

Centre for Microenterprise Development

COMPANY PROFILE 2020

MANAGEMENT

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1 Background

Centre for Microenterprise Development Ltd/Gte (CMD) otherwise called M-Place is a non-profit, non-partisan and non-governmental organization which has been in existence since year 2002. CMD has been at the forefront of supporting the establishment and growth of micro, small and medium enterprises (MSMEs). Our vision is “a world where Micro, Small and Medium Enterprises have access to all the products and services required to reach their full potential”. Our mission is “to add value to the West African Micro and Small Enterprise sector by providing Research, Consultancy and Technical Assistance in areas where international best practice and local innovation come together to strengthen capacity.” Our values have the acronym “TRUST” – We deliver Quality to our customers TRANSPARENTLY, RELIABLY, and UNIQUELY with SINCERITY and TEAMWORK.

The table below provides a summary of the areas of focus as well as the program activities that we have had since inception:

Strategic Plan Period	Focus Areas	Program Activities
2002 – 2004	<ul style="list-style-type: none"> • Access to Finance for micro, small and medium scale enterprises (MSMEs) • Technical Support for providers of Microfinance • Knowledge building 	<ul style="list-style-type: none"> • Advocacy for Community Banks to carry out Microfinance activities • Computerization of operations of Microfinance Banks • Training of frontline staff and managers of microfinance institutions • Research on micro housing, savings and demand and supply of financial services in Eastern Nigeria
2004 – 2006	<ul style="list-style-type: none"> • Access to Finance for micro, small and medium scale enterprises • Technical Support for providers of Microfinance • Knowledge building • Business Development Services (BDS) for MSMEs 	<ul style="list-style-type: none"> • Support for Community Banks to transform to Microfinance Banks and for promoters wishing to establish Microfinance Banks and Institutions (development of business plans and manuals of operations) • Development and deployment of E-susu version 2 compliant with microfinance banks regulations for Nigeria. • Research on three value chains – leather, cloth, and rice. • Business development for MSMEs in the leather, cloth, and rice sub sectors
2006 – 2008	<ul style="list-style-type: none"> • Access to Finance for micro, small and medium scale enterprises • Technical Support for providers of Microfinance • Knowledge building • Business Development Services (BDS) for MSMEs 	<ul style="list-style-type: none"> • Continuation of Technical Support for Microfinance Banks – monthly training programs on microfinance operations, board developments and retreats • Participation in CBN interim capacity building program for all microfinance banks in Nigeria • Accreditation and implementation of CBN/NDIC MCP training

		<ul style="list-style-type: none"> Continuation of support for MSMEs in cloth, leather and rice sub-sectors Commissioned research on demand and supply of financial services for bottom of the pyramid Research on Micro-insurance
2008 – 2009	Transition Year from Pioneer MD to Second MD	<ul style="list-style-type: none"> Development of one-year interim business plan Consultancy programs Continuation of MCP
2009 – 2011	<ul style="list-style-type: none"> Access to Finance for MSMEs Access to Markets for MSMEs Knowledge building Development of Value Chain Interventions 	<ul style="list-style-type: none"> Creation of TechPRO Nigeria Limited in Partnership with CoreTEC Nairobi Continuation of training programs, technical support and MCP to support access to finance for MSMEs Research on six value chains – dairy, cassava, rice, pineapple, sesame and cashew Research on Cooperatives in Nigeria Development of proposals for conduct of National Youth Survey
2011 – 2014	<ul style="list-style-type: none"> Access to Finance for MSMEs Access to Markets for MSMEs Knowledge building Development of Value Chain Interventions 	<ul style="list-style-type: none"> Continuation of training programs, technical support and MCP to support access to finance for MSMEs Development and implementation of Value Chain Development interventions for three VC – rice, sesame and cassava Commencement of National Youth Survey Resumption of training programs for Microfinance Banks and Institutions and for Micro and Small businesses Development of training package for Cooperatives (as the next frontier for financial inclusion in Nigeria)
2014 – 2016	Extension to complete grant activities	<ul style="list-style-type: none"> Continuation of grant supported programs: <ul style="list-style-type: none"> Implementation of value chain programs in Rice, Sesame and Cassava Completion of National Youth Survey and dissemination of the research findings Finalization of development of training package for Cooperatives in Nigeria Dissemination of findings of cooperative research Continuation of training programs for Microfinance Banks and Institutions and for Micro and Small businesses Identification and pilot testing of tool for financial management for MSMEs
2016 – 2018	<ul style="list-style-type: none"> Support for the growth and development of Cooperatives Knowledge building Technical Support for MSMEs 	<ul style="list-style-type: none"> Technical Support for MSMEs: <ul style="list-style-type: none"> Financial Management Corporate governance Business development services (BOI accreditation)

		<ul style="list-style-type: none"> • Create access to markets (local and international) for MSMEs in selected value chains • Capacity Building & Technical Support for Organizations, Institutions & Cooperatives <ul style="list-style-type: none"> ○ Financial Management ○ Leadership skills development ○ Group dynamics & management ○ Conflict prevention and mediation ○ Basic bookkeeping and group accounting ○ Portfolio management • Access to credit for start-up Cooperatives and market linkage for established Cooperatives
2019 – 2021	<ul style="list-style-type: none"> • Support for the growth and development of Cooperatives • Knowledge building • Technical Support for MSMEs 	<ul style="list-style-type: none"> • Technical Support for MSMEs: <ul style="list-style-type: none"> ○ Financial Management ○ Corporate governance • Capacity Building & Technical Support for Organizations and Institutions & Cooperatives <ul style="list-style-type: none"> ○ Financial Management ○ Leadership skills development ○ Basic bookkeeping and group accounting ○ Portfolio management, etc. • Access to credit for start-up Cooperatives and access to farm inputs on loan to farmer cooperatives • Vocational training for income generation for women and young girls • Technical Support to Microfinance Banks and Institutions

1.1 Achievements

The key achievements of Centre for Microenterprise Development over the last plan period of 2016 – 2019 have been:

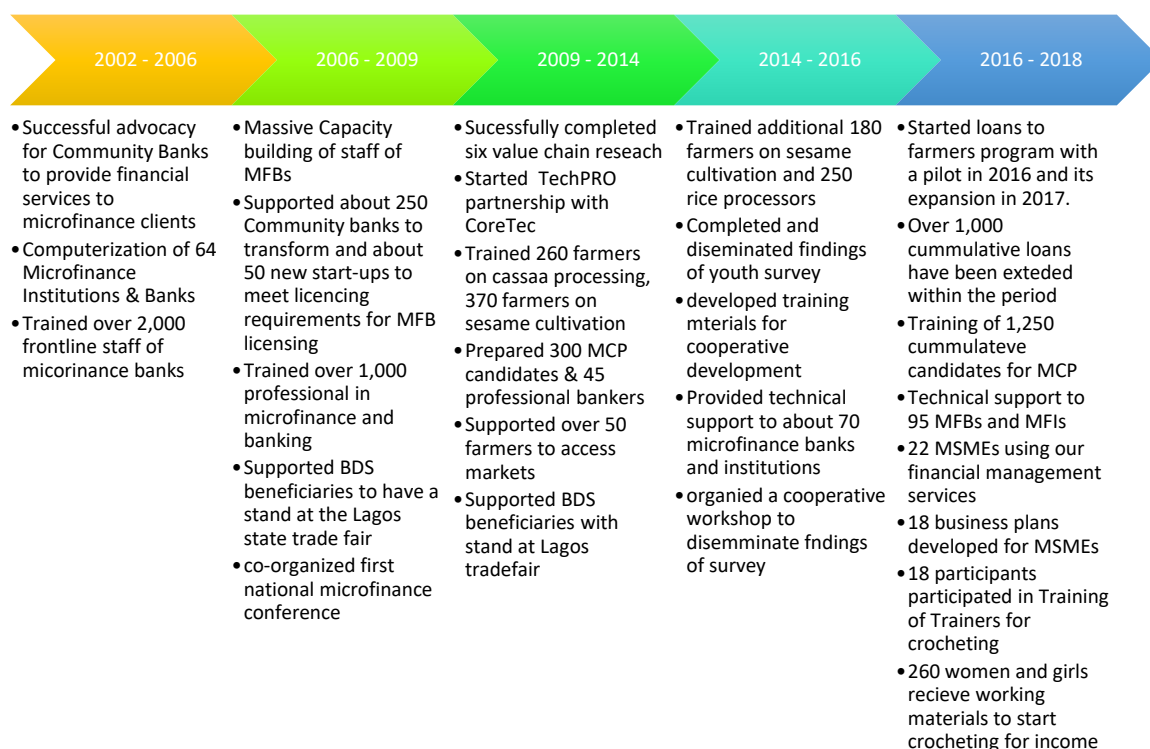
- **Employee Training & Workshops** – we have engaged several organizations and institutions Staff (such as Banks, Non-bank financial Institutions and industries) in workshop trainings and on-the-job training to equip them for maximum performance in terms of Accounting and reporting, human resources and financial management and general operations.
- **Loans to Farmers** – we tested and have perfected the model for lending to farmer cooperatives. The evolved model solves all the problems listed below that made loans to farmers difficult. This has been of paramount importance to us because our

attempts at linking farmer cooperatives to existing financial institutions were not successful largely because:

- Some of the farmer groups were unorganized and needed to be organized and trained before credit could be extended to them.
 - Most had no prior experience with formal credit and needed to be coached and in some cases trained on what loans were and the terms and conditions of the loans
 - Accessing genuine farm inputs for small holder farmers at the right time and in the right amounts was hard.
 - Finding financing to secure farm inputs was exceedingly difficult for most of the groups that M-Place extends these loans to.
 - Prevailing interest rates are high making it exceedingly difficult for farmers to access credit coupled with the fact that most available credit were designed to benefit trading and retail businesses and not farmers.
- **Technical Support to MSMEs** – the support that M-Place has rendered over the last three years helped to improve the financial management of micro, small and medium businesses. Some of the successful ones include manufacturing companies, leasing companies, auto mechanic business, schools, a media company, and cooperatives.
 - **Vocational Training** – after conducting research and analyzing the findings, we designed a vocational training program for women and girls as a means to income generation. The implementation of the program has started with the training of trainers. More centers will be opened in the next plan period.



Figure 1: Training of Trainings on Crocheting



2 Strategic Plan for 2019 – 2021

2.1 Background

Centre for Microenterprise Development is respected in the microfinance industry as knowledgeable specialist that provides quality in the delivery of its technical support. It is seen as credible pioneer in the industry and as the “go to place” for those seeking services that do not “cut corners”. The different accreditations that it has (Central Bank of Nigeria/ Nigeria Deposit Insurance Corporation, Chartered Institute of Bankers of Nigeria, Frankfurt School of Finance, Bank of Industry etc.) also lends credence to CMD’s claim to fame. Additionally, the efforts of M-Place in promoting cooperatives as “the Next Frontier for Microfinance” is beginning to pay off as increasing number of people are getting interested in working with financial cooperatives as financial intermediaries. We plan to continue to leverage on these strengths. Our success in becoming one of the GlobalGiving Partners enabled us to fund raise for our vocational training program. This will increase our ability to raise additional grant funds. Our project vehicles are still in good condition and can still be used within this plan period.

The government program on agricultural insurance for farmers by National Agricultural Insurance Corporation (NAIC) provides an opportunity for provision of subsidized insurance to farmers. The government pays 2.5% of the premium while the farmer pays the balance of 2.5% premium. The pilot test we ran last year was successful, so we plan to expand the insurance cover to cover all the farmers.

The Anchor Borrowers Program of the Central Bank of Nigeria presents an opportunity for expansion of the value chain program of M-Place. The Program which was launched

by in 2015 is intended to create a linkage between anchor companies involved in the processing and small holder farmers (SHFs) of the required key agricultural commodities. The program thrust of the ABP is provision of farm inputs in kind and cash (for farm labor) to small holder farmers to boost production of these commodities, stabilize inputs supply to agro-processors and address the country's negative balance of payments on food. At harvest, the SHF supplies his/her produce to the Agro-processor (Anchor) who pays the cash equivalent to the farmer's account.

2.2 Products & Services

Employee Training & Workshops – we intend to engage more organizations and institutions Staff (such as Banks, Non-bank financial Institutions, industries, governmental Agencies etc.,) in workshop trainings and on-the-job training to equip them for maximum performance in terms of Accounting and reporting, human resources development and financial management and general operations.

Training & Capacity Building - The different training programs organized by Centre for Microenterprise Development will continue. These include the capacity building programs to Microfinance Banks and Institutions; the Microfinance Certification Program, preparatory classes for professional courses of the Chartered Institute of Bankers of Nigeria, the financial literacy program for groups and MSMEs. The partnership with the Frankfurt School of Finance will continue as we continue to serve as the examination centre for the Frankfurt School. These are usually held twice a year.



Figure 2: Training of Candidates for the CIBN 2020 September Diet

Access to Finance - Emerging cooperatives will be supported with seed loans to enable them to acquire the knowledge, skills, and attitude for cooperative portfolio management. After the initial loans (none will be provided with more than three cycles), they will be

linked to formal financial institutions. Farmer cooperatives on the other hand will be provided with farm inputs, particularly fertilizer.



Figure 3: Farmer Group Collecting their 2020 Fertilizer on Loan

Cooperative Development - Due to the lack of experience of the leaders of cooperatives, M-Place will organize leadership training programs for the leaders to enable them to acquire the following skills: Roles & Responsibilities of Leaders; Record keeping and bookkeeping; Financial literacy; Conflict prevention and management; and Group dynamics.

Good Governance for MSMEs - We will continue to promote good governance among MSMEs and financial management. This will include training, technical support and deployment of tools for effective governance.

Vocational Training & Support - Our vocational training will be conducted in partnership with vocation training schools and women centres. Other partners will be schools and women groups. Trainers will be trained and given the tools and materials for them to train their students and learners.

Access to Markets - We shall continue to provide market linkages to cooperatives and farmers that need the service. The vocational training participants will also be linked to markets: M-Place will periodically arrange for shows and buy products that are exceptionally good. These will be placed online for sales.

2.3 Delivery Methodology

Most of our activities are done with groups. This is to enhance effective administration and cost benefit. This is also intended to facilitate better loans screening. The group methodology will be used in the loans to farmers, the fertilizer administration and vocational training administration. While one-on-one training shall be provided for capacity building workshops and trainings. These deliverable pedagogy focuses on the following.

- ***Building Stronger Institutions via Employee Performance Training*** – Training in all aspect of management and employee capacity building will be sacrosanct during this period as we intend working for more Organizations and Institutions to give them the needed professional ideas, strategies, and tactics for high degree performance and performance monitoring and achievement measuring.
- ***Agriculture*** - Our focus on agriculture will be maintained within this plan period. Our fertilizer program will continue and so will the loans to cooperatives who are mainly farmers. These farmers include crop farmers of maize, sorghum, sesame, millet, rice, beans, soybeans etc. It also includes farmers in animal husbandry rearing cattle, goats, sheep, pigs, chicken, and fish, among others.
- ***Youths & Women*** - Over the past six years, we have been working with women and youths. This will continue for the next three years. Women are chosen because of the overall impact on family life while youths were chosen because of the large population of youths in Nigeria and because the number of unemployed youths is equally large.

Livelihood Creation & Support - Our intervention programs are designed to create employment through enterprise creation and expansion. When beneficiaries are able to create jobs for themselves and for others, our goals would have been met.

Software Implementation Plan (Accounting & Reporting) - We have been helping Micro, Small and Medium Enterprise since 2015 to implement and use Manager software. We have evolved a methodology for the implementation that is unique to M-Place: ***Data Collection*** – the data collection process is when we collect information about the business to understand what the business does and how it operates. During this process is when we prepare the implementation plan. ***Implementation Procedures*** – the implementation process is planned with the goal of creating a database that meets international standards set by best practice, yet with sufficient clarity and simplicity to ensure that the business managers can comprehend the data and use the reports. The implementation process involves set-ups and capacity building of the users of the software. ***Post Implementation Support*** – this is the most important stage of the whole process, so we have designed it in such a way that there is a gradual withdrawal of support ending with a service level agreement (SLA) for remote help and support. We are planning to upscale the SLA process to be partly automated. We are exploring support systems such as Zendesk. A process will be implemented before the end of 2019. This will include trouble shooting and a helpdesk.

3 Institutional Structure

3.1 Ownership and Governance

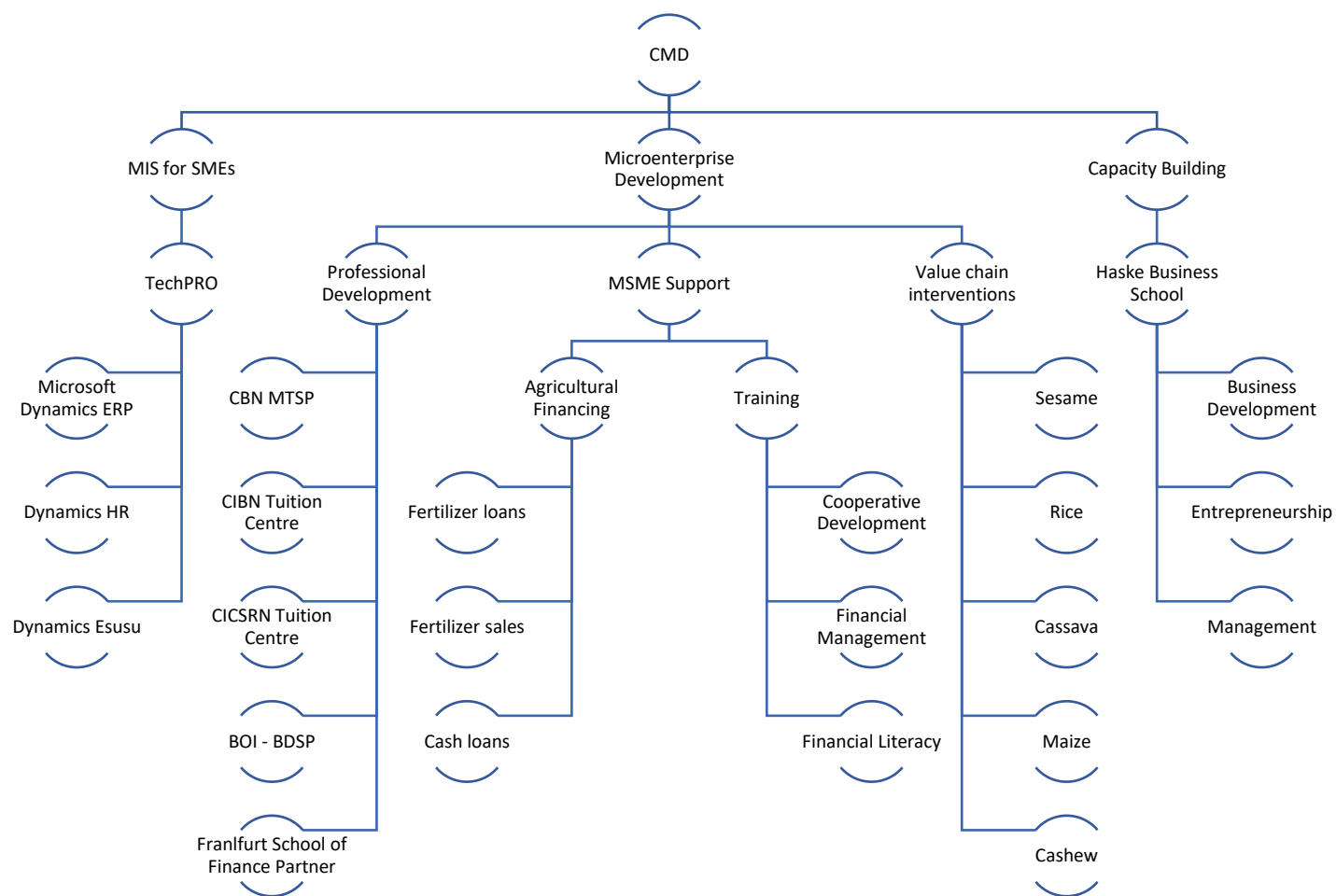
Centre for Microenterprise Development is incorporated as a “Company Limited by Guarantee” and so it has no shareholders; instead, it has subscribers. The company is governed by a board of directors. The two subsidiaries are Companies limited by shares. The first, TechPRO Systems & Solutions Nigeria Limited is owned by Centre for Microenterprise Development (51%) and CoreTEC Systems & Solutions (49%). The second Haske Business School is owned by Centre for Microenterprise Development (60%) and the rest by some individuals.

The Directors of Centre for Microenterprise Development are:

1. **Mr. Clement Etuh**, BSc, MBA is the Chairman Centre for Microenterprise Development and Chairman Haske Business School. He is also the MD/CEO Shebah Agro-allied Farms Ltd. A former banker and a seasoned businessman. He has extensive farming practice with investments in Agro-allied industries.
2. **Mrs. Tinuola Thompson-Ajayi** FCIB, MBA is a director of Centre for Microenterprise Development and the Chairman of TechPRO Systems and Solutions. She is a retired successful banker who has flourished for almost two decades, a seasoned farmer and businesswoman who has been at the forefront of entrepreneurship development. A member of council of the Chartered Institute of Bankers of Nigeria and a former Chairperson of the Association of Professional Women Bankers. She sits on several other boards including Orthom Farms, Smoothway Insurance Brokers Limited among others.
3. **Dr. Alex Ambore Bruce** BSc, MSc (Nig), PhD (Lanka), FCMC, FBSE, HCIB, CMC, MAIER, MANI is a Director of Centre for Microenterprise Development and the Provost/CEO HaskeBS www.haskeeducation.com. An academic expert in Banking, Finance and Business Administration. He holds a BSc Business Administration (Banking and Finance) and MSc Finance. He has a Doctor of Philosophy in Business Administration with specialty in Finance. He is a member of the Athens Institute of Education and Research, Greece, and a Member of the Editorial Board of the Journal of Business & Economics as well as a Reviewer to several local and International Journals.
4. **Mr. Oluseye Awojobi** BSc, MBA, FCIB, MICMC, MNIM is a Director HaskeBS & Registrar/CEO Chartered Institute of Bankers of Nigeria www.cibng.org. A seasoned professional banker and an astute scholar, he holds an MBA and B.Sc. in Banking and Finance. Mr. Awojobi has a long and fulfilling career in the CIBN culminating in his current position as Registrar/CEO.
5. **Mrs. Jane Dater** MCP is a Director of Centre for Microenterprise Development. She has HND Business Administration and management and an MBA Management. She has over a decade experience in Development Exchange Centre Bauchi spanning several portfolios. She has extensive knowledge of NGO operations and is currently the Managing Director of Safe Future Development Initiative.
6. **Mrs. Edna Ishaya**, BSc, MSc, HCIB is the Managing Director of Centre for Microenterprise Development, a director in TechPRO and Company Secretary of Haske Business School. A microfinance expert with over 25 years spanning

practice, teaching, and technical support to the industry. She holds a BSc and MSc in Biotechnology. An alumnus of the Wharton Business School, the Boulder Institute, and the Southern New Hampshire University. She is a Chevening Fellow. She is a certified training for ILO Making Microfinance Work and Board Source. A business development expert with technological skills in website development, accounting software programming and advanced user of Microsoft Office.

Institutional Structure of Centre for Microenterprise Development



3.2 Management

Centre for Microenterprise Development is managed by the following team:

1. Mrs. Edna Ishaya – Managing Director
2. Dr Alex Bruce – Provost Haske Business School
3. Mr. Femi Oluyide – Chief Executive Officer of TechPRO Systems and Solutions
4. Mr. Emas Karatu – Program Officer
5. Mr. Kolawole Obalusi – Accounts Officer
6. Mr. Stephen Barnabas – Program Assistant
7. Ms. Mary Stephen – Program Assistant

The Faculty Members of the Centre include:

1. Dr. Alex A. Bruce
2. Dr. Yusufu N. Bachama
3. Dr. Emmanuel O. Adeyi
4. Dr. Alfred N. Ambe
5. Dr. Lukman Lawal
6. Dr. Fada K. Abiya
7. Dr. Godwin Oyedokun
8. Mrs. Zainab Tijjani
9. Mr. Abubakar Bala
10. Mr. Niyi Obasan
11. Mr. Abiola Peter
12. Mr. Adewale Taiwo
13. Mr. Dapo Komolafe

4 Contact Details

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