

P R E P A R E D B Y



NESG

Non-Residential Fellowship (NRF)

H A N D B O O K

Welcome



Greetings,

Welcome to the Non-Residential Fellowship Programme (NRFP). We hope the information in this handbook will help you transit into working with the NESG Community as a “Senior Fellow”. You are welcome, and we are happy to have you as the first cohort of the NRFP.

In addition to information about both the NESG and the NRFP, this handbook includes information on the responsibilities of fellows and the benefits of the programme. Also included is information about key activities, deliverables, and transition plans after completing the fellowship programme.

We expect you to have a productive and enriching experience as a Non-Resident Fellow with the NESG, the foremost private-sector-led think-tank in Nigeria. We are happy to welcome you to the NRFP and our outstanding community of scholars.

Sincerely,

Laoye Jaiyeola,
Chief Executive Officer,
Nigerian Economic Summit Group (NESG)

About

01

1.0 About Nigerian Economic Summit Group (NESG)

The Nigerian Economic Summit Group (NESG), a leading private sector-led Think-Tank and Policy Advocacy Group, is committed to developing a modern and globally competitive economy. We are an independent, non-partisan, non-sectarian organisation dedicated to fostering open and continuous dialogue on Nigeria's economic development.

1.1 The History of NESG

In 1993, a group of passionate and concerned private sector leaders representing key economic sectors conceived the Nigerian Economic Summit (NES) and sustained it as a platform for bringing together private sector leaders and senior public sector officials to discuss and dialogue on the future of the Nigerian economy.

Three years later, in 1996, the Nigerian Economic Summit Group (NESG) was established and incorporated as a non-profit, non-partisan private sector organisation with a mandate to promote and champion the reform of the Nigerian economy into an open, private sector-led globally competitive economy.

Over the years, the NESG has achieved significant progress in research outputs, execution of programmes, seminars, conferences, and workshops to facilitate the formulation and implementation of social and economic reform programmes for the growth and transformation of the Nigerian economy. The NESG has emerged as a unique platform for public-private dialogue in Nigeria. During this period, the Group has established an excellent working relationship with the Government of Nigeria, the public sector, private sector, and other stakeholders.

The flagship of the Group's advocacy efforts is the annual Nigerian Economic Summit (NES), which provides the government and private sector an opportunity to review the progress made in our economic reform effort and agree on practical ways to manage issues that may have constrained effective policy implementation.





1.2 Vision

To become Nigeria's leading private sector think-tank committed to the development of a modern globally competitive, and inclusive Nigerian economy



1.3 Mission

To promote and champion the reform of the Nigerian economy into an open, globally competitive economy.



1.4 Aim & Objectives

- 1 Build a first-class research institution with the required credibility and clout to support stakeholders to execute policies
- 2 Articulate appropriate programs and strategies in response to any emerging trends in national and world economy
- 3 Build an effective world-class secretariat that can enhance the internal governance and management capacity of the NESG
- 4 Have a clear economic action agenda (which indicates economic activities as the NESG may see them from time to time)



1.5 Foundational Principles

- Commitment to a free market economy
- Encouragement of private sector investment
- Creation of an enabling environment
- Governance in the national interest
- Commitment to the rule of law
- Establishment of economic foundation for democracy



2.0

NESG as a Think-Tank Organisation

2.0 NESG as a Think-Tank Organisation

As a private-sector-led think-tank organisation, the NESG adopts a four-pronged approach to achieving its mandate (See Figure 1). These strategies include serving as Dialogue Partner, Connector, Intervener and Watchdog on the Nigerian economy.

Figure 1: The NESG Think-Tank Model



2.1 Dialogue Partner

The Nigerian Economic Summit Group, as a dialogue partner, uses Policy Commissions to facilitate the exchange of ideas and perspectives on development issues among private sector executives, policymakers, and international development agencies. Also, the Policy Commissions meet regularly to fast-track the adoption of Nigerian Economic Summit recommendations and ensure their implementation. All members of the NESG are expected to join and participate in the work of one or two of the Twelve Policy Commissions.

Figure 2: Policy Commissions in NESG

NESG POLICY COMMISSIONS & COMMUNITY OF PRACTICE

| | | | |
|---|--|-----|--|
| 1 | Agriculture & Food Security Policy Commission (AFSPC) | 9 | Manufacturing & Solid Minerals Development Policy Commission (MSPC) |
| 2 | Digital Economy Policy Commission (DEPC) | 10 | Sustainability Policy Commission (SPC) |
| 3 | Education Policy Commission (EPC) | 11 | Tourism, Entertainment, Creative Arts, Hospitality, Sports Policy Commission (THECS) |
| 4 | Energy Policy Commission (EPC) | 12 | Trade, Investment & Competitiveness Policy Commission (TICPC) |
| 5 | Finance, Financial Inclusion & Financial Markets Policy Commission (FFFPC) | I | Community of Practice on MSMEs |
| 6 | Governance & Institutions Policy Commission (GIPC) | II | Community of Practice on Gender |
| 7 | Health Policy Commission (HPC) | III | Community of Practice on Youths |
| 8 | Infrastructure & Logistics Policy Commission (ILPC) | | |

2.2 Connector And Intervener – Instituting Change Through Influence and Supporting Interventions

The NESG has established a wide range of institutional collaborations and Memoranda of Understanding (MoUs) to drive change through high-level engagement, networking and personal influence. Through the various platforms, the Group is able to:

- » Develop and deliver networking opportunities for members to meet with policymakers;
- » Build strong networks from collaborations and partnerships between individuals, institutions, local and global actors in the economy;
- » Expand technical assistance for supporting reform implementation;
- » Drive change by dedicating research or human resources to drive policy changes;
- » Set up joint working groups with the public sector to implement key policies;
- » Support capacity development to empower public and private sector institutions to implement policy reform recommendations.

The NESG has played this role through various platforms and engagements, including the following:

- » The National Assembly Business Environment Roundtable (NASSBER);
- » Presidential Enabling Business Environment Council (PEBEC);
- » Open Government Partnership (OGP);
- » The Nigerian Renewable Energy Roundtable (NiRER);
- » Communities of Practice.

The NESG is an institutional partner supporting the presidency on the Sustainable Development Goals (SDGs) and a partner with the Federal Executive Council (FEC) and the Federal Ministry of Industry, Trade, and Investment (FMITI) in the Nigeria Office for Trade Negotiation (NOTN). In 2018, the Bill and Melinda Gates Foundation (BMGF) sponsored a Fiscal Roundtable on Tax Revenue Growth programme, which heralded the commencement of the Policy Innovation Centre. The NESG's current Debt Management Roundtable is sponsored by the Open Society in West Africa (OSIWA).

2.3 Watchdog – Shaping Policies Through Research

The NESG gathers, collates, and analyses social and economic data on the Nigerian economy to generate objective and credible reports to support evidence-based policy advocacy. Outputs of the NESG research department are used to champion policymaking and review by influencing the direction of economic and social policies towards sustainable growth and development of a modern, globally competitive Nigerian economy.

The thematic areas of our research publications include:

- » Economic competitiveness
- » Foreign aid and investment
- » Inclusive growth, equitable and informal sector
- » Infrastructure, energy and power

- » Institutions and growth
- » Private sector and business environment
- » Regional integration and trade

Social and Economic Reform Programmes

The NESG publishes high-quality economic reports, position papers, policy briefs, sector-specific reports, social surveys, and policy recommendations. To ensure credibility in our research output, we adopt a robust macroeconomic model (NESG MAC-MOD) to conduct policy simulations to determine the future consequences of current policy actions on several aspects of the economy. Policy simulation is also useful to gauge the impact of several policy alternatives on the performance of key sectors of the economy and broad economic aggregates such as GDP, unemployment, inflation, and external reserves. The use of economic modelling aids evidence-based advocacy and strengthens the work of the NESG.

Periodic Research Reports

These provide analysis of topical social-economic issues in the Nigerian economy on an ongoing basis. Our reports leverage the vast expert network of the NESG to deliver unparalleled insight that shapes the direction of Nigeria's socio-economic policies.

Alerts & Updates

These are regular publications of the NESG research department that provide information on domestic and global happenings and how they affect Nigeria's policy environment.

Annual Economic Report

This report is a single detailed compendium of the NESG's research and information services departmental programmes in the year under review, focusing on macroeconomic aggregates, markets, sectors analysis, and socio-political analysis. It also features the NESG's programmes going into the new year.

NESG Business Confidence Monitor

The Monitor provides a short-term analysis of Nigeria's business environment and gauges the degree of optimism or pessimism with which business executives view the immediate future. The report plays a vital role in monitoring Nigeria's private sector economy, taking into account how the economic situation, policy measures and the state of market sentiments impact current business conditions and their short-term outlook.

The Nigerian Economic Scorecard

The Scorecard serves as the NESG's multi-assessment model for benchmarking Nigeria's actual economic performance concerning pre-defined domestic policy targets and global comparative standards in development practice. The publication aims to appropriately track the implementation

of the prevailing policy thrusts and recommendations adopted by the government at the end of the NESG's annual Nigerian Economic Summit (NES) event.

The NESG Industry Insight

This provides a detailed assessment of specific industry and analytics studies on the industry's market behaviour, trends, entry requirements, challenges, and prospects. The goal of the publication is to unravel the existing information gaps in each industry and identify opportunities that could be taken by private investors (both foreign and local), governments, corporations, researchers etc.

Macroeconomic Outlook

This document is an annual publication, which provides the NESG's opinion on the direction of the Nigerian economy within the regional and global analytical framework. The report highlights the state of the Nigerian economy and offers prospects for key broad aggregates and on future economic activities across critical sectors. The report examines policy pronouncements of the Nigerian government and global events with a precise analysis of their impacts on broad macroeconomic aggregates such as GDP, inflation, unemployment, the balance of payment, external reserves, and performance of key sectors.

Policy Briefs

Our Policy Briefs provide analytical insights on Nigeria's domestic and foreign policy challenges and examine the impact of government policies on the economy. We also provide key insights and policy options in fiscal management, monetary policy, agriculture, education, oil & gas, infrastructure, governance, among others.

Position Papers

As a private sector think-tank and policy advocacy group, the NESG, in many instances, takes an official position on policy matters that have generated intense public and political debate. The NESG's well researched and evidence-based perspective on such policy matters, subject to available information, is usually disseminated in the form of a Position Paper.

Publications & Outreach

The NESG recognises the need to inform and disseminate its research findings through various publications. These publications include various summit proceedings, conferences, dialogues, and public lectures. The NESG publications serve the twin purpose of documentation and mass education in printed and electronic form. The content of these publications is mainly generated from research findings and reports from proceedings such as:

- » The Annual Nigerian Economic Summit (NES);
- » Mini-summits, conferences, dialogues, and workshops;
- » Specific educational programs (including interactive sessions);
- » Publications/periodicals;

- » Advocacy documents;
- » Policy Dialogue.

The NESG publications have enjoyed a wide readership and have remained a significant part of the Group's strategy for reaching out to policymakers, chief executives of businesses and stakeholders in the public and private sectors.

Objectives of the NESG publications

- » To stimulate the generation of ideas and positive thought processes on particular and general issues of interest to the NESG
- » To attract the attention of readers, especially core or target audiences of a particular communication medium
- » To foster initiatives on responsible private investment and sustainable growth
- » To aid effective dissemination of information obtained by the NESG during its activities
- » To present a positive image of the NESG to the public (local and international) and cultivate and develop latent ideas and manifest support for its operations
- » To sustain its status as a credible private sector reference point on the economy while serving domestic and international needs for information on the Nigerian economy

Collaboration & Partnerships

The NESG research department collaborates with reputable organisations to enhance capacity and maximise policy impact, leveraging the breadth of perspectives of the NESG and its Partner Institutions on critical issues affecting the Nigerian economy. In addition to institutional research collaboration, the NESG Research explores institutional research grant and funding opportunities.

3.0 NESG Non-Residential Fellowship Programme

The NESG Non-Residential Fellowship Programme (NRFP) is an initiative that aims to create a knowledge hub on development issues and policies. This programme will bring together outstanding high-level intellectuals in academia, research-based institutions, and the private sector to support the research and advocacy work of the NESG. The programme will encourage collaboration and idea-sharing among experts and ensure that findings from its research are applied in practice.

3.1 Objectives of the Programme

The broad objective of the NRFP is to bridge the gap between socio-economic research and public policy and promote evidence-based policymaking in Nigeria. Other objectives include:

- » To encourage interactions among academia, governments, private sector, and non-governmental organisation.
- » To promote evidence-based policymaking by transmitting valuable research outputs and interventions into the policymaking process.

3.2 Eligibility

The following eligibility criteria are applied for selection into the NRFP:

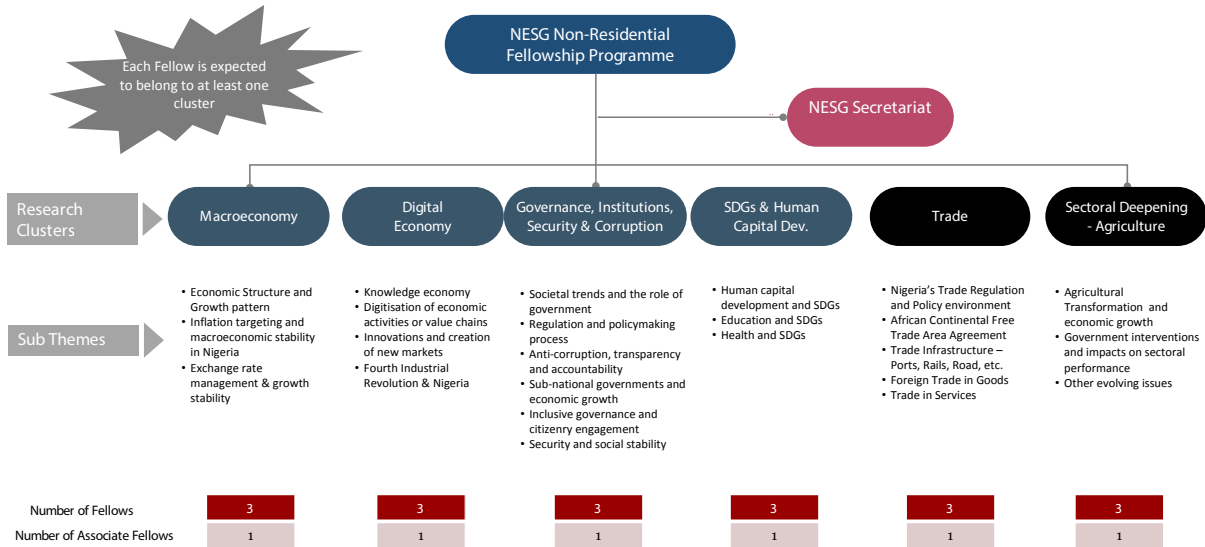
- » Applicants must be committed to contributing to the NESG's mandate of promoting sustainable economic development in Nigeria through research and advocacy
- » The Programme is open to M.Sc. holders and Ph.D. holders. M.Sc. holders should have a minimum of eight years of experience in academics, research and public policy while PhD holders should have a minimum of three years of experience;
- » Applicants must be proficient in English, both verbal and written;
- » The Programme is open to Nigerians (living in Nigeria or outside the country). Non-Nigerians who are willing to contribute to the development of Nigeria can also apply;
- » Candidates are expected to be associated with an academic or research institute;
- » Have good writing and analytical skills.

3.3 Programme Structure

The Fellowship is a non-residential programme, and Fellows will be admitted into the programme for two years. Activities are segmented into six research clusters to achieve the programme's objectives as shown in *Figure 3*. The six research clusters include Macroeconomy, Digital economy, Governance, Institutions and Corruption, SDGs and Human Capital Development, Trade, and Sectoral Deepening – Agriculture.

- » Each research cluster will have a **Cluster-Lead** who provides guidance and direction to the fellows within his/her cluster. Also, each cluster will appoint a **“Project Leader” who will lead the project – research, events, and others, as planned and agreed to by the group members.**
- » All six clusters will be supervised by a **Senior Faculty** of distinguished scholars. These individuals, who are crucial members of NESG's Research Network, are subject matter experts and have been working with the NESG in research, policy development and other technical assignments in the last five years. These scholars will **jointly** support the operations of thematic areas under this programme.

Figure 3: Structure of NRFP



3.4 Responsibilities of Fellows

Under the guidance of the management of the Fellowship Programme, Fellows are required to:

- » Select projects that are in line with both the NESG and their specific career goals
- » Provide contributions, thoughts, reviews, and validation on selected NESG Research outputs, including policy papers
- » Provide inputs into NESG occasional papers and other research publications
- » Contribute to NESG’s periodic and non-periodic publications, such as the Economic & Policy Review
- » Attend meetings, offer research ideas relating to the macroeconomy, sectoral and policy issues and collectively work on research projects

At the end of the Programme, Fellows should have led major research projects and produced several research publications that are of relevance to public policy and private sector development.

4.0

Administrative Information

4.1 The Fellowship Calendar

The Fellowship is a non-residential programme and runs for two years per cohort. The year opening for the programme is December 1 and ends on November 30 of the succeeding year.

4.2 Tour Of Duty

Senior Fellows (hereafter simply “Fellows”) are expected to dedicate 20 hours of work per week and may require more time during the peak of project or research activities. Fellows are permitted to negotiate some flexibility to the standard tour of duty with the NRFP Secretariat. Request for non-standard schedules must be made in writing to the Secretariat and approved before implementation by the concerned Fellow.

4.3 Status As A Fellow

A Fellow within the NESG is a title earned by accomplishment or through a dedicated programme route. Currently, there are only two dedicated fellowship programmes: The NESG Bridge Fellowship and the Non-Residential Fellowship Programme.

Your status as a Fellow gives you rights of association with the NESG. As an ambassador of the NESG, you are expected to relate within the existing guiding principles of the organisation as detailed in section 1.5 above. The NESG is well known for its philosophy of paying to serve, and all members of the NESG community are encouraged to imbibe this philosophy.

4.4 Code Of Conduct

As a Non-resident Fellow, you are an ambassador of the NESG, and your actions and communication will impact the organisation. All Fellows must familiarise themselves with the NESG Code of Conduct, as it applies to the entire NESG Community: Policy Commissions, Community of Practice, Secretariat Staff, Fellows and other stakeholders.

As a Fellow, you are expected to adhere to high standards of behaviour at all times. No form of disrespect or bullying will be condoned. The NESG is an organisation that recognises and embraces diversity; therefore, you are reminded to be tolerant, respectful and behave professionally towards others.

All communication should be appropriate for people of diverse backgrounds; discrimination, exclusionary comments or jokes, racist and sexist expressions are not appropriate, directly or indirectly.

4.5 NESG Communication Policy

The NESG's policy is to encourage timely, candid, and appropriate communication among Stakeholders at all levels. Communication is expected to be cordial and promote efficiency in making impact or completing a project.

- » Communication with the Press: Fellows are not allowed to write or address the press, whether on the activities of the Nigerian Economic Summit Group or an issue directly or indirectly affecting the organisation. Fellows who wish to write to or address the press must obtain the Fellowship Coordinator or Director's written approval.

- » Email Communication and Use of Language: Fellows are to be polite always, especially with language. Fellows are expected to be cordial in all their official engagements within the NESG. On no account should an official email be interpreted as rude. The use of abusive or extreme expressions is prohibited in written and oral communication. Furthermore, Fellows may only use official email accounts (*firstname.lastname@nesgroup.org*) for official communication. The use of private accounts, such as Yahoo, Gmail, Hotmail etc., is not acceptable as a means of official communication.

- » Misrepresentation of Information: If a Fellow intentionally misrepresents information supplied in any official document at any time, such Fellow may lose his or her place on the programme immediately.

4.6 Completion Of Fellowship

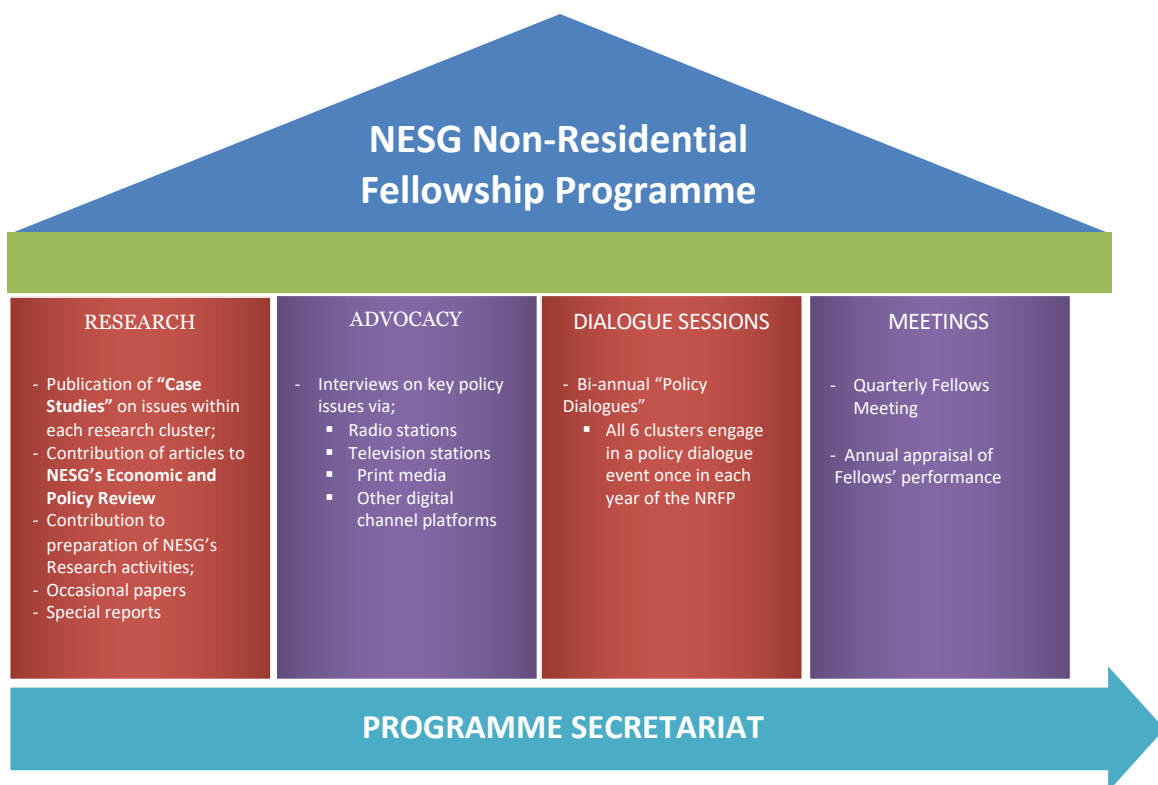
Upon completing the 2-year programme, Fellows will be issued a certificate of successful participation, and their status with the NESG will remain valid to function within the "Expert Network" so long as they are in good standing behaviourally and professionally.

5.0

Activities of Fellowship Programme

The Fellowship is structured around two focal points - increase research and policy development activities; and help amplify the influence of the NESG within the public policy environment in Nigeria. Based on these focal points, key areas and scope of activities are research, advocacy, meetings, and dialogue sessions with relevant stakeholders (see Figure 4).

Figure 4: Scope of Activities of NRFP



i. RESEARCH

Under the guidance of the NESG Management, Fellows will select research projects relevant to the development of the Nigerian economy. These research projects will reflect the sub-themes or emerging issues within the scope of the cluster group. The overall objectives of these research projects will be towards bridging the gap between socio-economic research and public policy and promoting evidence-based policymaking in Nigeria.

Key deliverables of research activities

- » Publication of one research project by each research cluster on an annual basis.
- » Contribution of an article(s) to NESG's Economic and Policy Review: Each Fellow will produce an article each year that will feature in an issue of the NESG's EPR journal.
- » Contribute to NESG's research activities and special projects including:
 - *Occasional papers.*
 - *Policy brief.*
 - *Special Reports on the request of other divisions, especially Public Policy Management Unit*

ii. ADVOCACY

In collaboration with NESG's Information & Communication and Research Departments, Fellows will engage in activities that aim to align research outcomes with policymakers' needs and that of the country's private sector. The advocacy activities consist of interviews with media outfits, including radio stations, television stations, and print media.

iii. DIALOGUE SESSIONS

The organisation of Policy Dialogues and participation in the NESG's events are critical responsibilities of Fellows. Fellows are expected to organise "Policy Dialogues" to discuss and share findings from their research with stakeholders. These activities aim to strengthen the NESG's mission to promote evidence-based policymaking.

Each research cluster will organise at least one "Policy Dialogue" in a year. Six policy dialogue events are expected to take place each year. In the first year of the programme, six dialogue events are to take place. Three dialogue events by three different research clusters are to take place 6 months from the start of the programme with another three dialogue events to be held by the three remaining research clusters at the end of the first year. This is to be repeated in the second year of the programme. The NESG will facilitate the dialogue events.

iv. MEETING

An important part of the Fellowship programme is the "Fellows' Meeting", which is expected to occur on a "quarterly basis" and may come as events require. However, there will be a special meeting between Cluster Leaders and the programme secretariat to ensure consistent communication and effective monitoring of Fellows as well as get feedback on the quality of Fellowship programming.

Table 1: Planned and structured activities and deliverables

| Timeline | Main Activities | Deliverables |
|---|---|--|
| November 2021 | <ul style="list-style-type: none"> » Induction of new Fellows » Selection of Cluster Leads (Fellows to decide) | |
| December 2021 - January 2022 | <ul style="list-style-type: none"> » Research project ideation » Development of concept notes for projects and selection of project leader. | <ul style="list-style-type: none"> » Submission of concept notes by Cluster Leads |
| January 2022 | <ul style="list-style-type: none"> » NESG Orientation Programmes | |
| January – May 2022 | <ul style="list-style-type: none"> » Commencement of research projects; | <ul style="list-style-type: none"> » Submission of the first draft of or progress report on the research project. |
| June 2022 | <ul style="list-style-type: none"> » Policy Dialogue by Fellows » Contribution of an article to NESG’s Economic and Policy Review (EPR) | <ul style="list-style-type: none"> » Three “Policy Dialogue” by three different research clusters » 9 Fellows are expected to submit articles for review |
| End of First Quarter of the Fellowship | <ul style="list-style-type: none"> » Meeting of Fellows and NESG | |
| July – November 2022 | <ul style="list-style-type: none"> » Continuation of Research activities » Engagements with stakeholders on the viability of policy recommendations | <ul style="list-style-type: none"> » Submission of the final draft of research project » Seminars and Webinars on insights and policy recommendations from the research projects |
| December 2022 | <ul style="list-style-type: none"> » Policy Dialogue by Fellows » Contribution of an article to NESG’s Economic Policy Review (EPR) | <ul style="list-style-type: none"> » Three “Policy Dialogue” by three different research clusters » 9 Fellows are expected to submit articles for review |
| End of First Year of the Fellowship | <ul style="list-style-type: none"> » Meeting of Fellows and NESG | <ul style="list-style-type: none"> » Evaluation of Fellows’ performance |
| January – May 2023 | <ul style="list-style-type: none"> » Production of policy briefs from research project » Engagements with stakeholders on the viability of policy recommendations | <ul style="list-style-type: none"> » Submission of draft of policy briefs » Seminars and Webinars on insights and policy recommendations from the research projects |
| June 2023 | <ul style="list-style-type: none"> » Policy Dialogue by Fellows » Contribution of an article to NESG’s Economic Policy Review (EPR) | <ul style="list-style-type: none"> » Three “Policy Dialogue” by three different research clusters » 9 Fellows are expected to submit articles for review |
| End of Third Quarter of the Fellowship | <ul style="list-style-type: none"> » Meeting of Fellows and NESG | |
| July – October 2023 | <ul style="list-style-type: none"> » Production of policy briefs from research project » Engagements with stakeholders on the viability of policy recommendations | <ul style="list-style-type: none"> » Submission of the final draft of policy briefs » Seminars and Webinars on insights and policy recommendations from the research projects |
| November 2023 | <ul style="list-style-type: none"> » Policy Dialogue by Fellows » Contribution of an article to NESG’s Economic Policy Review (EPR) | <ul style="list-style-type: none"> » Three “Policy Dialogue” by three different research clusters » 9 Fellows are expected to submit articles for review |
| December 2023 | <ul style="list-style-type: none"> » Transition programme | <ul style="list-style-type: none"> » Launch of transition programme – NESG Expert Network |
| End of Second Year of the Fellowship | <ul style="list-style-type: none"> » Meeting of Fellows and NESG | <ul style="list-style-type: none"> » Evaluation of Fellows’ performance |

6.0

Fellowship Secretariat

The Secretariat of the programme will be managed by the Project Manager, Dr. Olusegun Omisakin, Director of Research and Chief Economist at the NESG.

Mr Wilson Erumebor is the Programme Manager, responsible for coordinating the programme component of the project. The Programme Manager is to be assisted by Mr Shakirudeen Taiwo.

Dr. Oluwaseyi Vincent (seyi.vincent@nesgroup.org; +234(0)8105653736) is the Operation and Community Coordinator, responsible for coordinating the programme, and planning and executing the planned stakeholder engagement forums.

The secretariat will work in collaboration with NESG staff from the Research and IT & Communications Departments in planning, coordinating and executing of fellowship activities.

6.1 Building Respectful Engagement

The NRFP Secretariat is committed to promoting and upholding safe and respectful workplaces and a community of experts with a culture of belonging, where diversity of ideas is celebrated and people can achieve and express their full potential. Accordingly, the Fellowship has a system that helps address bullying, discrimination, harassment and tribalism through preventive and proactive approaches that encourage positive behaviours across the entire stakeholder spectrum of the programme.

6.1.1 Comments, Compliments And Complaints

The NRFP Secretariat welcomes all feedback from Fellows and other stakeholders to enable continuous improvement of activities and programme outcomes. Any formal complaints received by the Secretariat will be managed appropriately and neutralised, and considered for improvement of the programme. Feedback is encouraged anytime:

- » By emailing the NRFP Secretariat; seniorfellows@nesgroup.org;
- » Training programme feedback surveys; and
- » As required by the situation.

6.1.2 Resolving Problems Or Conflicts

If you have a concern or issue during the Fellowship programme, the following general procedure will help resolve the matter or issue.

- » Direct contact with the person or Fellow involved is the quickest and most effective way to resolve any concern or issue. Under normal circumstances, the discussion should happen close to the time the problem or concern occurred.
- » If you feel that the issue is not resolved by speaking directly to the person or Fellow involved, you can channel the concern to the NRFP Secretariat via seniorfellows@nesgroup.org.

7.0

Evaluation of Fellows

A variety of evaluation methods will be used to assess the performance of Fellows during the programme. Since feedback and instruction are most valuable when immediate and specific, the NRFP Secretariat and Fellows are expected to exchange feedback routinely as a normal part of daily interactions during the programme.

Evaluation of Fellows will focus on the expected deliverables of each Fellow in their cluster and the fundamental objectives of the programme.

In addition, the formal evaluation will take place at the mid-year and end of each fellowship year. The NRFP Secretariat and Cluster Leads will meet at least on a quarterly basis to discuss Fellows' progress to identify additional support and resources that may assist Fellows in attaining their goals.

7.1 Fellow Self-Evaluation

As part of the overall evaluation process, fellows will be asked to evaluate themselves regularly – generally on a quarterly basis. At the start of a Fellowship year, Fellows meet with the NRFP Secretariat to identify strengths and weaknesses that would impact their Fellowship experience. A written copy of this assessment is provided to the Secretariat, and a copy is placed in the Fellow's file.

As the Fellowship period progresses, Fellows are periodically asked to evaluate their progress in meeting their original training goals, modify their goals as appropriate, and plan for attaining these goals during the remainder of the Fellowship period (updated annually). Forms are provided to fellows to aid with these tasks.

7.2 Informal Evaluations

At the three-month point in the first year of the Fellowship period, Cluster Leads are expected to exchange feedback with the NRFP Secretariat regarding Fellows' performance and other aspects of the programme. The NRFP Secretariat collate these informal feedback and evaluations and present them at a meeting of the Fellows. The meeting also provides an opportunity for ongoing evaluation and improvement of the program. Should the Cluster Lead develop any feedback for a fellow, it is the responsibility of the Cluster Lead to discuss such feedback with the Fellow.

7.3 Formal Evaluations

Fellows will receive formal written evaluations of their progress on research and general professional competencies twice in each year (mid-point and end of the year). The Research and General Professional Competency Evaluation form uses a competency rating that is flexible and adaptable to the various

settings and mindful of variation in Fellows' baseline skills and background. In addition, summative feedback is provided regarding the Fellow's individualised deliverables and goals. Evaluation results would be as specific as possible and communicated respectfully.

In the rare instance where a Fellow has a poor rating, remediation plans are implemented to correct the problem following the procedures described under 6.1.2, "Resolving Problems of Conflicts".

7.4 Minimum Requirements For Successful Completion of The Fellowship Programme

1. Minimum of two (2) article publications in NESG's Economic and Policy Review (EPR) - in press or published, by completion of the programme;
2. Completion of 2 research projects as planned by each research cluster;
3. Successful organisation of at least one Policy Dialogue by completion of the programme;
4. Maintenance of consistently professional and ethical conduct in professional settings throughout the programme.

8.0 Transition

After completing the two-year fellowship programme, all Fellows will transit into a new group and network called the **NESG Expert Network**, as subject matter experts in one or more areas.



N E S G N O N -
R E S I D E N T I A L
F E L L O W S H I P
(N R F)

Contact Us

The Nigerian Economic Summit Group
The Summit House
6 Oba Elegushi Close, Off Oba
Adeyinka Oyekan Avenue,
Ikoyi, Lagos, Nigeria

Mr Laoye Jaiyeola
joj@negroup.org
08022237002

Titilope Oni
Titilope.oni@negroup.org
07038937972

Yinka Iyinolakan
YinkaIyinolakan@negroup.org

 [nesgroup.org](https://www.nesgroup.org)      [officialNESG](https://www.facebook.com/officialNESG)