



# NESG

## Non-Residential Fellowship

*2nd Cohort*

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 assist you as you transition into your role as a "Senior Fellow" within the NESG Community. We are delighted to have you as part of the second cohort of the NRFP programme!

This handbook contains valuable information about the NESG and the NRFP, including the responsibilities of Fellows and the benefits of participating. Additionally, you will find details about key activities, deliverables, and transition plans upon 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. Welcome once again to the NRFP and our outstanding community of scholars.

Sincerely,

**Dr. Tayo Aduloju**  
Chief Executive Officer  
**Nigerian Economic Summit Group (NESG)**



## **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 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 Our 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 Our Mission**

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

### **1.4. Aims and Objectives**

- Build a first-class research institution with the required credibility and clout to support stakeholders to execute policies

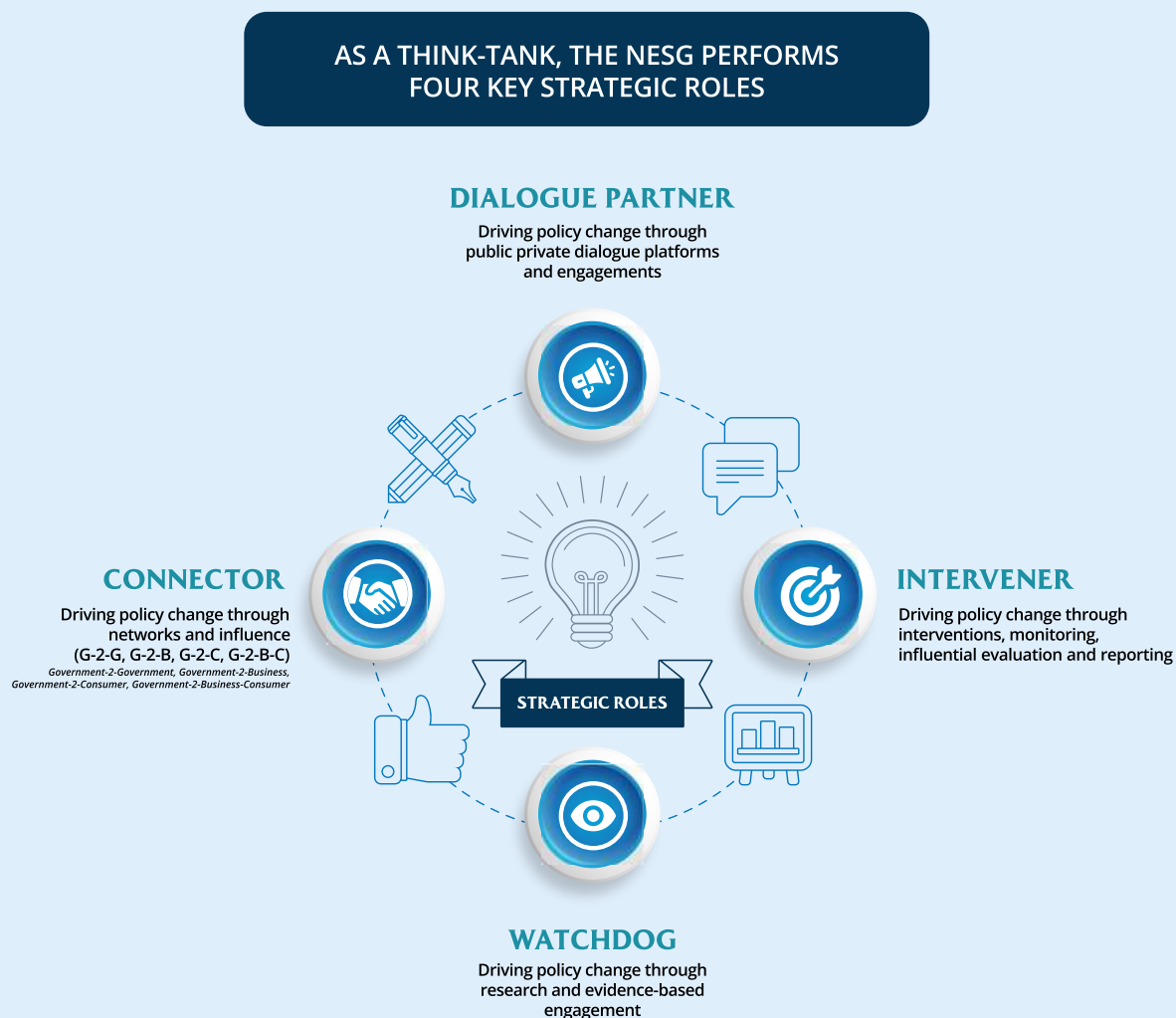
- Articulate appropriate programs and strategies in response to any emerging trends in the national and world economy
- Build an effective world-class secretariat that can enhance the internal governance and management capacity of the NESG
- Have a clear economic action agenda

## 1.5 Foundation Principles

1. Commitment to a free market economy
2. Encouragement of private sector investment
3. Creation of an enabling environment
4. Governance in the national interest
5. Commitment to the rule of law
6. Establishment of economic foundation for democracy

## 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.



## 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.



## **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. Currently, the NESG's 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 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, equity and the 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 on 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.

## **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 as well as 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 etc;
- Advocacy documents;



- Policy Dialogues.

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, the government, private sector, and non-governmental organisations.
- To promote evidence-based policymaking by transmitting valuable research outputs and interventions into the policymaking process.

#### **3.2 ELIGIBILITY**

The following eligibility criteria apply for selection into the NRFP:

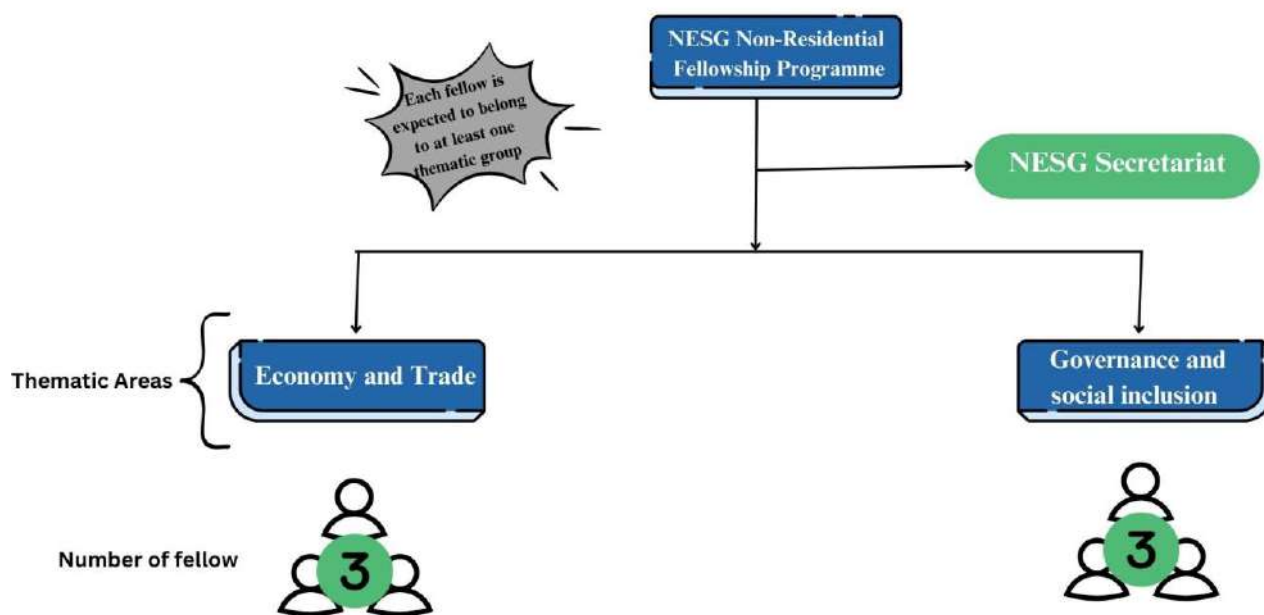
- The Programme is open to both M.Sc. and Ph.D. holders in social and management sciences. M.Sc. holders should have at least eight (8) years of experience in academics, research, and public policy, while Ph.D. holders should have at least three (3) years of experience.
- Proficiency in both verbal and written English, is required. Good analytical skills are essential.
- The Programme is open to only residents of Nigeria.
- Applicants must commit an average of 5 hours per week to Fellowship Programme activities.
- Applicants must be committed to contributing to the NESG's mandate of promoting a competitive economy and sustainable economic development in Nigeria through evidence-based research and advocacy.
- Previous participants in the NESG NRFP are not eligible.

#### **3.3 PROGRAMME STRUCTURE**

The Fellowship is a non-residential programme, and Senior Fellows will be admitted into the programme for eighteen (18) months. To achieve the Fellowship's objectives, the programme is segmented into two thematic areas: Economy and Trade, Governance and Social Inclusion. The activities of the Programme will concentrate on these two (2) thematic areas to achieve the programme's objectives as shown in Figure 3.

Each thematic group will appoint a Thematic Lead who will be responsible for overseeing the activities of its respective thematic area.

**Figure 3: Structure of the 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.
- Produce an individual policy brief. This document will be presented during a dissemination workshop attended by high-level stakeholders.
- Attend meetings, offer research ideas and produce a joint research paper to be developed in collaboration with their thematic group members.

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 programme will run from November 2024 through April 2026.

### 4.2 TOUR OF DUTY

Senior Fellows (hereafter referred to as 'Fellows') are expected to dedicate 5 hours of work per week, with the possibility of additional time required during peak periods of projects 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 Research 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 Fellow, you are an ambassador of the NESG and your actions and communication will have an impact on 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.

The Code of Conduct is to ascertain that the Fellows understand the standard of behaviour that is expected of them while carrying out their duties and in work related interactions.

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.

Senior Fellows are expected to:

- Maintain a good composure at all times.
- Attend meetings or tender an apology with notice, with or without representation.
- Be appropriately/decently dressed at any physical engagement.
- Discharge their responsibilities responsibly and safely
- Steer clear of any conflict-of-interest situation.
- Avoid any situation or circumstance that can cause a reputational damage to the NESG.
- Not disclose confidential information and adhere strictly to NESG confidential policy.
- Not be under the influence of alcohol or non-prescription medication when in the line of duty.
- Not accept gifts or rewards for work done for the NESG without authorisation.
- Not falsify or alter approved documents

- Adhere strictly to the NESG visual identity guide (logo, letterhead, presentation template, fonts, font size, colours, etc.)

If Fellows have grievances or are dissatisfied, they are to make a complaint to the NRFP Secretariat. As much as possible, conflict will be resolved without any unnecessary delay. A breach of the code of conduct will attract consequences which include termination of agreement and as may be determined by the Management of the NESG.

#### **4.5 WHISTLEBLOWING POLICY**

Fellows are encouraged to report unethical practices such as fraud, abuse of authority, or confidentiality breaches. Reports should be submitted to the Workforce Management and Academy Department.

- Whistleblowers are protected against retaliation, and their identity will remain confidential unless disclosure is legally required.
- False or baseless allegations may lead to disciplinary actions.

This policy promotes integrity and accountability within the NESG.

#### **4.6 NESG COMMUNICATION POLICY**

It is the NESG's policy 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 NESG or on an issue directly or indirectly affecting the Organisation without the knowledge of the NRFP Secretariat. Fellows who wish to write to, or address the press as an NESG Fellow must obtain a written approval from the Fellowship Coordinator or Director. Fellows should not perform unauthorised spokesperson duty for and on behalf of the NESG. All communications should be guided.

**Email Communication and Use of Language:** Fellows are to be polite always, especially with the use of 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 are prohibited in written and oral communication.

Fellows are expected to use official email accounts ([firstname.lastname@nesgroup.org](mailto:firstname.lastname@nesgroup.org)) for official communication and check their email accounts regularly for programme-related emails. The omitted sentence after this: "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.

#### **4.7 CONFIDENTIALITY**

Fellows shall not at any time during their Fellowship Programme or thereafter disclose or use, except as may be authorised by the NESG in connection with its business, any confidential information of NESG that the Fellow may acquire, generate, or originate, while working for the NESG. Thus:

- Confidential Information includes but is not limited to deliberations in meetings of Non-Residential Fellowship, technical information, classified government-issued documents, trade secrets, plans, reports, fund raising and income generation plans and information, terms and conditions of contracts and other related documents or information.
- Fellows shall not disclose the contact details of Reviewer, Fellowship Secretariat, NRFP Fellows and other stakeholders which a Fellow may have come across, in the discharge of his/her duties.

#### **4.8 COMPLETION OF FELLOWSHIP**

Upon a successful completion of the eighteen (18) months 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 key focal points: enhancing research and policy development activities and amplifying the influence of the NESG within Nigeria's public policy environment. Based on these focal points, key areas and scope of activities are research, dissemination and advocacy with relevant stakeholders.

#### **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 thematic areas. 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 a policy brief by each Fellow.

- Publication of one research report by each thematic group.
- Fellows may also be required to contribute to the NESG's Annual Summit.

## ii. DISSEMINATION WORKSHOPS

The organisation of **dissemination workshops** and participation in the NESG's events are critical responsibilities of Fellows. **Dissemination workshops** are organised to present the Fellows' individual policy briefs to stakeholders. These activities aim to strengthen the NESG's mission to promote evidence-based policymaking.

Each thematic group will participate in a dissemination workshop during the first half of the fellowship. The NESG will oversee the planning of the dissemination workshops.

## iii. ADVOCACY

In collaboration with NESG's Communications 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 may include interviews with media outfits, including radio stations, television stations, and print media.

## iv. MEETING WITH SECRETARIAT

A "Fellows' Meeting" is expected to occur during the first half of the programme between the Fellows 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   |
|-----------------------------|---|--|
| <b>November 2024</b>        | <ul style="list-style-type: none"> <li>&gt; Induction of Senior Fellows</li> </ul>  |  |
| <b>December 2024</b>        | <ul style="list-style-type: none"> <li>&gt; Submission of policy brief outline</li> </ul>   |  |
| <b>January - March 2025</b> | <ul style="list-style-type: none"> <li>&gt; Onboarding of Senior fellows</li> <li>&gt; Nominate a Thematic Lead</li> <li>&gt; Policy brief feedback</li> <li>&gt; Writing of individual Draft Policy Brief</li> <li>&gt; Review of policy Briefs</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Submission of the first draft of or progress report on the policy brief</li> </ul> |

|                                 |   |   |
|---------------------------------|---|---|
| <b>April - May 2025</b>         | <ul style="list-style-type: none"> <li>› Dissemination Workshop by Fellows (presentation of policy brief to stakeholders)</li> </ul>  | <ul style="list-style-type: none"> <li>› Each Senior Fellow participates in a dissemination workshop</li> </ul>             |
| <b>June 2025</b>                | <ul style="list-style-type: none"> <li>› Meeting of Fellows and Secretariat</li> <li>› Conclusion of Policy Briefs</li> </ul>   | <ul style="list-style-type: none"> <li>› Submission of final draft of policy briefs</li> </ul>                              |
| <b>July 2025</b>                | <ul style="list-style-type: none"> <li>› Submission of thematic group report concept note</li> <li>› Review of report concept note</li> </ul>                                     | <ul style="list-style-type: none"> <li>› Submission of thematic group report concept note</li> </ul>                        |
| <b>August- October 2025</b>     | <ul style="list-style-type: none"> <li>› Writing of thematic group draft research report</li> <li>› Submission of draft report</li> <li>› Review and feedback</li> </ul>          | <ul style="list-style-type: none"> <li>› Submission of draft of thematic group research report</li> </ul>                   |
| <b>November - December 2025</b> | <ul style="list-style-type: none"> <li>› Completion of thematic group research reports</li> </ul>   | <ul style="list-style-type: none"> <li>› Review of thematic group research report based on any feedback provided</li> </ul> |
| <b>January 2026</b>             | <ul style="list-style-type: none"> <li>› Final submission of research reports</li> </ul>  | <ul style="list-style-type: none"> <li>› Final submission of research reports</li> </ul>                                    |
| <b>February – March 2026</b>    | <ul style="list-style-type: none"> <li>› NESG Podcast: Fellows provide insight on socio economic issues</li> <li>› Publication of research reports on the NESG website</li> </ul> | <ul style="list-style-type: none"> <li>› Final design and publication of research report</li> </ul>                         |
| <b>April 2026</b>               | <ul style="list-style-type: none"> <li>› Close out ceremony</li> </ul>  | <ul style="list-style-type: none"> <li>› Joining NESG Expert Network</li> </ul>   |

## 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.

Dr. Wilson Erumebor is the Programme Manager, responsible for coordinating the programme component of the project. Dr. Oluwaseyi Vincent ([seyi.vincent@nesgroup.org](mailto:seyi.vincent@nesgroup.org)) is the Operations and Community Coordinator, responsible for coordinating the programme, and planning and executing the planned stakeholder engagement forums. Miss Oreoluwa Oluwaserantimi is the Programme Administrator providing support in operational tasks, community management, and the general administration of fellowship programme.

The secretariat will work in collaboration with NESG staff from the Research and IT and 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 programmes 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](mailto: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 Fellows involved, you can channel the concern to the NRFP Secretariat via [seniorfellows@nesgroup.org](mailto: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 thematic group and the fundamental objectives of the programme.

The NRFP Secretariat and Senior fellows will meet once in the first year to discuss Fellows' progress to identify additional support and resources that may assist Fellows in attaining their goals.

## 7.1 INFORMAL EVALUATIONS

Thematic Leads are encouraged 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 Thematic Lead develop any feedback for a Fellow, it is the responsibility of the Thematic Lead to discuss such feedback with the Fellow.

## 7.2 MINIMUM REQUIREMENTS FOR SUCCESSFUL COMPLETION OF THE FELLOWSHIP PROGRAMME

1. Completion of one individual policy brief and one thematic group research report
2. Successful participation in at least one dissemination workshop by the end of the programme
3. Maintenance of consistently professional and ethical conduct in professional settings throughout the programme

## 8.0 TRANSITION

Upon successfully completing the eighteen (18) months 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.



## ABOUT THE NESG

The NESG is an independent, non-partisan, non-sectarian organisation, committed to fostering open and continuous dialogue on Nigeria's economic development. The NESG strives to forge a mutual understanding between leaders of thought so as to explore, discover and support initiatives directed at improving Nigeria's economic policies, institutions, and management.

### 📍 THE SUMMIT HOUSE

6, Oba Elegushi Street,  
Off Oba Adeyinka Oyekan Avenue,  
Ikoyi, Lagos.  
P.M.B 71347, Victoria Island, Lagos

### 📍 ABUJA LIAISON OFFICE

4<sup>th</sup> Floor, Unity Bank Tower,  
Beside Reinsurnace building  
Plot 785, Herbert Macaulay Way,  
Central Business District, Abuja

🌐 [www.nesgroup.org](http://www.nesgroup.org)

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