

Small & Medium
Enterprises
Development
Agency of
Nigeria



2010 ANNUAL REPORT

1.0 PREAMBLE

- 1.1 This report gives an overview of the activities of the Agency in the year 2010. Following the release of fund (in the first quarter of 2010) for the 2009 capital project under the 2009 supplementary appropriation, the Agency set machinery in motion for the full implementation of the budget as well as to effectively discharge its mandate of promoting the development of MSMEs. The resultant effect was manifested in improving industrial production, generating wealth, reducing unemployment and helping to improve the standard of living of majority of Nigerians.
- 1.2 Activities of the Agency provided the required impetus and dynamism considered imperative in providing a fresh perspective for the development of appropriate interventions in advancing the MSME sector to deliver increased employment generation, food security, wealth creation and to curtail restiveness in the Niger Delta region. Moreover, these renewed efforts are conceived within a framework of increased domestic production, competitiveness and quality product delivery. Also during the period under review, the Agency completed 2008 On-going Entrepreneurship Development Project (EDP) in eight (8) northern states of Kebbi, Adamawa, Bauchi, Benue, Niger, Plateau, Borno and Taraba as well as completion of 2010 Entrepreneurship Development Programmes across the Federation.
- 1.3 Activities covered include all the programmes at the Head Office and at our service outlets i.e Business Support Centres (BSCs) and Business Information Centres (BICs) as listed below:
- Information and Advisory Services including sensitization and needs assessment which provided the basis for attitudinal change and effective business decisions.
 - Business Development Service (BDS)- embracing training, counselling, sensitization and mentoring – providing the platform for MSMEs to see themselves as players in a globalized environment.

- Enterprise Linkages, Cooperation & Clustering – to stimulate international competitiveness (working with existing and prospective entrepreneurs)
- Advocacy and other Operating Environment Issues
- Partnerships and others
- Facilitating access to critical resources such as finance and workspace

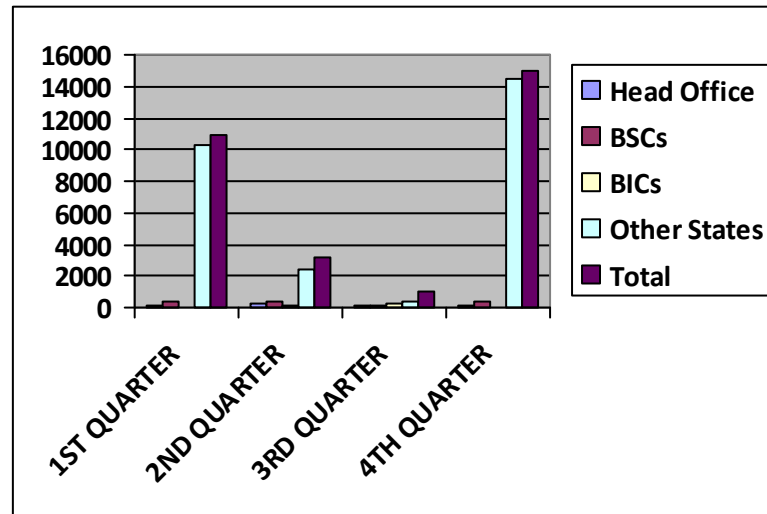
2.0 INFORMATION, ADVISORY SERVICES AND BUSINESS SENSITIZATION

2.1 The Agency provided information on raw materials, machinery, general business, advisory services, business sensitization, access to finance, markets and business counselling through our offices and Consultants to a total of 29, 993 existing and prospective MSMEs in the year 2010 (Table 1 and Figure 1). Analysis of quarterly activities is as specified in annexure II.

Table 1: Summary of the Activities on Information, Advisory Services and Sensitization at the Head Office & Other Centres for the Year 2010

LOCATION	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	TOTAL
Head Office	152	255	159	169	735
BSCs	444	423	182	338	1387
BICs	49	65	212	47	373
Other States	10262	2404	415	14417	27498
Total	10907	3147	968	14971	29993

Figure 1:



Information dissemination was through prints & electronic devices such as The A-Z of Doing Business, What can SMEDAN do for you, SMEDAN at a glance, Information on SMEDAN'S Business Support and Business Information Centres, How to Start a Small Business, and Answers to frequently asked questions (FAQs) regarding starting and Running a Business etc. Distribution channels include the Business Support Centres (BSCs), Business Information Centres (BICs), Head Office front desk and business clinic sessions, meetings, conferences, workshops, high traffic points such as trade fairs, public institutions, etc.

- 2.2 To date, SMEDAN has a total of 15 Business Support Centres (BSCs) and 37 Business Information Centres (BICs) and we have opened Zonal Offices in the 6 geo-political zones to oversee activities in the states under their jurisdiction. The BSCs and BICs are institutional channels for delivering SMEDAN services for growth of small businesses in Nigeria. During the period under review the Agency concluded the process of selecting qualified Business Development Service Providers (BDSP) that anchored Enterprise Development Services across the 36 states of Federation including the FCT under 2010 Project. In addition, **we are in the process of equipping the Zonal Offices to effectively oversee activities of Business Support Centres for**

effective service delivery to MSMEs. The zonal offices are located in the 6 Geo-political zones as follows:

Lokoja (Kogi State)	North Central
Bauchi (Bauchi State)	North East
Kano (Kano State)	North West
Yenegoa (Bayelsa State)	South South
Enugu (Enugu State)	South East
Lagos (Lagos State)	South West

2.3 BUSINESS DEVELOPMENT SERVICES (BDS)

2.3.1 ONESIMUS PROJECT

Under the Faith-based Initiative, the Agency intensified her efforts to promote entrepreneurial activities amongst members of various religious groups through provision of entrepreneurship awareness for existing/ prospective entrepreneurs. The Agency trained prison inmates via the collaboration with the Prisons Fellowship of Nigeria, Covenant University and the Nigerian Prison Service for the training of prison inmates on entrepreneurship under the 'Onesimus project'.

2.3.2 Corper's Entrepreneurship Development Programme (CEDP)

Under Corper's Entrepreneurship Development Programme (CEDP), the Agency provided entrepreneurship sensitization for 210 Corp members in Abuja, Orientation Camp. Meanwhile, 14 participants that were earlier trained on entrepreneurship at the Abuja centre during the fourth quarter of 2009 have graduated.

2.3.3 Also during the first quarter, 700 prospective entrepreneurs, 20 participants from each State of the federation, were trained on basic entrepreneurship comprising of A-Z of starting a new business, Business Plan Preparation, Marketing and sales technique, Basic Book-keeping and Personal and Business Visioning. This training which was conducted in collaboration with the NYSC Headquarters was sponsored by the Office of

the Senior Special Assistant to the President on MDGs (Millennium Development Goals).

2.3.4 **Rural Women Enterprise Development Programme (RUWEDEP)**

Despite the huge economic potentials in Nigeria, the rural women are faced with overwhelming challenges that militate against their realization of these huge inherent potentials. The exploration and exploitation of these huge latent potentials is the goal of RUWEDEP. Fundamentally, the programme seeks to economically empower the Nigerian Woman through conscious engagement and development of entrepreneurial capacities. **In an attempt to rightly position the rural women to take full advantage of the intervention, SMEDAN has trained rural women groups in twelve (12) pilot States. The Agency is working with eight (8) other MDAs i.e** Standards Organization of Nigeria (SON), Nigeria Export Promotion Council (NEPC), Nigeria Agricultural Cooperative and Rural Development Bank (NACRDB), National Office for Technology Acquisition and Promotion (NOTAP), National Agency for Science and Engineering Infrastructure (NASENI), Nigeria Export-Import Bank (NEXIM), Raw Material Research and Development Council (RMRDC) and National Agency for Food and Drug Administration and Control (NAFDAC) . A working document for the programme has been produced and is scheduled for official flag-off on or before second quarter of 2011.

2.4 **ENTREPRENEURSHIP TRAINING PROGRAMMES (EDPs)**

2.4.1 **Capacity building**

The Agency trained a total of **16379** existing business owners and start-ups under its various Entrepreneurship Development Programmes (EDPs) such as General EDP, Youth EDP, Corper's EDP (NYSC/SMEDAN/MDG), Women EDP, and other Enterprise Support Services (Training the Trainers). The training was conducted in conjunction with some partnering institutions. These programmes were run at various locations across the 36 States of the Federation under 2009 SMEDAN's supplementary capital programme implemented in the first quarter of 2010. Under our 2008 on-going EDP concluded in the third quarter of 2010, a total of **1389** were trained, a total of **7406** were trained under the 2009 supplementary capital budget while a total of

7584 were trained under our 2010 EDP project (see annexure II, III & IV). The Entrepreneurship Development Programme is necessary to encourage enterprise development in the country, which in turn is expected to trigger entrepreneurial activities among groups and individuals to improve and sharpen their business skills. This will ultimately provide employment for the nation's growing population.

2.4.2 BARRY UNIVERSITY, MIAMI, FLORIDA/AFRICA-DIASPORA PARTNERSHIP FOR EMPOWERMENT & DEVELOPMENT (ADPED)/SMEDAN PARTNERSHIP: The United States State Department under its Young Entrepreneurs Program partnered with Barry University's Andreas School of Business and Africa-Diaspora Partnership for Empowerment and Development to run a Nigeria Youth Entrepreneurship Program with the theme: "Connecting People, Creating Understanding". The programme, aimed at training young existing and potential entrepreneurs between the ages of 22-35 was to engender entrepreneurship and business development training to them. As part of the programme, the young people underwent an intensive bootcamp in Abuja after which 20 of them were selected for further training. The programme also sought to promote entrepreneurial thinking, job creation, and business planning and management skills for emerging young professionals. The Agency partnered with the US State Department and Barry University to execute the programme. The training programme for the 20 young Nigerians was undertaken at the Barry University, Miami, Florida between 11th November, 2010 and 8th December, 2010. **As at the end of year 2010, based on request, 15 of the 20 young people trained have received offer letters from the National Economic Reconstruction Fund (NERFUND) approving seed capital for starting their various businesses.** The actual disbursement of the funds is still being processed.

2.5. VOCATIONAL TRAINING PROGRAMMES (VTPs)
During the period under review, the Agency organized a training programme on the production of solar cooker/water heaters and system sizing for PV-application. This programme was on practical hands-on and commercially viable client

specified production and deployment of solar technologies and services. It was borne out of energy challenges that MSMEs face in their daily businesses especially as it relates to heating, drying, pumping and lightening of light energy process components of their production activities. The training was held in collaboration with Energy Commission of Nigeria (ECN), Standard Organization of Nigeria (SON) and Council for Renewable Energy in Nigeria (CREN). Fifty (50) participants nominated mainly by Lagos State Ministry of Youth and Social Development and other major stakeholders were trained. The trainees were full of praises at the end of the training which they claimed equipped them technically and commercially to go into sustainable solar and related business. Therefore, much as we have created new sets of skilled entrepreneurs, we have also started building the critical mass that will encourage energy utilization mix in keeping pace with the trend all over the world i.e. reversing global warming.

2.6 ENTERPRISE LINKAGES, COOPERATION & CLUSTERING

2.6.1 Realising the principal role of enterprise linkages, cooperation & clustering, the Agency commenced the identification of Agro and non-Agro allied clusters around the country. This renewed focus has brought a wide range of benefits to MSMEs, such as:

- Increased access to business development services;
- Realization of potentials for economies of scale and improved information flows;
- Improved access to finance and other pertinent resource/ export services.

2.6.2 Other potential areas of benefit the Agency foresees are:

- Pooled sourcing of raw materials;
- Equipment sharing;
- Deeper inter-firm learning and co-operation;
- Linkages of complementary skills to bid for work that would have been beyond their reach as individual units;

2.6.3 The Agency is also perfecting interventions aimed at moving clusters that have benefited from capacity enhancement to address the other identified gaps. Working with NERFUND and

Bank of Industry, such interventions have included access to finance to expand and/or create new businesses, credit to acquire common facilities, and encouraging them to form Cooperatives/Associations where none previously existed. The above-mentioned new services are available and on-going to Rice, Cassava, Catfish, Leather, Machine Fabricators Automobile, Waste-to-Wealth, Garment, Tie and Dye, Sheabutter, Cane Weavers, and Raffia clusters.

2.7 ADVOCACY AND OPERATING ENVIRONMENT

2.7.1 The Agency, as the voice of the MSMES in Nigeria, continued its advocacy on behalf of MSMEs. Notable activities during the period under review were collaboration between the Agency and the National Economic Reconstruction Fund (NERFUND), Central Bank of Nigeria (CBN), and the Nigeria Research Institute for Chemical Technology (NARICT) Zaria, and other stakeholders to explore partnership possibilities in order to advance the course of MSMEs in Nigeria.

2.7.2 The Agency also worked and contributed to the work of different committees constituted by the Federal Government for the improvement of MSMEs sub-sector namely:

- Financial System Strategy (FSS) 2020
- Inter Ministerial Committee of the 7th D-8 Summit held in Nigeria
- Technical Committee on MSME Data Survey: collaboration with National Bureau of Statistics (NBS).
- Presidential Committee on Amnesty
- Campaign for patronage of Made- In- Nigeria Products

2.7.3 In addition, the Agency's delegate visited Indocorp Afro-Asian Consultant and National Research Development Corporation (NRDC) in India. The delegates at the end of their visit noted thus:

- NRDC is an Indian government organization, though it operates on commercial basis. It can be relied upon for an effective and result oriented partnership
- Proposed the possible establishment of Technology Demonstration Centres by NRDC, India in each of the six (6) geo-political zones of Nigeria.

- Proposed a revised MOU (the MOU signed in 2005 elapsed in 2007) to address the following: establishment of Technology Demonstration Centres, Acquisition of Innovative machines from India and Technology transfer.

2.7.4 **TECHNICAL SURVEY OF CLUSTERS/UPDATE OF DATABASE OF**

FABRICATORS: Eight Officers of the Agency undertook technical survey of selected clusters during the period under review, to identify infrastructure, machinery and efficiency gaps within the clusters. Furthermore, as part of our effort towards the eventual compilation and updating the database of indigenous fabricators, Officers of the Agency also undertook study visits to 3 Geopolitical zones of the country for interface with local fabricators of machines and equipment at their various work locations. The clusters visited included:

- Otigba computer cluster, Ikeja-Lagos state
- Automotive component cluster, Nnewi- Anambra state
- Tie and Dye Cluster, Abeokuta- Ogun state
- Shea Butter Cluster, Oke-Oyi, Kwara state
- Wood&Metal Cluster, Kaduna-Kaduna state

The three (3) geopolitical zones covered were:-

- South East
- South West
- North West.

2.8.0 **ACCESS TO FINANCE**

2.8.1 Aside the collaboration with NERFUND and Bank of Industry (BOI) already discussed (see Enterprise Linkages, Cooperation & Clustering above), the Agency has continued to refer several interested MSMEs with bankable business plans to these financial institutions for finance.

2.8.2 The Agency also worked with the office of the Special Assistant to Vice President on SMEs to expand the window of the Credit Guarantee Scheme for MSMEs.

2.8.3 Establishment of a credible database for MSMEs in Nigeria.

During the period under review, the Agency signed a Memorandum of Understanding (MOU) with the National Bureau of Statistics (NBS) for the purpose of sourcing MSMEs data in Nigeria. The survey instruments have been developed, a training of trainers (TOT) programme for enumerators have been concluded on pilot basis and pre-test survey is scheduled for the first quarter in 2011 in Lagos and Kano States. The survey is scheduled to be concluded by the end of the third quarter of 2011.

2.8.4 National Policy on MSMEs

The Agency embarked on capacity upgrade and interactive sessions with specific stakeholders at the State levels within the six geo-political zones for the purpose of further empowering them for the seamless implementation of the Policy. This interactive session also provided an opportunity for the Agency and other stakeholders to review the status of the implementation process at the State levels with a view to charting a way forward. Essentially, the forum is to encourage formation of State Consultative Committees for the implementation of the National Policy. The forum was organized in the six (6) geo-political zones of the Federation as stated below and the forum was well attended:

South East (Enugu)	22 nd November, 2010
North East (Bauchi)	22 nd November, 2010
North Central (Minna)	24 th November, 2010
North West (Kaduna)	22 nd November, 2010
South West (Lagos)	24 th November, 2010
South South (Port Harcourt)	24 th November, 2010

3.0 OTHER ACTIVITIES

3.1 SMEDAN Board Committees on Strategic Planning & Budget and Human Capital & Establishment:

During the period under review, the Board constituted two committees to work on the Agency's strategic planning and budget as well as human capital and establishment. The committees' recommendations led to the change in the nomenclature of some departments and other changes.

3.2 **Trade Fairs, Workshops, Seminars and Conferences**

The Agency participated and supported the 1st Northern Trade Fair organized by NASME in Kaduna, Kaduna State, Agricultural Trade Fair in Minna Niger State, ABUCCIMA Trade Fair in Abuja, Jos International trade Fair, Kano International Trade Fair, Enugu International Trade Fair, Lagos International Trade Fair etc. The major fall out from these Fairs was improved awareness of availability of various products as well as locally fabricated machines and equipment for the operators of Micro, Small and Medium Enterprises (MSMEs).

3.3 **National Council on Commerce & Industry (NCC-I):** The Agency participated actively at the 3rd meeting of the National Council on Commerce and Industry (NCC-I) held in Kano during the period under review and presented memoranda.

3.4 **Participation at the 7th D-8 Summit in Nigeria.**

The Agency participated in all the inter-ministerial LOC activities and Special Event Sub-committee of the LOC before and during the just concluded D-8 BIF/Trade Exhibitions where a paper titled “**Investment Opportunities in the Nigerian MSME Sub-sector**” was presented by the Agency. Furthermore, an exhibition stand was mounted by the Agency which provided a platform for interface with a number of local and foreign entrepreneurs/ business groups.

3.5 **Procurement/Capital project.**

The Procurement Planning Committee (PPC) as part of its statutory function on Monday, 14th June 2010 held its first meeting to deliberate on the programme of the 2010 Budget. Based on the approval of the PPC, the Agency advertized in 3 (three) national daily newspapers namely Daily Trust, Thisday of 24th June 2010 and the Federal Tenders Journal of 27, June 2010 requesting interested firms to submit Technical and Financial Bids for various programmes in the 2010 capital Budget. The committee pre-qualified and selected successful company's that implemented the 2010 projects.

3.6 **Update on Industrial Development Centres (IDCs).**

In line with the Act establishing SMEDAN and its mandate, the Honourable Minister of Federal Ministry of Commerce and Industry (FMCI) officially handed over the instrument of mandate and authority of the twenty three (23) Industrial Development Centres (IDCs) to the Agency on 13th October, 2010. The Agency considers the IDCs a veritable platform for a wholesome development of the MSME sub-sector in Nigeria along cluster lines. However, while modalities for the cluster parks are being worked out with the active involvement of the Infrastructure Concession and Regulatory Commission (ICRC) and other related Agencies, there is the urgent need to repair the machines/equipment in the technical workshops and make them functional for the purpose of delivering vocational and entrepreneurship training to both potential and existing entrepreneurs across the country which will ultimately generate employment for our teeming youth population. The Agency intends to reposition six (6) IDCs located in each of the six (6) geo-political zones as pilot projects considering the fact that the 23 IDCs cannot be taken all at the same time due to budgetary constraints. The detailed repositioning activities will include:

- a) Reactivation of machines/equipment
- b) Renovation of both administration and workshop buildings
- c) Engagement of Outline Business Case (OBC) Transaction Advisor
- d) Provision of office furniture and equipment

4.0 **PARTNERSHIPS**

The Agency continued talks on a number of strategic partnerships with both public and credible private sector institutions to advance its course of operations. These include the Bank of Industry (BOI), Federal Institute of Industrial Research (FIRO), Central Bank of Nigeria (CBN), Raw Materials Research and Development Council (RMRDC), United Nations Industrial Development Organization (UNIDO), German Technical Cooperation (GTZ), the Nigeria Prisons Service, National Agency for Science and Engineering Infrastructure (NASENI), Energy Commission of Nigeria (ECN), Standard Organisation of Nigeria (SON), Council for Renewable Energy of Nigeria (CREN), Niger Delta Development Commission

(NDDC). Ministry of Niger Delta Affairs, National Board for Technology Incubation (NBTI), World Bank, Japan International Cooperation Agency (JICA), Atomic Energy Commission, Ministry of Petroleum on Cooking Gas Project, Nigeria Agricultural Cooperative and Rural Development Bank (NACRDB), National Orientation Agency (NOA), Corporate Affairs Commission (CAC), National Bureau of Statistics, NERFUND, First Lady's Office, Head of Service of the Federation, etc. Highlights of some of the partnerships are stated below:

4.1 **COLLABORATION WITH THE BANK OF INDUSTRY (BOI) ON OSUN EAST SENATORIAL DISTRICT MICRO CREDIT SCHEME:**

The Agency entered into partnership (via a Memorandum of Understanding) with the Bank of Industry (BOI) for the implementation of the **N50 Million** Osun East Senatorial District Micro Credit Scheme. The scheme is designed to provide micro credit to credible cooperative societies on a revolving basis. The disbursement of the loans is usually preceded by entrepreneurship training. **As at the end of 2010, five (5) cooperative societies have benefited from this scheme at the rate of N3 million per society. The success of this scheme will propel us to replicate same in other senatorial zones of the country.**

4.2 **COLLABORATION WITH JAPAN INTERNATIONAL COOPERATION AGENCY JICA ON ONE LOCAL GOVERNMENT ONE PRODUCT (OLOP) PROGRAMME:**

The One local Government One Product (OLOP) is collaboration between the Federal Government of Nigeria (represented by the Federal Ministry of Commerce and Industry) and the Japanese Government through Japanese International Cooperation Agency (JICA). The primary objective of the initiative is to provide policy options and institutional framework for implementing the OLOP programme in Nigeria in order to revitalize rural communities through the development of local businesses. The programme is targeting the development of selected agro and allied products along cluster lines. The Pilot Projects are being implemented in Kano and Niger states. Three clusters and three products are being developed in each of the two pilot states. The products are

rice, leather and groundnut oil for Kano State while yam, shea butter and groundnut oil are for Niger State. The pilot programme, which will last till September 2011, involves the following activities:

- Guidance on enterprise management
- Guidance on access to finance
- Technical guidance
- Monitoring and Evaluation

4.3 **PAN AFRICAN COMPETITIVENESS FORUM (PACF) NIGERIA**

CHAPTER: The Agency has been playing a very active role as a member of the Steering Committee of the Pan African Competitiveness Forum. The Forum is being hosted by the Raw Materials Research and Development Council (RMRDC). The forum, which was launched at Addis Ababa, Ethiopia on 14 – 16th April, 2008 is a continent-wide competence and action centre for an innovation and cluster based competitiveness approach to national and regional economic development. Its objective is to promote innovation, value addition and competitiveness initiatives with a view to making African nations to be relevant in the contemporary globalized economy.

Further to the above, a Steering Committee of the PACF Nigeria Chapter was set up to develop specific modalities for moving the cluster initiative forward in Nigeria. Members of the Steering Committee are:

- ❖ Raw Materials Research and Development Council (RMRDC)
- ❖ SMEDAN
- ❖ Directorate for Technical Cooperation in Africa (DTCA)
- ❖ National Board for Technology Incubation (NBTI)
- ❖ National Office for Technology Acquisition and Promotion
- ❖ New Partnership for African Development (NEPAD)
- ❖ Federal Ministry of Science and Technology
- ❖ Federal Ministry of Commerce and Industry

Consequently, on 14th – 15th May, 2009 the Nigeria Chapter was launched in Abuja. Copies of the proceedings are in the

Agencies Library. Also the Abia State Chapter of PACF was inaugurated and launched on 15 – 16th September, 2009 in Umuahia, Abia State. SMEDAN in company of other members of the Chapter represented the Nigeria Chapter at the 2nd Annual Conference of the Pan African Competitiveness Forum held at Elmina Beach Hotel, Cape Coast, Ghana from 15th – 17th February, 2010.

4.4 **UPDATE ON THE IMPLEMENTATION OF THE SUB-CONTRACTING AND PARTNERSHIP EXCHANGE (SPX): A SMEDAN/UNIDO COLLABORATION**

The Agency has signed a Memorandum of Understanding (MOU) with the United Nations Industrial Development Programme (UNIDO) on the Sub-Contracting and Partnership Exchange (SPX) Programme. The Programme is a unique enterprises-linkage tool by UNIDO for promoting investments, sub-contracting, out-sourcing and match making for products and enterprises in the MSME sector. It links the MSME sub-sector in a host country to a credible global database of manufacturing concerns that is beneficial to both manufacturers and buyers of goods both within and outside the country. UNIDO is to provide technical assistance while the Agency while the Agency provided office space, furniture and human resources. In line with this, the Business Support Centre (BSC) Matori, Lagos is hosting the SPX Project. **UNIDO has commenced the Nigeria investor Survey which will feed into the overall Africa Investor Survey and provide the parameters for the operations of the SPX programme. The programme has commenced with the capacity building of SPX staff to be followed by the official flag-off of the programme slated for 2011.**

4.5 **COLLABORATION WITH ONDO STATE GOVERNMENT ON AKURE IDC:**

The Agency is collaborating with the Ondo State Government on the Industrial Development Centre (IDC), Akure. A Memorandum of Understanding (MOU) has been signed between the Agency and Ondo State Government for this purpose. During the period under review, the State Government has reactivated the existing machines and even

gone ahead to buy new machines/equipment. The various workshops have been renovated and all is now ready for the intake of a new set of trainees into the various trades. The vocational skills training will be complemented by the delivery of entrepreneurship training. The Agency intends to use this partnership to showcase the efficacy of public-public-partnership (PPP) in the resuscitation and management of public infrastructure for the development of the MSMEs sub-sector in Nigeria.

- 4.6 **SMEDAN – ENERGY COMMISSION OF NIGERIA (ECN), STANDARDS ORGANIZATION OF NIGERIA (SON) & COUNCIL FOR RENEWABLE ENERGY (CREN) COLLABORATION:** SMEDAN with Energy Commission of Nigeria (ECN), Standards Organization of Nigeria (SON) and Council for Renewable Energy in Nigeria collaborated to host a training workshop for SMEs (Engineers, Technicians and Artisans) on the production of Solar Water Heaters/Cookers and system sizing for solar PV applications across the six (6) geo-political zones of the country starting with South – West (Lagos) in the first instance. The workshop is essentially to build the capacities of local and technically biased SMEs on the design and construction of solar water heater/cookers and to develop their skills on energy sizing, design, equipment sourcing/selection and installation of solar PV solutions for sustainable utilization. The training was held at the Federal Science and Technical College from 18 – 21st May, 2010. About 50 participants nominated mainly by Lagos State Ministry of Youth & Social Development and other major stakeholders were trained.
- 4.7 **SMEDAN/PETER AKINOLA FOUNDATION COLLABORATION:** The Agency is into collaboration with Peter Akinola Foundation on the upgrading and use of the Industrial Development Center (IDC), Abeokuta. We arrived at a major conclusion for the two parties to enter into a Memorandum of Understanding (MOU). The MOU is expected to be signed before the end of the first quarter of 2011.
- 4.8 **COLLABORATION WITH NIGERIA CONTENT DEVELOPMENT MANAGEMENT BOARD (NCDMB):** SMEDAN is collaborating with the Nigeria Content Development Management Board

(NCDMB). The first meeting of the two agencies took place on Thursday, 26th August, 2010 where the Agency's areas of focus were presented. The presentation was applauded by NCDMB. The joint SMEDAN/NCDMB team is saddled with the responsibility of identifying the projects to be jointly promoted by the two organisations. Further to the above, the Agency attended the Nigerian Content Consultative Forum (NCCF) during the period under review. The theme of the forum was "The Nigerian Content Act: Building Capacity and Enhancing Opportunities". The Agency's (SMEDAN) paper titled "**Building Synergy for Nigerian Content Development in the MSME Sector**" was presented. The need for SMEDAN-NCDMB to immediately take the next logical step of articulating the proposals made (in the paper) into actionable steps/activities was identified as is being pursued.

4.9 **SMEDAN COLLABORATION WITH NIGERIA BUILDING AND ROAD RESEARCH INSTITUTE (NBRRI):** SMEDAN is collaborating with Nigerian Building and Road Research Institute (NBRRI), a development sequel to the DG's courtesy call to NBRRI. A six man committee comprising three each from the two Agencies was constituted to map out areas of collaboration. The committee subsequently submitted its report to the Senior Management Committee of SMEDAN who at its sitting held in August, 2010 approved the recommendations of the committee culminating in a Memorandum of Understanding (MOU). A Memorandum of Understanding (MOU) between SMEDAN and Nigerian Building and Road Research Institute (NBRRI) was signed during the period under review. It is expected that the signing of the MOU shall give the needed impetus to the partnership of the two agencies. The Joint SMEDAN-NBRRI committee is expected to resume sitting during the first quarter of 2011 and with greater vigour too.

4.10 **NATIONAL WORKSHOP ON DEVELOPMENT, PROMOTION AND COMMERCIALIZATION OF INDIGENOUS TECHNOLOGY AND R & D RESULTS:** The Directorate of Technical Corporation in Africa (DTCA) served as the secretariat for the planning of the National Workshop on Development, Promotion and Commercialization of Indigenous Technologies and R & D

results held in the fourth quarter of 2010 while the Agency served as the Chairman of the Technical Committee. During the period under review, the Directorate of Technical Corporation in Africa (DTCA) organized a National workshop on “**Harnessing Viable Technological Inventions, Innovations and R & D Results in Nigeria**”. The workshop which was held at the Federal University of Technology, Akure on 13 -15 December, 2010 was organized in collaboration with NOTAP, SMEDAN, RMRDC, NEXIM, NACETEM, NBTI and ITF. The Agency presented a paper titled “**Harnessing Indigenous R&D Results and Innovations for Wealth and Employment Generation**”. The paper covered the overview of Nigeria MSME sector, SMEDAN Mandate, Employment Generation and Wealth Creation, the Place of Innovation, Commercialization, Vision 20:2020(1st NIP:2010-2013) and Strategy for Harnessing Innovation.

5.0 **MEDIA RELATED ACTIVITIES**

Highlighted below are some of the media related activities of the Agency during the period under review:

5.1 **Media Interviews of the Director General**

- Platform on NTA Network [04/01/10]
- Money Show on African Independent Television [AIT]
- Interview with Peter Osalor Show on AIT
- Tuesday Live on NTA Network
- Bold Strides on NTA 24
- Noon Time on NTA International
- Perspectives on Radio Nigeria Network

5.2 **Advertisements:**

The Agency produced and placed the following advertisements within the period under review:

- Advert published on February 1, 2010 in the Daily Trust and THISDAY titled “**INTERNAL AND EXTERNAL VACANCIES ANNOUNCEMENT**”.
- Invitation for Expression of Interest on Agency’s Capital (Training) Projects for 2010 – on This Day and Daily Trust June 24, 2010.

5.3 **Sponsored Television Programmes**

- We resumed production of Agency's Weekly Television Programme, **Entrepreneur** on NTA Channel 5 Abuja during the period under review.
- The Entrepreneur Television Series 2 Post-Season Television Broadcast was serialized on the following stations within the period: Television Continental [TVC], Nigerian Television Authority {NTA} Port-Harcourt, NTA Kaduna, Broadcasting Corporation of Oyo State[BCOS] Ibadan, African Independent Television [AIT], Cross River State Broadcasting Corporation [CRBC] Calabar, Imo Broadcasting Corporation [IBC] Television Owerri, Delta Broadcasting Service [DBS] Television Asaba, Plateau State Television Jos, and African Magic. The Broadcast which carried our jingle alongside those of ECOBANK and VITAMALT ran all through the first quarter and has continued into the second quarter. This is the product of our collaboration with ECOBANK, VITAMALT, Inspire Media Production Company [IMPC] and Growing Business Foundation [GBF]. The Season 3 of the collaboration is expected to commence soon.

5.4 **Monthly Newsletter**

The Agency resumed the production of the monthly newsletter. One edition of SMEDAN NEWS was published during the period under review.

6.0 **STAFF TRAINING**

During the period under review, the Management intensified efforts in building the capacity of staff towards effective service delivery to our clients (MSMEs). Staff members were exposed to both local and International training programmes. Some members of staff have benefited from foreign training, conferences/business forums sponsored by our International Partners like Japanese Government (JICA), Indian Government, Israeli Government, Chinese Government, Thailand Government, etc. For the list and details of Staff participation see annexure IV.

6.1 **Staff Recruitment:**

Following the 2009 approval and based on the need to fill existing vacancies, the Agency placed Adverts to enable the employment of suitable candidates. Shortlisted candidates sat for an on-line aptitude test on 12th – 13th July, 2010. The recruitment process was concluded in December, 2010 and existing vacancies were filled. 17 directorate level and 112 levels 8-14 were recruited during the period under review.

7.0 **CONCLUSION CHALLENGES**

1. The agency's major challenge is in the area of diminishing budgetary allocation. The agency witnessed a steady decline of its statutory allocation whilst activities, awareness and demands are increasing, and this significantly affected its programmes, in view of a large population of enterprises requiring different forms of assistance coupled with the challenge of covering a large country like Nigeria.
2. The uncooperative attitude of some state government and public sector institutions posed a major challenge to the agency in its quest to emancipate MSMEs at the grassroots.
3. Dearth of reliable/up-to-date data in designing specific intervention programmes for different segment of enterprises remains a challenge though the Agency has been able to improve the situation. The Agency is now collaborating with the National Bureau of Statistics (NBS) to generate the data.
4. Also, the cost of doing business in Nigeria is still high due to operational infrastructural inadequacies, legal/regulatory challenges and weak operation capacities of MSMEs. Expenses such as payment of commercial rates for training and capacity building, and mandatory regulatory fees by National Agency for Food and Drug Administration & Control (NAFDAC), Standards Organisation of Nigeria (SON) and to lesser degree Corporate Affairs Commission (CAC) are hardly affordable, especially by start-ups.

- 7.2 In spite of the challenges mentioned above, there were remarkable improvements in interventions/performance in the Agency's activities during the period under review. The improvements in the first quarter were due to the release of funds for 2009 supplementary capital programme implementation. Consequently, our programmes roll-out commenced as planned.
- 7.3 Essentially, our BSCs and BICs are expected to improve in service delivery with the creation of Zonal offices to oversee activities in the BSCs under their control. Effective partnership with the private sector and other major stakeholders, including the international donor-community will no doubt, remain important for sustainability of interventions in the MSMEs sub-sector.

Annexure I – QUARTERLY ANALYSIS

Table I – First Quarter 2010

LOCATION	JANUARY	FEBRUARY	MARCH	Total
Head Office	65	45	42	152
BSCs	151	153	140	444
BICs	18	20	11	49
Other States	206	151	9,905	10,262
CEDP sensitization (Abuja)	-	-	210	210

NYSC Camp)				
Total	440	369	10,308	11,117

Table II – Second Quarter 2010

LOCATION	APRIL	MAY	JUNE	Total
Head Office	75	120	60	255
BSCs	160	143	120	423
BICs	21	26	18	65
Other States	206	169	2,029	2,404

TABLE III – Third Quarter 2010

LOCATION	JULY	AUGUST	SEPTEMBER	Total
Head Office	55	54	50	159
BSCs	55	82	45	182
BICs	102	79	31	212
Other States	120	138	157	415
CEDP sensitization (Abuja, Lagos & Ebonyi) NYSC Camps	252	1,860	-	2,112
Total	584	2,213	283	3080

Table IV – Fourth Quarter 2010

LOCATION	OCTOBER	NOVEMBER	DECEMBER	TOTAL
Head office	50	64	55	169
BSCs	120	113	105	338
BICs	12	22	13	47
Business Sensitization/Entrepreneurship Development	350	107	13,960	14417

Programme (EDP) (36 States of the Federation including FCT)				
Total	532	306	14133	14971

**Annexure II
2008 ON-GOING EDP PROJECT SUMMARY**

S/N	States	Name of Consultant	Program	No Trained
1	Adamawa	Coine International Associate	GEDP	140
2	Benue	Peter Drucker Consulting	GEDP	116
3	Plateau	Geo Assist Nig. Ltd	GEDP	125
4	Taraba	Sages Consult	YEDP	116
5	Kebbi	First Icon Ltd	YEDP	112
6	Borno	RoadMaster Link Consult	YEDP	140
7	Bauchi	Jos Business School	YEDP	152
8	Niger	Micheal Jacob Ltd.	WEDP	120
9	Bauchi	Mcwell Resources	WEDP	168
10	Borno	Consolidated	WEDP	133
11	North East	Chika Consortium Ltd.	Other Support Services	67
	Total			1389

**Annexure III
IMPLEMENTATION OF 2009 Supplementary BUDGET –
A. WOMEN ENTREPRENEURSHIP DEVELOPMENT PROGRAMME (WEDP)**

S/N	NAME OF CONSULTANTS	STATE	DELIVERABLES	No of Beneficiaries
1	Messrs Beekka' Pev Energy Resources (ennwanpev@yahoo.com) 08033140810	Nasarawa	Entrepreneurship Training	133
2	Messrs Centre for Political Research, Education and Development abbapulla@yahoo.com 08032499309	Yobe	"	133
3	Messrs Cyberia Information Solution 08033033694 08033046534	Kaduna	"	133
4	Messrs Infrawatch Limited 07025799366 08053222105 08038328848	Imo	"	133
5	Messrs Environmental Integrated Consult Limited kabirudebah@yahoo.com 08060413799	Kwara	"	133
6	Messrs De-Jecco Associates jecoassociates@hotmail.com 08057700034	Ondo	"	133
	Sub-Total			798

B. YOUTH ENTREPRENEURSHIP DEVELOPMENT PROGRAMME (YEDP)

S/N	NAME OF CONSULTANTS	STATE	DELIVERABLES	No of Beneficiaries
7	Messrs Trustland General Entrepreneurship Limited	Benue	Entrepreneurship Training	134
8	Messrs Meshach Nig.			134

	Ltd.	Delta	"	
9	Messrs Sherbrooke Associates (08034579593	Rivers	"	134
19	Messrs Turaki Education Consulting Services Limited turakiconsult@yahoo.com 08033175820/08035537860	Katsina	"	134
11	Messrs Intra Global Ventures Ltd.	Abia	"	134
12	Messrs Kozap limited Kozap.2000@yahoo.com 08033299061	Ebonyi	"	134
13	Messrs RoadMaste Link Limited	Edo	"	134
14	Messrs Don & Ely Company Limited	Bayelsa	"	134
15	Messrs Amams Integrated Services Limited	Ogun	"	134
16	Messrs Koinonia Ventures Limited	Ekiti	"	134
17	Messrs Adebola Sobanjo Coy. Ltd.	Plateau	"	134
18	Messrs Anieno Associates	Akwa Ibom	"	134
	Sub-Total			1608

C. GENERAL ENTREPRENEURSHIP DEVELOPMENT PROGRAMME (GEDP)

S/N	NAME OF CONSULTANTS	OF STATE	DELIVERABLES	NO OF BENEFICIARIES
19	Messrs FG Plus Associates			133

	fgassociates@yahoo.com 08056212260	Kogi	Entrepreneurship Training	
20	Messrs Adebola Sobanjo Company Limited adebolasobanjo@hotmail.com 08038638133	Niger	''	133
21	Messrs Bauchi State Cooperative Financing Agency Limited Jamero-sefell@yahoo.com 08036180388/08036322153	Bauchi	''	133
22	Messrs Bompai General Enterprises Limited sagarkuwa@yahoo.com 08069634770/07035902147	Kano	''	133
23	Messrs Knowledge Titans Consult	Sokoto	''	133
24	Messrs Franklin Consulting facofise@yahoo.com 08032034444	Enugu	Entrepreneurship Training	133
25	Messrs Afrique Consulting Limited 08033700493	Anambra	''	133
26	Messrs Michael Jacobs Consulting 08033140037	Jigawa	''	133
27	Messrs Fine View	Gombe	''	133

28	Messrs Resman Associate Limited	Lagos	"	133
29	Messrs Mcwell Resources Limited	Oyo	"	133
30	Messrs Ani Thomas & Company 08068087805	C/River	"	133
31	Messrs Wealth Generation Intergrated Consult Limited wealthgen@yahoo.com 08065327400	Zamfara	"	133
32	Messrs Kalef Ventures (Nig) Limited Kalefventures@yahoo.com 08036271686/08032497671	Borno	"	133
33	Messrs Centre for political Research, Education & Development	Kebbi	Entrepreneurship Training	133
34	Messrs Romis Consultants Limited Romisco2000@yahoo.com 0803353365	Osun	"	133
35	Messrs Buckeye Instrument & Technologies Concept limited 08066152945	Adamawa	"	133

36	Messrs Dil Consulting Limited	Taraba	''	133
	Total			4800

D. OTHER ENTERPRISE SUPPORT SERVICE

S/N	NAME OF CONSULTANTS	PROGRAMME	LOCATIONS	COORDINATING OFFICERS	NO BENEFICIARIES
1	Messrs Xerostress Konsult Limited	Training of NGOs	Akure	Charles Adibe	100
3	Messrs Stitch in Time Consult	Training of BDSPs	Kaduna	Oduneye A.O.	100
	Total				7406

Annexure IV

2010 EDP PROJECT: The table below shows the number of people trained in each state.

A. Skill Enhancement Training of Fabricators on Equipment Design and Fabrication (SETF)

S/N	STATE	NUMBER OF TRAINEES	EDSP
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1.	Lagos State	190	Messrs Skyward Research & Consulting Ltd
2.	Kano State	180	Messrs POS-Positive Nig. Ltd
	Sub Total	370	

B. Promotion of Access of MSMEs to Renewable Energy Application (PARE)

S/N	STATE	NUMBER OF TRAINEES	EDSP
1.	Bauchi State	190	Messrs Centre for Political Research, Education and Development
2.	Bayelsa State	179	Messrs Tunik Engineering (Nigeria) Limited
	Sub Total	369	

C. General Entrepreneurship Development Programme

S/N	STATE	NUMBER OF TRAINEES	EDSP
1.	Kogi	150	Messrs FG Plus Associates
2.	Sokoto	140	Messrs New Frontiers Consultants Ltd
3.	Enugu	145	Messrs Mczullon Limited
4.	Anambra	131	Messrs Afrique Consulting Ltd
5.	Jigawa	150	Messrs Michael Jacobs Consulting
6.	Gombe	125	Messrs Fineview Limited
7.	Lagos	150	Messrs R&S Consulting
8.	Oyo	150	Messrs Bezaleel Development Initiatives

9.	Cross River	133	Messrs Ani Thomas and Company
10.	Zamfara	145	Messrs Wealth Generation Integrated Consult Ltd
11.	FCT	189	Messrs Abuja Enterprise Agency
12.	Kano	132	Messrs Bompai General Enterprises
YOUTH ENTREPRENEURSHIP DEVELOPMENT PROGRAMME			
13.	Akwa Ibom	110	Messrs Anieno Associates
14.	Delta	112	Messrs Borag Nigeria Ltd
15.	Bayelsa	132	Messrs Don and Ely Company Ltd
16.	Rivers	123	Messrs Young Consultants
17.	Katsina	133	Messrs Gentex Engr. Nigeria Ltd
18.	Abia	150	Messrs Intra-Global Ventures
19.	Ebonyi	112	Messrs Pat-Pet Global Ventures Ltd
20.	Edo	140	Messrs Issachar Consultants & Advisers
21.	Ogun	150	Mesrs Kudos Engineering Ltd
22.	Ekiti	143	Messrs Koinonia Venture Ltd
WOMEN ENTREPRENEURSHIP DEVELOPMENT PROGRAMME			
23.	Nasarawa	110	Messrs Jos Business School
24.	Yobe	121	Messrs Alakijiri Company Ltd

25.	Kaduna	130	Messrs Cyberia Information Solution Ltd
26.	Ondo	130	Messrs Deesbec Consulting Ltd
27.	Kwara	124	Messrs Adebola Sobanjo and Company
28.	Osun	130	Messrs Romis Consultants Ltd
29.	Imo	121	Messrs Kozap Nig. Limited
Sub Total		3771	

D. Rural Women Entrepreneurship Development Programme (RWEDP)

S/N	STATE/LOT	NO. TRAINEES	EDSP
1.	Katsina State	133	Messrs Cyberia Information Solution Ltd
2.	Kano	204	Messrs Saufax Nigeria Ltd
3.	Adamawa	204	Messrs Buckeye Instrument & Technologies
4.	Bauchi	222	Messrs Centre for Political Research, Education and Development
5.	Benue	200	Messrs Trustland General Ent. Limited
6.	Kwara	133	Messrs Wealth Generation Integrated Consult Ltd
7.	Bayelsa	142	Messrs Industrial Training Fund (ITF)
8.	Edo	159	Messrs Resman Associates
9.	Enugu	180	Messrs Fankin Consulting
10.	Anambra	202	Messrs Geo-Assist Nig. Ltd
11.	Ondo	133	Messrs Adebola Sobanjo Company Ltd

12.	Osun	173	Messrs Romis Consultants Ltd
	Sub Total	2085	

E. Training of Trainers (TOT)

S/N	STATE	NO. TRAINEES	EDSP
1.	North-West Geo-political zone	33	Messrs Xerostress Konsult Ltd
2.	North-East Geo-political zone	129	Messrs Wealth Generation Integrated Consult Ltd
3.	North-Central Geo-political zone	60	Messrs Adebola Sobanjo Company Ltd
4.	South-South Geo-political zone	94	Messrs Mcwell Resources Limited
5.	South-West geo-political zone	44	Messrs Michael Jacob Consulting
6.	South-East Geo-political zone	44	Messrs Stich-In-Time Konsult
	Sub Total	404	

F. Special (Pilot) Intervention Programme (SIP)

S/N	OYO STATE	NO. TRAINEES	EDSP
1.	Ibarapa East LGA	186	Messrs Ucjane Resources Limited
2.	Ibarapa Central LGA	201	Messrs Bratim Training Ltd
3.	Iddo LGA	198	Messrs CEEDEE Resources
	Total	7584	

Annexure V FOREIGN TRAINING

NAME OF OFFICIALS	COURSE TITLE	COLLABORATING GOVERNMENT/AGENCY	DATE OF TRAINING
Ilebode Unugboje	Strengthening of Market Competiveness of Agricultural Products in Africa	The Japanese International Cooperation Agency JAPAN/JICA	7 th -20 th March, 2010
Faniyan Oluyomi .O.	Small and Medium Enterprise and Economic Development	Korean International Cooperation Agency (KOICA)	21 ST March – 10 th April, 2010
Chibuzor Osuoha	Community capacity Rural Development Programme	The Japanese International Cooperation Agency (JICA)	31 ST March – 25 April 2010
Isaiah Achemta	Local Assets for Community and Economic Development	Israeli Ministry of Social Affairs and Services (NISPED)	6 th April – May 5, 2010
Gloria Ugo Nwakanma	Slum Upgrading and Delivery of Services to the Urban Poor Holding	Israel Ministry of Social Affairs and Services (NISPED)	10 th May – 3 rd June 2010
Tony Igba	Anti-Poverty Policies and Implementation Measures	China	27 th May – 10 th June, 2010
Moshood Lawal	Summer Academy for Sustainable Development	International Training Centre, Turin, Italy	21 st June-4 th July 2010
Gloria Uwuigbe	Paths to Sustainable Rural	Israel	27 th June - 6 th July 2010

	Development		
Olatunde Oxford-John	Enhancing Entrepreneurship in SME Development and Export Consortia	Scholarship Programme offered by Thailand Government.	9 th August – 3 rd September, 2010
Mrs. Eyiuche Theodora Unachuku	Enhancing Entrepreneurship in SME Development and Export Consortia	Scholarship Programme offered by Thailand Government.	9 th August – 3 rd September, 2010
Ms. Naomi Amos Udondak	Business Incubator Management for African Countries.	Scholarship Programme offered by Malaysian Government (MTCP)	4 th -22 nd October, 2010.
Mrs. Funto Babarinde	Project Management	Fellowship Programme offered by Maastricht School of Management, Netherlands.	17 th September – 12 th December, 2010
Ahmed Madaki	International Training Workshop on Technology of Combating Desertification.	China *Asia	5 th – 25 th September, 2010.

INTERNATIONAL SEMINARS, BUSINESS MEETINGS AND CONFERENCES

NAME OF OFFICIALS	TITLE	LOCATION	DATE
Mrs. Chibuzo Osuoha	2 nd Annual Conference of the Pan African Competiveness Forum	Ghana	15 TH -17 th February 2010
Engr. Abu Ozigi Engr. Ikenna Onugha	1 st D-8 Ministerial meeting and 5 th D-8 High Level Expert's Meeting	Iran	28 TH Feb – 2 nd March, 2010
Mr. O.T. Fasanya	Lunching Ceremony of the ECOWAS Private Sector Prize for Entrepreneurship and Innovation	Cote d'ivoire	24 TH – 26 TH March
1. Mr. O.T. Fasanya 2. Dr. Robert Owaiye	1 ST USA Nigeria Business Forum	USA	12 th – 20 th April, 2010
Monday Aluu Ewans	World SME Expo 2010	China	11 th – 17 th June 2010
1. Engr. Abu Ozigi 2. Engr. Mikhail Salau	Inspection of some SME Equipment facilities at INDORCORP/National Research Development Corporation India	India	2 nd – 8 th May 2010.
Kayode Meyambe	ICT for Development, Education and Training	Lusaka	26 th – 28 May 2010
1. SMEDAN Board Chairman: Alhaji Musa Ujah,	Presidential visit to United Kingdom	United Kingdom	28 th June-2 nd July, 2010

<p>2. Director General: Muhammad Nadada Umar,</p> <p>3. Group Head Finance & Account: A. Peter Ayoola</p>			
Mr. Onesi-Lawani Daberuje	Students for the Advancement of Global Entrepreneurship (SAGE) World Cup	South Africa	23 RD TO 28 TH July, 2010
Dr. Robert Owayie	African Growth and Opportunity Act (AGOA)	United States of America	2 ND -6 TH August, 2010.
Mrs. J. I. David	Outcome Mapping for Programme and Project Planning	London	24 th -27 th August, 2010
Fasanya O.T.	China International Fair for Investment and Trade (CIFIT)	China	8 th -11 th September, 2010

Annexure VI

LOCAL TRAINING

NAME OF OFFICIALS	COURSE TITLE	LOCATION	DATE OF TRAINING
Iloba Egbuna	Community Driven Development Workshop	Centre for Management Development, Lagos	16 – 20 August, 2010
Victor Ugwu	Community Driven Development Workshop	Centre for Management Development, Lagos	16 – 20 August, 2010
Jonathan Janfa	Community Driven Development Workshop	Centre for Management Development, Lagos	16 – 20 August, 2010
Idio Basil	Community Driven Development Workshop	Centre for Management Development, Lagos	16 – 20 August, 2010
Bodunrin Dawodu	Public Project Governance for Development Results (Project Management Master Class)	LeadingEdge Academy, Hamdala Hotel, Kaduna	10 – 12 August 2010
Tosin Abajo	Public Project Governance for Development Results (Project	LeadingEdge Academy, Hamdala Hotel, Kaduna	10 – 12 August 2010

	Management Master Class)		
Elizabeth Alidu	Public Project Governance for Development Results (Project Management Master Class)	LeadingEdge Academy, Hamdala Hotel, Kaduna	10 – 12 August 2010
Commrade Remi Adeleke	Labour Laws and Employment Regulation Course (LMR 18)	Michael Imodu National Institute for Labour Studies, Ilorin, Kwara State	3-6 August, 2010
Commrade Ebere Ijomah	Labour Laws and Employment Regulation Course (LMR 18)	Michael Imodu National Institute for Labour Studies, Ilorin, Kwara State	3-6 August, 2010
Ngozi Obilor	Emerging issues in the new Pension Fund Administration	Association of Pension Consultants of Nigeria (APCN), Modotel Hotel Enugu, Enugu State	16 th - 20 th August, 2010
Levi Anyikwa	Managerial Skills Improvement workshop	Owerri	20-24 September, 2010
Usman Ndayako	Managerial Skills Improvement workshop	Owerri	20-24 September, 2010
Biodun Omidiji	Investment Management & Risk Analysis Workshop	Lagos	6 TH – 10 September, 2010
Shola Elias	Managerial Skills Improvement	Owerri	20-24 September,

	workshop		2010
Jide majiyagbe	Emotional intelligence workplace training	Kaduna	13 th – 17 th September, 2010
Abiodun Aiyedun	Emotional intelligence workplace training	Kaduna	13 th – 17 th September, 2010
Julius Fatokun	Emotional intelligence workplace training	Kaduna	13 th – 17 th September, 2010
Babalola Adeleke	Emotional intelligence workplace training	Kaduna	13 th – 17 th September, 2010
Ishaq Hamis	Investment & risk analysis workshop	Lagos	6 th – 10 th September, 2010
Sesan Olayemi	Investment & risk analysis workshop	Lagos	6 th – 10 th September, 2010
Idris Alli	Public Expenditure Programming & Management Workshop	Lagos	6 th – 10 September, 2010
Gloria Eletuo	Acceptable Work Ethics/Attitudinal change for value reorientation & peak performance	Kano	20 th – 24 th September, 2010
Monday Ewans	Research Project Management Workshop	CMD, Lagos	18 th -22 nd October, 2010

B. E. Okimba	Managerial Skills Improvement Workshop	Centre for Management Development (CMD), Uyo	25 th -29 th October, 2010
Safia Balla	Research Project Management Workshop	CMD, Lagos	18 th -22 nd October, 2010
Mukaila Mustapha	Materials and Warehousing Management Workshop.	Centre for Management Development (CMD), Lagos.	25 th -29 th October, 2010
Constance Nwaogu	Drafting and Negotiating Contract for Government Organizations.	Nigerian Institute of Advanced Legal Studies, Institute's Lecture Theatre University of Lagos, Akoka.	11 th -15 th October, 2010.
Tunde Oloyede	Project and Programme Management Skills. Febi International Consult Ltd.	Doko International Hotel, Minna, Niger State.	25 th -29 th October, 2010
Ahmed Mubarak	Project and Programme Management Skills, Febi International Consult Ltd.	Doko International Hotel, Minna, Niger State.	25 th -29 th October, 2010
A.N. Onwujei	Project and Programme Management Skills, Febi International Consults Ltd.	Doko International Hotel, Minna, Niger State.	25 th -29 th October, 2010
Adamu Ndatsu	Project and Programme	Doko International Hotel, Minna, Niger	25 th -29 th October, 2010

	Management Skills, Febi International Consults Ltd.	State.	
Kenechukwu Igwesi	Project and Programme Management Skills, Febi International Consults Ltd.	Doko International Hotel, Minna, Niger State.	25 th -29 th October, 2010
Onesi Daberuje	Research Project Management Workshop	Centre for Management Development(CMD), Lagos.	18 th -22 nd October, 2010
Bridget Ohikhokhai	Research Project Management Workshop	Centre for Management Development(CMD), Lagos.	18 th -22 nd October, 2010
Olasunkanmi Falwawle	Network Internet Technology and Administration	Centre for Management Development (CMD), Lagos.	18 th -22 nd October, 2010.
Mgbanwa Emmanuel	Advanced Spreadsheet Application Workshop	Centre for Management Development (CMD), Lagos.	22 nd -26 th November, 2010
Chinyere Muomaife	Computer Application workshop for Secretaries & Information Professionals Using Automation Systems with Internet Services.	Centre for Management Development (CMD), Lagos.	15 th -19 th November, 2010
Gloria Uwuigbe	Career Planning & Development	Centre for Management Development	22 nd -26 th November, 2010

	Workshop	(CMD), Lagos	
Stella Ani	Competence Development & Effective Records, information and Files Management in the Emerging Electronic work Environment workshop.	FEBI international Consultant Ltd.	22 nd -26 th November, 2010.
Mojisola Adebayo	Competence Development & Effective Records, information and Files Management in the Emerging Electronic work Environment workshop.	FEBI international Consultant Ltd	22 nd -26 th November, 2010.
Gloria Onovirakpo	Competence Development & Effective Records, information and Files Management in the Emerging Electronic work Environment workshop.	FEBI international Consultant Ltd	22 nd -26 th November, 2010.
Fidelis Onuoha	Total Quality Leadership workshop	Cumbamed Associates, Kaduna	22 nd -26 th November, 2010
Zephniah Jolomi	Total Quality Leadership workshop	Cumbamed Associates, Kaduna	22 nd -26 th November, 2010

Manessah Shehu	Total Quality Leadership workshop	Cumbamed Associates, Kaduna	22 nd -26 th November, 2010
Linda Jerry	Total Quality Leadership workshop	Cumbamed Associates, Kaduna	22 nd -26 th November, 2010
Susan Iduh	Effective Office and Administrative Skill workshop	Entrepreneurship Enhancement Centre, Nassarawa	22 nd -26 th November, 2010.
Asabe Musa	Effective Office and Administrative Skill workshop	Entrepreneurship Enhancement Centre, Nassarawa	22 nd -26 th November, 2010.
Jacinta Adamu	Effective Office and Administrative Skill workshop	Entrepreneurship Enhancement Centre, Nassarawa	22 nd -26 th November, 2010.
Blessing Chinagorom	Effective Office and Administrative Skill workshop	Entrepreneurship Enhancement Centre, Nassarawa	22 nd -26 th November, 2010.
Femi Ayoola	Effective Office and Administrative Skill workshop	Entrepreneurship Enhancement Centre, Nassarawa	22 nd -26 th November, 2010.
Mohammed Musa	Effective Office and Administrative Skill workshop	Entrepreneurship Enhancement Centre, Nassarawa	22 nd -26 th November, 2010.
Wale Fasanya	Appraising the Current Revenue Generation Sources available to the three tiers of Government and inter-governmental	Institute of Chartered accountants of Nigeria, Gateway Hotel Otta, Ogun State.	18 th -21 st January, 2011.

	fiscal relationships for the benefit of national growth.		
Justina David	Appraising the Current Revenue Generation Sources available to the three tiers of Government and inter-governmental fiscal relationships for the benefit of national growth	Institute of Chartered accountants of Nigeria, Gateway Hotel Otta, Ogun State.	18 th -21 st January, 2011
Engr. Abu Ozigi	Appraising the Current Revenue Generation Sources available to the three tiers of Government and inter-governmental fiscal relationships for the benefit of national growth	Institute of Chartered accountants of Nigeria, Gateway Hotel Otta, Ogun State.	18 th -21 st January, 2011
Dr. Robert Owaiye	Appraising the Current Revenue Generation Sources available to the three tiers of Government	Institute of Chartered accountants of Nigeria, Gateway Hotel Otta, Ogun State.	18 th -21 st January, 2011

	and inter-governmental fiscal relationships for the benefit of national growth		
Iliyasu Aliyu S.A. to the DG	The Secretary as a Manager of an Organization	Nigerian Institute of Public Relation, Gateway Hotel Otta, Ogun State.	11 th -14 January, 2011
Mallam Ibrahim Shehu	Trade Union Leadership & Human Resources Management	Nigerian Institute of Public Relation, Gateway Hotel Otta, Ogun State.	11 th -14 January, 2011
Abdul Hassan	Financial Reporting Standard	Institute of Chartered accountants of Nigeria, Gateway Hotel Otta, Ogun State.	11 th -14 January, 2011
Wale Adesanya	Financial Reporting Standard	Institute of Chartered accountants of Nigeria, Gateway Hotel Otta, Ogun State.	11 th -14 January, 2011
Faniyan O.O	Leadership & Human Resources Management	Nigerian Institute of Public Relation, Gateway Hotel Otta, Ogun State.	11 th -14 January, 2011
Peace Akinjo	Leadership & Human Resources Management	Nigerian Institute of Public Relation, Gateway Hotel Otta, Ogun State.	11 th -14 January, 2011

Aiyejumo Bola A.	Forensic Accounting Investigation and Auditing	Institute of Chartered accountants of Nigeria, Gateway Hotel Ota, Ogun State.	11 th -14 January, 2011
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