



THE ANATOMY OF THE NESG MANDATE

- 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.

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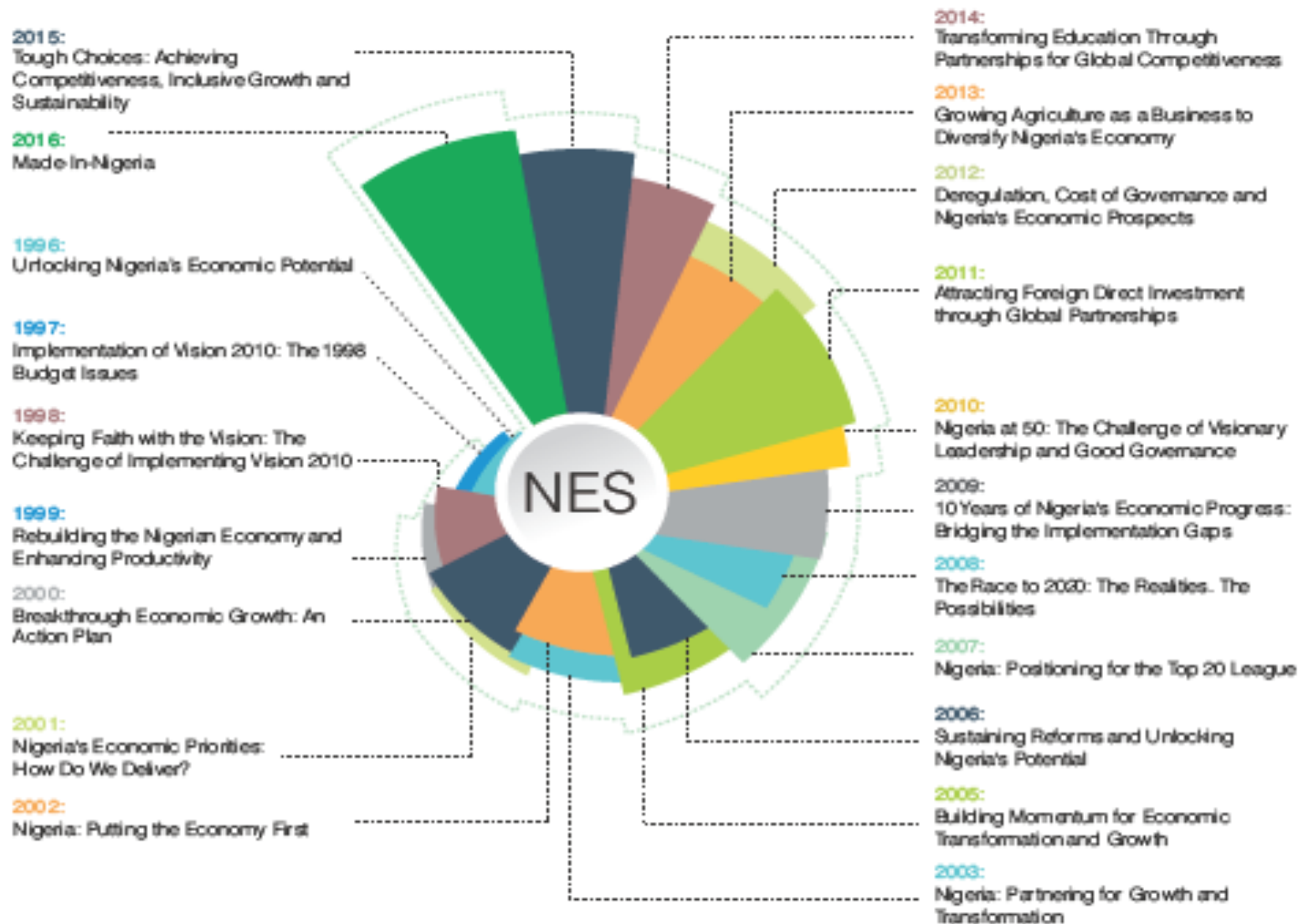
- The NES, organized by the NESG has successfully marketed the need for coherent blue print for the country's socio-economic development. As a forum for public-private sector dialogue, the NES contributes to the development and progress of Nigeria, especially in the area of national economic management.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



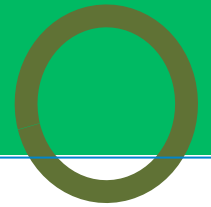
Annual Nigerian Economic Summit

- 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



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 report captures policy thrusts and targets across Macroeconomic Environment, Real Sector, Human Capital Development, Financial Capital, Infrastructure, Science And Technology, Public Sector Governance, Corporate Governance, Institutional Effectiveness, Cost Of Doing Business and Environmental Targets.
- 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

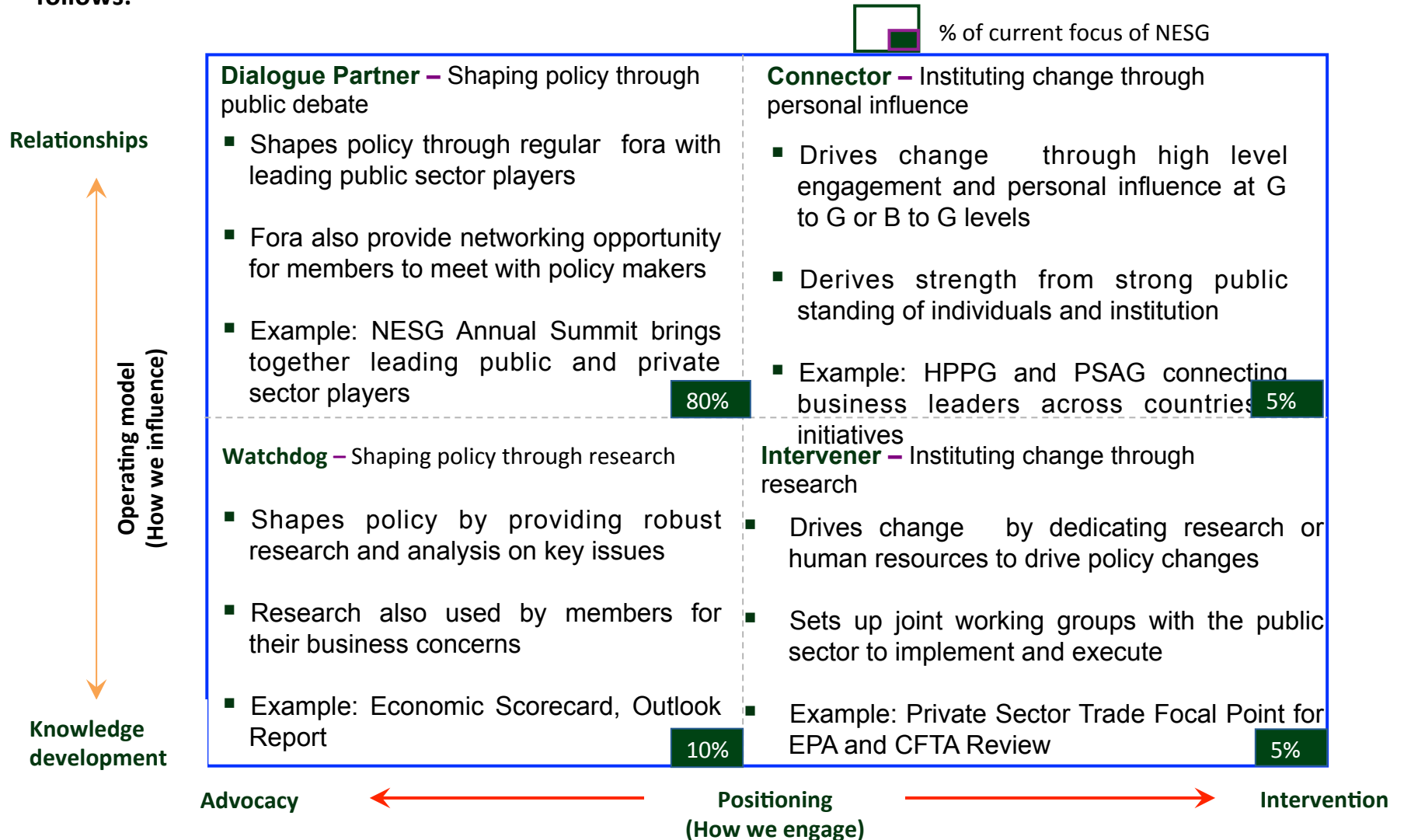
- Each Policy Commission focus on issues and implementation of policy imperatives within thematic areas which broadly categorized them into ten (10) as outline as follows:



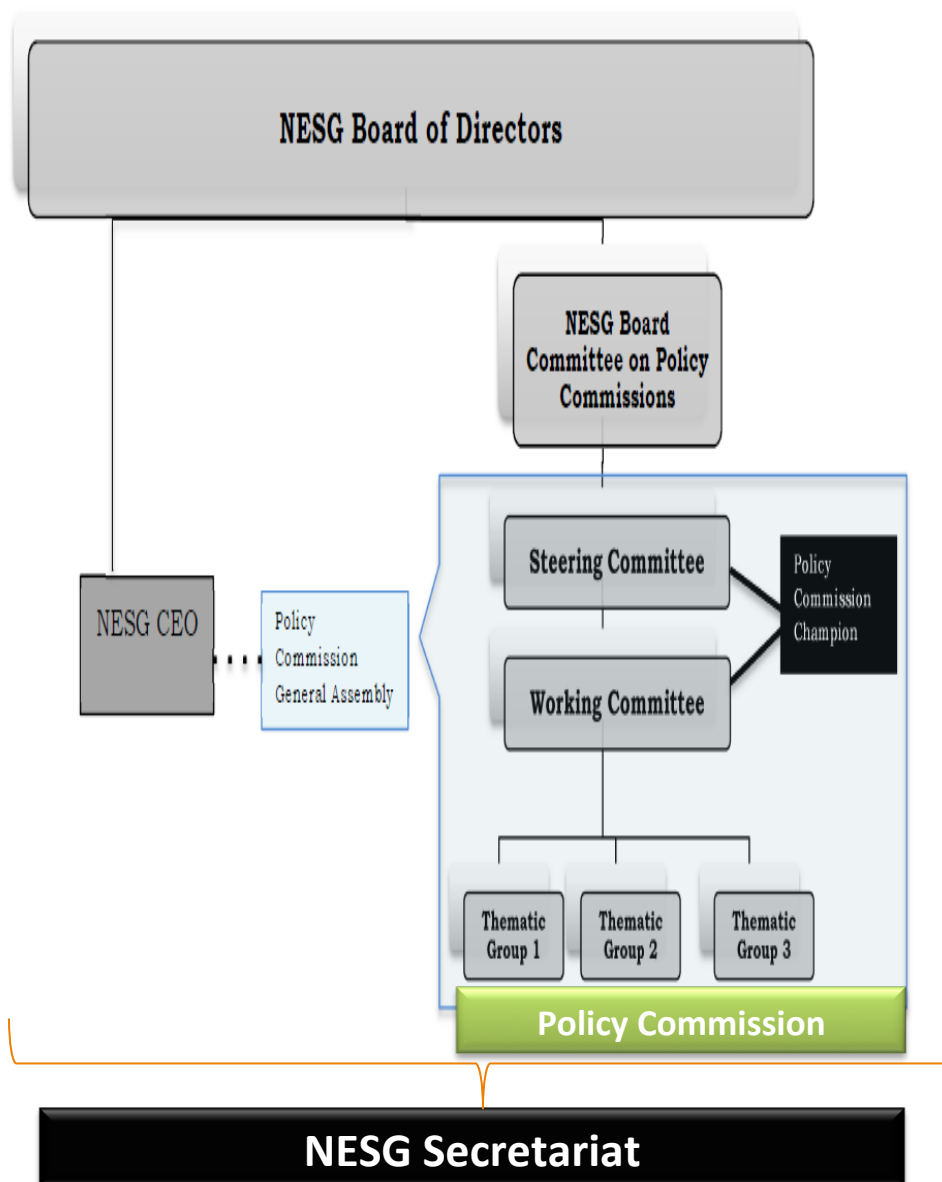
THE ROLES OF THE NESG

KEY ROLES OF NESG

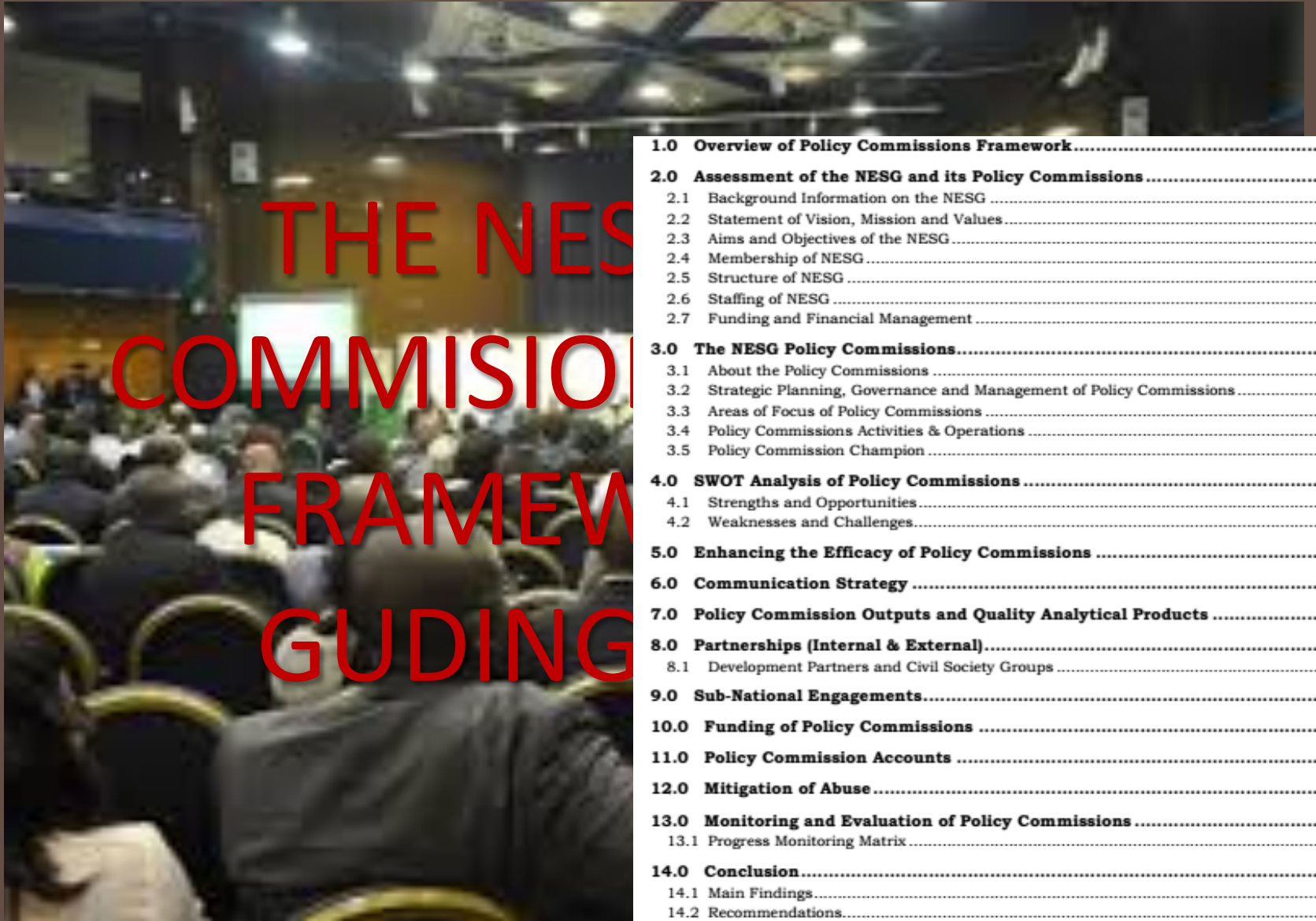
There are four primary roles that NESG has assumed over the years, albeit with varying degrees of strength as follows:



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 POLICY COMMISSIONS FRAMEWORK GUIDING

- 1.0 Overview of Policy Commissions Framework.....3**
- 2.0 Assessment of the NESG and its Policy Commissions3**
 - 2.1 Background Information on the NESG 3
 - 2.2 Statement of Vision, Mission and Values 3
 - 2.3 Aims and Objectives of the NESG 4
 - 2.4 Membership of NESG 4
 - 2.5 Structure of NESG 4
 - 2.6 Staffing of NESG 5
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- 3.0 The NESG Policy Commissions.....6**
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- 4.0 SWOT Analysis of Policy Commissions 16**
 - 4.1 Strengths and Opportunities 16
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- 6.0 Communication Strategy 17**
- 7.0 Policy Commission Outputs and Quality Analytical Products 18**
- 8.0 Partnerships (Internal & External)..... 18**
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- 10.0 Funding of Policy Commissions 19**
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NESG faced complexity in executing its programs- 37 themes, 64 initiatives and >200 people

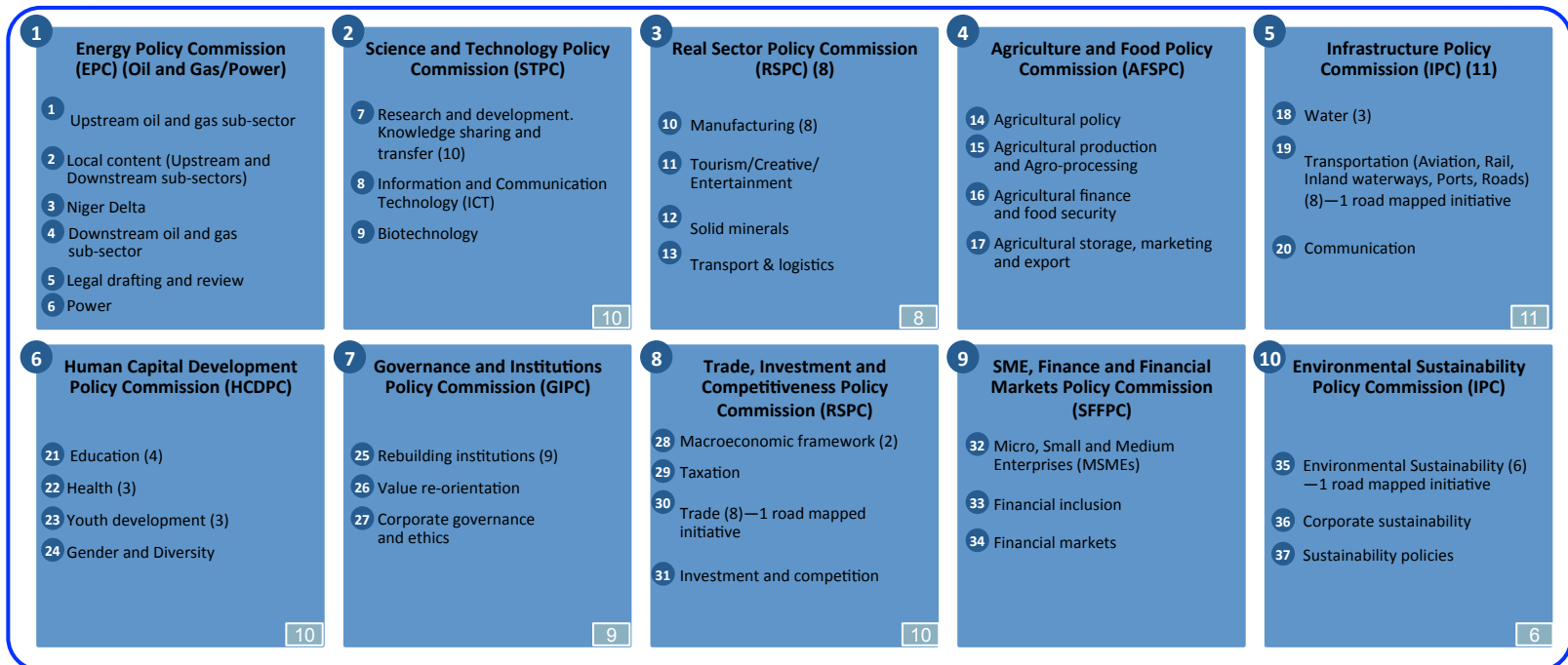
Other non-PC initiatives include-

- National Assembly Business Environment Roundtable (NASSBER)
- Job Creation Unit (JCU)
- United Nations Global Compact (UNGC)

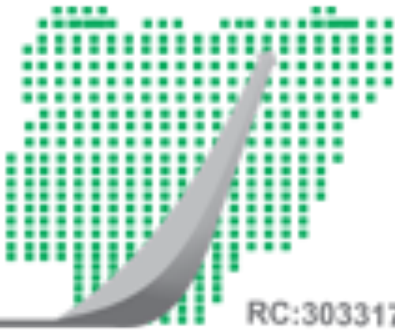


Initiatives per PC

Thematic groups



The
Nigerian
Economic
Summit
Group



RC:303317

ACHIEVEMENTS SO FAR



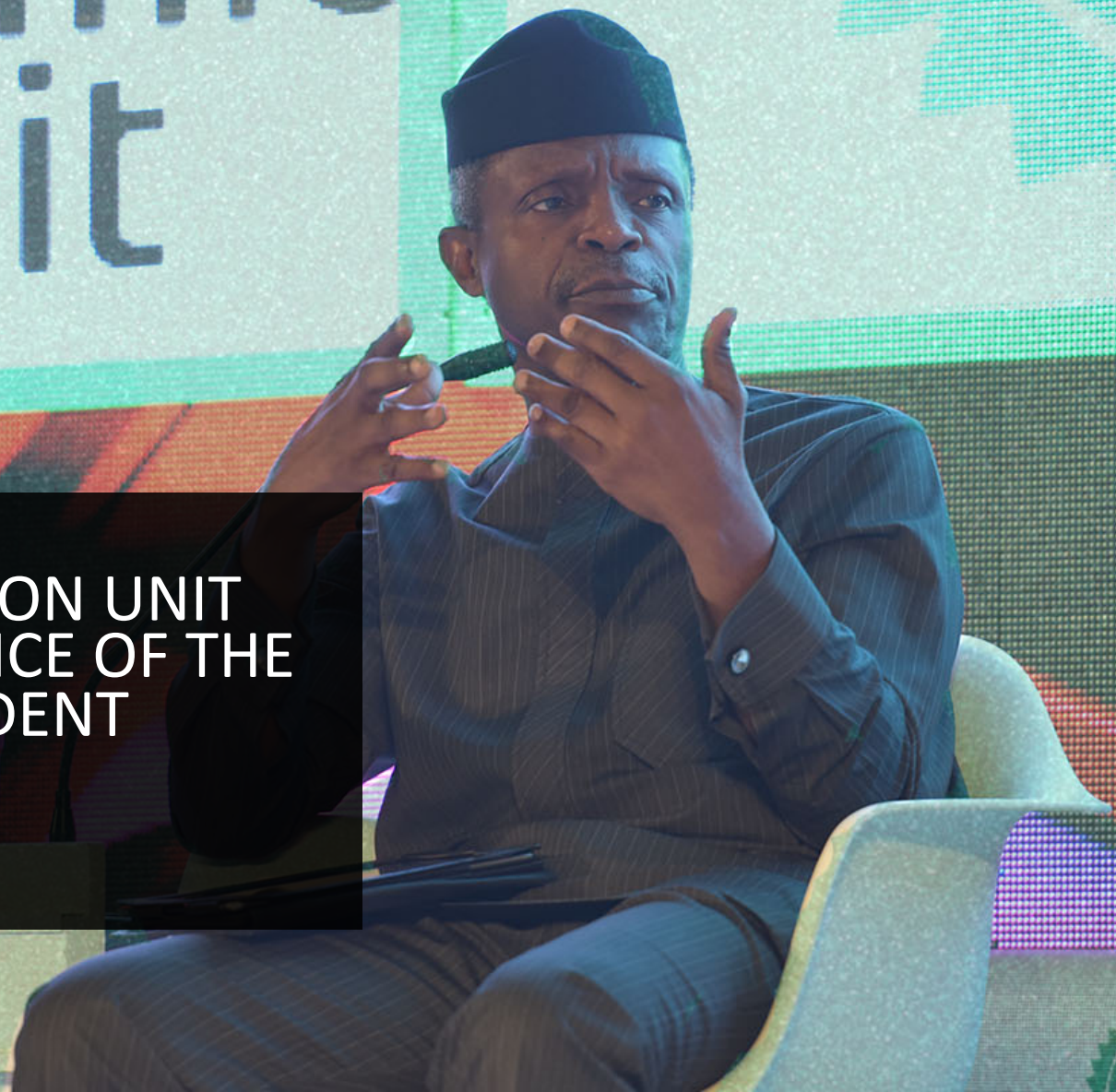
ECONOMIC
GROWTH AND
RECOVERY
RESPONSE
PLAN

A photograph of a roundtable meeting in a National Assembly. Five men are seated at a long wooden table. The man on the far right is speaking into a microphone. The man on the far left is looking down at a document. The man in the center is wearing a blue patterned shirt. The man next to him is wearing a red patterned shirt. The man next to him is wearing a white shirt and a yellow tie. The background features a banner with the text "NATIONAL ASSEMBLY BUSINESS ENVIRONMENT ROUNDTABLE (ASSEMBLY)".

NATIONAL ASSEMBLY ENABLING ENVIRONMENT ROUNDTABLE

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conomic
mmmit

**JOB CREATION UNIT
IN THE OFFICE OF THE
VICE PRESIDENT**





NESG YOUTH STAKEHOLDERS FORUM

NES 200 – YOUTH ACADEMY FOR PPD CAPACITY DEVELOPMENT





HUMANITARIAN PRIVATE PARTNERSHIP PLATFORM

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**

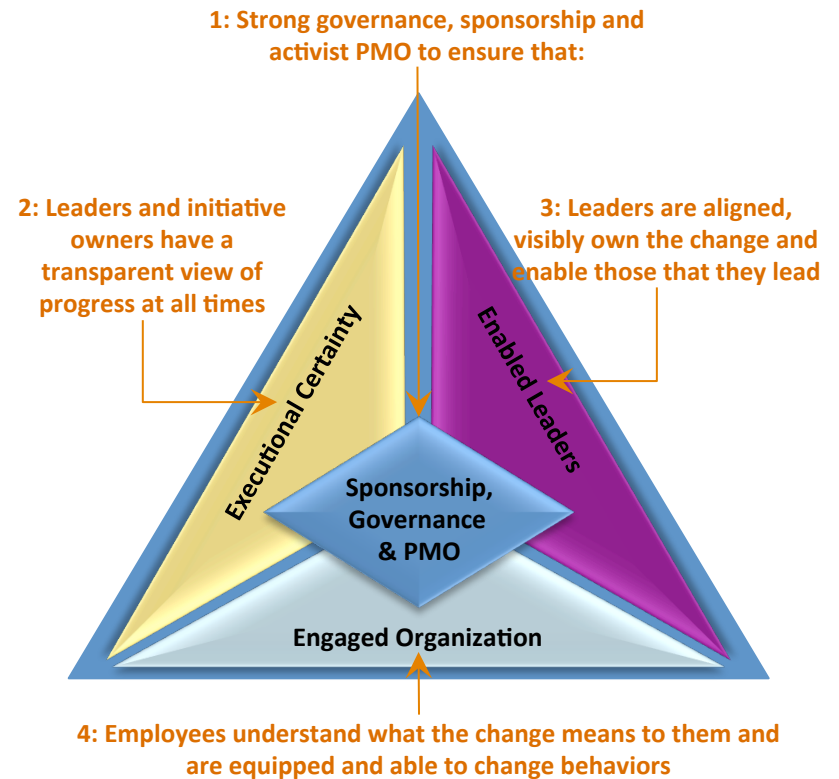
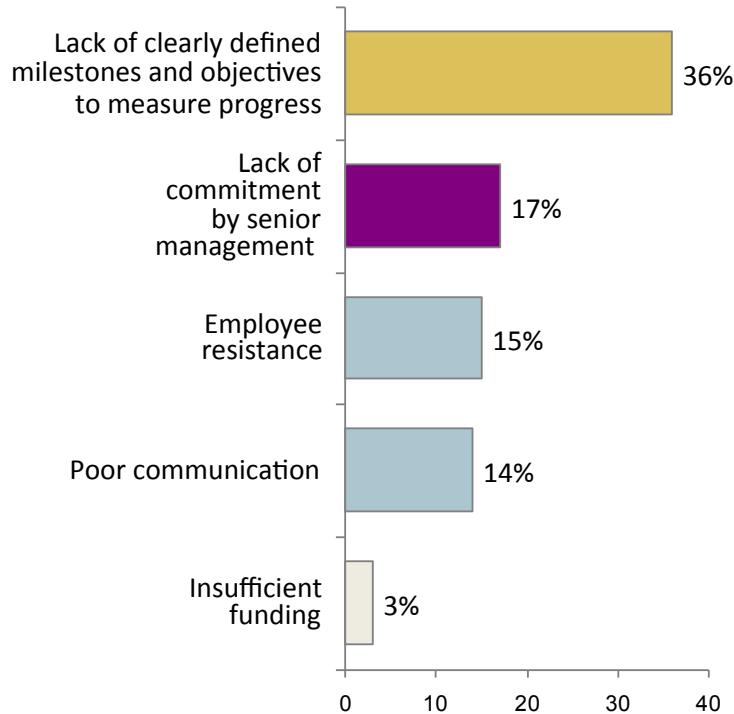
Execution of complex programs and transformations fail mostly for lack of clearly defined plans and monitoring tools

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

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



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



The BCG Rigorous Program Management philosophy addresses all the key **Change Delta** components...

Governance and PMO

Providing the essential support structure to the change program

What are they? What do they do?

Governance is a change program's structure and processes

- Including roles, responsibilities, reporting lines, engagement model, and program timing


The PMO is a team that coordinates the program in a consistent manner

Governance and PMO are essential in any significant change effort


- Enlist senior leaders to be enthusiastic catalysts for change
- Make accountability explicit
- Provide correct and timely information
- Facilitate the required flow of data, conversations, and decision-making
- Enable prioritization and course correction

Key success factors and sample tools and techniques


Well-defined structure and accountabilities



Activist PMO with clear mandate



"Minimally sufficient" support



#1 Summary Proposal.pptx THE BOSTON CONSULTING GROUP Draft—for discussion only 1

Enabled Leaders

Enabling leaders to own and drive the change, changing at the individual and team levels

What is it? What does it do?

Enabled leaders are a leadership team that "owns" change, speaks with one voice, and has the capabilities required to manage change

Ensures leaders role model change, own the change, and follow through

- Embedding incentives
- Effectively measuring and giving feedback

Aligns leaders on vision, goals, and key decisions


- Explicitly agreeing on key behaviors
- Ensuring that leadership is visibly committed to change

Develops key leadership capabilities


- Candid and engaging communication which achieves employee buy-in

Key success factors and sample tools and techniques


Leaders are accountable



Leaders are equipped to manage the change



Leaders are continuously aligned



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Execuational Certainty

Delivering results by providing an executive lens on enterprise and BU-wide progress

What is it? What does it do?

Execuational certainty is a forward view of progress with the means to course-correct for emerging issues

Structures the change

- Splitting high-level objectives into concrete components, prioritizing

Provides early-warning indicators

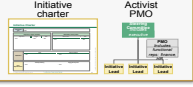
- Ties results to milestones that drive them
- Includes risks, interdependencies
- Tests business case assumptions
- Allocates resources across the portfolio

Tracks, reports, and resolves issues


- Tracks and reports at the right level of detail
- Gaps and drivers are visible to leaders

Key success factors and sample tools and techniques

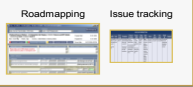
Clear program accountabilities



Robust initiative planning



Clear view on performance



#2 BCG Experience and POV.pptx THE BOSTON CONSULTING GROUP Draft—for discussion only 73

Engaged Organization

Ensuring that the organization is equipped and individuals are supported to change

What is it? What does it do?

Engaged organizations are equipped and confident to handle change

Measures and addresses organizational buy-in and support

Identifies and engages critical stakeholders, including skeptics


Establishes clear communication to the wider organization

Aligns employees with explicit, structured involvement in the effort


- Cascaded understanding
- Hardwired into systems and structures

Key success factors and sample tools and techniques


Enroll and align employees



Engage deeply with key stakeholders



Reinforce essential behaviors

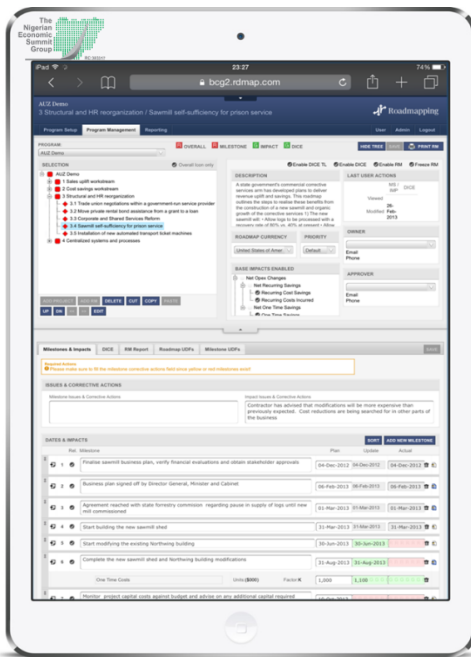


#1 Summary Proposal.pptx THE BOSTON CONSULTING GROUP Draft—for discussion only 37

...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

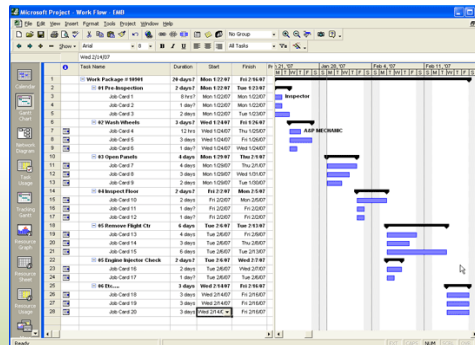
Project plan

Risks and interdependencies

Initiative charter example

Draft - For discussion only

Objectives •Outline objectives of project and timeline	Summary Scope Statement •Specify what is in scope, and specify what can be inferred as in scope but is actually out of scope	
Implementation costs •Specify one time costs and recurring costs (such as software, external consultant costs, etc)	Benefits •Specify financial benefits (savings, revenue) •Specify non financial benefits (e.g. investment in operational KPIs)	FTE Impact •Specify number of FTE increases/reduces •FTE Bandwidth
Project resources		Deliverables
Project Management	Role	Resource at location
•Clear name	•Role	•% time required
•Clear name	•Role	•% time required
•Clear name	•Role	•% time required
Project Team	Role	Resource at location
•Clear name	•Role	•% time required
•Clear name	•Role	•% time required
•Clear name	•Role	•% time required
Critical interdependencies, risks and stakeholders		
• List projects, departments or groups on which the success of the project is dependent		
• List key risks of project		
• List critical stakeholders and influence		



TEAMS WORKING WITHIN A HOLISTIC SEQUENCING PLAN To Be Finalized

**** DRAFT ****

Initiative	2005			2006			2007		
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Ops / Network	Right-size CVG Simplify ATL								
NYC growth	TBD								
Fleet	Last AC retirement: 767, 730, 73G, 733, 735, ATR								
Corporate shape	RES 35% O/S Nebraska, ACS-ATW, ACS-BTW, RES 45-50% O/S								
Employment	Implement pay/benefit initiatives, FFP Platinum CRC, Implement RES Loyalty online, Complete Time & Attendance								
Skylines simplif.	Implement pay/benefit initiatives, FFP Platinum CRC, Implement RES Loyalty online								
Fuel mgmt	Complete various fuel mgmt. initiatives (FPA, ATL, ALL)								
Turn time	Field test launch, Schedule 30 min. turns								
AC mods	Begin mods: MBE, 763 to Intl, CRJ, 764 to Intl								
Revenue exec.	Weekend cancels, Journey controls								

Legend: Targeted date (triangle), To be confirmed by teams (square)

Roadmap

NESG was looking for an efficient & effective method to monitor the execution of all activities within the 34 themes

The Nigerian Economic Summit Group

NESG roadmapping team

BCG will support the creating and enablement of the roadmapping team... that with support of our tool, will be able to monitor the execution of all Policy Comms. effectively and efficiently

Energy Policy Commission (IPC) (Oil & Gas/Fuel)	Science & Technology Policy Commission (STPC)	Real Sector Policy Commission (RIPC)	Agriculture & Food Policy Commission (APC)	Infrastructure Policy Commission (IPC)
Human Capital Development Policy Commission (HCPC)	Governance & Institutions Policy Commission (GIPC)	Trade, Investment & Competitiveness Policy Commission (TIPC)	SME, Finance & Financial Markets Policy Commission (SMFC)	Environmental Sustainability Policy Commission (ESPC)

Initiative Fuel Management

Illustrative example only

Milestone description	Milestone date	Revenue	At-risk / Cost	Recruiting (person)	One-time capital cost	One-time Op. cost	Time (days)	FTE Impact	Operational KPIs	Owner
Final annual fuel action plan and forecast document	30-Sep-2005									
Approval for action plan from EC	15-Oct-2005									
Fuel training program and supporting documents for dispatchers	18-Oct-2005									
Corp. Comm approval for communication plan for pilots	20-Oct-2005									
Dispatcher training session #1	10-Nov-2005					50.0				
Dispatcher training session #2	20-Nov-2005					50.0				
Announcements / Bulletin for pilots and dispatchers	20-Nov-2005									
OT compliance system changes	30-Nov-2005					700.0				
New policies to place system	31-Dec-2005				1,500.0					
Reduction in report annual fuel levels	31-Mar-2006								1.0	
Reduction in report annual fuel levels	31-May-2006								2.0	
Reduction in report annual fuel levels	31-Jul-2006								5.0	

BCG supported NESG with training on RPM and road mapping 3 initiatives

Key deliverables

Train NESG and set up overall Program Structure	Learning by doing together: do Wave 1, prepare subsequent Waves	Launch the program Roadmap Structure and tool for Wave 1 Roadmaps	Ongoing support of BCG
<ul style="list-style-type: none"> 1. Training sessions: a) the RPM methodology (principles, rigor test, DICE...) and b) the tool 2. Program for Ops, crew, rules, user roles and permissions according to NESG structure, organization and governance 3. Blueprint of Standard Roadmap to be used in subsequent Waves (all Policy Commissions/Themes have similar structure) - To be used by NESG team to elaborate roadmaps of subsequent Waves 	<ul style="list-style-type: none"> 1. Up to Three rigor and DICE based roadmaps decide jointly, namely those with more impact and structure 2. Rigor Testing and DICE together to ascertain understanding of the principles with real examples 3. Blueprint of Standard Roadmap to be used in subsequent Waves (all Policy Commissions/Themes have similar structure) - To be used by NESG team to elaborate roadmaps of subsequent Waves 	<ul style="list-style-type: none"> 1. Proposal of the Standard state/milestones, no. of financial or FTE impacts 2. Upload the Wave 1 Roadmaps, as well as the users and their permissions into the Web Tool 3. Process and Governance documentation (e.g. regular formal progress meetings, Charter of Roadmap, Supervisory board) 4. Sign Off: Kick-off of the Program and the Tool (roadmaps from Wave 1) 	<ul style="list-style-type: none"> 1. Retreat session to all the Policy Teams of the model to monitor Policy Committees in the future 2. Participation in Roadmapping Supervisory Board quarterly meetings 3. Ensure quality throughout time, decide jointly if Roadmapping is well used; access in program should be discontinued 4. NESG has the option to request support for subsequent waves via commercial engagement

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

Why?

1 Forward looking



- Design approaches and tools to maximize forward visibility of outcomes
- Ensure early, proactive management of risks

Anticipate and solve bottlenecks long before they occur

2 Robust accountability



- Apply clear, consistent and objective rules across the whole program
- Clarify roles and responsibilities

Activist RPM, accountable owners with no space to hide: comply or explain!

3 Exception based



- Leadership is only focused on critical issues requiring their input
- Focus on a small number of high value milestones

Top management only spends time discussing how to debottleneck

4 Minimally sufficient



- Require that approaches and tools contain only the minimum amount of information necessary
- Facilitate senior decision-making

Executive discussion on key issues, accessory issues don't compete for time

Transparency on what matters

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

... 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

<p>Duration Indicates the duration until the completion of the project or the next learning milestone</p>	D	Duration	The timeline (Duration) either until completion o learning milestone. The 'learning milestone' is a implementation at which project strengths, we against key performance measures are f
<p>Integrity The performance integrity of the project team</p>	I	Team Performance Integrity	The performance integrity of the p Attributes of team performance integrity inclu clear objectives, fast track individuals, chal skills, team playing, self motivation, appropriat conclusion, hardworking and organ
<p>Senior mgt commitment Communication support effectiveness</p>	C1	Senior Management Commitment	The senior management commitment to cha visibility of, and effectiveness in communic change.
<p>Local commitment Attitude of local staff to change program</p>	C2	Local Commitment	The commitment to change of the majority of i be affected by the implementation of
<p>Effort The additional amount of local effort (to normal working requirements required during implementation of the roadmap. Ideally less than 10% additional effort throughout the course of implementation</p>	E	Effort	The additional amount of local effort (to norma required during implementation of ti Ideally less than 10% additional effort throu implementation.

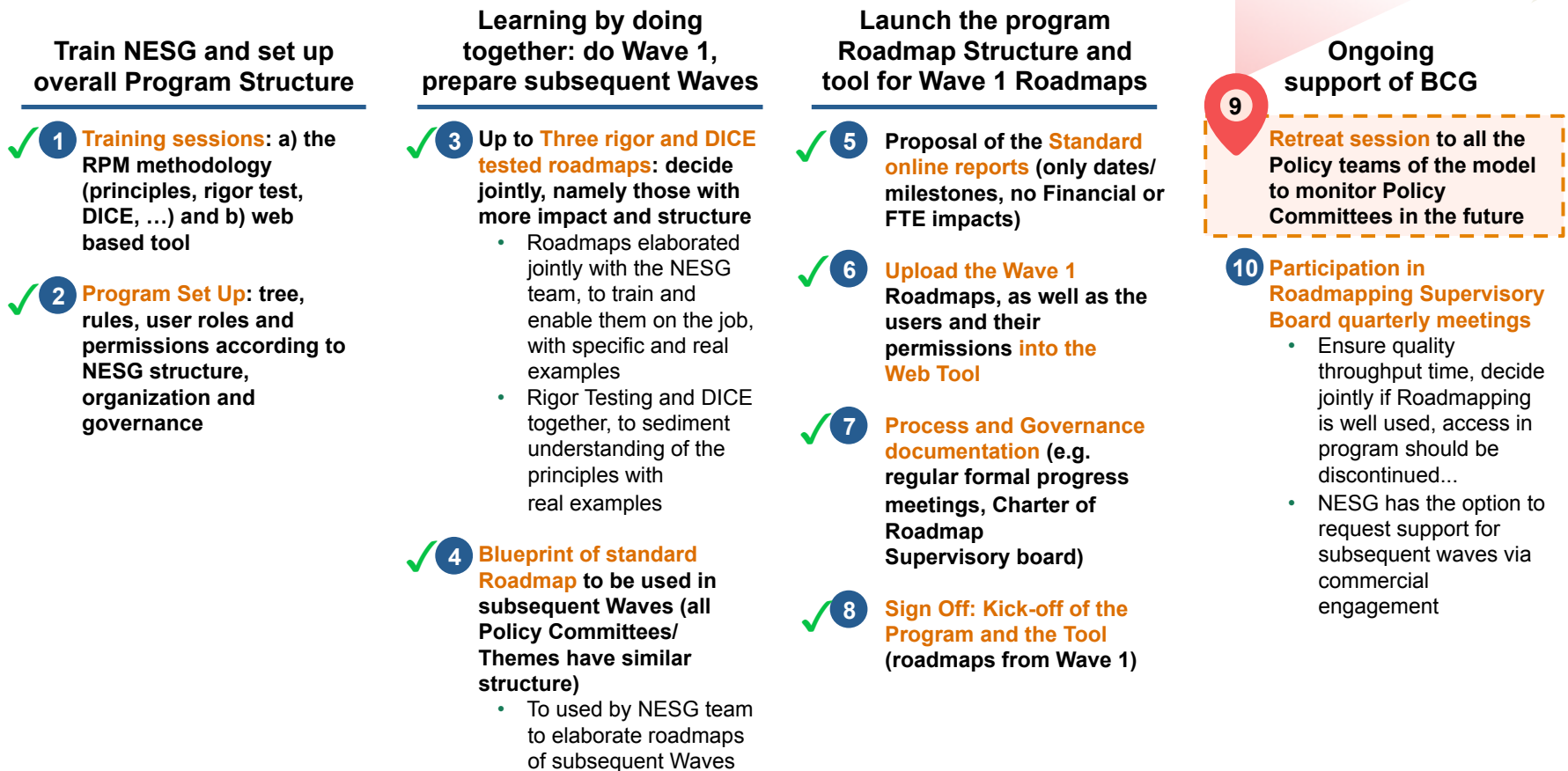
By changing the variables, such as team configuration, in the DICE score can increase

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

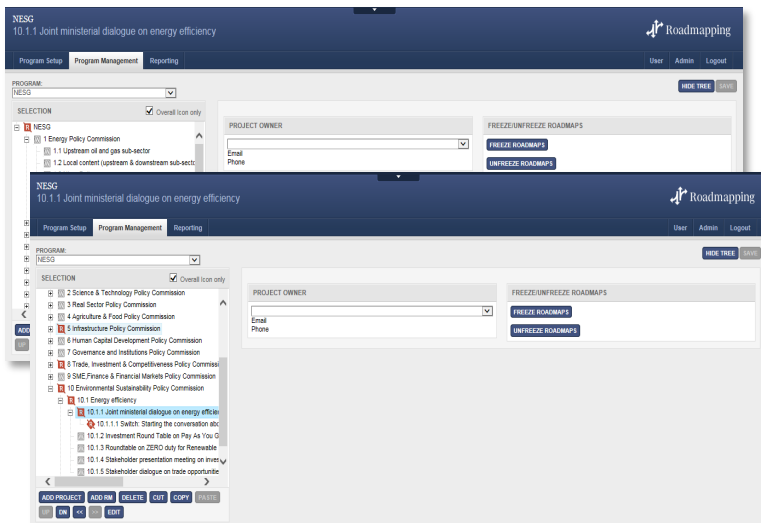


Key deliverables

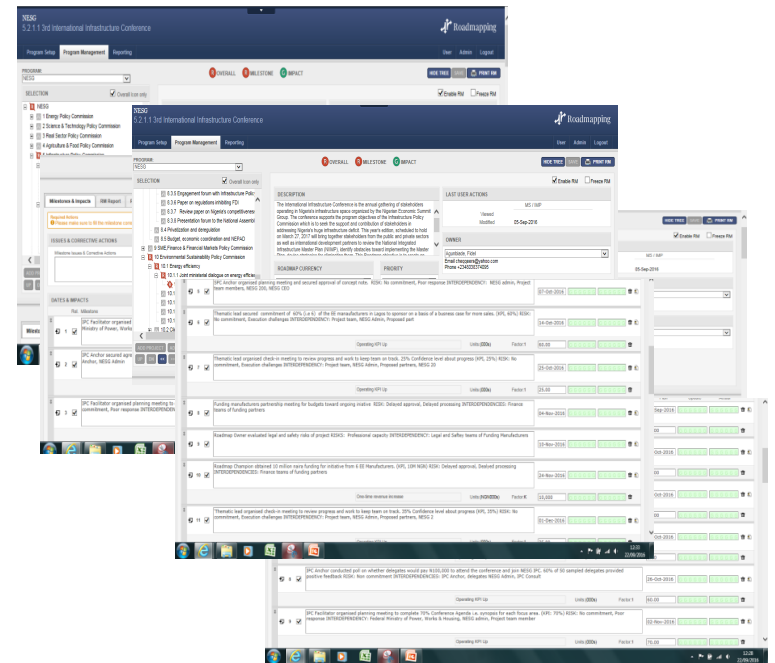


Road-mapping on the way...






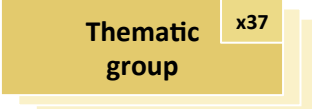
64 initiatives from **37** themes
& **10** policy commissions
have been uploaded



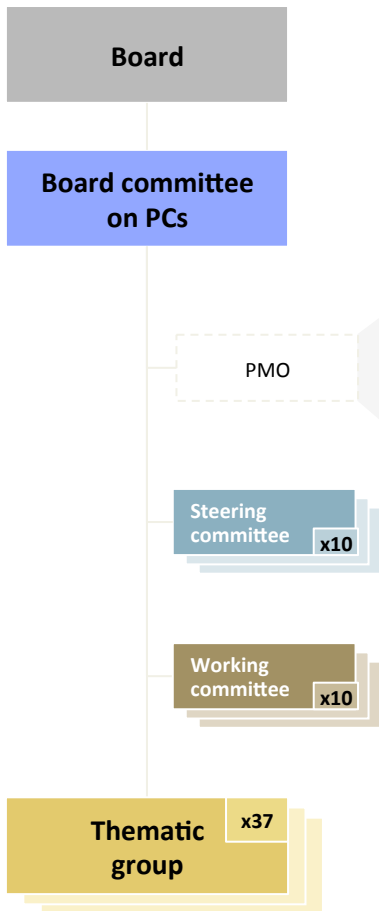
Some initiatives have rigor tested roadmaps uploaded



INITIATIVE EXECUTION PROCESS TO MAKE IT MORE EFFECTIVE

	<u>Mandate</u>	<u>Current roles adaptations (</u>	<u>Number of members</u>	<u>Profile of members</u>
	Strategic direction	Provides strategic direction and oversight	26	<ul style="list-style-type: none"> • Very senior • Private sector
	Oversight+ monitoring	Reinforce the oversight and monitoring function by <ul style="list-style-type: none"> • ... using PMO generated reports for course correction • ... use road mapping tool to provide transparency • ... increase meeting frequency to once every two months 	5	<ul style="list-style-type: none"> • Very senior • Private sector
	Coordination	Set up Program management office (PMO) <ul style="list-style-type: none"> • ... provides guidance with road mapping initiatives • ... monitors initiatives and escalates off track initiatives 	10	<ul style="list-style-type: none"> • NESG PC anchors
	Strategic resource inputs and oversight	Steering committee, should <ul style="list-style-type: none"> • ... meet more frequently > bi-annual • ... more active guidance and boundary specific advice 	10	<ul style="list-style-type: none"> • Senior able to review and advise on work and provide network
	Process resource inputs	Working committee should <ul style="list-style-type: none"> • ... provide process resource input support to all initiatives per thematic area 	4	<ul style="list-style-type: none"> • Anchor • Facilitator • Consultant • Champion
	Work	Thematic group remains work group, could <ul style="list-style-type: none"> • ... have thematic leaders with assistance from anchors and consultants writing concept notes and executing initiatives 	5–20	<ul style="list-style-type: none"> • Junior to senior career with deep expertise on subject matter

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

	Title	Role	Read/write roadmaps	Scope
Board	Board Chair CEO	Leads the board Operational leader	Read Read	All initiatives All initiatives
Board committee on PCs	BoardCo. Chair CEO	Leads the committee Operational input	Read Read	All initiatives All initiatives
PMO	PMO leader Anchors	Leads the PMO Supportive input	Read/Freeze/Unfreeze Read	All initiatives All initiatives
Steering committee x10	Steerco. Chair Members	Leads the committee Supportive input	Read Read	Own initiatives Own initiatives
Working committee x10	Anchor Facilitator Consultant Champion	Supportive work Convenes Writing input Coordination input	Read + Write (support) Read Read Read	Own initiatives Own initiatives Own initiatives Own initiatives
Thematic group x37	ThemCo. Chair Members	Does work+ Subject expertise Technical input	Read + Write Read	Own initiatives Own initiatives

Read/write roadmaps means review/ edit uploaded roadmaps

A black and white photograph showing the lower legs and feet of a person walking. The person is wearing dark pants and shoes. The background is a light, slightly blurred surface, possibly a sidewalk or road. The overall mood is one of movement and progress.

<http://nesgroup.org/>

The Exciting Journey Continues....