



Small & Medium  
Enterprises  
Development  
Agency of  
Nigeria



# 2011 ANNUAL REPORT

## 1.0 PREAMBLE

- 1.1 This report gives an overview of the activities of the Agency in 2011. As the Agency's budget was not released on time, this substantially affected the implementation of some major programmes of the Agency for the first and second quarters of the year.
- 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 sub-sector to deliver increased employment generation, food security, wealth creation and to curtail youth restiveness in the Niger Delta region. Moreover, these renewed efforts are conceived within a framework of increased domestic production, competitiveness and quality product delivery.
- 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), Zonal Offices and Industrial Development Centres (IDCs) as listed below:
  - (a) Information and Advisory Services including sensitization and needs assessment which provided the basis for attitudinal change and effective business decisions.
  - (b) Business Development Service (BDS)- embracing training, counseling and mentoring – providing the platform for MSMEs to see themselves as players in a globalized environment.
  - (c) Enterprise Linkages, Cooperation & Clustering – to stimulate international competitiveness (working with existing and prospective entrepreneurs)
  - (d) Advocacy and other Operating Environment Issues
  - (e) Partnerships
  - (f) Facilitating access to critical resources such as finance and workspace

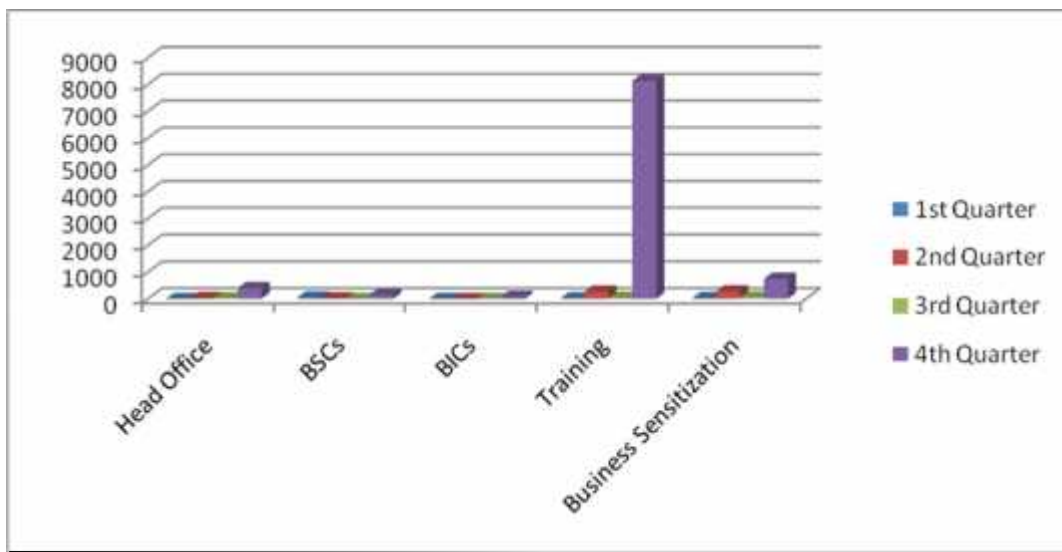
## 2.0 INFORMATION, TRADING, ADVISORY SERVICES AND BUSINESS SENSITIZATION

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 **10,374** existing and prospective MSMEs in the year 2011 (Table 1 and Figure 1). Analysis of quarterly activities is as specified in **annexure I**.

**Table 1: Summary of the Activities on Information, Advisory Services and Sensitization at the Head Office & Other Centres for the Year 2011**

| LOCATION               | 1ST QUARTER | 2 <sup>ND</sup> QUARTER | 3 <sup>RD</sup> QUARTER | 4 <sup>TH</sup> QUARTER | TOTAL         |
|------------------------|-------------|-------------------------|-------------------------|-------------------------|---------------|
| Head Office            | -           | 29                      | 27                      | 400                     | <b>456</b>    |
| BSCs                   | 53          | 25                      | -                       | 150                     | <b>228</b>    |
| BICs                   | -           | -                       | 4                       | 84                      | <b>88</b>     |
| Training               | 21          | 275                     | 44                      | 8140                    | <b>8480</b>   |
| Business Sensitization | 29          | 284                     | 59                      | 750                     | <b>1122</b>   |
| <b>Total</b>           | <b>103</b>  | <b>613</b>              | <b>134</b>              | <b>9524</b>             | <b>10,374</b> |

Figure 1: Quarterly Activities.



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. In addition, **we have equipped the Zonal Offices to effectively oversee activities of Business Support Centres (BSCs), Business Information Centres (BICs) and Industrial Development Centres (IDCs) 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 its 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'. Within the year, the Agency, under the prisons partnership, trained **23** prison inmates in the kirikiri, Apapa-Lagos prisons and **35** prison inmates in the Keffi, Nasarawa State prisons. The aim of the programme is to empower the inmates to start their own small businesses.

### 2.3.2 **Corper's Entrepreneurship Development Programme (CEDP)**

The Agency undertook the sensitization of youth corps members at 23 orientation camps within the 6 geo-political zones in the country. **4,000** corps members were impacted. The event was aimed at inculcating the spirit of entrepreneurship in the corps members preparatory to a full-fledged capacity building which will empower the corps members to start their own small businesses.

### 2.3.3 **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. The initiative, championed by the Office of the First Lady of Nigeria and driven by SMEDAN has been escalated to cover the entire 36 States of Nigeria with possible assistance/partnership from the World Bank and other reputable international Development Partners. **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.**

Towards ensuring an inclusive and sustainable program implementation, 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 2012.

## 2.4 **ENTREPRENEURSHIP TRAINING PROGRAMMES (EDPs)**

### 2.4.1 **Capacity building**

The Agency trained a total of **8480** 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. At the end of the training, the business will be expected to be grouped into cooperative society and post training will include packaging enterprise for BOI loans. 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 US State Department under its Young Entrepreneurs Program partnered with Barry University's Andreas School of Business, Africa-Diaspora Partnership for Empowerment and Development (ADPED) and SMEDAN to run a Nigeria Youth Entrepreneurship Program with the theme: Connecting People, Creating understanding". The program, aimed at training **20** young existing and potential entrepreneurs after participating in an intensive bootcamp in Abuja, was to engender entrepreneurship and business

development training to young Nigerians between the ages of 22-35 years. It also sought to promote entrepreneurial thinking, job creation, and business planning and management skills for emerging young professionals. The training programme for the 20 young Nigerians was undertaken at the Barry University, Miami, Florida between 11<sup>th</sup> November, 2010 and 8<sup>th</sup> December, 2010. Within the period under review, based on request, **15** of the 20 young people trained have received funding from the National Economic Reconstruction Fund (NERFUND) and have started their various businesses. Further to the Youth Empowerment Programme, ADPED is working to undertake a **Women Empowerment Programme (WEP)** where about **40** women will be selected from Nigeria (**26**) and Kenya (14) to undergo entrepreneurship training in the United States of America. This time around at Miami University.

#### 2.4.3 **SMEDAN/International Organization for Migration (IOM) partnership**

Under this partnership, the Agency trained **24** voluntary returnees in Benin in order to empower them to start their own small businesses. These returnees have since started their businesses.

#### 2.4.4 **SMEDAN/Global HIV/AIDS Initiative Nigeria (GHAIN) partnership**

Under this partnership, the Agency trained **53** care givers in Abuja and **68** care givers in Sokoto. The aim of the training programme is to build the capacity of individuals so that they would be in the position to effectively take care of people living with HIV/AIDS.

#### 2.4.5 **SMEDAN/United Nations High Commission for Refugees (UNHCR)/Nigerian Commission for Refugees (NCFR) partnership**

The agency facilitated entrepreneurship training in collaboration with the UNHCR & NCFR targeted at refugees at camps located in Lagos and Ijebu-Ode. **70** refugees were trained in Ijebu-Ode while **68** refugees were trained in Lagos.

#### 2.4.6 **SMEDAN/WIDOWS Initiative**

Under this initiative, the Agency trained a total of **32** widows in entrepreneurship in Abuja while **13** widows and **9** widows out of this number were trained in poultry keeping and soap making respectively. Within this period, a total of **225** widows were sensitized in Abakaliki, Ebonyi State on entrepreneurship.

#### 2.4.7 **SMEDAN/NDLEA partnership**

Within this period, the Agency sensitized **35** people from the NDLEA rehabilitation centre in Bauchi under the partnership.

#### 2.4.8 **SMEDAN's Faith Based Initiative (FBI)**

Under this initiative, the Agency sensitized **97** members of the Good Tidings Bible Church, Abuja and **250** members of Methodist Church Youth Convention, Abuja.

#### 2.4.9 **Customised Entrepreneurship Development Programme (EDP)/Vocational training**

Under this programme, **16** members of the Authentic Friends Cooperative Society, Tungan Maji, FCT were trained. Also, **18** persons were trained in liquid soap production in Abuja.

#### 2.4.10 **SMEDAN/Rural Finance Institutions Building Programme (RUFIN) Partnership**

This programme is for 12 States but only participants from Benue, Nasarawa, Edo and Anambra States were trained. Three centres were used in each State with a minimum of **20 Cooperative Societies** or a minimum of **40** participants. A total of **480 participants** were trained.

### 2.5 **ENTERPRISE LINKAGES, COOPERATION & CLUSTERING**

2.5.1 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.

2.5.2 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;

2.5.3 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 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. See **annexure III** for identified clusters.

## 2.6 **ADVOCACY AND OPERATING ENVIRONMENT**

2.6.1 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), BOI, 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.

2.6.2 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 7<sup>th</sup> 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 **ACCESS TO FINANCE**

2.7.1 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.

2.7.2 Within the period under review, the Agency reviewed about **500 business plans** submitted by various existing & potential entrepreneurs and forwarded same to Bank of Industry (BOI) and the National Economic Reconstruction Fund (NERFUND) for the provision of finance.

2.7.3 The Agency also worked with the office of the Special Assistant to Vice President on SMEs to involve all Stakeholders in the review of the National Credit Guarantee Scheme draft document for MSMEs.

2.7.4 **Establishment of a credible database for MSMEs in Nigeria.** In 2010, 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 pre-test survey was conducted in the first quarter of 2011 in Lagos and Kano States. The entire exercise was concluded in the last quarter of 2011 and the results are expected to be published in a brief ceremony to be graced by the Honourable Minister and other high level Stakeholders within the first quarter of 2012.

### 2.7.5 **National Policy on MSMEs**

The Agency embarked on stakeholders' retreat on the review of the Policy within the six (6) geo-political zones for the purpose of gathering stakeholders' input into the review process. The retreats were well attended and were held as follows:

South East (Enugu)

North East (Bauchi)  
North Central (Minna)  
North West (Kano)  
South West (Lagos)  
South South (Port Harcourt)

The inputs of the stakeholders will be subjected to validation workshops across the geo-political zones within the first quarter of 2012. Final draft will be forwarded to the Honourable Minister for further polishing and processing.

### 3.0 **OTHER ACTIVITIES**

#### 3.1 **MSMEs DEVELOPMENT: STRATEGIC ACTION PLAN**

The Agency organized a 1-Day National MSMEs Stakeholders' Forum in September 2011 which brainstormed on the way forward for the MSMEs sub-sector in Nigeria. Furthermore, the Agency organized a 2-Day retreat for the technical committee on MSME development. This committee deliberated on the recommendations of the stakeholders' forum and came out with clear strategic action plans for the development of the MSMEs sub-sector in Nigeria. See **annexure IV** for the recommendations.

#### 3.2 **Trade Fairs**

The Agency participated and supported the 1<sup>st</sup> 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 (NCCI):** The Agency participated actively at the 4<sup>th</sup> meeting of the National Council on Commerce and Industry (NCCI) held in Uyo, Akwa Ibom State between 7<sup>th</sup> and 11<sup>th</sup> March, 2011. The Agency presented four (4) information memoranda as follows:

- (a) Implementation of the One Local Government, One Product (OLOP) programme.
- (b) Implementation of the Sub-contracting and Partnership Exchange (SPX)
- (c) Sourcing of critical data for the Micro, Small and Medium Enterprises (MSMEs).
- (d) Intervention funds for the MSMEs by the Central Bank of Nigeria (CBN).

#### 3.4 **Proposed skills training programme for the youths in the Republic of Sierra Leone**

The High Commission of the Republic of Sierra Leone in Abuja, Nigeria requested for the Agency's assistance in providing skills training to the youths of Sierra Leone. As a follow-up, an official visit was undertaken to Sierra Leone by the DG and his technical team in the month of August 2011. The purpose of the visit was for the Agency to conduct a needs assessment in the Republic of Sierra Leone preparatory to a full-fledged capacity building for various target groups. The visit also provided an opportunity for the Agency and the Government of the Republic of Sierra Leone to discuss the feasibility of establishing a similar Agency in Sierra Leone. A detailed report has been produced and the responsibilities of the Agency and the Government of Sierra Leone have been drawn up. We expect to start implementing the recommendations within the first quarter of 2012. See **annexure V**.

#### 3.5 **Procurement/Capital project.**

The Procurement Planning Committee (PPC) as part of its statutory function on Monday, 12<sup>th</sup> September, 2011 held its first meeting to deliberate on the programme of the 2011 Budget. Based on the approval of the PPC, the Agency advertized in 3 (three) national daily newspapers namely Daily Trust, Thisday and the Federal Tenders Journal of 3<sup>rd</sup>, October, 2011 requesting interested firms to submit Technical and Financial Bids for various programmes in the 2011 capital Budget. The committee pre-qualified and selected successful companies that implemented the 2011 capital projects. The projects executed in 2011 are as follows:

- Entrepreneurship Development Programmes (EDPs)

- Training of Trainers (TOT)
- Special Intervention programme (Phase II in Oyo State)
- Unemployed Youths Empowerment Scheme (Pilot) in 13 LGAs of Oyo North
- Skill Enhancement for Fabricators on Equipment Design and Fabrication
- Promotion of Access of MSMEs to Renewable Energy Application
- Rural Enterprises Development Initiative
- Enterprise Support Services for Micro, Small and Medium Enterprises
- Review of the National Policy on Micro, Small and Medium Enterprises
- Capacity Enhancement Programme for SMEDAN staff
- Supply of Office Equipment and Fittings

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

#### 1. **PROVISION OF URGENT INFRASTRUCTURAL REQUIREMENTS AT IDC MAKURDI**

During the period under review the Agency undertook the following activities:

- a. Repairs and Servicing of Machinery (in the Wood and Construction Workshop).
- b. Repairs and Servicing of Machinery (in the Electrical and Electronics Workshop).
- c. Assessment of tools requirement (Wood& Construction Workshop)
- d. Assessment of tools requirement (Electrical& Electronics Workshop)
- e. Assessment of electricity Requirement
- f. Rehabilitation of Borehole

All the activities listed above have been successfully financed by and executed with the Benue State Government. The Rehabilitation of Borehole, also financed by the Benue State Government, is on-going. Thereafter, the IDC can be said to be in a functional state to

commence vocational trainings in the Wood/Construction and Electrical/Electronic Workshops.

## **2. FACT FINDING MISSION TO IDC/EPC WUKARI, TARABA STATE**

The Agency embarked on a fact finding mission to IDC/Export Processing Centre (EPC) Wukari on 21 -24 September 2011. Other stakeholders represented in the mission include the Federal Ministry of Trade and Investments (FMTI) and the Nigerian Export Promotion Council (NEPC). The mission was to determine the extent of work on the IDC/EPC project (which was commenced in October 2009) and recommend appropriate actions. In the course of its assignment, the committee sighted the following structures on site:

- a. An uncompleted fence project.
- b. A 2km access road (untarred).
- c. A 2 km drainage system.
- d. An uncompleted 3-in-1 workshop (No roofing, windows, doors and also not plastered).
- e. Scattered electric poles erected about 100 metres from each other.
- f. Completed warehouse (twin-building) already painted.
- g. Two sunk boreholes with erected scaffolding but with no reservoir tanks.
- h. Uncompleted double administrative blocks of Eight rooms.
  - i. A small structure to House the water pump.
  - j. A transformer cage.

## **3. ASSESSMENT VISIT TO IDC, TIGA-KANO**

Representatives of the Agency, along with an Architect from Kano State Government, undertook an assessment visit to the Industrial Development Centre (IDC), Tiga, Kano state on Thursday, 22<sup>nd</sup>, September, 2011. The visit preceded by a meeting of the Director General and the Kano State Governor, Dr. Rabi'u Musa Kwankwaso and sequel to the need to establish leather cluster in the Industrial

Development Centre located at Tiga, Kano, which will be a pride of the Nation.

The team observed and noted the production process of leather production, the existing facilities at IDC Tiga-Kano vis-à-vis the facilities required to convert the IDC to a leather cluster with a view to determining the cost of providing the needed facilities for effective take off of the proposed leather cluster as the Kano State Government has promised to provide the needed common facilities. Indeed subsequently, UNIDO joined the team as they had already acquired five leather processing equipment.

#### **4. NEEDS ASSESSMENTS OF THE IDCs- REQUIREMENT FOR UPGRADING TO SKILL ACQUISITION CENTERS(SACs)**

A compilation of requirements for upgrading the IDCs to Skill Acquisition Centers (SACs) was made, The outcome of the activity indicates that the sum of **N3,098,500,000**(Three Billion, Ninety Eight Million, Five Hundred Thousand Naira) shall be required to upgrade the IDCs to SACs. The IDCs shall have the capacity to train over **11, 000 youths** annually in various trades.

#### **5. DEVELOPMENT OF THE IDCs TO CLUSTERS**

Consequent upon the handing over of the Twenty Four (24) Industrial Development Centres (IDCs) to the Agency and the Federal Ministry of Trade and Investment directive that they should be made functional on a sustainable basis for the benefit of MSMEs and emergence of viable clusters. A Project Delivery Team (PDT) was constituted on 21<sup>st</sup> February, 2011. The constitution of the PDT is part of the effort to convert the Industrial Development Centres into World Class Cluster Parks through Public – Private Partnership. The membership of the PDT includes:

- i. Federal Ministry of Trade and Investment
- ii. Small & Medium Enterprises Development Agency of Nigeria (SMEDAN)
- iii. Infrastructure Concession and Regulatory Commission (ICRC)

iv. Raw Materials Research and Development Council (RMRDC)

A Steering Committee had been constituted to provide policy guidelines and general direction to the Project Delivery Team. Membership of the Steering Committee shall include; SME Department of the Vice – President Office, Federal Ministry of Commerce and Industry, Nigeria Export Import(NEXIM) Bank, Raw Materials Research and Development Council(RMRDC), Bank of Industry(Bol), Manufacturers Association of Nigeria(MAN) and representatives of Business Membership Organizations(BMOs).

The project Delivery Team, recently conducted assessment visits to the IDCs. Based on the outcome of the exercise, the Agency in collaboration with the Infrastructure Concession Regulatory Commission (ICRC) shall engage the services of reputable Consultants to function as Outline Business Case (OBC) Advisors for the Industrial Development Centres in order to determine their respective viability. The IDCs locations being considered are as follows:

- i. Idu, FCT – Abuja
- ii. Zaria, Kaduna State
- iii. Bauchi, Bauch State
- iv. Oshogbo, Osun State
- v. Owerri, Imo State
- vi. Port – Harcourt, Rivers State

3.7 **Job creation through access to credit: Collaboration with 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 Constituency Micro Credit Scheme Project in 2010. The scheme was designed to develop SMEs using Cooperative Society structures through Micro Credit Revolving Scheme. The disbursement of the loans is usually preceded by entrepreneurship training. Within the period under review, 10



(ten) cooperative societies benefited from this scheme at the rate of between N3 million and N5 million per society. Indeed, some of the cooperative societies have started repaying the loan. As a follow-up to this initiative, the Agency has written to all distinguished Senators and Honourable Members of the House of Representatives requesting them to utilize their constituency projects towards developing the MSMEs sub-sector along this platform.

### 3.8 **SMEDAN/CBN Microfinance Certification Programme (MCP)**

In continuation of the Microfinance Certification Programme (MCP), as part of the overall Microfinance Development Strategy for Nigeria, the CBN approved the commencement of the second level of the training from September 5<sup>th</sup> - 16<sup>th</sup>, 2011. The training programme was facilitated by SMEDAN as the Microfinance Training Service Provider (MTSP).

The objective of the certification programme is to continue to build a sustainable skilled labour force for the microfinance sub-sector through the certification of operators and non-executive directors of microfinance banks in Nigeria. A total of **40** persons participated in the programme.

### 3.9 **SMEDAN/Students for the Advancement of Global Entrepreneurship (SAGE) partnership**

The Agency co-sponsored and provided training for the participation of Zamani International College, Kaduna and Jikwoyi Junior Secondary School, Jikwoyi, Abuja at the **SAGE world competition held in New York, USA between July 22-26, 2011**. The two schools won the first position in two different categories.

### 3.10 **Extension Services on Impact Evaluation**

Impact evaluation is the systematic identification of the effects positive or negative, intended or not – on individual persons, institutions, and the environment caused by a given development activity such as training. Impact evaluation helps us better understand the extent to which activities reach the poor and the magnitude of their effects on people's welfare. Impact evaluations can range from large scale sample surveys in which project beneficiaries and control

groups are compared before and after, and possibly at several points during program intervention; to small-scale rapid assessment and participatory appraisals where estimates of impact are obtained from combining group interviews, key informants, case studies and available secondary data.

In the implementation of this programme, 2 states, Oyo and Osun states were visited and 70 potential entrepreneurs were interfaced with, i.e. 35 entrepreneurs from each state. This renewed focus has brought a wide range of benefits to MSMEs, such as:

- deeper inter-firm learning and co-operation among members;
- 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.

We are, however, pleased to report that we have been successfully doing our very best to surmount the problems.

#### 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 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 had been implemented in Kano and Niger states. Three clusters among three products were 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 draft final report (DFR) had been presented to stakeholders at a seminar held in October 2011. The final report is expected to be presented by the Japan International Cooperation Agency (JICA) before the year runs out. Consultation has continued with all States and Local Governments to tidy up for the full blown proposal/scheme to be flagged off at a date agreed for national implementation.

**4.2 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 activities of the PACF in Nigeria were slowed down as a result of paucity of funds. However, the PACF in Nigeria has been working on hosting the PACF International

Conference in Abuja in March 2012. The PACF was also engaged in sensitizing various State Governments to key into the PACF programmes in Nigeria.

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

The Agency 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 provides office space, furniture and human resources. In line with this, the Business Support Centre (BSC) Matori, Lagos is hosting the SPX Project. **UNIDO 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 commenced with the capacity building of SPX staff.** The Agency has concluded the profiling of companies in Lagos and the pilot run will start early in the New Year.

#### 4.4 **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) was signed between the Agency and Ondo State Government for this purpose. During the period under review, the State Government reactivated the existing machines and even went ahead to buy new machines/equipment. The various workshops were renovated for the intake of a new set of trainees into the various trades. The vocational skills training were

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 and its resultant job creation capacity in Nigeria.

4.5 **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 has been signed and renovation work is on-going at the instance of Peter Akinola Foundation. Training is expected to start in the 1<sup>st</sup> quarter of 2012.

4.6 **COLLABORATION WITH NEW CULTURE FOUNDATION (NCF)**  
Based on evaluation/review of the reports of meetings between representatives of SMEDAN and the New Culture Foundation (NCF), the Agency approved collaboration with NCF to commence the "Creative Technology" and entrepreneurship training of youths at the foundation training centre in Idumuje and Ugboko in Delta State.

The following work plan was recommended:

- I. Pre-training visit to NCF, Niger Delta state by two SMEDAN staff (to ascertain the present state of facilities at the centre).
- II. Communicating with Ministry of Niger Delta Affairs and Niger Delta States for sponsorship of prospective participants to be under taken by SMEDAN.
- III. Advertisement in two (2) National dailies (publicizing the proposed program and calling for responses/applications), to be undertaken by SMEDAN.
- IV. Meeting of SMEDAN-NCF project team (to appraise responses), obtaining management approval to proceed with the programme and selection of trainees; to be undertaken by SMEDAN and NCF.

- V. Training programme (skills acquisition and entrepreneurship training) to be undertaken by SMEDAN and NCF.

#### 4.7 **RENEWABLE ENERGY WORKSHOP**

The Agency participated in a 2-day National Awareness and Training Program on “Renewable Energy and practical hands on training on the production of cooking gas (methane) and liquid fertilizer from domestic kitchen food waste and biodegradable wastes”, organized by the Nigerian Society of Engineers (NSE) in conjunction with Grandeur Services & Green Economy Nigeria, held at the Raw Materials Research and Development Council (RMRDC), Maitama, Abuja, on the 23<sup>th</sup> and 24<sup>th</sup> of June, 2011. The objective of the training was the conversion of variously generated bio-degradable waste within the country into wealth (waste to wealth). It was aimed at waste utilization and waste conversion for wealth generation and reduction in anthropogenic emissions.

#### 4.8 **INDUSTRIAL PROJECT PROFILE ON SACHET WATER PRODUCTION**

The Agency has been working on developing an Industrial Project Profile on sachet water production. During the period under review, the Agency obtained field data and completed the draft Industrial Project Profile, ready for presentation for dissemination to prospective investors.

#### 5.0 **MEDIA RELATED ACTIVITIES**

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

- Central Bank of Nigeria [CBN] and Nigeria Deposit Insurance Corporation [NDIC] and Chartered Institute of Bankers of Nigeria [CIBN] Micro-Finance Certification Programme: Media Coverage of Opening Ceremony on 31/01/11 at SMEDAN Headquarters.
- Media Coverage of Corpers' Entrepreneurship Training Programme on 16/02/11 at the SMEDAN HEADQUARTERS. Members of the NYSC serving in the Agency and other public and private institutions in Abuja were put through one week entrepreneurship training to

prepare them for economic self-reliance through the establishment of their own businesses after the period of their national assignment.

- Media Coverage of the Signing of Memorandum of Understanding between SMEDAN and Peter Akinola Foundation on 17/02/11 at the SMEDAN Headquarters for collaboration on youth empowerment/job creation scheme.
- Media Coverage of Courtesy Call on SMEDAN Director-General by the Director-General of Infrastructure Concession Regulatory Commission on 17/02/11 at SMEDAN Headquarters. The visit offered opportunity for discussion on the conversion of 23 Industrial Development Centres [IDCs] located across the country to enterprise clusters via the Public-Private Sector Partnership [PPP] arrangement.
- Media Coverage of Courtesy Call on SMEDAN D-G by a delegation from the World Intellectual Property Organization [WIPO] on 03/03/11 at SMEDAN Headquarters where both sides discussed the roles SMEDAN could play in the area of intellectual property.
- Media Coverage of SMEDAN participation in the Kaduna International Trade Fair on 04/03/11 in Kaduna.
- Media Coverage of the Courtesy Call on SMEDAN D-G by a delegation from D-8 countries to discuss the Agency's participation in coordinated development of micro, small and medium enterprises [MSMEs] in D-8 countries.
- Media Coverage of Courtesy Call on SMEDAN D-G by a delegation from the United Nations High Commission for Refugees in Nigeria on 22/03/11 at SMEDAN Headquarters. Both sides discussed rehabilitation of refugees and internally displaced persons through micro, small and medium enterprises.

- Media Coverage of the visit of the delegation from Society for Family Health on 18/03/11 at SMEDAN Headquarters to discuss collaboration with SMEDAN on health issues.
- Media Coverage of the courtesy Call on SMEDAN D-G by Consumer Protection Council [CPC] Director-General to discuss products/services quality in the MSME sector.
- Media Coverage of the Courtesy Call on SMEDAN D-G by a delegation from the Federation of Informal Workers' Organization on 22/03/11 to discuss collaboration on MSME Development.
- Media Coverage of Stakeholders' Meeting on MSME Rating Database on 24/03/11 at SMEDAN Headquarters. It was a consultative meeting.

#### 6.0 **STAFF TRAINING**

During the period under review, the Management intensified efforts in building the capacity of staff towards effective service delivery. 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. See **Annexures II B & II C**

#### 7.0 **TRADEFAIRS, WORKSHOPS, SEMINARS, CONFERENCES AND MEETINGS**

The following activities took place:

- a. Attendance of the 2<sup>nd</sup> Niger Cassava Conference and exhibition (2<sup>nd</sup> NCCE 2011).
- b. Review of the proposal for implementation of a geographical information system (GIS) for the management and administration of industrial Development centre for SMEDAN, Nigeria.
- c. Participation in the Niger chamber of commerce industry, mines and agriculture to participate in the 9<sup>th</sup> Niger National Trade fair- NIGER 2011.



- d. Stakeholder workshop on the biometrics and demographics data standard and verification procedures for the NIMs (National Identity Management Commission) 19<sup>th</sup> May 2011.
- e. Attendance of the ICAN 5<sup>th</sup> western District Conference and presented a paper titled "Funding MSMEs to grow to the National Economy" between 7<sup>th</sup> to 10<sup>th</sup> Feb 2011 at Akure.
- f. Participated in the stakeholder's meeting on the proposed National MSME's rating database 24<sup>th</sup> March 2011 at SMEDAN HQTR.
- g. Participated in the Financial Sector Strategy (FSS) 20:20 2011 retreat on IFRS on 25<sup>th</sup> March at CBN Kaduna.
- h. Participated at the 4<sup>th</sup> National Development Summit of Traditional rulers and presented a paper titled "Development of MSMEs: Advancement, impediment and prospects on 29<sup>th</sup> March 2011.
- i. Participated at the National SMEs rating database meeting held at the DG's conference room on 24<sup>th</sup> March 2011.
- j. Participated at the International conference/National summit on oil palm Industry –held at Transcorp Hilton Hotel Abuja – 3<sup>rd</sup>-4<sup>th</sup> March 2011.
- k. Participated at the workshop on developing a low carbon Industrial strategy for Nigeria-held at Rock view Hotels Abuja on 17<sup>th</sup> March 2011.
- l. On 24<sup>th</sup> March, 2011 organized the first meeting on the National MSME Rating Database which took place at the Director – General's conference room. The Rating Database is intended to institute a reliable process and benchmark to assess and rate Nigerian MSMEs based on standardized criteria and policies.
- m. The Second stakeholders meeting on National MSME rating database was held on 1<sup>st</sup> March, 2011. A working committee was constituted to fast track the detailed planning and framework for setting up the database.
- n. The National Agency for the Prohibition of Traffic Persons and other Related Matters (NAPTIP),invited the Agency with other stakeholders to work on a draft performance indicator document to be used to monitor and evaluate

the implementation of the Agency's National Policy and it was held from 7<sup>th</sup> – 8<sup>th</sup> June, 2011.

- o. A meeting was organized in order to fine tune areas of collaboration between FIWON and SMEDAN. The Agency has agreed to support FIWON in areas like workspace, MSME survey database and access to micro credit.
- p. The national Automotive Council and AutoWorld Services Ltd organized a workshop on effective production planning and improvement techniques for small & medium scale enterprises from 29<sup>th</sup> – 30<sup>th</sup> March, 2011. The workshop took place at Kings Palace Hotel, Nnewi, Anambra state. At the workshop a goodwill message and a paper titled Evolving Viable Project Concepts was delivered.
- q. A workshop on 7<sup>th</sup> and 8<sup>th</sup> March organized by the Energy Commission of Nigeria and the Kebbi State government at the Kebbi State University of Science and Technology Ahero, Kebbi State. The theme of the workshop was "2-day National training workshop on application of renewable energy devices and ultimate change mitigation in Northwest Region".
- r. The World Bank's MSME Project Office and the Nigerian Investment Promotion Commission organized a training on Result-based monitoring for some staff of the Agency from 20<sup>th</sup> – 23<sup>rd</sup> March, 2011. The workshop took place at New Chelsea Hotel, Abuja.
- s. A workshop was organized by the National Atomic Energy Commission of Nigeria at Top View Hotel, Wuse, Zone 5, Abuja. The aim of the workshop was to highlight the socio-economic importance of radiation processing technology in national food security.
- t. The World Bank MSME project training on Result based Monitoring and Evaluation tagged learnshop for SMEDAN management and staff was held from 17<sup>th</sup> – 19<sup>th</sup> June 2011 and 20<sup>th</sup> – 23<sup>rd</sup> June 2011 respectively at Chelsea Hotel, CBD, Abuja. About 13 members of management and 38 members of staff attended the training. See **annexure II B**

## 8.0 **UP-COMING PROGRAMME: TRAIN TO WORK (TRATOW) INITIATIVE**

One of the major causes of unemployment is skill shortages occasioned by dearth of skilled personnel and entrepreneurial competence, inadequate capacity of vocational skill centres and the non-orientation of the educational system to the production of vocational skills that are aligned to industry requirements. Therefore, the TRATOW Initiative, a brain child of the Honourable Minister of Trade and Investment, is targeted at equipping young Nigerians with the skills to establish and run their small businesses. The activities so far on this programme are as follows:

- a. Development of Concept Note
- b. Development of curriculum for both vocational and entrepreneurship training.
- c. Development of Action Plan
- d. Analysis of the budget

The programme is expected to generate a minimum of **1,000,000** jobs in four years with the public presentation and commencement scheduled for the first quarter of 2012.

## 9.0 **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 nonchalant 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 Organization of Nigeria (SON) and to lesser degree Corporate Affairs Commission (CAC) are hardly affordable, especially by start-ups.

Finally, the Agency has restructured to provide business extension services that will include working with entrepreneurs to design bankable business plans. This is because the Agency has observed that the problem of business is not access to funds but lack of viable business plans by MSMEs.

**Annexure I****QUARTERLY ANALYSIS OF THE ACTIVITIES ON INFORMATION, TRAINING  
ADVISORY SERVICES AND SENSITIZATION AT THE HEAD OFFICE &  
OTHER CENTRES FOR THE YEAR 2011****Table I – First Quarter 2011**

| <b>LOCATION</b>           | <b>JAN</b> | <b>FEB</b> | <b>MAR</b> | <b>TOTAL</b> |
|---------------------------|------------|------------|------------|--------------|
| Head office               | -          |            | -          | -            |
| BSCs                      | -          | 3          | 50         | <b>53</b>    |
| BICs                      | -          | -          | -          | -            |
| Business<br>Sensitization |            | 19         | 12         | <b>31</b>    |
| Training                  | -          | 9          | 12         | <b>21</b>    |
| <b>Total</b>              | <b>-</b>   | <b>31</b>  | <b>74</b>  | <b>105</b>   |

**Table II – Second Quarter 2011**

| <b>LOCATION</b>           | <b>APRIL</b> | <b>MAY</b> | <b>JUNE</b> | <b>TOTAL</b> |
|---------------------------|--------------|------------|-------------|--------------|
| Head office               | -            | 29         | -           | <b>29</b>    |
| BSCs                      | 25           | -          | -           | <b>25</b>    |
| BICs                      | -            | -          | -           | -            |
| Business<br>Sensitization | 55           | 29         | 200         | <b>284</b>   |
| Training                  | 32           | 24<br>3    |             | <b>275</b>   |

|              |            |                 |            |            |
|--------------|------------|-----------------|------------|------------|
| <b>Total</b> | <b>112</b> | <b>30<br/>1</b> | <b>200</b> | <b>613</b> |
|--------------|------------|-----------------|------------|------------|

**TABLE III – Third Quarter 2011**

| <b>LOCATION</b>        | <b>JULY</b> | <b>AUG.</b> | <b>SEPT.</b> | <b>TOTAL</b> |
|------------------------|-------------|-------------|--------------|--------------|
| Head office            | -           | 15          | 12           | <b>27</b>    |
| BSCs                   | -           | -           | -            | -            |
| BICs                   | -           | -           | 4            | <b>4</b>     |
| Business Sensitization | -           | -           | 59           | <b>59</b>    |
| Training               | -           | 25          | 19           | <b>44</b>    |
| <b>Total</b>           | -           | <b>40</b>   | <b>94</b>    | <b>134</b>   |

**Table IV – Fourth Quarter 2011**

| <b>LOCATION</b>        | <b>OCT.</b> | <b>NOV.</b> | <b>DEC.</b> | <b>TOTAL</b> |
|------------------------|-------------|-------------|-------------|--------------|
| Head office            | 50          | 150         | 200         | <b>400</b>   |
| BSCs                   | -           | 100         | 50          | <b>150</b>   |
| BICs                   | 9           | 35          | 40          | <b>84</b>    |
| Business Sensitization | 200         | 300         | 250         | <b>750</b>   |
| Training               | 250         | 6,690       | 1200        | <b>8,140</b> |

|              |            |              |              |              |
|--------------|------------|--------------|--------------|--------------|
| <b>Total</b> | <b>509</b> | <b>7,275</b> | <b>1,740</b> | <b>9,524</b> |
|--------------|------------|--------------|--------------|--------------|

**Annexure IIA  
FOREIGN SEMINARS, MEETINGS AND CONFRENCES**

| <b>NAME OF OFFICIALS</b>       | <b>TITLE OF PROGRAMME</b>  | <b>LOCATION</b>        | <b>DATE</b>  |
|--------------------------------|--|------------------------|--|
| Mal. I. Shehu,<br>Remi Adeleke | International Labour<br>Leaders Convention                       | Washington DC,<br>USA. | 10th-15th<br>January, 2011                           |
| Engr. Abu Ozigi                | IRO, D-8,SMEs Cluster<br>Development best<br>practices workshop. | Tehran, Iran           | 8 <sup>th</sup> -9 <sup>th</sup><br>February,2011    |
| Engr. Ikenna<br>Onugha         | D-8 Working Committee<br>Meeting on Boron<br>Products.           | Ankara, Turkey         | 21 <sup>st</sup> -23 <sup>rd</sup><br>February, 2011 |
| Dr. Robert<br>Oweiye           | Workshop on Sustainable<br>Development on Lake                   | N'DJamena, Chad        | 9 <sup>th</sup> -10 <sup>th</sup> March,<br>2011.    |

|  |  |   |   |
|--|--|---|---|
|  | Chad Basin Region:<br>Capacity of Lake Chad<br>basin Catchment Area for<br>Sustainable Agricultural<br>practices.  |   |   |
| Engr. Abu Ozigi,<br>Mal. Adamu K.A.<br>Gargawa, Mr.<br>Barnabas Jatau.   | The Small & Medium Scale<br>Industry Development &<br>Support Administration of<br>Turkey (KOSGEB)/ SMEDAN<br>Collaboration Programme                                    | Ankara, Turkey.   | 9 <sup>th</sup> -11 <sup>th</sup> March,<br>2011    |
| Mr. O.T. Fasanya   | First Economic Commission<br>of West African<br>States(ECOWAS) SME<br>Summit ' Promoting SME<br>Development''  | Accra, Ghana  | 15 <sup>th</sup> - 17 <sup>th</sup> March,<br>2011. |
| Mr. Monday<br>Aluu Ewans &<br>Bridget<br>Ohikhokhai.   | Training of trainers' (TOT)<br>programme on<br>International Financial<br>Reporting Standards(IFRS)<br>for SMEs Institution &<br>Operators.                              | Banjul, Gambia.   | 9 <sup>th</sup> -11 <sup>th</sup> May, 2011         |
| Dr. Robert A.<br>Owaiye  | Enhanced trade through<br>increased competitiveness,<br>value addition and deeper<br>regional integration.' 2011<br>African Growth<br>Opportunities Act (AGOA)<br>forum. | Lusaka, Zambia.   | 6 <sup>th</sup> -10 <sup>th</sup> June,<br>2011.    |
| Muhammad<br>Nadada Umar,<br>Mr. Fasanya O.T,<br>Mr. Atukpa<br>Jethro Pope,<br>Dr. Friday<br>Okpara,Engr.<br>Igba Anthony | World Bank Organized<br>Study tour to India.   | Entrepreneuership<br>Development<br>Institute,<br>Ahmadabad, India. | 17 <sup>th</sup> -23 <sup>rd</sup><br>July,2011.    |
| Mal. Shehu Sada,<br>Mr. Monday A.<br>Ewans, Engr.<br>Ikenna Onugha,  | SME Meeting with Republic<br>of Sierra Leone<br>Government Officials.  | Freetown,<br>Republic of Sierra<br>Leone.                           | 1 <sup>st</sup> -5 <sup>th</sup> August,<br>2011.   |



|   |                                       |                   |  |
|---|---------------------------------------|-------------------|--|
| Ibrahim Tiamiyu.                          |                                       |                   |  |
| Fasanya T.O                               | African Down Under Conference         | Perth,Australia.  | 31 <sup>st</sup> August - 2 <sup>nd</sup> September, 2011. |
| Engr. Abu Ozigi                           | D-8 Ministerial/Working Group Meeting | Ankara, Turkey.   | 4 <sup>th</sup> -6 <sup>th</sup> October, 2011.            |
| Muhammad Nadada Umar, Mr. Monday A. Ewans | Commonwealth Business Meeting         | Perth, Australia. | 25 <sup>th</sup> -27 <sup>th</sup> October, 2011.          |

**Annexure IIB  
FOREIGN TRAINING**

| S/N | COURSE TITLE                                 | INSTITUTION  | COLLABORATING GOVERNMENT/ AGENCY               | DATE OF TRAINING                                     | LOCATION | NOMINATION               | REMARKS     |
|-----|--|--|--|--|----------|--------------------------|-------------|
| 1.  | Entrepreneurship & Small Business Promotion. | Entrepreneurship Development institute of India, Ahmedabad   | Indian Technical & Economic Cooperation (ITEC) | 3 <sup>rd</sup> Jan.- 11 <sup>th</sup> feb.,2011     | India    | Ruth Andi Hamza          | Implemented |
| 2.  | Business Research Methods & Data Analysis    |  | Indian Technical & Economic Cooperation (ITEC) | 3 <sup>rd</sup> Jan.- 11 <sup>th</sup> feb.,2011     | India    | Mr. Ebuna Kenneth Ilobas | Implement   |
| 3.  | Advanced Certificate Of Human Development    | National Institute of Teachers Technical Training & Research | Indian Technical & Economic Cooperation (ITEC) | 19 <sup>th</sup> Jan.- 18 <sup>th</sup> March, 2011. | India    | Fatima O. Shu'aibu       | Implement   |
| 4.  | Community-Capacity & Rural                   |  | The Japanese International Cooperation         | 28 <sup>th</sup> March- 18 <sup>th</sup> April,      | Japan    | Safiya Balla Yarima      | Implemented |

|    |  |  |   |  |             |                       |             |
|----|--|--|---|--|-------------|-----------------------|-------------|
|    | Development Programme- Focusing on One Village One Product- for African Countries in Kyushu(Japan) |  | Agency(JICA)  | 2011.                                      |             |                       |             |
| 5. | Business Dynamics “BD”   | Maastricht School of Management, Netherlands.                    | Ministry of Development Cooperation & Maastricht School of Management Netherlands | 6 <sup>th</sup> -29 <sup>th</sup> May,2011 | Netherlands | Faniyan Oluyomi       | Implemented |
| 6. | International Training Programme in Man Power.   | Institute of Man Power Research, Delhi                           | ITEC  | 01/12/2011-25/01/2012                      | India       | Umar Dauda Ibrahim    | Implemented |
| 7. | Design & Implementation of E- Learning   | Delhi  | ITEC  | 17/10/2011-09/12/2011                      | India       | Kayode Mayenbe        | Implemented |
| 8. | Cluster Development Programme  | Enterpreneurship Development Institute of India (EDI)- Ahmedabad | ITEC  | 07/11/2011-16/12/2011                      | India       | Auwalu Aminu          | Implemented |
| 9  | Entrepreneurial management   | EDI- Ahmedabad   | ITEC  | 07/11/2011-16/12/2012                      | India       | Temitope Frank Adeoye | Implemented |

## Annexure IIC LOCAL TRAINING

| S/N | NAMES              | INSTITUTION                           | VENUE                           | COURSE TITLE  | DEPT   | DATE                                     | REMARKS     |
|-----|--------------------|---------------------------------------|---------------------------------|---|--------|--|-------------|
| 1.  | Mal. Shehu Ibrahim | Kaduna Business School, School Kaduna | Kaduna Business School, Kaduna. | Planning Research and Organizational learning programme | A& HR  | April 4 <sup>th</sup> - 8 <sup>th</sup>  | Implemented |
| 2.  | Mal. Ali Musa      | Public service Institute of Nigeria   | Public service institute Abuja  | Budget Preparation, Defence, and Preparation            | F & A  | June 16 <sup>th</sup> -17 <sup>th</sup>  | Implemented |
| 3.  | Faith Dachir       | Public service institute of Nigeria   | Public service institute Abuja  | Budget Preparation, Defence, and Preparation            | A & HR | June 16 <sup>th</sup> -17 <sup>th</sup>  | Implemented |
| 4.  | Aliyu Usman Bello  | Public Service Institute of Nigeria   | Public service Institute Abuja  | Public sector procurement & Financial Management        | A & HR | June 21 <sup>st</sup> - 22 <sup>nd</sup> | Implemented |
| 5.  | B.E Okimba         | Public service Institute of Nigeria   | Public service Institute Abuja  | Workshop on council memorandum notes &                  | A& HR  | June 28 <sup>th</sup> -29 <sup>th</sup>  | Implemented |

|     |                       |                                     |   |  |       |   |             |
|-----|-----------------------|-------------------------------------|---|--|-------|---|-------------|
|     |                       |                                     |   | conclusion   |       |   |             |
| 6.  | Alh. Umar Tijjani     | Public service Institute of Nigeria | Public service Institute Abuja                      | Workshop on council memorandum notes & conclusion                          | A& HR | June 28 <sup>th</sup> -29 <sup>th</sup> | Implemented |
| 7.  | Ilebode Unibode       | Federal Character commission        | Presidential Hotel, Port Harcourt River state       | National Retreat on transformation of Nigeria                              | A& HR | SEP 5-8                                 | Implemented |
| 8.  | Isreal. Ikyumoir      | Federal character commission        | Presidential Hotel, Port Harcourt                   | National Retreat on transformation of Nigeria                              | SPP&C | SEP 5-8                                 | Implemented |
| 9.  | Mubarak Ahmed         | Federal character                   | Presidential Hotel, port Harcourt                   | National Retreat on transformation   | F& A  | SEP 5-8                                 | Implemented |
| 10. | Ijeoma Ebere          | IFRS                                | Lagos   | International reporting standard   | C& SP | July 19 <sup>th</sup> -21 <sup>th</sup> | Implemented |
| 11. | Stella Akpobor        | ASCON                               | Badagry complex, Lagos                              | Management for secretary, personnel  | F& A  | SEP 5 <sup>th</sup> -9 <sup>th</sup>    | Implemented |
| 12. | Muhammad Nadada Umar  | EFCC                                | EFCC, Training & Research institute, institute Karu | The Challenges of global Economic Crimes                                   | CP    | SEP 5 <sup>th</sup> -7 <sup>th</sup>    | Implemented |
| 13. | Mal. Ibrahim Shehu    | EFCC                                | EFCC, Training Research Institute Karu              | The Challenges of global Economic Crimes                                   | A& HR | SEP 5 <sup>th</sup> -7 <sup>th</sup>    | Implemented |
| 14. | Mr. Steve Ehikhamenor | EFCC                                | EFCC, Training Research Institute Karu              | The Challenges of global Economic Crimes                                   | F& A  | SEP 5 <sup>th</sup> -7 <sup>th</sup>    | Implemented |
| 15. | Mal. Sada Shehu       | Abuja Enterprise Agency             | Ikeja, Lagos  | Revenue Generation & Utilization Strategy                                  | ED&P  | June 13 <sup>th</sup> -17 <sup>th</sup> | Implemented |
| 16. | Mr. Olorok E.D        | Chartered Accountant of Nigeria     | Gateway Hotel, Ota, Ogun                            | Advance Financial Management Skills for Accountants and Finance executives | F& A  | OCT 3 <sup>rd</sup> -7 <sup>th</sup>    | Implemented |
| 17. | Ali Musa              | ASCON                               | Ascon Complex badagry Lagos                         | Customer service delivery  | F& A  | OCT 17 <sup>th</sup> -25 <sup>th</sup>  | Implemented |
| 18. | Mgbana Emmanuel       | Baseline Computers                  | Ibadan, Oyo State.                                  | Audit Control and  | Audit | OCT 10 <sup>th</sup> -14 <sup>th</sup>  | Implemented |

|     |                        |                       |   |   |       |  |             |
|-----|------------------------|-----------------------|---|---|-------|--|-------------|
|     |                        | LTD                   |   | management of Computer system course                                    |       |  |             |
| 19. | Kingsley Adamu         | Baseline Computer LTD | Ibadan, Oyo State                             | Audit Control and management of Computer System Course                  | F& A  | OCT 10 <sup>th</sup> -14 <sup>th</sup> | Implemented |
| 20. | Alh. Tijjani Umar      | National Archives     | National Teachers Institute, Kaduna           | National workshop on the Establishment & Operation of Records           | A& HR | OCT 25 <sup>th</sup> -27 <sup>th</sup> | Implemented |
| 21. | Ibrahim Dauda Umar     | National Archives     | National Teacher workshop Kaduna              | National workshop on the Establishment and Operation of Records         | A& HR | OCT 25 <sup>th</sup> -27 <sup>th</sup> | Implemented |
| 22. | Auwalu Aminu           | National Archives     | National Teachers workshop Kaduna             | National Workshop on the Establishment and Operation of Records         | A& HR | OCT 25 <sup>th</sup> -27 <sup>th</sup> | Implemented |
| 23. | Blessing Chinagorom    | National Archives     | National Teachers Workshop Kaduna             | National Workshop on the E establishment                                | A& HR | OCT 25 <sup>th</sup> -27 <sup>th</sup> | Implemented |
| 24. | Aisha Ojeifo           | CMD                   | CMD Complex, Shangisha Lagos                  | Developing Administrative Officers competence for Organizational change | A& HR | OCT 10 <sup>th</sup> -14 <sup>th</sup> | Implemented |
| 25. | Chinyere Muomaife      | CMD                   | CMD Complex, Shangisha Lagos                  | Developing Administrative Officers Competence for Organizational Change | A& HR | OCT 10 <sup>th</sup> -14 <sup>th</sup> | Implemented |
| 26. | Mr. Ibrahim Abdulmalik | Baseline Computer LTD | Kankonfo Inn, Ninhinola Str, Ibadan Oyo State | Website Design Development Management                                   | ICT   | OCT 24 <sup>th</sup> -28 <sup>th</sup> | Implemented |
| 27. | Mr.Tony Muogbare       | Baseline Computer     | Kankon Inn, Ninhinola Str, Ibadan Oyo State   | Website, Design Development Management                                  | ICT   | OCT 24 <sup>th</sup> -28 <sup>th</sup> | Implemented |
| 28. | Oyansanya Faith. O.A   | ASCON                 | Nondon Hotel New Heaven, Enugu                | Manpower planning & Budgeting   | F&A   | SEP 19 <sup>th</sup> -22 <sup>ND</sup> | Implemented |
| 29. | Hamza Ruth.A           | ASCON                 | Nondon Hotel New Heaven                       | Manpower & Budgeting  | A&HR  | SEP 19 <sup>th</sup> -                 | Implemented |

|     |                                |   |  |  |        |   |             |
|-----|--------------------------------|---|--|--|--------|---|-------------|
|     |                                |   | Enugu  |  |        | 22ND  |             |
| 30. | Faith Z Dachir                 | ASCON   | Nondon Hotel<br>New Heaven                     | Manpower<br>planning &<br>Budgeting                          | A&HR   | SEP<br>19 <sup>TH</sup> -<br>22ND             | Implemented |
| 31. | Sulaiman<br>Taminu<br>Abubakar | CMD   | CMD<br>complex,<br>Lagos                       | Management<br>workshop for<br>cooperative and<br>Agro-allied | ED&P   | NOV<br>9 <sup>TH</sup> -11 <sup>TH</sup>      | Implemented |
| 32. | ENGR.Onugh<br>a Ikenna         | CMD   | CMD<br>complex,<br>Shangisha<br>Lagos          | Management<br>workshop for<br>cooperative<br>andAgro-allied  | ET&P   | NOV<br>9 <sup>TH</sup> -11 <sup>TH</sup>      | Implemented |
| 33. | Gamawa<br>Saleh                | CMD   | CMD<br>complex,<br>Shangisha<br>Lagos          | Management<br>workshop for<br>cooperative<br>andAgro-allied  | CS&P   | NOV<br>9 <sup>TH</sup> -11 <sup>TH</sup>      | Implemented |
| 34. | Chinyelu<br>Nwokoye            | CMD   | CMD<br>complex,<br>Shangisha<br>Lagos          | Management<br>workshop for<br>cooperative and<br>Agro-allied | ED&P   | NOV<br>9 <sup>TH</sup> -11 <sup>TH</sup>      | Implemented |
| 35. | Oluyomi<br>Faniyan             | CMD   | CMD<br>complex,<br>Shangisha,<br>Lagos         | Pension Fund<br>Management &<br>Administration<br>workshop   | A & HR | NOV<br>14 <sup>TH</sup> -<br>18 <sup>TH</sup> | Implemented |
| 36. | Eno Emily                      | CMD   | CMD<br>complex,<br>Shangisha<br>Lagos.         | Pension Fund<br>Management &<br>Administration<br>workshop   | A & HR | NOV<br>14 <sup>TH</sup> -<br>18 <sup>TH</sup> | Implemented |
| 37. | Tijjani A. Umar                | National<br>Pension<br>Commission<br>and (ICPC) | Arewa<br>House,Kaduna                          | Pension  | A&HR   | NOV<br>22 <sup>ND</sup> -<br>23 <sup>RD</sup> | Implemented |
| 38. | Faniyan<br>Oluyomi             | National<br>Pension<br>Commission<br>and (ICPC) | Arewa House,<br>Kaduna                         | Pension  | A&HR   | NOV<br>22 <sup>ND</sup> -<br>23 <sup>RD</sup> | Implemented |
| 39  | Linda Jerry                    | CMD   | CMD<br>complex,<br>Kano                        | Management<br>workshop                                       | F & A  | DEC<br>5 <sup>TH</sup> -9 <sup>TH</sup>       | Implemented |
| 40. | Stella Ani                     | CMD   | CMD<br>complex,<br>Kano                        | Management<br>workshop                                       | SP&PC  | DEC<br>5 <sup>TH</sup> -9 <sup>TH</sup>       | Implemented |
| 41. | Mary A.<br>Kolawole            | CMD   | CMD<br>complex,<br>Kano                        | Management<br>workshop                                       | SP&PC  | DEC<br>5 <sup>TH</sup> -9 <sup>TH</sup>       | Implemented |
| 42. | Mary Etim                      | CMD   | CMD<br>complex,<br>Kano                        | Management<br>workshop                                       | F & A  | DEC<br>5 <sup>TH</sup> -9 <sup>TH</sup>       | Implemented |
| 43. | Alh.<br>Mustapha<br>Kolawole   | UMM<br>consultancy<br>services                  | UMM Learning<br>centre, Alausa<br>Ikeja Lagos. | Store Keeping/<br>Warehouse<br>Workshop                      | A & HR | DEC<br>12 <sup>TH</sup> -<br>16 <sup>TH</sup> | Implemented |
| 44. | ENGR. Ikenna                   | Energy  | Sokoto Energy                                  | Strengthening  | ET&P   | NOV   | Implemented |

|     |                    |                                    |                               |   |       |  |             |
|-----|--------------------|------------------------------------|-------------------------------|---|-------|--|-------------|
|     | Onugha             | commission                         | Research                      | institutional capacity research centre's within niger delta                       |       | 10 <sup>TH</sup> -11 <sup>TH</sup>     |             |
| 45. | Mr. Okimba B.E     | ASCON                              | ASCON Badagry, Lagos          | Sensitization workshop on the new public service rules                            | A&HR  | NOV 28 <sup>TH</sup> -30 <sup>TH</sup> | Implemented |
| 46  | Zephaniah Jolomi   | ASCON                              | ASCON Badagry, Lagos          | Sensitization workshop on the new public service rules                            | A&HR  | NOV 28 <sup>TH</sup> -30 <sup>TH</sup> | Implemented |
| 47. | Faniyan Oluyomi    | Integrated health centre           | Lamonde Hotel, Plateau State. | Integrated health   | A&HR  | DEC 1 <sup>ST</sup>                    | Implemented |
| 48. | Dachir F.Z         | Integrated health centre           | Lamonde Hotel, Plateau State. | Integrated health   | A&HR  | DEC 1 <sup>ST</sup>                    | Implemented |
| 49. | Salau Mikhail      | The pictorial Educational resource | Command guest house, Kaduna   | Technical approach to risk reduction as related to safety and health in workplace | A&HR  | DEC 1 <sup>ST</sup> -2 <sup>ND</sup>   | Implemented |
| 50. | Yakubu Momoh Jimoh | The pictorial Educational resource | Command guest house, Kaduna   | Technical approach to risk reduction as related to safety and health in workplace | A&HR  | DEC 1 <sup>ST</sup> -2 <sup>ND</sup>   | Implemented |
| 51. | Shuaibu Haruna     | HFC Consulting                     | Hamdala Hotel, Kaduna         | Entrepreneurship, Business development improvement and investment management      | SPP&C | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |             |
| 52. | Shekerau Ahmed     | HFC Consulting                     | Hamdala Hotel, Kaduna         | Entrepreneurship, Business development improvement and investment management      | A&HR  | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |             |
| 53. | Ngozi Obilor       | HFC Consulting                     | Hamdala Hotel, Kaduna         | Entrepreneurship, Business development improvement and investment management      | A&HR  | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |             |
| 54. | Moji Adebayo       | HFC Consulting                     | Hamdala Hotel, Kaduna         | Entrepreneurship, Business development  | IE&E  | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> | S           |

|     |                   |                |                       |   |               |  |  |
|-----|-------------------|----------------|-----------------------|---|---------------|--|--|
|     |                   |                |                       | improvement and investment management   |               |  |  |
| 55. | Dr. Ifeoma Onyia  | HCF Consulting | Hamdala Hotel, Kaduna | Entrepreneurship, Business development improvement and investment management. | C/A           | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 56. | Aliyu Usman Bello | HCF Consulting | Hamdala Hotel, Kaduna | Entrepreneurship, Business development improvement and investment management. | A&HR          | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 57. | Rita Adaba        | HCF Consulting | Hamdala Hotel, Kaduna | Entrepreneurship, Business development improvement and investment management. | Legal Unit    | DEC 12 <sup>th</sup> -16 <sup>th</sup> |  |
| 58. | Mr. Gbenga Akande | HFC Consulting | Hamdala Hotel, Kaduna | Entrepreneurship, Business development improvement and investment management. | E&TP          | DEC 12 <sup>th</sup> -16 <sup>th</sup> |  |
| 59. | Muktar Muhammed   | HFC Consulting | Hamdala Hotel, Kaduna | Entrepreneurship, Business development improvement and investment management. | EDD&P         | DEC 12 <sup>th</sup> -16 <sup>th</sup> |  |
| 60. | Zubair Taheed     | HFC Consulting | Hamdala Hotel, Kaduna | Entrepreneurship, Business development improvement and investment management. | Protocol Unit | DEC 12 <sup>th</sup> -16 <sup>th</sup> |  |
| 61. | Osineye Tajudeen  | HFC Consulting | Hamdala Hotel, Kaduna | Entrepreneurship, Business development improvement and investment management. | F&A           | DEC 12 <sup>th</sup> -16 <sup>th</sup> |  |
| 62. | Ibrahim Jallaba   | HFC Consulting | Hamdala Hotel, Kaduna | Entrepreneurship, Business development improvement and investment             | F&A           | DEC 12 <sup>th</sup> -16 <sup>th</sup> |  |
| 63. | Tsemwam Hootsen   | HFC Consulting | Hamdala Hotel, Kaduna | Entrepreneurship, Business  | F&A           | DEC 12 <sup>TH</sup> -                 |  |



|     |                 |                     |                                  |   |      |  |    |
|-----|-----------------|---------------------|----------------------------------|---|------|--|----|
|     | Patrick         |                     |                                  | development improvement and investment                            |      | 16TH                                   |    |
| 64. | Sawyr.O.Emily   | HFC Consulting      | Hamdala Hotel, Kaduna            | Entrepreneurship, Business development improvement and investment | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 65. | Gloria Uwuigbe  | HFC Consulting      | Hamdala Hotel, Kaduna            | Entrepreneurship, Business development improvement and investment | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 66. | Ifeanyi Emetiku | Federal Road Safety | Tuturu Motel, Ado Nasarawa State | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 67. | Jude Anene      | Federal Road Safety | Tuturu Motel, Ado Nasarawa State | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 68. | Monday Onoja    | Federal Road Safety | Tuturu Motel, Ado Nasarawa State | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 69. | Akeem Kareem    | Federal Road Safety | Tuturu Motel, Ado Nasarawa State | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 70. | Monday Obasim   | Federal Road Safety | Tuturu Motel, Ado Nasarawa State | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 71. | Yau' Audu       | Federal Road Safety | Tuturu Motel, Ado Nasarawa State | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> | mn |
| 72. | Sunday Anawo    | Federal Road Safety | Tuturu Motel, Nasarawa State.    | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 73. | Yusuf Dogora    | Federal Road Safety | Tuturu Motel, Nasarawa State.    | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 74. | Garba Adamu     | Federal Road Safety | Tuturu Motel, Nasarawa State.    | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 75. | Aminu Danladi   | Federal Road Safety | Tuturu Motel, Nasarawa State.    | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |
| 76. | Ado Usman       | Federal Road Safety | Tuturu Motel, Nasarawa State.    | Capacity Building for Drivers                                     | A&HR | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |    |

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|-----|-----------------------|---------------------|-----------------------------------|--|----------------|--|--|
| 77. | Muhammed Ibrahim      | Federal Road Safety | Tuturu Motel, Nasarawa State.     | Capacity Building for Drivers  | A&HR           | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 78. | Ayuba Dadi            | Federal Road Safety | Tuturu Motel, Nasarawa State.     | Capacity Building for Drivers  | A&HR           | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 79. | Abubakar Fada         | Federal Road Safety | Tuturu Motel, Nasarawa State.     | Capacity Building for Drivers  | A&HR           | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 80. | Friday Obiora         | Federal Road Safety | Tuturu Motel, Nasarawa State.     | Capacity Building for Drivers  | A&HR           | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 81. | Isreal Akpan          | Federal Road Safety | Tuturu Motel, Nasarawa State.     | Capacity Building for Drivers  | A&HR           | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 82. | Johnson Ojohvowu      | Federal Road Safety | Tuturu Motel, Nasarawa State.     | Capacity Building for Drivers  | A&HR           | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 83. | Dantala Usman         | Federal Road Safety | Tuturu Motel, Nasarawa State.     | Capacity Building for Drivers  | A&HR           | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 84. | Abiodun Ogunjobi      | Federal Road Safety | Tuturu Motel, Nasarawa State.     | Capacity Building for Drivers  | A&HR           | DEC 12 <sup>TH</sup> -16 <sup>TH</sup> |  |
| 85. | Adamu Jecinta         | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | ED&P           | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 86. | Musa Asabe            | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | Internal Audit | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 87. | Ayoola Oluwafemi      | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Improvement workshop for clerical officers and office assistants             | ET&P           | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 88. | Blessing Chinagorom   | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | A&HR           | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 89. | Muhammed Nasir Yahuza | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | A&HR           | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |

|     |                          |                     |                                   |  |       |  |  |
|-----|--------------------------|---------------------|-----------------------------------|--|-------|--|--|
|     |                          |                     |                                   | assistants   |       |  |  |
| 90. | Muhammed Musa            | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | A&HR  | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 91. | Eletuo Gloria            | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | F&A   | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 92. | Akpobor Stella Funmilayo | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | F&A   | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 93. | Ponfa N.Nandir           | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | A&HR  | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 94. | Ozigi Isah               | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | A&HR  | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 95. | Susan Idu                | Cumbaned Associates | Ahmadu Bello House, Shiroro Minna | Performance Improvement workshop for clerical officers and office assistants | I&EES | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |
| 96. | Eka Effiong John         | Cumbaned Associates | Cumbaned Associates               | Performance Improvement workshop for clerical officers and office assistants | A&HR  | DEC 19 <sup>TH</sup> -23 <sup>RD</sup> |  |

**Annexure III  
IDENTIFIED CLUSTERS**

| <b>S/N</b> | <b>Clusters</b> | <b>Location</b> | <b>Product(s)</b> |
|------------|-----------------|-----------------|-------------------|
| 1          | Nasarawa        | Lafia           | Rice              |
| 2          |                 | Akwanga         | cassava           |
| 3          |                 | Nasarawa        |                   |
| 4          | Niger           | Bida            | Rice              |
| 5          | Ebonyi          | Abakaliki       | Rice              |
| 6          | Ondo            | Akure           | cassava           |
| 7          | Benue           | Ugbokolo        | Cassava           |
| 8          | Ogun            | Ijebu Ossosa    | Cassava           |
| 9          |                 | Iji Owu         | Cassava           |
| 10         |                 | Abeokuta        | Tye & dye         |
| 11         |                 |                 |                   |
| 12         | Cross River     | Calabar         | Catfish           |
| 13         |                 | Ovonum          | Catfish           |
| 14         |                 | Ogoja           | Catfish           |
| 15         | Kebbi           | Birni Kebbi     | Catfish           |
| 16         |                 | Argungun        | Catfish           |

|    |         |                  |                                |
|----|---------|------------------|--------------------------------|
| 17 |         | Yauri            | Catfish                        |
| 18 | Anambra | Akwa             | Cassava                        |
| 19 |         | Nnewi Automotive | Auto parts                     |
| 20 | Edo     | Benin            | cassava                        |
| 21 | Borno   | Lake Alau        | Vegetable & cassava            |
| 22 |         | Zabermari        | Rice                           |
| 23 | Katsina | Katsina          | Women group                    |
| 24 |         | Funtua           | Women group                    |
| 25 |         | Manufashi        | Women group                    |
| 26 | Osun    | Osogbo           | Tye & dye                      |
| 27 |         |                  | Other trade group              |
| 28 | Kano    | Kano             | Leather                        |
| 29 | Abia    | Aba              | Shoe & leather                 |
| 30 | Lagos   | Ikeja            | ITC                            |
| 31 | Delta   | Warri            | Delta women farmers(Asherlife) |
| 32 | Enugu   | Anierri          | Rice                           |
| 33 |         | Enugu            | palm kennel oil                |
| 34 |         | Orji river       | Palm oil                       |
| 35 |         | Nnsuka           | Auto repairs                   |
| 36 | FCT     | Kugbo furniture  | Furniture                      |
| 37 | Taraba  | Jalingo          | Cassava                        |
| 38 |         | Wukari           | Cassava                        |
| 39 |         | Bali             | Cassava                        |
| 40 | Adamawa | Yola             | Mat,Artisan & craft            |
| 41 |         | Fufure           | Cassava                        |
| 42 |         | Song             | Cotton                         |
| 43 | Oyo     | Ogbomoso         | Cassava                        |
| 44 |         | Saki             | Shea butter                    |
| 45 | Kogi    | Ankpa            | cassava                        |
| 46 |         | Kabba            | Cassava                        |
| 47 |         | Okenne           | Cassava                        |
| 48 | Kaduna  | Kachia           | ginger                         |
| 49 |         | Kwoi             | Ginger                         |
| 50 |         | Kagoro           | Ginger                         |
| 51 | Plateau | Jos              | Potatoes                       |
| 52 | Lagos   | Mende            | Cane weavers                   |
| 53 | Plateau | Jos              | Grains                         |
| 54 | Ekiti   | Ado Ekiti        | Cassava                        |

|    |           |             |                       |
|----|-----------|-------------|-----------------------|
|    |           | Ado Ekiti   | Graduate fish farmers |
| 55 |           | Ogotun      | Mat weavers           |
| 56 | Akwa Ibom | Ikot Ekpene | Raffia & wig          |
| 57 | Kwara     | Ilorin      | Shea butter           |
| 58 | Nasarawa  | Nasarawa    | Rice                  |
| 59 | Kano      | Kano        | Leather               |

## **Annexure IV**

### **MSMEs STAKEHOLDERS' FORUM RECOMMENDATIONS**

The following recommendations were made by the stakeholders:

- a. The establishment of an MSME Bank.
- b. The establishment of Fund of funds e.g. SMEDEF.
- c. The establishment of new clusters and the revamping of existing ones.
- d. Reviewing existing policies to make them more effective in addressing MSMEs development in Nigeria.
- e. The capacity of existing and potential MSMEs should be built continuously.
- f. The venture capital initiative should be strengthened.
- g. Capacity building should be delivered in local languages.
- h. Rural enterprises should be developed based on competitiveness.
- i. MSMEs should be encouraged and helped to formalize their operations.
- j. The stock market should be made accessible to MSMEs.

- k. Nigerians should be encouraged to patronize made-in-Nigeria products /services.
- l. Incentives should be established for MSMEs.
- m. Establish the National Council on MSMEs.

## **Annexure V**

### **SUMMARY OF THE REPORT OF THE OFFICIAL TRIP OF SMEDAN STAFF TO THE REPUBLIC OF SIERRA LEONE**

#### **1. OBSERVATIONS/FINDINGS**

The team noted that extensive excess institutional capacity exist for the creation of mass employment opportunities in the Country through MSMEs' development. It was, however, noted that the following limitations to the utilization of existing capacity are prominent:

- a. There is preponderance of unemployment among youths and women groups.
- b. There is over emphasis on skills acquisition training without the accompanying delivery of business development services (BDS). This approach resulted in the lack of interest by youths and women and also the high mortality rates among MSMEs.
- c. The absence of an apex institution for developing the MSMEs in Sierra Leone.

- d. A majority of the youths prefer wage employment to self-employment through the platform of MSMEs largely due to (b) above.
- e. There is limited access to affordable credit due to unavailability of funds, institutional constraints and the incapacity of MSMEs.
- f. The markets size for products/services are small as a result of the low purchasing power of households, population size, difficulties in accessing export market especially neighbouring countries (ECOWAS, NEPAD, AGOA, AU etc), characteristic of economies dependent on infant and primary production units.
- g. Low output resulting from a combination of factors including weak or total absence of incentives and business stimulating environment.
- h. There is a prevalence of numerous NGOs undertaking youth and women programmes and whose activities are largely uncoordinated.

## 2. **SUGGESTIONS ON WAY FORWARD**

Wealth creation and poverty reduction using the platform of MSMEs development should be concentrated in the following areas, which in the opinion of the team, have high potentials for mass employment generation in the country:

- a. The development of the MSMEs sub-sector (including emerging mining sector) which has unlimited capacity to generate jobs, boost income and stimulate other sectors of the economy. The mining sector should not only be the lead sector but also the hub of economic growth and development in Sierra Leone.
- b. Articulation of reliable data on MSMEs for calculated planning and intervention.
- c. The establishment of a dedicated and relatively cheaper FUND for the financing of MSMEs' operations. An appropriate disbursement and recovery mechanism should be put in place, through a Development Finance Institution (DFI) such as Bank of Industry (BOI) in Nigeria.



- d. The development of rural employment opportunities operational from business and industry perspective in agro and agro-allied sectors which also has large potentials for the generation of jobs for unemployed youths and women. This will serve as a potent factor in stemming the migration of youths to urban centres.
- e. The establishment of an apex Agency that will see to the comprehensive development of the MSMEs' sub-sector. (as is the case in Nigeria).
- f. The development of a comprehensive framework for the acquisition of entrepreneurship/vocational skills in all the regions using both formal institutions and competent master craftsmen as skills development centres. While vocational skills will give one the technical knowhow, entrepreneurship skills will give one the capacity to run a particular trade as a profit making business capable of ensuring sustainability. A dualistic apprentice system, which combines both classroom and practical training, should be established in the case of the adoption of the master craftsmen platform to drive the process.
- g. The institution of a properly coordinated certification process for the products/graduates of the entrepreneurship/vocational skills training centres should be undertaken to standardize skills acquired, ensure quality and uniformity. This is particularly important for skilled persons who will take advantage of the opportunities that will emerge with the anticipated upsurge in the level of economic activities to seek and secure wage employment where available.
- h. Skill acquisition in ICT should be instituted under the general skills acquisition programme. This will not only produce professionals in this area but will also help to build the capacity of other individuals engaged in other vocations with the aim of enhancing their output and competitiveness in line with international best practice.
- i. There is a need for the government of the Republic of Sierra Leone to institute a transient job programme for certain categories of unemployed persons especially graduates of tertiary institutions to enable them acquire some experience on the job. This will not only enable them to

meet the needs of employers of labour but will also generate some income for them while preparing themselves for permanent employment.

- j. Adequate attention should be given to the provision of opportunities for the vulnerable and physically challenged persons in the country. These categories of persons include socially displaced persons, those with various physical challenges, those living with HIV/AIDS, etc.
- k. Income generating activities should be designed and implemented especially for women to integrate them fully into the economy. This will promote their contribution to the national economy, enhance their income and facilitate their attainment of self reliance.
- l. Labour-intensive light equipment methods of construction, rehabilitation and maintenance of rural infrastructure should be adopted where appropriate. Environmental beautification activities in the cities should be undertaken to generate jobs for the youths and women.
- m. Stimulate access to an enlarged market both in the domestic economy and export market particularly with the ECOWAS sub region, AU, AGOA, etc.
- n. There should be extensive collaboration/partnership among stakeholders in the public and private sectors, international agencies and donor organizations under Public- Private- Partnership (PPP) arrangement.
- o. An appropriate institutional framework and legislation should be put in place to provide the statutory enabling environment for these activities.

### 3. **PROPOSED INTERVENTION PROGRAMMES**

The intervention programmes to be implemented to address all the areas highlighted above include the following:

- a. A comprehensive programme on psychological, attitudinal and behavioural changes among unemployed persons especially youths should be undertaken as a first step. Self reliance through self employment should be the underlined philosophy of all employment generation activities. This will be pursued through counselling, value re-orientation and sensitization of unemployed persons and institutionalization of entrepreneurship skills development programme in the

curricula of the formal educational system and informal sector skills centres.

- b. Articulation, design and implementation of an appropriate mix of employment generation programmes in all areas identified in preceding sections.
- c. Capacity building programmes for persons who will drive the process should be undertaken.