



Katsina State Policy on Micro, Small and Medium Enterprises (MSMEs)





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List of Acronyms

MSMEs: Micro, Small, and Medium Enterprises

UNDP: United Nations Development Programme

EBS: Establishment-Based Survey

BDS: Business Development Services

IDCs: Industrial Development Centers

SMEDAN: Small and Medium Enterprises Development Agency of Nigeria

NIDB: Nigerian Industrial Development Bank

NBCI: Nigeria Bank for Commerce and Industry

BOI: Bank of Industry

NDE: National Directorate of Employment

SSI: Small-scale Industries

CBN: Central Bank of Nigeria

SMEEIS: Small and Medium Enterprises Equity Investment Scheme

MPRSFS: Microfinance Policy, Regulatory and Supervisory Framework

SMECGS: SME Credit Guarantee Scheme

MEDERI: National Enterprise Development Programme

EFIA: Enhancing Financial Innovation & Access

AGSMEIS: Agri-Business/Small and Medium Enterprises Investment Scheme

CAC: Corporate Affairs Commission

KASEDA: Katsina State Economic Development Agency

MSMEs: Micro, Small, and Medium Enterprises

CBN: Central Bank of Nigeria

CAC: Corporate Affairs Commission

NAFDAC: National Agency for Food and Drug Administration and Control

SON: Standards Organization of Nigeria

FIRS: Federal Inland Revenue Service

ICT: Information and Communication Technology

GDP: Gross Domestic Product

LGAs: Local Government Areas

MSMEs: Micro, Small, and Medium Enterprises



GDP: Gross Domestic Product

USD: United States Dollar

TVET: Technical and Vocational Education and Training

ICT: Information and Communication Technology

R&D: Research and Development

PPP: Public-Private Partnership

NASME: Nigerian Association of Small and Medium Enterprises

NASSI: Nigerian Association of Small Scale Industrialists

IDCs: Industrial Development Centres.

PPP: Public-Private Partnership

MDAs: Ministries, Departments, and Agencies





EXECUTIVE SUMMARY:

The vision of the Katsina State MSME Policy is to ensure the emergence and sustenance of an ecosystem that enables MSMEs in Katsina to be locally and globally competitive. The mission is to focus on providing financial and non-financial services that enable MSMEs to contribute maximally to national output, employment, and wealth creation.

To realize this vision, the policy aims to foster the emergence of new MSMEs, accelerate the expansion of existing ones, address the peculiarities of the MSME sector, enhance skills and capacity, promote ethical and green business practices, instill entrepreneurship culture from an early age, and integrate MSMEs into the global value chain.

The policy introduces classifications for MSMEs in Katsina state, focusing on turnover and employment. Seven Main Targets/priority indicators of policy and program areas are identified, including finance, institutional and regulatory frameworks, skills development, technology, research and development, extension and support services, marketing, and infrastructure.

The policy emphasizes stronger commitment at the state and local government levels, collaboration among ministries, agencies, and departments, capacity enhancement for MSME support institutions, recognition of local development partners, provision of funding from public and private institutions, and effective monitoring and evaluation mechanisms.



1.0 BACKGROUND

1.1 INTRODUCTION

The estimated population of Katsina State has reached 9,113,504. Around 50.9% of the population are women and more than 52% is of working age (between the ages of 15-64 years), with policies that would promote MSME's, skills development, social development, and education becoming imperative. With this demographic architecture presenting larger proportion of youth and women, it is essential to harness the potential of these by investing in MSME development. A healthy and extensively educated labour force is therefore essential to driving Katsina's socio-economic development. Furthermore, through the advancement in technology and innovation in Nigeria, Katsina State's socio-economic features are fast-changing, and its strategies on the need to restructure the business system, social investments as well as and economy have become necessary. Although considerable achievements have been recorded in areas of skills development, social development, and business development, more still needs to be done to improve MSME development, create jobs and boost economic activity of the informal sector.

This policy document therefore reflects on the policies that would deal with programmes and projects regarding ways to stimulate optimum productivity of MSME's sector for income and employment generation, wealth creation and enhancing government revenue on skills and social services to achieve overall MSME development in Katsina State. Nations aim to develop their economies by effectively utilizing their potentials especially in the areas of agriculture, solid mineral resources, and human resources, for the benefit of their citizens. Nigeria has emerged as one of the brightest economic spots in the world and is the number one economy in Africa due to its vast potential for higher economic growth. The country intends to utilize its Micro, Small and Medium Enterprises (MSMEs) to achieve its industrialization drive and enhance the economic well-being of its urban and rural populace.

Katsina State is among the states in Nigeria with enormous potential for MSME's growth. If fully tapped, its large human and natural resources can drive the economic and human capital development of the State and Nigeria at large. Despite successive governments in the State coming



up with different policies, ideas, and programs to develop MSME's, very little success has been achieved in driving economic growth.

1.2 CLASSIFICATION/DEFINITION OF MSMEs

Definition:

Micro, Small, and Medium Enterprises (MSMEs) in Nigeria are defined as businesses engaged in economic activities with the primary aim of generating income and creating employment opportunities. These enterprises may vary in size, ownership structure, and operational scale, but they play a crucial role in driving economic growth, fostering innovation, and promoting inclusive development.

Classification:

- Nano Enterprises: are the smallest category of businesses, often referred to as "Mom-and-Pop" establishments. These enterprises are characterized by their informal nature, limited scale of operations, and minimal initial capital investment, typically not exceeding N3 Million. Nano enterprises are predominantly family-owned and operated, with a focus on meeting local or immediate community needs.
- Micro Enterprises: Real micro enterprises represent a slightly more formalized category within the MSME sector. While still small in scale, these enterprises exhibit a greater degree of structure and organization compared to Nano enterprises. They may have slightly higher initial capital investments, ranging from N3 Million to N25 Million, and demonstrate a commitment to sustainable business operations. Micro enterprises are often engaged in niche markets, artisanal production, or specialized services, with aspirations for growth and expansion over time.
- Small enterprises: are businesses characterized by their relatively modest business turnover, typically ranging from N25 Million but less than N100 Million annually. These enterprises may include both traditional micro-enterprises and slightly larger, more formalized businesses. Small enterprises play a vital role in the Nigerian economy,



contributing to employment generation, income generation, and local economic development. They often operate within local or regional markets and may have limited access to formal financial services and resources

- Medium enterprises: are businesses with higher business turnover compared to small enterprises, typically ranging from N1000,000,000 and above annually. These enterprises exhibit a higher level of sophistication, operational capacity, and market presence compared to smaller businesses. Medium enterprises may have more formalized structures, larger workforces, and diversified product or service offerings. They contribute significantly to economic growth, innovation, and industrial development in Nigeria, playing a crucial role in driving competitiveness and sustainability in various sectors of the economy.

S/N	Size Category	Employment	Turnover (N' Million) ⁶
1	Nano/Homestead Enterprises	1 – 2	Less than 3
2	Micro Enterprises	3 – 9	3 – 25
3	Small Enterprises	10 – 49	25+ but less than 100
4	Medium Enterprises	50 – 199	100+ but less than 1,000

1.3 CHALLENGES CONFRONTING MSMES

The Micro, Small and Medium Enterprises (MSMEs) have been known, in both developed and developing nations, to be significant contributors to employment generation, wealth creation and poverty alleviation. It is on this premise that several efforts are geared towards consciously providing the right enabling environment for them to thrive. This sub-sector needs special attention by the Government because the operatives are largely informal and financially very weak and, at



the same time, they need to develop for the national economy to grow. The EBS 2012 shows that significant differences exist between formal enterprises and informal businesses in the areas of higher average staffing and a higher growth of staffing. As in many developing countries, MSMEs in Nigeria have not achieved their full potential as a result of some critical inhibiting factors. These factors, which can be classified into internal and external, include among others:

1.3.1 Internal

- Low operating capabilities/capacities and huge skills gaps in terms of management, technology, knowledge and attitudes (most small business promoters don't know what they need to know but which they don't know).
- Predominance of necessity entrepreneurs over opportunity entrepreneurs.
- Low R&D investments and innovative results.
- Lack of collective voice and, until recently, weak influence on policy formulation.
- High fragmentation of operators and operations/aversion to joint ownership.
- Strong family ties and disregard for business formalities.
- Financial illiteracy and/or mismanagement.
- Non-recruitment of qualified personnel.
- Lack of perseverance and staying power, especially when the business is going through tough times.
- Poor record keeping, especially of accounting books.
- Poor attention to product standardization.
- Low adoption of ICT, e-commerce and/or e-payment options.
- Weak linkages to local & international supply chains.
- Limited access to markets.
- Lack of exit/succession plan; and Declining business etiquette & disregard for contract sanctities.

1.3.2 External

- There are a number of challenges that currently stifle MSMEs and are beyond the capacity of the entrepreneurs. These include:



- Weak infrastructure, especially in terms of power, transportation and workspace.
- Weak and uncoordinated Business Development Services (BDS) provisioning.
- Poor access to vital resources, especially finance.
- Weak institutional framework for generating and disseminating pertinent, structured, current and accurate business information.
- Fiscal disincentives, manifesting largely in multiple taxation.
- Weak access to inputs & product markets etc.
- Administrative tardiness and red tape; and
- Unfair competition with dumped products substitutes.

1.4 MSME National Response

Given the challenges faced by MSMEs in Nigeria and acknowledging their considerable potential, successive administrations have implemented various macro-level monetary, fiscal, trade, and industrial policies to foster the growth of entrepreneurship and enterprises. These measures are aimed at addressing the obstacles encountered by MSMEs while capitalizing on their promising prospects, reflecting a concerted effort to bolster the MSMEs sub-sector and stimulate economic development in Nigeria. The federal Government efforts include:

- Establishment of Industrial Development Centers (IDCs): Under the second National Development Plan (1970-1975), the Federal Government initiated IDCs to support MSMEs by offering extension services like product development, entrepreneurial training, and managerial assistance. Presently overseen by SMEDAN, efforts are underway to revitalize the 23 IDCs for enhanced performance and impact on MSME development.
- Formation of Financial Institutions: The establishment of the Nigerian Industrial Development Bank (NIDB) in 1964 and Nigeria Bank for Commerce and Industry (NBCI) in 1973 aimed to provide financial resources to indigenous entrepreneurs. These institutions were later merged to form the Bank of Industry (BOI), which actively supports MSME lending and government, donor, and private sector intervention funds targeted at specific sectors.



- National Directorate of Employment (NDE) Initiatives: Introduced in 1989, the NDE launched programs like Small-scale Industries (SSI), Youth Employment, Vocational Skills Development, and Open Apprenticeship Scheme to enhance employment opportunities. These initiatives provided financial assistance to beneficiaries, fostering entrepreneurship and skill development among Nigerian youth.
- Central Bank of Nigeria (CBN) Interventions: The CBN has implemented various initiatives to promote MSME growth, including the Small and Medium Enterprises Equity Investment Scheme (SMEEIS), Microfinance Policy, Regulatory and Supervisory Framework (MPRSF), SME Credit Guarantee Scheme (SMECGS), and MSME Development Fund. These measures aim to facilitate access to finance, foster entrepreneurship, and stimulate economic development.
- National Enterprise Development Programme (MEDERI): Launched in 2013, MEDERI provides loans, skills acquisition, entrepreneurship training, and business development services to Nigerian business owners. The program seeks to empower MSMEs, enhance their competitiveness, and contribute to economic growth and job creation in Nigeria.
- Enhancing Financial Innovation & Access (EFInA): Established in 2007, EFInA promotes financial inclusion by assessing the effectiveness of public interventions aimed at boosting credit access for MSMEs in Nigeria. The initiative works to improve financial services accessibility and affordability for small businesses, supporting their growth and sustainability.
- Bankers' Committee Agri-Business/Small and Medium Enterprises Investment Scheme (AGSMEIS): This scheme, initiated to enhance MSME access to finance, offers competitive interest rates for up to seven years. AGSMEIS aims to stimulate investment in the agricultural and MSME sectors, driving economic diversification and job creation.



- Conducive Business Environment Initiatives: Efforts such as supporting the establishment of Credit Bureaus and simplifying incorporation procedures at the Corporate Affairs Commission (CAC) aim to create a favourable business environment for MSMEs. Standardized registration processes further streamline operations, reducing bureaucratic hurdles and facilitating business growth.

1.4 Katsina State Enterprises Development Agency

Katsina State executive council has created different policy councils to aid socio-economic and institutional development and prudent procurement processes. KASEDA, one of the platforms, is saddled with the responsibility of policy and decision-making processes regarding MSME's enhancement in Katsina State. Ministries, departments, and agencies, with similar objectives and goals were aligned to deliver implementation of the mandates concerning business development, skills, and social developments as well as community engagements. All the MDAs are committed to creating policies that would enhance the positive MSME environment of the present and future generations in Katsina State. Promoting Economic Development and Entrepreneurship, highly skilled employees, and socially responsible work force, job creation and wealth creation, is the core interest of the Agency.

KASEDA Departments & Functions

Enterprise Development and Promotion Functions of the Department

- Providing and promoting strategic linkages within small and medium scale industries.
- Encouraging and promoting strategic linkages within small and medium industries, and between small and medium scale industries and large industries.
- Liaison with external agencies for support and development of MSMEs in Katsina state.
- Supporting and empowering youth and women to create business through entrepreneurship.
- Developing a mechanism to support at least one model enterprise project in each ward across the state.



- Services of special purpose vehicle (SPV) for financing MSME's and providing avenue for entrepreneur's financial inclusion.
- Facilitating the presence of microfinance banks and other financial institutions across the state.
- Facilitating soft loan and provision of materials needed for entrepreneurs to start-ups and existing MSME's through financing institutions.
- To give special attention to Nano and micro businesses by creating a special interest free revolving loans to Nano and Micro women and youth entrepreneurs through financial institutions.
- To facilitate loans and advances to entrepreneurs through financing institutions based on single digit interest on-lending mode.
- Encouraging the formation and re-activation of MSME's co-operative societies.
- Recommending to the state government from time to time in consultation with other relevant agencies and organizations, on applicable tax and tariff regimes and other financial incentives for promoting the development of MSME's industries. Facilitating MSME's to register with the CBN National Collateral Registry to improve access to finance.
- Serving as member of the state Ease of Doing Business Council.
- Establishing and managing the state Credit Bureau and or Credit Risk Management. Managing public- private partnership and liaison with developmental partners MSME's advocacy, mobilization and enlightenment.

o **Planning Research and Statistics (PRS) Functions of the Department**

- Development and review of strategic plan for KASEDA Formulation, review and implementation of policies on MSMEs developmental activities in the state.
- Collaborating with academic/research institutions, agricultural and extension training centers, craft and trade acquisition centers, and vocational centers in the state for training and re-training of youth and women to make them ready for n MSME's activities.
- Selecting the potential growth of enterprises and providing appropriate support and training to yield benefits in job creation.
- Administering the secretariat of state MSME's council, and working together with the council to achieve its objectives.



- Initiating and articulating ideas for MSME's development. Creating programs and projects for industrialization of the state, poverty alleviation, wealth and job creation. Conducting of periodic research and survey within MSME's Sector.
- Provision and management of library services. Conducting relevant MSME's sub-sectorial studies. Conducting periodic enumeration of MSME's in the state.

Monitoring and Evaluation

Functions of the Department

- Monitoring and evaluating the implementation of MSME's developmental programs.
- Monitoring and evaluating the financing of MSME's.
- Facilitation of trade/product fairs and MSME's matchmaking.
- Evaluation of MSME's to prepare them for financing and other support by the agency.
- Developing, maintaining and monitoring database for MSME's of the state that will provide detailed information about the composition, potential growth and the pressing needs of formal and informal MSME's sector of Katsina state.
- Identifying, sensitizing and educating stakeholders in promoting potentialities of MSME's.

Administration

- **Function of the Department**
- Provision of administrative support services
- Procurements and supplies
- Human resource management
- Maintenance of records and registry

Finance and Accounts Function of the Department

- Agency's MSME's fund management
- Budget and budgeting
- Keeping financial records.



Engineering, Innovations, Technology and Infrastructures Functions of the Department

- Establishing MSME's village, clusters and business hub around the state taking into account the comparative and competitive advantage of the resources in the localities.
- Developing a framework for accessible and affordable technology upgrade and adaptation.
- Establishing incubation centers and business clinic to help promote enterprises at all senatorial zone.
- Establishing and coordinating the institutional development and activities of industrial development.
- To build cluster parks as shared resource scheme to allow assemblage benefit from shared infrastructure.
- Enhancing capacities of MSME's in industries, including provision of technical assistance to MSME's involved in local fabrication of equipment.
- Establishing liaison between research institutions local fabricators and MSME's
- Facilitating and promoting development of standard designs and quality assurance for infrastructure including machinery and equipment and commercializing them to the end users in the state.
- Facilitating access to MSME's to sources of technology and technical skill development.
- Identifying and promoting the new emerging technology in ICT and other related areas.
- Commercialization of MSME's research and development results and innovation.
- Identifying and promoting the adaptation of new and emerging technologies for raw materials, new product development and material development and processing technologies for the development of the state.
- Promoting of access of MSME's to energy support.

Agric Business Extension Services Functions of the Department

- Intervention support services for agro-business
- Linking agro-business to market globally and provision of financial support to extension services.



- Utilization of available local resources for the benefit of the MSME's through improved production, storage, preservation, processing, recycling, repackaging and marketing of the agricultural products.
- Coordinating and enhancing the revival of local government poultry farming, bee keeping, irrigation, fish farming and Goat breeding.
- Enhancing and creating market for the MSME's agricultural and agro-allied products as well as easing farmers with the access to feeds.
- Coordinating the revival, development and promotion of agro-processing and agro-allied enterprises in the state.
- Promoting rural business and industrialization.

1.6 Mandates

- Management of Micro, Small and Medium Enterprises support fund
- Identifying and advising the Government on the programs and projects that will exploit the natural resources base of the State and create employment for citizens of the State.
- Formulation of policies on Micro, Small and Medium Enterprises' development activities in the state.
- To facilitate the presence of money deposit/microfinance banks and other financial intermediate agents across the State.
- Facilitating soft loan and provision of materials needed for entrepreneurs to start-up business through financing institutions.
- Facilitating soft loan and provisions of materials needed by existing Micro, Small and Medium Enterprises through financing institutions.
- To collaborate with Academic/Research Institutions, Agricultural and Extension Training Centers, Craft and Trade Acquisition Centers, and Vocational Centers in the State for training and re-training of Youth and Women to make them ready for Micro, Small and Medium Enterprises activities.
- To give special attention to Nano and micro businesses by creating a special interest free revolving loans to Nano and Micro Women and Youth entrepreneurs through Financial institutions.



- To facilitate loans and advances to entrepreneurs through financial institutions based on single digit interest on an on-lending mode.
- Utilization of available local resources for the benefit of the Micro, Small and Medium Enterprises through improved production, storage, preservation, processing, recycling, repackaging, and marketing of the final products.
- To serve as the secretariat of state Micro, Small and Medium Enterprises Board, and work together with the Board to achieve its objectives.
- Encourage the formation and re-activation of Micro, Small and Medium Enterprises Co-operative Societies.
- To coordinate and enhance the revival of Local Government Poultry Farming, Bee keeping, Irrigation, Fish farming and Goat breeding.
- To enhance and create market for the products as well as easing farmers with access to feeds.
- To select potential growth enterprises and provide appropriate support and training to yield benefits in job creation.
- Establishing Incubation centers and Business clinic to help promote enterprises at all Senatorial Zones.
- To build Cluster parks as shared resource scheme to allow assemblage benefit from shared infrastructure.
- Providing and promoting strategic linkages within Small and Medium Scale Industries.
- Encouraging and promoting strategic linkages within small and medium industries, and between small and medium scale industries and large industries.
- Recommending to the State Government from time to time in consultation with other relevant agencies and organizations, on applicable tax and tariff regimes and other financial incentives for promoting the development of Micro, Small and Medium Enterprises industries.
- Facilitate Micro, Small and Medium Enterprises to register with the Central Bank of Nigeria National Collateral Registry to improve access to finance.
- To serve as member of the State Ease of Doing Business Board.
- To complement and institute follow up actions of the Small and Medium Enterprises Development Agency of Nigeria program of Industrial Development Centers/Clusters.



2.0 POLICY FRAMEWORK

2.1 Policy Context

Vision, Mission and Core Value Statements

The Vision, Mission and Core values' statements of KASEDA as adopted and approved are:

Vision: To transform Katsina State into a model of socio-economic development through Entrepreneurship.

Mission: To support the economic development of Katsina State by creating 200,000 new jobs annually; striving to provide effective and innovative support to entrepreneurs and small businesses, helping them to thrive in a competitive and challenging environment.

Core values: *Result Driven,, Teamwork, Integrity, Equity ,and People-oriented.*

2.3 FUNDAMENTAL OBJECTIVES

The objective of the policy is to facilitate and sustain a vibrant MSME major driver of national economic growth and employment. Through:

- Fostering the emergence of new MSMEs in Katsina, especially among women and the youths.
- Accelerating the profitable expansion of existing MSMEs along the value chain, and ensuring that transitions from micro to small enterprises, small to medium enterprises and medium to large enterprises are smooth, thereby enabling them to increase their contribution to GDP and employment generation.
- Promoting an informed understanding of the peculiarities of the MSME sub-sector, including the opportunities and challenges lurking around their operations, and getting global buy-in in confronting the challenges and harnessing the opportunities, at all tiers of government;
- Enhancing the skills of MSME owner-managers and their employees on one hand, and capacity upgrade for MSME support institutions to render meaningful, 21* Century services;
- Sensitising the MSMEs for ethical and green business practice;



- Creating the culture and ethics of entrepreneurship in the lives of Nigerians from the earliest possible ages; and
- Empowering the Nigerian MSMEs to become part of the global value chain.

2.4 Key Priority/ Target Enterprises

- **Agriculture**
- **Solid Minerals**
- **Manufacturing**
- **Creative Industry**
- **ICT.**

2.5 Policy Approach

The Agency view government interventions as a top-down and bottom-up approaches, using diverse range of regulatory and non-regulatory styles in finding solutions that present least number of consequences while achieving as much as all of the council's objectives.

- *Governance Approaches:* These approaches would require the establishment of policies and rules co-designed by federal government or international non-governmental organizations prior to the decision-making or programme implementation.
- *Non-Regulatory Approaches:* The Agency design programmes that would provide accessible and relevant information to people, businesses, and agencies, as such facilitating taking actions or to making informed decisions without legal instruments or direct economic incentives.
- *Economic Approaches:* Where necessary, institutional incentives, or behavioural incentives (grants, funds, taxes, quotas, vouchers, cash transfers etc) that would drive peoples' behaviour and businesses to the achievement of MSME initiatives without directly placing legal regulations would be used.
- *Regulatory Approaches:* Implementation of programmes and projects may provide systems for achievement of objectives conceptualized from the outcomes of concerning MDAs and



LGAs, especially when these agencies are well skilled and financially viable. However, outcome measurement would be done directly by the Agency.

2.6 Policy Considerations and Guiding Principles

2.6.1 Policy Consideration

This policy document provides information for effective programme formulation and delivery using the following:

- *Policy Identification:* The policy document is prepared by recognizing existing and new problems concerning the agenda of the State and strategic areas. Data collected from surveys and community engagements set up ways to channel government attention and coordinate MDAs strategic move in further understanding issues and implementing interventions.
- *Policy Formulation:* This policy document is designed to explore variable options in solving real life problems through appraisal, dialogue, formulation, and consolidation.
- *Policy Analysis:* This document provides platforms for government agencies to deliberate and decide on course of actions, regarding existing and new problems while evaluating effects of policy status quo.
- *Policy Instrumentation:* The document has stipulated protocols and processes regarding identification, formulation and implementation of programmes and projects and the ultimate decision on MDAs collaboration and coordination.
- *Building coordination and partnership:* Initiate and coordinate bi-lateral and multi-lateral partnerships, attract and coordinate development-related resources from the donor agencies assisting the state ministries, department, agencies and LGAs.
- *Policy Evaluation:* Assesses the effectiveness of MSME public policies and programmes in terms of its perceived objectives, results (outcomes and impacts) and lessons learnt.



2.6.2 MSME Policy Principles

- All MSME programmes and projects would be designed via an objective assessment of problems, assessment of evidence and setting priorities based on current and future circumstances to accommodate sustainable development perspectives of the state.
- Partnerships: Given the broad range of public, private and non-profit organizations engaged in enterprise development in Nigeria, it is imperative that the policy is comprehensive enough to address the needs in the sector, and to engage diverse stakeholders to achieve a common vision. At the Federal level, the Federal Ministries of Trade and Investment, Education, Finance, Agriculture, Labour & Productivity, Women & Affairs, Youth Development, Solid Minerals, ICT, Works and agencies such as CAC, FIRS, NAFDAC, SON, as well as the States and Local Government agencies are critical to the implementation of a comprehensive and compelling MSME policy.
- Data-driven: Given the need to achieve clear targets and to effectively measure impact, the MSME policy will include an explicit strategy for collecting data on MSMEs on an annual basis in partnership with the Katsina Bureau of Statistics and other national, regional and international development
- Sector Focus: Given the emerging subnational focus on Katsinas's core competencies, it is apparent that a compelling policy will need to develop clear strategies that target key sectors. In this regard, four criteria have been used for the selection of the priority sectors. They include:
 - Growth potential of the sector - This is defined by the potential of increase in the sector's contribution to National GDP and trade as well as prospects for employment generation.
 - Serving at least one basic human need (food, shelter, clothing, health). This also includes improvements in the quality of life through technology and entertainment.
 - Availability of raw materials with consideration for its most competitive use; and
 - Relevance/significance to strategic value chains.
- Based on these factors, nine sectors have been identified as priority sectors: agriculture, solid minerals, building & construction, manufacturing (particularly those adding value to local agricultural and mineral raw materials), the creative industries, wholesale and retail, ICT and real estate, renting and business activities.



2.6.3 Overall Goal

The overall policy thrust of MSME's in Katsina state is to stimulate optimum productivity of MSME's sector for income and employment generation, wealth creation and enhancing government revenue. MSME's in the state are to become part of the domestic and global value chains, taking into account structural transformation and competitive edge.

2.7 Main Targets- Priority Indicators

2.7.1 Finance

Rationale:

Inadequate finance represents one of the major limitations to the development and performance of MSMEs. The World Bank estimated the current supply at USD 101.35 million with a funding gap of USD 158.13 million, giving a funding gap/GDP ratio of 33 per cent, compared with a global average of 19 per cent, and 13 per cent for Ghana, 10 per cent for South Africa, 7 per cent for Cote D'Ivoire, 4 per cent for Mauritius, 17 per cent for China and 11 per cent for India.

Lacking a strong asset base and viable securities, having weaknesses in preparing bankable business plans, and little or no credit history constitute bottlenecks to credit access. The weak development of complementary financial options such as equity market/venture capital for emerging enterprises, Insurance, equipment leasing, hire purchase, etc. further limit their financing opportunities.

Thematic Area Challenges:

- i. Financial access to create, operate and/or expand Viable MSMEs in Katsina
- ii. Low funding on innovation and research
- iii. Lack of a policy to drive innovation.
- iv. Lack of reliable data on MSMEs
- v. Low youth participation in labour force



Thematic goal

An equitable and relevant funding acquisition system that facilitates self-reliance of Katsina state citizens in contributing to the growth and development of Katsina State.

Focus areas

- Formalisation
- Promotion of digital readiness
- Recruitment and retention of human resources for skill acquisition
- Market access locally and internationally
- On the job skills training

Key objectives

- To facilitate the identification of talents and gifts especially among young persons and support the development of those talents and gifts.
- Facilitate the acquisition of skill in Information technology, creative art, innovation etc. to feed the State's demand for blue collar jobs and entrepreneurs.
- To develop and deploy needed infrastructure required to support skill acquisition and talent enhancement.
- Create environment that would enhance the States digital readiness
- Ensure the recruitment and retention of gifted human resources required to build the capacities of citizens
- Create/link platforms for marketing and showcasing talents and skills in Katsina State

Policy statements:

The State government shall through the MSME Council:

- Harmonize all the existing intervention schemes in support of MSME funding and make them sector specific to avoid the unnecessary overlaps and improve their coverage/ reach
- Create a MSME development Funds that are private-public sector driven to ensure minimal bureaucracy and undue influence in access to the fund
- Target financial literacy and inclusion programmes at the MSME, especially those operating informally.
- Create awareness of MSME funding opportunities through various channels, including the use of traditional rulers and religious leaders



- Promote Business Development Service (BDS) provisioning and institutionalize support frame works to enhance the access to MSME to the, which will translate into more effective demand for debt and equity finance.
- Organize on a continuous basis, capacity building and institutional support programmes for venture capital and equipment leasing firms.

2.7.2 Institutional Legal and regulatory

Rationale:

The size of informal sector on the Katsina economy is estimated at about 85 per cent and are significantly dominated by Nano, Micro and Small Enterprises (nMSE). These enterprises are largely outside the regulation and support. This policy on MSMEs provides an appropriate institutional and legal framework for the promotion and support of the development of MSMEs and their full integration into the formal economy. MSME policy focuses on promoting an effective harmony, cooperation and collaboration amongst agencies involved in MSME facilitating in Katsina. Furthermore, the following key areas are identified for emphasis

- Formalisation
- Land use Planning, Land and Property Rights
- Contract enforcement and Dispute Resolution
- Tax administration
- Alternative Dispute resolution.

2.7.3 SKILLS DEVELOPMENT

Rationale:

Considering the emerging trends of future of skills, the current context of skills development in the state, understanding and formulation of policies characterized to accommodate the growing youth unemployment, vulnerable, poor, and fragile households undermining social inclusion is significant. Acceleration in the development of skills such information and communication technologies (ICTs) and digital media and new skills are essential. Katsina State skills development policies encompass:

Thematic Area Challenges:



- Low Digital readiness and public buy-in
- Low ICT and Technical know-how among populace for needed contemporary skills
- Low funding on innovation and research
- Lack of a policy to drive innovation.
- Dysfunctional TVET system.
- Lack of reliable data on skills
- Low youth participation in labour force
- Lack of commitment to lifelong learning

Thematic goal

An equitable and relevant skill acquisition system that facilitates self-reliance of Katsina state citizens in contributing to the growth and development of Katsina State.

Focus areas

- Talent and gift identification and development
- Skill acquisition support for women and young persons
- Promotion of innovation
- Infrastructure development for skill acquisition
- Promotion of digital readiness
- Recruitment and retention of human resources for skill acquisition
- Market access locally and internationally
- On the job skills training
- Link between skilled development and industry
- Skills for export

Key objectives

- To facilitate the identification of talents and gifts especially among young persons and support the development of those talents and gifts.
- Facilitate the acquisition of skill in Information technology, creative art, innovation etc. to feed the State's demand for blue collar jobs and entrepreneurs.
- To develop and deploy needed infrastructure required to support skill acquisition and talent enhancement.
- Create environment that would enhance the States digital readiness



- Ensure the recruitment and retention of gifted human resources required to build the capacities of citizens
- Create/link platforms for marketing and showcasing talents and skills in Katsina State

Policy statements:

- The State government shall through the MSME Council: Support the implementation of the Katsina State TVET Strategy.
- Identify talents among youth and women at rural and urban settlements via government and partnership platforms.
- Organization of skill exhibition events to showcase and connect creativity/innovation with potential sponsors.
- Searching and sponsoring of talents through scholarships, fellowships on strategic skill development.
- Undertake five yearly skills survey.
- Develop skills data base.
- Support and promote the conduct of a biannual skills gap survey.
- Identify and explore alternative funding options for skills development in the State.
- Framework for collaboration with employers and their associations (employers consultative forum) on funding skills development.

2.7.5 Technology (ICT) Research & Development

Rationale:

Katsina State is committed to promoting sound technological infrastructure as well as effective research and development (R&D) systems for the growth and competitiveness of MSMEs.

Policy Objectives

- To Modernise and enhance the operations and performance of the MSMEs through the adoption of modern technology and innovation from international markets as well from Research and development institutions.



- To create an ecosystem that motivates increasing flow of resources into technology upgrading and research development
- To Produce an MSME sector in Katsina state that will effectively compete with its counterparts all over the world both in terms of effectiveness and efficiency.

Policy Statements

- Support MSMEs to make strategic use of ICT to maximise their efficiency and develop new business methods and market opportunities
- Institutionalise and fund the process of commercialisation of innovative products and technologies produced by Research institutes
- Provide Universities and Research Institutions with special grants for applied research and innovation activities relating to the growth and development of MSMEs, especially with regards to a materials sourcing, production technology and methods, product development and market exploration.
- Develop a framework appropriate technology transfer between Katsina and other technologically advanced states or countries/Targeted industries
- Enhance MSME access to technology incubation and transfer centres across Katsina State.

2.7.5 Extension & Support Services

Rationale

The Policy provides the necessary framework for MSMEs to receive business support services through direct private and public sector interventions.



Policy objectives

- To improve the performance of MSMEs through the provision of relevant, adequate, timely, accessible and affordable extension and support services to MSMEs
- To establish and promote the operations of specialised support services in critical areas such as information resources, business development services; market linkages and liaison, technical support

Policy statements

- Compilation of comprehensive, updated and accessible database on MSMEs in Nigeria to guide objective policy formulation and performance tracking
- Develop an MSME Directory for Katsina State
- Create virtual and physical Showrooms for unique products of SMEs
- Encourage the emergence of a robust private sector driven Business Development Services Providers (BDSPs) to serve MSMEs across Katsina
- Develop model business plans for basic enterprises and enhance free access of
- Establish a coordinating platform for supporting MSMEs to leverage existing bilateral and multilateral trade agreements.
- Partner with private sector organisations to develop common facilities clusters that will suit the needs of MSMEs, especially in terms of affordability and accessibility.
- Produce a compendium of goods and services produced by MSMEs which are capable of meeting the needs of Ministries, Departments and Agencies (MDAs) and institute a functional mechanism to enable the MDAs serve as major off-takers of such goods and services.
- Develop best-fit entrepreneurship education that would support entrepreneurs to thrive and sustain their enterprises.



- Liaise with, and incentivise private sector EDIs/EDCs to develop online education services for MSMEs.
- Set up special science, engineering and technology training centres for practical.

2.7.6 Marketing

Rationale

No product or service from an MSME is of value until it has been delivered to a consumer, and continuous product/service availability is only possible when the item has been successfully exchanged at a reasonable margin. This makes the issue of marketing very pertinent in the MSME sector in Katsina. MSMEs have a range of products and services which need to be marketed, but unfortunately, they also have a lot of constraints to grapple with. Government has expressed commitment to ensure that the share of MSMEs in local markets is enhanced through competitive production processes, building tendering capacities, improved public sector procurement, strategic alliances and stronger linkages between MSMEs and the large enterprises in value chains. The broad approach is public-private-partnership (PPP) in harnessing domestic and export markets

Challenges

- High production costs
- Poor packaging
- Inadequate market information
- Multiple and over lapping regulatory framework which leads to high costs as well as loss of business confidence
- High cost of advertisement
- Poor infrastructure
- Low quality products
- Low compliance to the requirements of the Nigeria Industrial Standards (NIS)
- Market identification and development
- Weak access to Market



- Weak product competitiveness
- Lack of Patenting & Trade marks

Policy Objectives

- To Promote the Marketing of products and services of MSMEs that are locally and internationally competitive and which meet global standards.
- To enhance the marketing capabilities of the MSMEs, especially with regard to the performance of basic marketing functions

Policy Statements

- KASEDA to institute buyer seller Meets For a periodically in conjunction with chamber of commerce
- Document and generously broadcast the success stories of outstanding MSMEs
- Organize from time-to-time product/service local Fairs and exhibitions for quality comparison and improvements and assist MSMEs to participate
- Promote E-Commerce among the MSMEs
- Provision of improved infrastructure and Marketing facilities with special emphasis on transportation, ICT, communication and electricity
- Institutionalize support for MSME product packaging through the establishment of a working relationship between NASME/NASSI and institute of packaging brokered by KASEDA.

2.7.7 Infrastructure & Ease of doing business

The challenge of infrastructural inadequacies in Nigeria, both in quality and quantity terms, has meant that economic operators, including the MSMEs, have to make private alternative arrangements which often come at huge costs to the business because of low economy of scale. MSMEs sub-sector is particularly burdened by high cost of operations which reduces



the profitability of many businesses and their ability to remain going concerns. Key elements contributing to the high cost of operations are weak infrastructure, numerous laxcelend levies, as well as other 'unofficial' administrative costs. There are other elements pertaining to the ease of doing business in Nigeria, such as the challenges of starting a business, dealing with permits and licences, getting credit, paying taxes, registering properties and contract enforcement, all of which add to the cost of doing business.

The main infrastructural costs that MSMEs have to contend with include: power, transportation, water, sanitation and other social amenities. The levies and administrative costs that pertain to MSMEs include: business and product registration, taxation, regulatory fees, etc.

Policy objectives

- To establish a conducive environment for enterprise development through the provision and maintenance of infrastructural facilities and services, in consultation and cooperation with the private sector
- To ensure continuous improvement in the ease of doing business in Katsina State with particular reference to the operations of the MSMEs.

Policy Statements

- Provide basic infrastructural facilities such as access roads, transportation, facilities, power supply, water supply and other utilities to qualifying MSME locations and clusters.
- Through rapid expansion programme, decongest all the existing overcrowded clusters across the country.
- Establish PPP systems to support business estates and industrial clusters with essential technical facilities and services.
- Katsina state should establish Land site and services scheme to reduce setup costs for MSMEs



- Resuscitate the industrial Development centers (IDCs) and convert them to workspaces and common facility sharing for MSMEs on a PPP basis.

- Create and spread around the country one stop shops to handle registration, licensing/permits, regulation etc. for the MSMEs.

3.0 IMPLEMENTATION FRAMEWORK

General implementation arrangement

a. Dissemination of the Policy:

The State economic council shall ensure the dissemination of the Policy, through the schematic areas and MSME relevant MDAs using the most effective channels.

b. State-level Adaptation:

KASEDA is the Secretariat of MSME which shall drive the overall development of MSMEs. Reports on progress shall be presented at economic council meetings. This aligns with very well with current international experiences, which indicates that an effective way of ensuring well focused and integrated approach is to establish a dedicated Agency for planning, facilitation, support and coordination of specific efforts. KASEDA shall support the strengthening of all relevant MDAs under in its membership for effective service delivery.

c. Strategic Plans:

- i. The economic council shall develop State Strategic MSME Development Plan, in line with the State MSME Policy.
- ii. Annual and mid-term reviews of the implementation of the Strategic Plan shall be undertaken by secreteriat and all stakeholders with reports presented to Economic Council and the EXCO and this will be followed by dissemination.



d. Medium-term Expenditure Framework:

All KASEDA member MDAs shall interact regularly with State Ministry of Finance and Planning and Budget Commission on the development of the Medium-Term Expenditure Framework. For an effective discharge of these functions, especially policy implementation, the capacity of KASEDA, in terms of workforce and materials must be enhanced from its current level.

e. Operational Plans:

- i. The State Ministry of Commerce, MDAs and the Local Government Health Authority shall develop operational plans, based on the State Strategic Plan on an annual basis
- ii. Reviews of the implementation of the Policy’s annual operational plans shall be institutionalized at all levels and the reports widely disseminated.

3.1 Stakeholders’ Roles and Responsibilities for the Implementation of the Policy

Table 1: Roles and responsibilities of stakeholders

STAKEHOLDERS	ROLES & RESPONSIBILITIES
The Office of the Governor	<ul style="list-style-type: none"> ▪ Shall ensure that all public sector Ministries, Departments and Agencies (MDAs) and the private sector faithfully implement all the provisions of the Policy. ▪ Shall ensure multi-sectoral collaboration for implementing the Policy ▪ Shall ensure and implement a framework for achieving the SDGs in the state, with adequate provision of funding.
Ministry of Commerce, Industry & Tourism	<ul style="list-style-type: none"> ▪ Shall provide support in the implementation the MSME Development. ▪ Shall review and make input where appropriate. ▪ Shall support in the assessment of the Policy implementation including impact assessment
State Executive Council	<ul style="list-style-type: none"> ▪ Shall support in entrenching and main streaming of MSME Business Development in all sectors ▪ Shall speedily approve the Policy



	<ul style="list-style-type: none"> ▪ Shall annually share reports of meetings
Ministry of Agriculture & Natural Resources	<ul style="list-style-type: none"> ▪ Shall initiate policies for the state in Agriculture & involvement of every class of citizens in Agriculture & Agro economic activities. ▪ Shall Supervise and coordinate agriculture-based agencies of the state. ▪ Shall promote Dry season farming through Irrigation schemes ▪ Shall promote and Register Cooperative societies.
State Assembly	<ul style="list-style-type: none"> ▪ Shall facilitate the passage of relevant publicly and privately sponsored legislations relating to MSMEs. ▪ Shall ensure that adequate resources are appropriated and disbursed in a timely manner to ensure that Business Development, Skills Development and Social Development activities/interventions are conducted as planned. ▪ Shall undertake regular oversight activities to ensure that funds are disbursed effectively and efficiently utilized for the purposes intended
Ministry of Finance	<ul style="list-style-type: none"> ▪ Shall ensure widespread dissemination of this Policy and other related instruments, through various channels ▪ Shall estimate the full costs for implementing the Strategic Plan ▪ Shall undertake annual and mid-term reviews of the implementation of the Strategic Plan and reports of the reviews presented to the KASEDA and EXCO on MSME for wide dissemination
State Ministry of Business, Innovation and Technology	<ul style="list-style-type: none"> ▪ Shall develop strategy for inculcating job-related competencies among the poor, the youth, the marginalized and the vulnerable within the State through the provision of high-quality technical and vocational skills training. ▪ Shall Strengthen linkages between the education sector and industries to ensure the production of highly skilled industry-relevant graduates. ▪ Shall Promote access to skills and training and developing self-reliance in youth.



- Shall seek to provide Linkages between vocational and general education in the state.
- Shall promote and coordinate the development of MSMEs in the state to contribute significantly to employment, livelihood, and economic growth.
- Shall intensify efforts to increase enrolment of youth in skills acquisition programs, increasing the number of skills development centres (COSDECs, BATCs) and establishing technology parks and innovation centres in the State.
- Shall coordinate the implementation of TVET and the establishment of modern TVET Centres across the state.
- Shall continuously develop a systematic *Monitoring and Evaluation Framework* for all skills development programmes in the state.
- Shall Facilitating the creation of opportunities for all to acquire skills and lifelong learning especially for youth, women and persons with disabilities.
- Shall be responsible for the effective coordination between different government ministries, Departments, Agencies, training Centres, public and private skill providers.
- Create a platform for the adoption of artificial intelligence and robotics to position the State on the digital economy that aligns with global standards.
- Shall coordinate the establishment of flexible skills delivery mechanisms that respond to the characteristics of sector wide needs stakeholders.
- Shall regularly evaluate the skills development needs of the employees and organization by conducting skills gap analysis.
- Shall enhance inclusivity, equity and access to skills development opportunities and uses.
- Shall explore sustainable and equitable funding and financing mechanisms / opportunities for skills development in the state.



	<ul style="list-style-type: none"> ▪ Shall promote and encourage entrepreneurial skills and empowerment opportunities for youth and women in the state. ▪ Shall support Labour Market Information system for anticipation of skills demand for effective National Skills development planning. ▪ Shall encourage and Promote commitment by all stakeholders, including communities, to own and support skill development initiatives.
	<ul style="list-style-type: none"> ▪
Planning and Budget Commission	<ul style="list-style-type: none"> ▪ Coordinate all donor activities ▪ Facilitate donor support
Office of the LGA Chairmen	<ul style="list-style-type: none"> ▪ LGA Chairpersons shall be encouraged to disseminate the policy ▪ Shall undertake other responsibilities at the LGAs level
Department of Public Affairs (Government House)	<ul style="list-style-type: none"> ▪ Shall disseminate all information about the policy to all Residents within the State.
Academia and Research	<ul style="list-style-type: none"> ▪ Shall participate in research and development of MSMEs. ▪ Shall support capacity development in MSMEs. ▪ Shall provide technical assistance in advancing MSME programs.
Media (Print and Electronic)	<ul style="list-style-type: none"> ▪ Shall support demand creation for economic development, poverty alleviation and job creation, skills and other services that promote MSMEs. ▪ Shall support the promotion and awareness creation for the importance MSME.
The Private Sector	<ul style="list-style-type: none"> ▪ Shall contribute in the promotion of MSME delivery within the policy framework in compliance with State standards and guidelines ▪ Shall invest in MSME ▪ Shall always comply with the provisions of the State MSME Policy



<p>Civil Society Organizations</p>	<ul style="list-style-type: none"> ▪ Shall function as an instrument for ensuring accountability and monitoring MSME development ▪ Shall mobilize communities in the achievement of MSME goals ▪ Shall contribute to strengthen the delivery of MSME initiatives
<p>Community Groups</p>	<ul style="list-style-type: none"> ▪ Shall participate in determining community needs with regards to MSME and planning/implementation, as well as interventions to address such needs
<p>Trade Unions</p>	<ul style="list-style-type: none"> ▪ Shall work with government to realize the MSME outcomes of their members particularly in skills and talents development.
<p>Development Partners</p>	<ul style="list-style-type: none"> ▪ Shall collaborate with government in aligning their support and activities in all MSME thematic areas, in line with the provisions of the State MSME policy. ▪ Shall effectively engage with government to ensure adequate participation in MSME Development. ▪ Shall provide appropriate technical assistance in advancing MSME programs.
<p>Religious Organizations</p>	<ul style="list-style-type: none"> ▪ Shall work with all MSME related MDAs to ensure the promotion of MSME development in the State ▪ Shall collaborate closely with the communities to ensure appropriate participation in the planning and implementing MSME programs
<p>Association of Local Government Chairmen of Nigeria (ALGON)</p>	<ul style="list-style-type: none"> ▪



3.2 Legal Framework

The legal framework is critical for the implementation of the State MSME Policy. To this end:

- Provision shall be made to enact a law that will give KASEDA legal backing to ensure sustainability.
- Provision shall be made to revise, update, and enact new legislations relevant to MSME development, including but not limited to the following:

3.3 Funding Framework

Access to Finance

Access to finance is crucial for the growth and development of MSMEs. The Katsina State Small and Medium Enterprises Development Agency (KASEDA) should establish strong linkages with finance institutions within the state to facilitate access to funding for MSMEs. Microfinance banks could provide non-interest loans to MSMEs, but there would be a need for stakeholder engagement with these finance institutions and the MSMEs to create awareness and build business funding orientation. The state government, through KASEDA, could also provide incentives such as grants under business formalization programs to support MSMEs.

In addition, KASEDA can explore partnerships with bilateral institutions such as UNDP and World Bank for financial support to MSMEs. These institutions could provide funding in the form of loans, grants, and technical assistance. By establishing access to finance, KASEDA can provide a critical component for the growth and sustainability of MSMEs in Katsina State.

Access to Market

The agency should also consider developing e-commerce platforms to help MSMEs reach a wider market. This could include creating online marketplaces for local products and services, providing digital marketing training to MSMEs, and partnering with established e-commerce platforms to promote local businesses. Additionally, the agency should explore opportunities for export and provide support to MSMEs in accessing international markets. This could include participating in international trade fairs and exhibitions, offering export training and support, and partnering with relevant organizations like the Nigerian Export Promotion Council (NEPC), NEXIM Bank and



various Chambers of Commerce. This will provide the incentive for product export. to promote exports. By providing access to broader markets, MSMEs can increase their sales, create more jobs, and contribute to the overall economic development of Katsina State.

Disbursement:

There shall be timely release and disbursement of government allocated or appropriated funds for MSME initiatives

Budget expenditure reporting and tracking mechanisms shall be strengthened at all levels

There shall be timely release and disbursement of State counterpart funds as enshrined in the signed MOUs with private investors and development Partners

4.0 CROSS CUTTING ISSUES

Rationale

Facilitating equitable MSME in Katsina state would require the removal of implementation barriers and the establishment of an enabling environment that promotes trust, accountability, community ownership as well as meaningful engagement. It is important that the community are carried along in the conceptualization, planning as well as implementation of development projects in the state. Coordination of the State's MSMEs response is crucial as it is a multi-stakeholder, multi-sectoral coordination process that encourages full engagement and participation by all. Resources required for this programme is also priority, as there is a need for a sustainable and transparent resource mobilization strategy. Resources in this instance are human, financial, and material resources. Without adequate and appropriate funding, the goal of facilitating MSME development in the state might be a ruse. The need for adequate planning at the strategic, operational, and tactical levels is important as well as, a well-established monitoring and evaluation system to develop achievable milestones and monitor performance in determining, where we are, where we want to go and what to do, when we get there.

Community Engagement:

Policies and programmes are implemented at the community levels, hence the imperative of engaging the community at all levels of the programme life cycle. Communities should be



sensitized as well as participate in the conceptualization, development, implementation, and monitoring & evaluation processes of the programme. They should lead and own the programme for sustainability. These would include their participation in conceptualizing skills, and social development programmes. Most importantly, community ownership should be participatory with mechanisms developed for feedback and performance management.

Thematic Area Challenges:

- Lack of operationalization of the Community Engagement Framework
- Socio-Cultural differences, beliefs and ideology

Coordination of the State MSME Response

KASEDA is saddled with the coordination responsibilities of all programmes and projects for MSME development in Katsina State. Their mandates are as documented in chapter one above. Suffice to underscore, the multi-stakeholder and multi-sectoral approach to the implementation of this policy. The secretariat is saddled with the responsibility of facilitating the achievement of set targets leveraging on already existing systems and programmes; as well as establishing one in instances where none exists. There is the need for the development of one plan, one monitoring and reporting system as well as one coordination entity to facilitate the implementation and reporting of all activities of the MSME development initiative.

Resourcing the Katsina State MSME development Programme

Resourcing the MSME development programme would require human, material, and financial resources. The task of quantifying and deploying these resources equitably to achieve the desired outcomes and impact is the sole responsibility of the secretariat. As interventions cannot be delivered in a vacuum, it is also important that appropriate infrastructure is provided to facilitate efficient deployment of programs. It is important to also identify and mobilize all available national and international human and financial resources, from the public, private, and international donor agencies to support the achievement of the Katsina MSME development goal.

Planning, Monitoring and Evaluation

As iterated, planning, monitoring and evaluation of the MSME development programme is sine qua non if the desired goal of this policy is to be achieved. There is a need for both human and



material resources to drive the mission of this policy. There is a need to develop both long- and short-term plans for the MSME development in the State as well as monitoring the achievement of key milestones. There is also the need to leverage on the Eyes and Ears of technology at the Planning and Budget Commission in conducting M&E in addition to the M&E team within the secretariat. The Katsina State Bureau of Statistics shall also play an important role of collecting and analysing up to date data for tracking achievement constantly. The use of information technology in planning, monitoring, and evaluating the programme is important. More importantly is the need to leverage on newer technologies such as AI, data science etc. in modelling impact of strategic decisions and programme implementation in Katsina State.

Focus Areas

- Community engagement and communication strategy
- Ensure that budgetary provisions for MSME development are disbursed and other non-governmental sources are secured.
- Ensure tracking for result delivery of initiatives and provide feedbacks.

Key Objectives

- Promote community inclusion buy-in and ownership of MSME initiatives.
- Ensure seamless implementation of MSME initiatives devoid of duplication, conflicts and waste of resources.
- Planning, Monitoring and Evaluation

Policy Statements

The State government shall through the secretariat:

- Facilitate appropriate and adequate community engagement framework in programme planning, implementation, monitoring and reporting of the MSMEs programme
- Coordinate all MSME Response activities in the state
- Facilitate adequate mobilization, equitable distribution, and application of needed resources in the State
- Jointly develop and implement long, medium, and short-term plans for MSME in the state
- Leverage on needed infrastructure in the planning and implementation of MSME programme



- Facilitate joint monitoring, assessment, evaluation, and reporting of all MSME development programmes in the state
- Deploy the needed infrastructure required in planning and monitoring of MSME development programmes in the State.

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