OUR EXPERIENCE AND JOURNEY: PUBLIC PRIVATE DIALOGUE PRACTICE
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 NESG was established and incorporated as a non-profit, non-partisan private sector organization 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, it has emerged as the most important platform for public-private dialogue in Nigeria. During this period, the organization has accomplished a great deal in terms of research outputs and implementation of programmes, seminars, conferences and workshops aimed at facilitating the formulation and implementation of social and economic reform programmes for the growth and transformation of the Nigerian economy.
THE ANATOMY OF THE NESG MANDATE

- In addition, the organization has established an excellent working relationship with the Government of Nigeria, public sector, private sector and other stakeholders.

- The flagship of the group’s advocacy efforts has been the annual Nigerian Economic Summit (NES), which provides Government and private sector an opportunity to review the progress made in our economic reform effort and agree practical ways to manage issues which may have constrained effective policy implementation.
THE ANATOMY OF THE NESG MANDATE

- The Group has indeed tried to deliver its mandate. Over the years, the NESG has been strategically involved in stimulating economic policy discourse in Nigeria. The Group has worked harmoniously with the Nigeria’s development program and it is in the forefront of actual implementation of the country’s development programme through its advocacy and monitoring activities.

- The NESG's advocacy and research emphases are increasingly focused on how to implement policy reforms fashioned after consensus has been built and how to measure and track performance using agreed benchmarks and milestones. Due to its approach, the NESG has successfully lodged the advocacy voice into mainstream of policy formulation in Nigeria. Its advocacy voice clearly has an imprint in the formulation of the NEEDS (National Economic Empowerment and Development Strategy) document, Vision 2010 and Vision 2020:20. The government has clearly demonstrated its acceptance of and commitment to the advocacy submissions of the NESG.
THE ANATOMY OF THE NESG MANDATE

The NES, organized by the NESG has successfully marketed the need for coherent blue print for the country’s socio-economic development. As a forum for public-private sector dialogue, the NES contributes to the development and progress of Nigeria, especially in the area of national economic management.

The NESG has sustained the NES process and has endeavoured to keep its focus on the direction of economic policies, by giving priority to long term interest in the context of good governance, credible institutions, accountability and ethical practices, attractive climate for private investments, evidence-based research and mediating open dialogues.
Annual Nigerian Economic Summit

- The flagship of NESG’s advocacy efforts is the annual Nigerian Economic Summit, organized in collaboration with the National Planning Commission.

- The summit is usually a high level gathering of the President and foreign dignitaries, State Governors, Cabinet Ministers, Legislators and Chief executive Officers of leading private companies, Civil Society and Emerging Leaders during which a chosen development theme is debated and consensus reached for subsequent consideration and implementation by the Federal executive Council.
Annual Nigerian Economic Summit Trendline
Annual Nigerian Economic Summit

1. Assemble economic leaders (business, labour, academia, government)
2. Discuss & debate key issues facing Nigeria
3. Identify priorities & recommendations
4. Encourage & facilitate collaborative action
5. Report our progress
6. Celebrate our success

HOW IT WORKS
The Nigerian Economic Scorecard

- The Nigerian Economic Scorecard is a detailed assessment of Nigeria’s actual economic performance, benchmarked against various policy targets across 12 economic domains in order to determine an aggregate performance score for Nigeria. The scorecard combines domestic policy benchmarks of economic development with international benchmarks of competitiveness and also provides peer-country comparative analysis.


- The Nigeria Economic Scorecard is an annual publication, developed by the NESG team of in-house research analysts, with input from an eternal faculty of leading Nigerian economists and business executives.
**NESG Policy Commissions**

- The NESG strategically functions within workgroups known as “The NESG Policy Commissions”.

- The Policy Commissions (PC) comprise of public and private sector networks and experts who bring insight and shape our agenda on most strategic industry and crosscutting issues. The PCs also facilitate and fast track the adoption of various National Economic Summit (NES) recommendations.
NESG Policy Commissions

• Each Policy Commission focuses on issues and implementation of policy imperatives within thematic areas which broadly categorized them into ten (10) as outlined as follows:
THE ROLES OF THE NESG
KEY ROLES OF NESG

There are four primary roles that NESG has assumed over the years, albeit with varying degrees of strength as follows:

**Dialogue Partner** – Shaping policy through public debate
- Shapes policy through regular fora with leading public sector players
- Fora also provide networking opportunity for members to meet with policy makers
- Example: NESG Annual Summit brings together leading public and private sector players

**Connector** – Instituting change through personal influence
- Drives change through high level engagement and personal influence at G to G or B to G levels
- Derives strength from strong public standing of individuals and institution
- Example: HPPG and PSAG connecting business leaders across countries

**Watchdog** – Shaping policy through research
- Shapes policy by providing robust research and analysis on key issues
- Research also used by members for their business concerns
- Example: Economic Scorecard, Outlook Report

**Intervener** – Instituting change through research
- Drives change by dedicating research or human resources to drive policy changes
- Sets up joint working groups with the public sector to implement and execute
- Example: Private Sector Trade Focal Point for EPA and CFTA Review

% of current focus of NESG:
- **Advocacy** - 10%
- **Positioning** - 80%
- **Intervention** - 10%

**Operating model (How we influence)**

**Knowledge development**

**Relationships**

Advocacy - Positioning (How we engage) - Intervention
Current Governance Structure of the NESG Policy Commissions

- **Steering/Advisory Committee**
  - comprising high-profile persons numbering 8 to 10.
  - Serve as senior advisers
  - Membership includes a minimum of two NESG Board members; three public sector representatives out of which can be the public sector co-chairs of the Policy Commission; the other five persons including the private sector co-chair will be industry influencers.

- **A Working Committee**
  - Carry out the technical work required
  - Membership will be approximately 10 persons comprising the Policy Commission Champion, facilitator, consultant as well as experts in the field as it relates to the Policy Commission in question.

- **Thematic Group**
  - Focus areas/sub-themes of a Policy Commission. E.g Health, Education, Gender and Youth are the thematic groups of the Human Capital Development Policy Commission.

  - Each Policy Commission has **two Co-Chair persons**, one from the public sector and the other from the private sector.

  - Each Policy Commission also has a **Facilitator**, **Consultant** and an **Anchor** who is a staff of the NESG.
# THE NESG COMMISSION STRATEGIC FRAMEWORK AND GUIDING POLICIES

## 1.0 Overview of Policy Commissions Framework

## 2.0 Assessment of the NESG and its Policy Commissions

### 2.1 Background Information on the NESG

### 2.2 Statement of Vision, Mission and Values

### 2.3 Aims and Objectives of the NESG

### 2.4 Membership of NESG

### 2.5 Structure of NESG

### 2.6 Staffing of NESG

### 2.7 Funding and Financial Management

## 3.0 The NESG Policy Commissions

### 3.1 About the Policy Commissions

### 3.2 Strategic Planning, Governance and Management of Policy Commissions

### 3.3 Areas of Focus of Policy Commissions

### 3.4 Policy Commissions Activities & Operations

### 3.5 Policy Commission Champion

## 4.0 SWOT Analysis of Policy Commissions

### 4.1 Strengths and Opportunities

### 4.2 Weaknesses and Challenges

## 5.0 Enhancing the Efficacy of Policy Commissions

## 6.0 Communication Strategy

## 7.0 Policy Commission Outputs and Quality Analytical Products

## 8.0 Partnerships (Internal & External)

### 8.1 Development Partners and Civil Society Groups

## 9.0 Sub-National Engagements

## 10.0 Funding of Policy Commissions

## 11.0 Policy Commission Accounts

## 12.0 Mitigation of Abuse

## 13.0 Monitoring and Evaluation of Policy Commissions

### 13.1 Progress Monitoring Matrix

## 14.0 Conclusion

### 14.1 Main Findings

### 14.2 Recommendations

### 14.3 Intervention Strategies

### 14.4 Capacity building Programmes Recommended

## 15.0 Reference
NESG faced complexity in executing its programs - 37 themes, 64 initiatives and >200 people

Other non-PC initiatives include-
- National Assembly Business Environment Roundtable (NASSBER)
- Job Creation Unit (JCU)
- United Nations Global Compact (UNGC)
ACHIEVEMENTS SO FAR
ECONOMIC GROWTH AND RECOVERY RESPONSE PLAN
NATIONAL ASSEMBLY
ENABLING ENVIRONMENTAL
ROUNDTABLE
JOB CREATION UNIT
IN THE OFFICE OF THE VICE PRESIDENT
NES 200 – YOUTH ACADEMY FOR PPD CAPACITY DEVELOPMENT
Our Target is to support the $1Billion Relief Response Coordinating Private Sector Led Disaster Response to Humanitarian Crisis impact 7Million in the North East due to Boko Haram Insurgency and supporting new Refugee Economies in Host Communities and States. Concerted, coordinated response and response preparedness in the key. HPPG is also supporting a National Programme on the Reconstruction of the North East
Our approach to change management and transformation
Execution of complex programs and transformations fail mostly for lack of clearly defined plans and monitoring tools.

The "C Suite's" top change management challenges...

What was the single most important factor in determining the failure of initiatives?

- Lack of clearly defined milestones and objectives to measure progress: 36%
- Lack of commitment by senior management: 17%
- Employee resistance: 15%
- Poor communication: 14%
- Insufficient funding: 3%

...are addressed by our integrated approach: the Change Delta:

1: Strong governance, sponsorship and activist PMO to ensure that:

2: Leaders and initiative owners have a transparent view of progress at all times

3: Leaders are aligned, visibly own the change and enable those that they lead

4: Employees understand what the change means to them and are equipped and able to change behaviors

Source: Economist Intelligence Unit Survey "Leaders of Change", Jan 2011
The BCG Rigorous Program Management philosophy addresses all the key Change Delta components...
...and is supported by a Web-Based online tool

Program visibility through bottom-up build of Roadmaps

Comprehensive view of program progress through reporting

Up-to-date view of gap to target and spotlighting of emerging gaps and risks with Nation / Platform wide connectivity
The concept rests on careful planning and monitoring of the implementation of roadmaps...

Initiative charter

Project plan

Risks and interdependencies

Roadmap
... which are carefully designed following 4 principles...

<table>
<thead>
<tr>
<th>Principle</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Forward looking</td>
<td>Design approaches and tools to maximize forward visibility of outcomes&lt;br&gt;Ensure early, proactive management of risks</td>
</tr>
<tr>
<td>2 Robust accountability</td>
<td>Apply clear, consistent and objective rules across the whole program&lt;br&gt;Clarify roles and responsibilities</td>
</tr>
<tr>
<td>3 Exception based</td>
<td>Leadership is only focused on critical issues requiring their input&lt;br&gt;Focus on a small number of high value milestones</td>
</tr>
<tr>
<td>4 Minimally sufficient</td>
<td>Require that approaches and tools contain only the minimum amount of information necessary&lt;br&gt;Facilitate senior decision-making</td>
</tr>
</tbody>
</table>

Rigor test: the approval and upload of initiative roadmaps depends on the roadmap compliance with these principles

1: ALM Intelligence’s capability overview rates BCG “best of breed” in Change Implementation – see appendix for references
... And includes DICE testing which helps predict the likelihood of success of initiatives before they are launched.

DICE—five questions that predict likelihood of success of initiatives

- The DICE test is a quantitative method to predict project success by rating initiatives/projects across four criteria: Duration, Integrity, Commitment, Effort.

<table>
<thead>
<tr>
<th>D</th>
<th>Duration</th>
<th>The timeline (Duration) either until completion of a learning milestone. The ‘learning milestone’ is the implementation at which project strengths, weaknesses, and constraints are compared against key performance measures.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Team Performance Integrity</td>
<td>The performance integrity of the project. Attributes of team performance integrity include clear objectives, fast-track individuals, change management, target-setting, team-playing, self-motivation, appropriate conclusion, hardworking and organisational change.</td>
</tr>
<tr>
<td>C1</td>
<td>Senior Management Commitment</td>
<td>The senior management commitment to change. The visibility of, and effectiveness in communicating, the commitment to change of the majority of targeted individuals.</td>
</tr>
<tr>
<td>C2</td>
<td>Local Commitment</td>
<td>The commitment to change of the majority of targeted individuals be affected by the implementation of the roadmap.</td>
</tr>
<tr>
<td>E</td>
<td>Effort</td>
<td>The additional amount of local effort (to normal working requirements required during implementation of the roadmap) required. Ideally less than 10% additional effort throughout the course of implementation.</td>
</tr>
</tbody>
</table>

By changing the variables, such as team configuration, in the DICE score can increase...
BCG supported the NESG team to be self sufficient in RPM
By training in RPM methodology, rigor and DICE testing, use of the online tool and reports

Key deliverables

1. Training sessions: a) the RPM methodology (principles, rigor test, DICE, ...) and b) web based tool
2. Program Set Up: tree, rules, user roles and permissions according to NESG structure, organization and governance
3. Up to Three rigor and DICE tested roadmaps: decide jointly, namely those with more impact and structure
   - Roadmaps elaborated jointly with the NESG team, to train and enable them on the job, with specific and real examples
   - Rigor Testing and DICE together, to sediment understanding of the principles with real examples
4. Blueprint of standard Roadmap to be used in subsequent Waves (all Policy Committees/Themes have similar structure)
   - To used by NESG team to elaborate roadmaps of subsequent Waves
5. Proposal of the Standard online reports (only dates/milestones, no Financial or FTE impacts)
6. Upload the Wave 1 Roadmaps, as well as the users and their permissions into the Web Tool
7. Process and Governance documentation (e.g. regular formal progress meetings, Charter of Roadmap Supervisory board)
8. Sign Off: Kick-off of the Program and the Tool (roadmaps from Wave 1)
9. Retreat session to all the Policy teams of the model to monitor Policy Committees in the future
10. Participation in Roadmapping Supervisory Board quarterly meetings
   - Ensure quality throughput time, decide jointly if Roadmapping is well used, access in program should be discontinued...
   - NESG has the option to request support for subsequent waves via commercial engagement
Road-mapping on the way…

64 initiatives from 37 themes & 10 policy commissions have been uploaded

Some initiatives have rigor tested roadmaps uploaded
# Initiative Execution Process

## To Make It More Effective

<table>
<thead>
<tr>
<th>Board committee on PCs</th>
<th>Mandate</th>
<th>Current roles adaptations ( )</th>
<th>Number of members</th>
<th>Profile of members</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Oversight+ monitoring</td>
<td>Provides strategic direction and oversight</td>
<td>26</td>
<td>Very senior, Private sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reinforce the oversight and monitoring function by</td>
<td>5</td>
<td>Very senior, Private sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ... using PMO generated reports for course correction</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ... use road mapping tool to provide transparency</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ... increase meeting frequency to once every two months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PMO</td>
<td>Coordination</td>
<td>Set up Program management office (PMO)</td>
<td>10</td>
<td>NESG PC anchors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ... provides guidance with road mapping initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ... monitors initiatives and escalates off track initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steering committee</td>
<td>Strategic resource inputs and oversight</td>
<td>Steering committee, should</td>
<td>10</td>
<td>Senior able to review and advise on work and provide network</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ... meet more frequently &gt; bi-annual</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ... more active guidance and boundary specific advice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working committee</td>
<td>Process resource inputs</td>
<td>Working committee should</td>
<td>4</td>
<td>Anchor, Facilitator, Consultant, Champion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ... provide process resource input support to all initiatives per thematic area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thematic group</td>
<td>Work</td>
<td>Thematic group remains work group, could</td>
<td>5–20</td>
<td>Junior to senior career with deep expertise on subject matter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ... have thematic leaders with assistance from anchors and consultants writing concept notes and executing initiatives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The PMO Imperative of the Coordinating Secretariat

**PMO Structure**

**Mandate:** Monitoring and escalation of off track initiatives

**Composition:**
- 1 PMO leader
- Anchors of working committees (NESG staff)
- Chairs of struggling thematic groups
- (by invitation)

**Meeting frequency:**
- Quick check-in meetings every two weeks
- Formal meetings including thematic chairs every month

**Key person:** PMO Leader/Lead anchor responsible for tracking and escalating off track initiatives

**Program Management Tool:** Road Mapping
# THE POLICY COMMISSION EXECUTION STRUCTURE

<table>
<thead>
<tr>
<th>Area</th>
<th>Title</th>
<th>Role</th>
<th>Read/write roadmaps</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board</strong></td>
<td>Board Chair CEO</td>
<td>Leads the board</td>
<td>Read</td>
<td>All initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Operational leader</td>
<td>Read</td>
<td>All initiatives</td>
</tr>
<tr>
<td></td>
<td>Board Co. Chair CEO</td>
<td>Leads the committee</td>
<td>Read</td>
<td>All initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Operational input</td>
<td>Read</td>
<td>All initiatives</td>
</tr>
<tr>
<td><strong>Board committee on PCs</strong></td>
<td>PMO leader Anchors</td>
<td>Leads the PMO</td>
<td>Read/Freeze/Unfreeze</td>
<td>All initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supportive input</td>
<td>Read</td>
<td>All initiatives</td>
</tr>
<tr>
<td><strong>PMO</strong></td>
<td>Steerco. Chair Members</td>
<td>Leads the committee</td>
<td>Read</td>
<td>Own initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supportive input</td>
<td>Read</td>
<td>Own initiatives</td>
</tr>
<tr>
<td><strong>Steering committee</strong></td>
<td>Anchor Facilitator</td>
<td>Supportive work</td>
<td>Read</td>
<td>Own initiatives</td>
</tr>
<tr>
<td></td>
<td>Consultant Champion</td>
<td>Convenes</td>
<td>Read</td>
<td>Own initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Writing input</td>
<td>Read</td>
<td>Own initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coordination input</td>
<td>Read</td>
<td>Own initiatives</td>
</tr>
<tr>
<td><strong>Working committee</strong></td>
<td>ThemCo. Chair Members</td>
<td>Does work + Subject expertise</td>
<td>Read + Write (support)</td>
<td>Own initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Technical input</td>
<td>Read</td>
<td>Own initiatives</td>
</tr>
</tbody>
</table>

*Read/write roadmaps means review/edit uploaded roadmaps*
The Exciting Journey Continues....