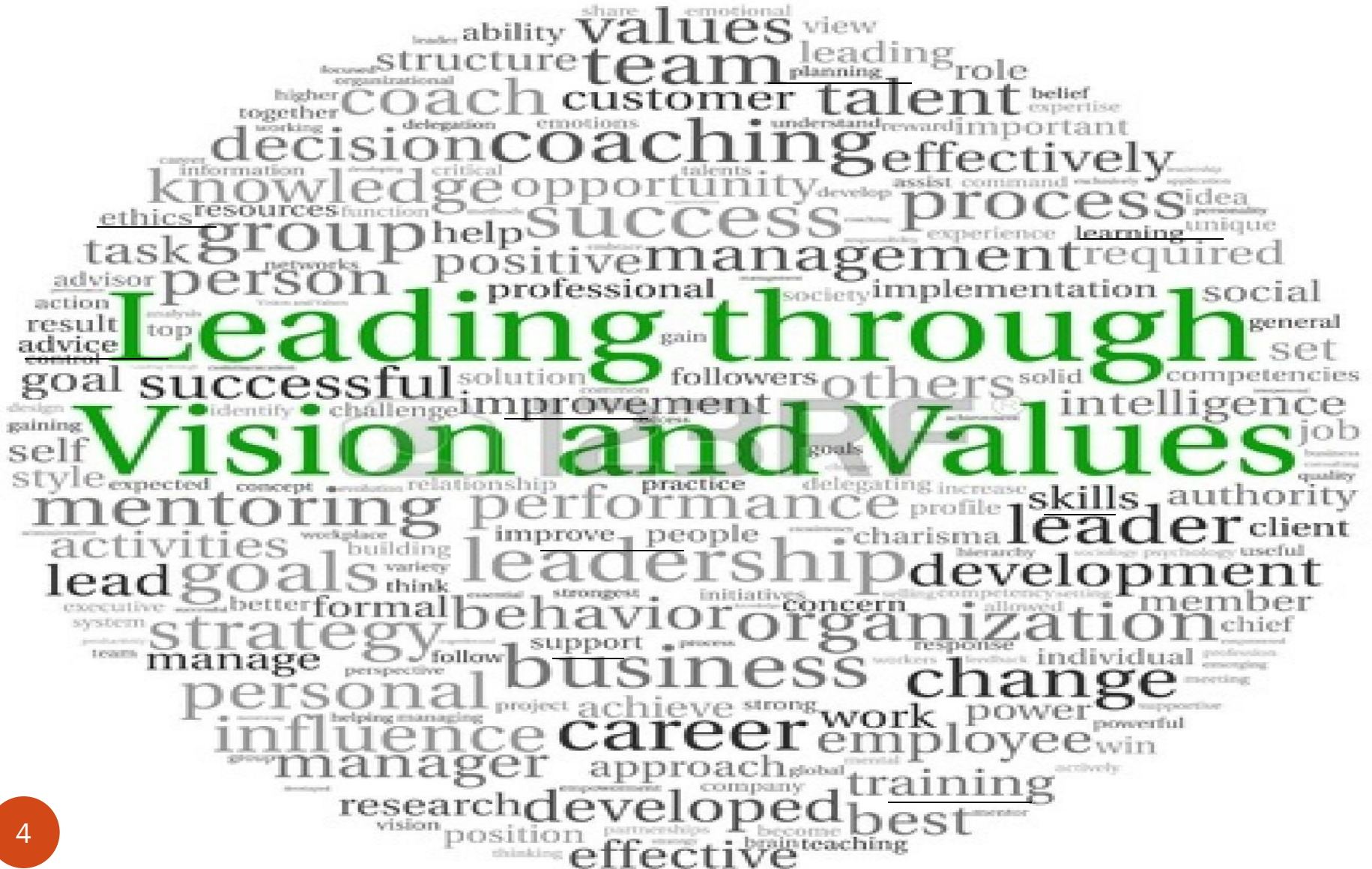
Table of Contents

2

• Introduction	3
• Core Values of Mentoring	4
• Rationale for Mentoring Between NPC & SPCs	5
• Objectives of Mentoring	6
• Pictorial Scenarios or Setting of Mentoring Programme	7-11
• Theoretical Evidence	12
• Theoretical Evidence Cont'd	12-13
• History and Models	14-15
• Country Experiences – The Japanese Models	16-17
• Proposal and Consideration of Models	18
• Implementation Framework/ Governance Structure	19
• Mentoring Modules	21
• Control Mechanism	22
• Methodology for Delivery	23
• Post mentoring KPIs	24
• Cost Implications for Implementing the Programme	25-26
• Success and Road Block factors for Each Side (NPC&SPCs)	27-28
• Summary of mentoring Values	29
• Conclusion	30

- Mentoring is a HR strategy based on specially selected experienced and knowledgeable individuals to provide guidance both in concepts and practical skills in order to equip subordinates or protégés allocated to them, so to enable these Mentees/ subordinates do their jobs with less challenges.
- Health (2006) considers Mentorship as a one-on-one or one-to- more mutually committed relationship between a junior (s) & senior(s), in order to promote personal & professional development through advice, guidance, understudy assignment, coaching & Job rotations
- It is designed, in many cases, to enable mentee fill in the gap that the transfer, exit or retirement of senior managers may potentially cause in the future
- It can also be used at various levels of organizational settings (inter/intra)

Core Values of mentorship



Rationale for Mentorship programme between NPC & SPCs

- Partnership between the NPC and SPCs have been strong as evident from the perspectives of Joint Planning Board (JPB) since 15 years.
- The SPCs believes that working with NPC is imperative, given that National development is only possible through such harmonious collaboration and working together
- Therefore, the SPCs have consistently looked forward to NPC to support them in the replication and deepening of planning activities at the State levels
- Such expectation from the States reached a climax at the preceding JPB held in Bauchi, May 2014, when the SPCs warmly requested the NPC to, as a matter of practical reality, support the SPCs in cascading Planning Processes to SPCs through mentoring and experience sharing approach.
- It was also to Note the importance of internship & attachment in delivering these skills and competences to States.

Rationale for Mentorship programme between NPC & SPCs..Cont

- Besides the Factors already mentioned above, the survey conducted by the National Planning Commission shows that many States have no full- fledged Planning Commission.
- It was thought worthwhile to encourage, support and transfer or replicate the experiences of planning at the National levels to States for an even and sustainable national development, without undermining their peculiarity/ ecological differences.
- This initiative at designing/ crafting a mentoring framework between the NPC & SPCs was borne out of that demand.

Objectives of Mentoring

- Help People to grow and accelerate their career development in their organizations/institutions
- Help to retain top talent, increasing loyalty and keeping people engaged in their business in a sustainable manner
- Help to improve/increase overall organizational productivity
- People who are mentored gain critical knowledge, learn new skills and receive feedback on their career growth and goals.
- Mentee become independent while also enjoying sustainable relationship with his/her senior.
- Enable senior staff members who provides mentorship skills and knowledge to prosper from the experience.
- Therefore, they increase their productivity, have less stress, feel revitalized and fulfilled in their careers.

Pictorial Scenarios of Mentorship or Mentorship Setting



Mentorship Setting



Mentorship Setting



Mentorship Setting



Senior & Junior (More experienced & knowledgeable)

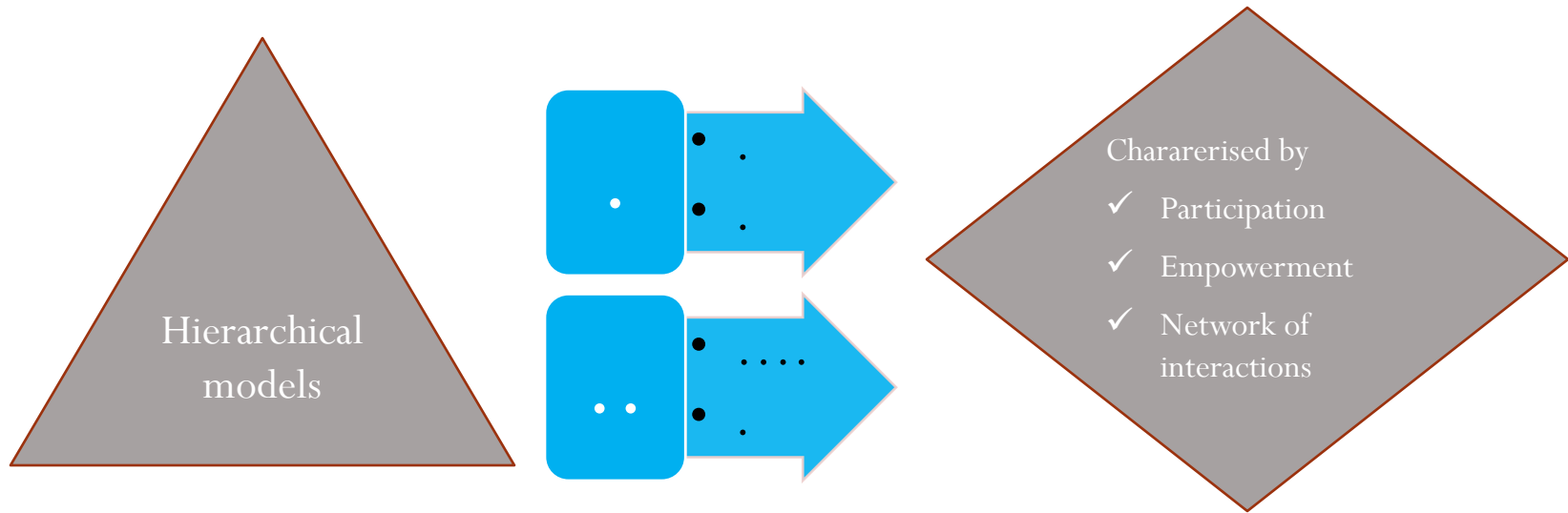


Theoretical Evidence (Cont'd)

13

- The theoretical evidence of shared vision on mentoring framework between National and States' Planning Commission ((NPC&SPCs) is based on cooperatives strategy (CS) theory.
- It is an attempt by two organizations to realize their objectives through cooperation rather than engaging in competition.
- Cooperative strategy is designed to enable one organization transfer experience and knowledge it has to another organization lacking in particular competencies & knowledge or an attempt to secure mutual synergy and learning in order to achieve objectives to which both one committed.
- According to Child and Faulker (1998), cooperative strategy is not new. It has always been with us. It is based on the achievement of agreements and plan to work together rather than giving orders down the hierarchies.

Theoretical Evidence Cont'd



- It is based on skill substitution in which organization **A** helps or cooperate with organization **B** because the latter acknowledges that the former is stronger in providing solution to challenges that are particular to the two organizations.

- Mentoring has been practiced in history for over hundred years. The origin can be traced to the Greeks mythology when a mentor was assigned the responsibility of protecting and educating Odysseus' son, Telemachus.
- Mentorship models conjures up images of wise and shared responsibilities for personal development of the mentee . It has been used in Indian and Africa (Kenya, Indian, and Nigeria) as a model for bringing up children in extended family members. Current mentoring models are often used in corporate organization , institutions and NGOs.
- In the Japanese corporate world/academic institutions, it is called **Senpai-Kohai**
- This is a relationship between senior and junior colleagues in organization. based on informality within wider formal relationship in which case, they both eat and drink together, and the mentor uses the opportunities to discuss knowledge, skills, etc with the protégés or mentee who learns and becomes skillful on the goals and objectives of mentoring
- Lifelong relationships are kept even after the mentor has left the organization.

Models

- In Nigeria, especially among the Yorubas, Ibos and Hausas, local apprenticeship schemes exist as models of mentoring, coaching and capacity building. In this case the learner learns trade or practical skills, such as vehicle maintenance, tailoring, weaving, hair dressing etc in order to make the mentee stand up on his/her own as a mentor.
- There is also the GROW model which implies **Goal, Reality, Options** and **Will**. In this case the mentee's +Goal should be as specific and measurable. The mentee can also analyse and see his situation clearly in +Reality. Once you know where you are and where you want to be or go then explore + Options in getting there. Finally, +Will in form of motivation is needed on the part of the mentee
- The STEER model – Spot, Tailor, Explain, Encourage and Review. Like GROW, the STEER model is task oriented and derives from the world of Sport , which is usually between the coach/trainer & player.

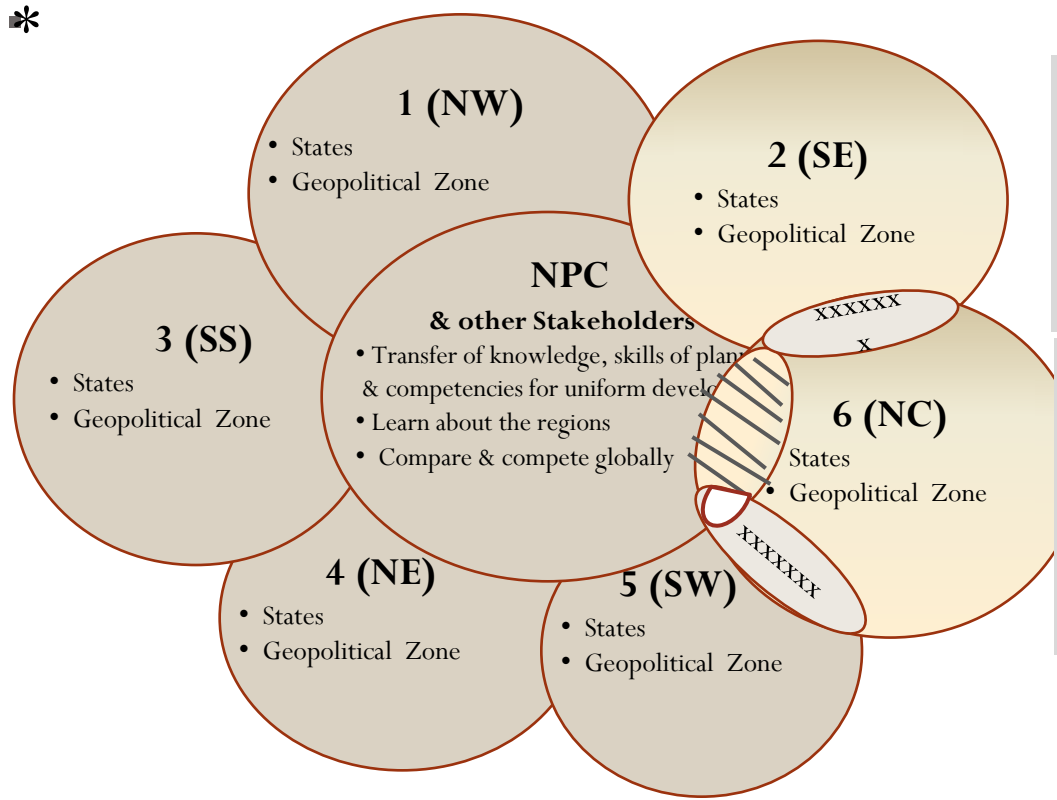
Country Experience - Japanese Universities/ Companies (Kezai)

- The ability of the senior or mentor to listen and support subordinate/students
- An interest in the welfare of the Subordinates/Students
- An understanding of a junior, which is ideally gained through personal or professional contact
- The capacity to work individually with a subordinate in group or individually
- A commitment to working in a way which does not discriminate against any group or individual
- Personal attributes such as tolerance, persistence, sensitivity and warmth

Proposals and Consideration of Framework

- According to Dean and Oakley (2006) the most appropriate model or approach of mentoring depends on the aim and objectives of intervention. Generally speaking, the guiding principles are that mentoring is designed to use one or apply several models to achieve a goal
- Therefore, we proposed a mix of various models already presented, with particular reference to child and Faulker (1998) model, the GROW and SPORT models

* ZONAL BILATERAL GOVERNANCE/INSTITUTIONAL ARRANGEMENTS BETWEEN NPC AND STATES



- Mentoring Module**
- Concepts of Planning (CP)
 - Planning Process (PP) & PRS (Planning, Research & Statistics)
 - M&E Framework and KPIs
 - Report Writing
 - Long-Term Planning
 - Medium-Term and Annual (budget) Planning
 - Dealing with Challenges of Planning

- Control Mechanism**
- Lateral Structure that supports interaction & gate-keeping
 - Input of Learning relationship, collaboration & reward
 - Output of Skills substitution, Training, Transfer of Knowledge, Competencies, etc.
 - Complementary assets (Accommodation, Logistic support)
 - Negotiation & Inclusivity
 - Commitment & Flexibility
 - Ecology Sensitivity
 - Synergy & Segregation

Source: Child & Faulker (1995)

KEY

	Point of Cooperation/Collaboration & Integration
	Point of Independence
xxxxxxxxxxxx xxxxxxxxxxxx	Peer Review between Zones
	Replication & Sustainability

Mentoring Module

- Concepts of Planning (CP)
- Planning Process (PP) & PRS (Planning, Research & Statistics)
- M&E Framework and KPIs
- Report Writing
- Long-Term Planning
- Medium-Term and Annual (budget) Planning
- Dealing with Challenges of Planning

Control Mechanism

- Lateral Structure that supports interaction & gate-keeping
- Input of Learning relationship, collaboration & reward
- Output of Skills substitution, Training, Transfer of Knowledge, sharing experiences & competencies, etc.
- Complementary assets (accommodation, logistic support)
- Negotiation & Inclusivity
- Commitment & Flexibility
- ecological/regional Sensitivity
- Synergy & Segregation

Roles and Responsibilities

22

- The SC and HMNP are the key mentors
- Some States would be assigned to particular department(s)
- The Skills & Competences of officers should be taken into consideration in the exercise by adopting sectoral approaches. E.g. Agricultural specialists to mentor the states participants on Agricultural issues: International Development Co-operation experts/Economist should mentor states on donor assistance/funding activities and political economy of aid giving.
- Mentors must be very versed in their areas. It is suggested that only officers in GL 12 and above should participate in the mentorship programme.
- Prior to the Implementation, retreat should be held in form of **train-the- trainer programme**, after final agreement has been reached between NPC & SPCs.
- Therefore, NPC shall request the IDPs to support it on the basis of **train-the - trainer** approach
- All participants must be at the same level so that conflicting report and information are not disseminated
- A minimum of two (2) of such retreats should be held before the mentoring programme begins
- Retired Planning Officers may be useful in such retreats

Methodology for Delivery

- Lectureship (Training Workshops)
- Dialogue + Interaction and group discussions
- Advice and Guidance
- Attachment and understudy arrangements
- Special committee Scheme in form of internship
- Job rotation arrangement
- Planned Reading
- Role Play
- Simulation and computer-based (games)
- Empirical evidence + Case Studies
- Films, videos and use of equipment

Post-mentoring Key Performance Indicators (PM-KPIs)

- Attitudinal Change
- Number of trainings conducted
- Turn-around Time in presentation of reports to management
- Successful institutionastion of M&E framework at the SPCs
- Capacity of States to align budget with planning (projects and programmes)

Cost implication for implementing the programme

Activities	Objectives	Mentee/ Participants & rate per Person Times number of days	Stakeholders respective Financial inputes	Responsibi lities	No of Wks	Cost
•Concepts of Planning (CP)	Designed for mentees to appreciate & apply it in the broader picture of planning	<ul style="list-style-type: none"> ✓ HMNP/Hon Commissioners of SPC ✓ SECOM/Permanent Secretary SPC ✓ Director of PRS (NPC/SPC) ✓ Director of Macroeconomics (NPC/SPC) ✓ DDs, ADs & SPOs G/L 12 & above ((1) each 	<ul style="list-style-type: none"> ✓ Honorariums ✓ Air fare and transportation ✓ Accommodation ✓ Feeding ✓ Security 	<p>NPC 70% 10 mentors</p> <p>SPC 30% 10 Mentees</p>	<p>1 WK NW e.g NE</p>	<p>N2, 113, 100</p> <p>+ N50, 000.00</p> <p>Honorarium for presentations (All) N2, 500,000.00</p>
Planning Process	Designed for mentees to appreciate the stages of Planning/Planning Cycle	As Above	As Above			NA
PRS (Planning, Research & Statistics)	Designed to impart Research & Statistics as the basis of Planning	As Above	As Above			NA

M&E Framework and KPIs	Designed for mentees to appreciate how to develop M&E framework and Project/Programmes KPIs	<ul style="list-style-type: none"> ✓ HMNP/Hon Commissioners of SPC ✓ SECOM/Permanent Secretary SPC ✓ Director of PRS (NPC/SPC) ✓ Director of M&E (NPC/SPC) ✓ DDs, ADs & SPOs G/L 12 & above ((1) each) 	As Above			NA
Report Writing	Designed for mentees to appreciate mentorship report documentation	DD (1) AD (1) & GL 14 (2) Others G/L 12 & 13 (2 each)	As Above	As Above (Zonal)		NA
Long-Term Planning	Designed for mentees to aspire and pursue a course of action to the next level of achievement					NA
Medium-Term and Annual (budget) Planning	Designed for mentees develop the skills and knowledge required to perform effectively on the job					NA
Challenges of Planning	Designed to enable mentees appreciates policy change/somersault, inadequate finance etc as impediments to planning		As Above			NA

Success and Roadblock Factors

Mentor			Mentee	
Success Factors	Roadblocks		Success Factors	Roadblocks
Paternalism/Shared Values	Domineering		Shared values	Lack of Trust
Cooperation	Competition		Commitment and availability of officers committed to development planning	Lack of belief in planning/political difference
Investment mentality	Conservatism			
Encouragement and incentives			Motivation and incentives	Lack of motivation and incentives

Clear Objectives	Unilateral decision on objectives and unrealistic expectations		Strong relationship between HMNPC and Commission SPC	Absence of Strong relationship between HMNPC and Commission SPC
Attention to unique local/ecological procedure for evaluation	Lack of clear cut procedure for evaluation of programme			
Larger (country-wide bias focus	NPC focus			

Summary of Mentoring values



Conclusion

- Lateral structure based on co-operation & trust
- Advice and Guidance
- Benefits are achieved only if the mentorship program has a strong structure and committed participants
- It involves learning agreements
- Include purposeful conversations, discussions and interaction
- Holistic and empowerment programme
- Based on Commitment and flexibility
- Motivation and incentives
- Using resources effectively and efficiently
- Based on Culture & Diversity

- Thank You
- Comments / Suggestions & Questions ?