



MSME FUND MANAGEMENT
STANDARD OPERATING PROCEDURES (SOP)

July, 2023

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Abbreviations

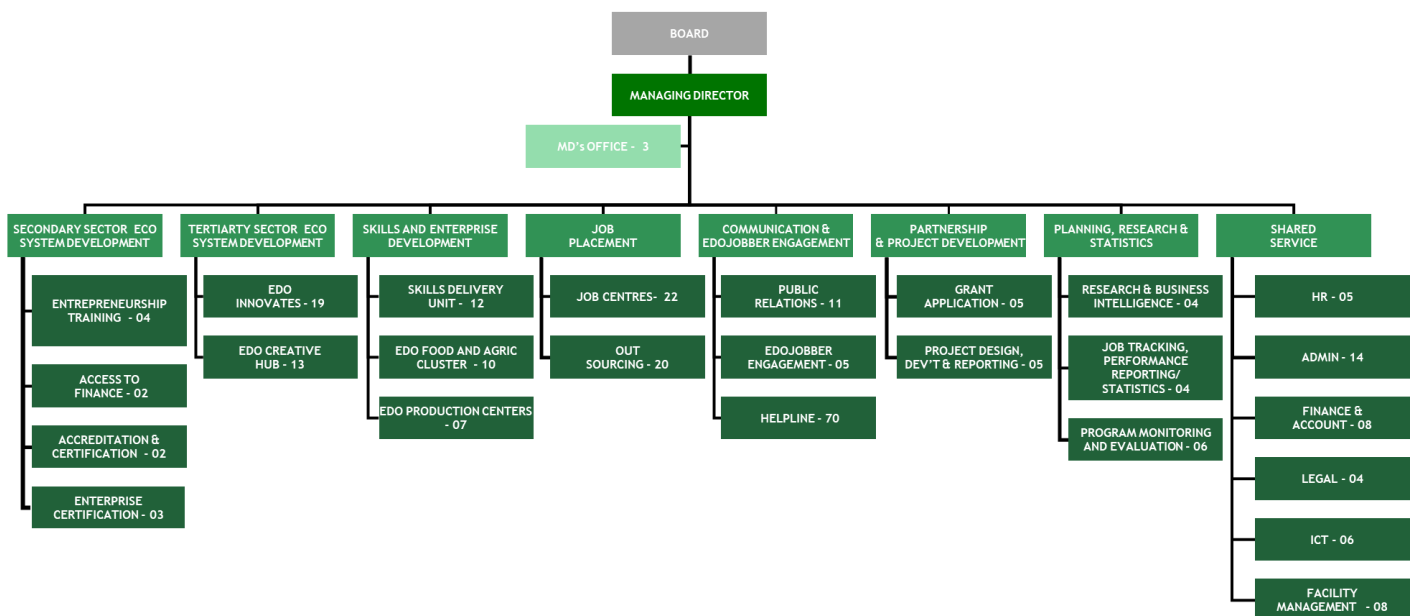
EDSG	-----	Edo State Government
LGA	-----	Local Government Area
M&E	-----	Monitoring & Evaluation
MSME	-----	Micro, Small, and Medium Enterprises
PFI	-----	Participating Financial Institution
RACI	-----	Responsible, Accountable, Consulted, and Informed
SME	-----	Small, and Medium Enterprises
SOP	-----	Standard Operating Procedures

1 Introduction

The Edo State Government introduced a funding scheme aimed at financial inclusion, business support services and low-cost financial support to eligible entrepreneurs for business startup and/or expansion.

In fulfillment of its mandate “to increase the number of successful MSMEs and reduce unemployment and underdevelopment in Edo State, an MSME advisory board was constituted with seasoned professionals for the governance and administration of the funds.

Below is our operating organizational structure:



The EdoJobs MSME Fund operates using two well-defined and explicitly outlined categories, aiming to extend financial support to Micro, Small, and Medium Enterprises (MSMEs). These categories are denoted as the Micro Fund and the SME Fund.

The Standard Operating Procedures (SOP) for managing both the Micro Fund and SME Fund provide a comprehensive framework of best practices, guidelines, and sequential actions that must be followed. This framework is strategically crafted to harmonize with the overarching MSME objectives of the State, thereby ensuring a robust support system for MSMEs.

2 MSME Fund Management Processes

The MSME Fund Management Processes have been meticulously designed to optimize the management and utilization of funds designated to support Micro, Small, and Medium Enterprises (MSMEs) in Edo State.

Presented below is an overview of MSMEs in Edo State according to category, loan amount, and target sectors:

Category / Indicator	Edo State	Targeted Sectors
Micro	Employees: 1 - 10 Asset: ≤ 1.5 m Loan amount: 100k - 2m	Electricians, Welders, Fashion Designers, Ceramics & Pottery, Leather Workers, Artisans, Wood Workers, Auto- Mechanics, Agro-processing etc.
Small	Employees: 11 - 100 Asset: 1.5 m ≤ 50 m Loan amount > 2m - 20m	Manufacturing and Processing, ICT, Digital Marketing, and E-commerce, Transportation (Funding Model to be Developed), Creative Industry and Entertainment, Agribusiness and its value chain, Healthcare and Fitness, Education, Renewable Energy, Eateries and Cafeterias, Cold chain business and other Real Sector Support Services, Distributors of made-in-Nigeria products, Arts and Crafts, Solid Minerals Processing etc.
Medium	Employees: 101 - 300 Asset: 50 m ≤ 200m Loan amount > 20m - 50m	

2.1 Guidelines for MSME Fund Management Processes

Guidelines for the MSME fund management processes outlined the desired future state. It provides a clear framework for efficient and effective management of funds dedicated to Micro, Small, and Medium Enterprises (MSMEs) and enhances the loan application process and management of funds.



Agile processes

Able to respond quickly and easily



Create processes that provide value for others

Processes that provide value for other process activities, actions or tasks



Focus on quality at every step

All process activity exit conditions focuses on the quality of work / product



Be ready to adapt

The approach is adapted on the constraints imposed by the problem, people, etc.



Build an effective team

A team that self-organize with mutual trust and respect



Establish mechanisms for communication & coordination

All efforts must be properly coordinated to create a successful process



Manage change

Establish mechanism to manage & implement changes

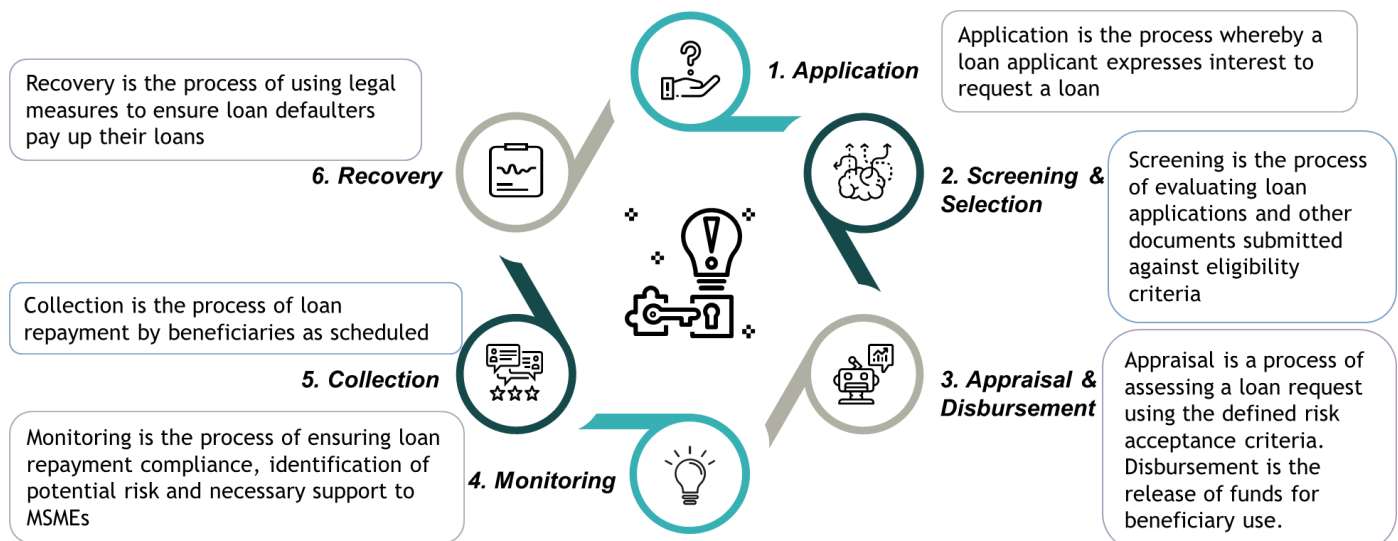


Assess risk

Establish contingency plans to mitigate risk

2.2 Key Processes for Micro and SME Funds

The Standard Operating Procedures (SOP) for managing the MSME fund encompass six distinct processes. These processes include Application, Screening & Selection, Appraisal & Disbursement, Monitoring, Collection, and Recovery. These processes apply to both categories within the MSME fund management process.



2.3 Criteria for Selection of Participating Financial Institutions (PFIs)

Define the precise criteria, prerequisites, and factors for assessing and selecting the Participating Financial Institutions (PFIs) that will partner with the Edo State Government (EDSG) for the MSME fund program. The process of choosing PFIs holds significant importance in guaranteeing the program's efficient execution and achievement of its objectives



The description of the criteria includes:

a. Track Record and Experience:

The PFIs' track record in managing funds and providing financial services to MSMEs. Their experience in disbursing loans and supporting the growth of small and medium-sized enterprises and their successful history of managing similar funds or projects with positive outcomes.

b. Financial Stability and Credibility:

A PFIs with a strong financial base, creditworthiness, credibility, and a reputation in the financial industry. With good capital adequacy, liquidity position, and overall financial health to instill confidence in their ability to manage the MSME Fund

c. Alignment with MSME Development Objectives:

A PFI that shares a common vision and commitment to supporting MSME development and economic growth in the State with a strong dedication to fostering entrepreneurship, job creation, and economic empowerment through MSMEs.

d. Ability to Reach Target MSMEs:

PFI with the capacity to reach and serve the target MSMEs in different zones of the State and Sectors with a well-established branch network and innovative strategies to reach underserved areas.

e. Technology and Digital Capabilities:

PFI leverage digital technologies and offer convenient digital banking solutions for MSMEs with online platforms, mobile banking apps, and other digital tools to enhance accessibility and efficiency.

f. Risk Management and Mitigation Strategies:

PFI with prudent lending and risk management practices with robust risk assessment tools and proactive risk mitigation measures.

g. Transparency and Accountability:

PFI demonstrates transparency in its operations and is accountable for the use of funds, good reporting mechanisms, and the ability to provide timely and accurate financial and performance reports.

h. Customer Service and Relationship Management:

A PFI that is committed to excellent customer service and building strong relationships with MSME clients. Also, with dedicated relationship managers and personalized support for MSMEs.

i. Compliance with Regulatory and Ethical Standards:

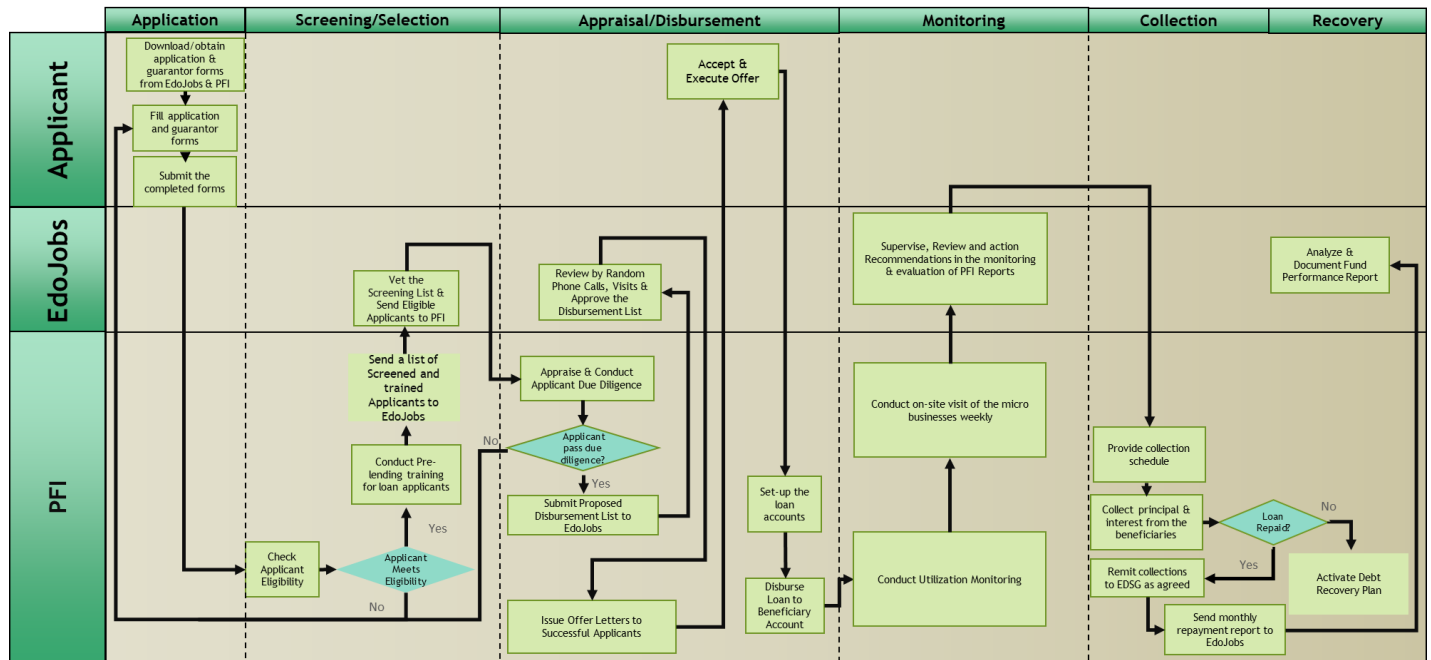
PFI that comply with all relevant regulatory requirements and ethical standards. Also, prioritize compliance with anti-money laundering (AML) and know-your-customer (KYC) regulations.

2.4 Micro Fund Management Processes

The improved Edo State Government (EDSG) Micro Fund Management Process represents a significant advancement in the management and utilization of funds dedicated to supporting Micro Enterprises in the State. The process incorporates best practices, embraces technology, and fosters collaboration with key stakeholders to create a conducive environment for the success of micro businesses.

2.4.1 Process Map

The Micro Fund Management Process Map is as depicted below:



2.4.2 Process RACI Matrix

Micro Fund Management Process RACI Matrix outlines the key activities involved in managing the fund and clarifies the involvement of individuals or roles in each step of the process.

S/N	Process	Applicant	EdoJobs	PFI
1	Application	R/A	C/I	R/A
2	Screening/Selection	I	R/A/C	R/A
3	Appraisal/Disbursement	I	C	R/A
4	Monitoring	I	R/C	R/A
5	Collection	I	C/I	R/A
6	Recovery	I	C/I	R/A
R = Responsible, A = Accountable, C = Consulted, I = Informed				

2.4.3 Application Process

The Micro Fund Management Application Process incorporates a series of activities designed to improve the efficiency of the application journey.

Below is a description of the key activities involved in the Application Process:

S/N	Action	Description	Responsibility	Turn Around Time
1.1	Download/obtain application & guarantor forms from EdoJobs & PFI	Applicants will download/obtain the application and guarantor's form	Applicants	N/A
1.2	Fill out application and guarantor forms	The application form is duly filled by the applicants, while the guarantor's form is completed by the guarantor <ul style="list-style-type: none"> ▪ Loan ≤ N200,000 - 1 Guarantor ▪ Loan N200,001 to N2,000,000 - 2 Guarantor 	Applicants / Guarantors	30 days
1.3	Submit the completed forms	The duly completed forms and other required documents are submitted to EdoJobs / PFI	Applicants	

Key Triggers

- Availability of MSME Fund
- Request for Application
- Eligibility status

Key Report

- Application Data Report

Application Data Report Template

The Micro Fund Management Application Data Report is designed to provide a comprehensive overview of the data collected during the application process.


Below is a sample reporting template:

S/N	Applicant's Name	Residential Address	Personal Phone No	Gender	Means of Identification	Type of Business	State of Origin	LGA of Origin	Business Address	LGA of Business	Loan Amount	Applicant Status	Purpose of Loan	Repayment Plan	Applicant History

2.4.4 Screening/Selection Process

The Micro Fund Management Screening/Selection Process consists series of activities to enhance the efficiency of the application journey. Below is a description of key activities involved in the process:

S/N	Action	Description	Responsibility	Turn Around Time
2.1	Check Applicant Eligibility	EdoJobs checks if the applicants met the eligibility criteria	PFI	1 week
2.2	Conduct Pre-lending Training for Loan Applicants	A training workshop is conducted for the loan beneficiaries concerning the loan conditions and how to use the loan for the purpose it is meant for	PFI	1 day
2.3	Send a List of Screened and Trained Applicants to EdoJobs	The screened and trained loan applicants' list is sent to EdoJobs to determine their suitability for loans	PFI	1 day
2.4	Vet the Screening and Trained Applicants' List and Send Eligible Applicants to PFI	The screened and trained applicants' list is thoroughly cross-checked and send the qualified applicants to PFI	EdoJobs	1 day



Key Triggers

- Submitted Applications
- Eligible Applicants



Key Report

- List of Eligible Applicants

2.4.5 Appraisal/Disbursement Process

The Micro Fund Management Appraisal/Disbursement Process is a sequence of activities strategically designed to optimize the efficiency of MSME fund disbursement.

Below is a description of the activities involved in this process:

S/N	Action	Description	Responsibility	Turn Around Time
3.1	Appraise & Conduct Applicant Due Diligence	PFI will run a background check on the loan applicant to ensure that all the information provided are correct	PFI	2 weeks
3.2	Submit Proposed Disbursement List to EdoJobs	The PFIs will send the list of qualified applicants to EdoJobs for approval	PFI	1 day
3.3	Review by Random Phone Calls, Visits & Approve the Disbursement List	The list of the selected applicants is reviewed by random phone calls and visits. On satisfaction after the review, the list is approved for disbursement	EdoJobs	2 days
3.5	Issue Offer Letters to Successful Applicants	Offer letters are issued to loan beneficiaries	PFI	1 day
3.6	Accept & Execute Offer	Loan beneficiaries accept the loan offer	Applicants	7 days
3.7	Set-up the loan accounts	Account is opened for the loan beneficiaries with the details	PFI	
3.8	Disburse Loan to Beneficiary Account	Loan beneficiaries accounts are credited	PFI	2 days

Key Trigger

- List of Eligible Applicants

Key Report

- Pre-lending Training Report
- Loan Disbursement Report

2.4.6 Monitoring Process

The Micro Fund Management Monitoring Process involves a set of activities to track the progress, performance, and impact of the disbursed funds to the beneficiaries.

Below is an overview of the key activities encompassed in this process:

S/N	Action	Description	Responsibility	Turn Around Time
4.1	Conduct Utilization Monitoring	This is the process of systematically tracking and analyzing how efficiently and effectively the loan are being utilized to achieve its objectives	PFI	1 week
4.2	Conduct on-site visits of the micro businesses weekly	Conduct on-site verification of the micro businesses weekly	PFI	Weekly
4.3	Supervise, Review and action Recommendations in the monitoring & evaluation of PFI Reports	The PFIs are supervised during the on-site visitation of the micro businesses	EdoJobs	N/A

Key Trigger

- Loan Disbursement Report

Key Reports

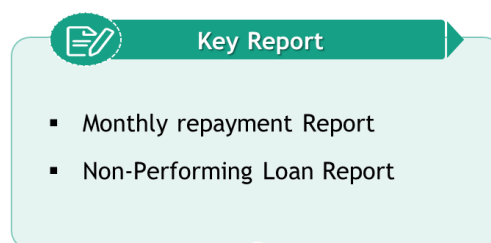
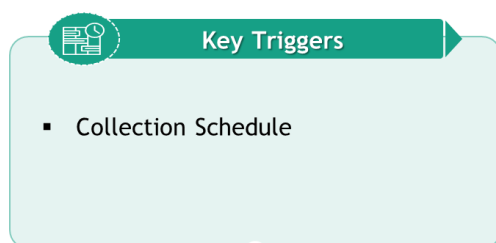
- Monitoring & Evaluation Report

2.4.7 Collection Process

The Micro Fund Management Collection Process comprises carefully selected activities to ensure the timely repayment of loans disbursed.

Below are the activities involved in this process:

S/N	Action	Description	Responsibility	Turn Around Time
5.1	Provide collection schedule	A collection schedule such as weekly, or monthly is developed by the PFIs to aid them in the collection of loan repayment	PFI	N/A
5.2	Collect principal & interest from the beneficiaries	Loan / interest repayment is collected from the beneficiaries	PFI	N/A
5.3	Remit collections to EDSG as agreed	The loan repayments collected from the loan beneficiaries are remitted to EDSG	PFI	2 days
5.4	Send monthly repayment report to EdoJobs	A report is developed stating clearly how many loan beneficiaries were able to repay their loan and the outstanding ones	PFI	2 days

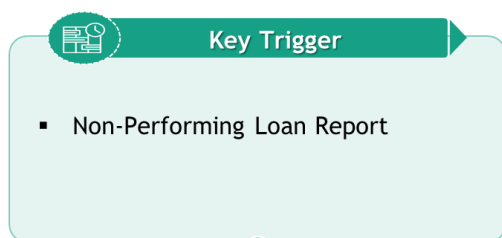


2.4.8 Recovery Process

The Micro Fund Management loan recovery process plays a pivotal role in ensuring the financial stability of EdoJobs and the continued availability of funds for new loan applicants.

Below is the description of activities involved in the recovery process of the Micro Fund Management Process:

S/N	Action	Description	Responsibility	Turn Around Time
6.1	Analyze & Document Fund Performance Report	This is the process of evaluating the financial performance, returns, and other key metrics of a fund over a specified period	EdoJobs	1 day
6.2	Activate Debt Recovery Plan	This is the process of taking proactive steps to recover outstanding debts from borrowers.	PFI	7 days

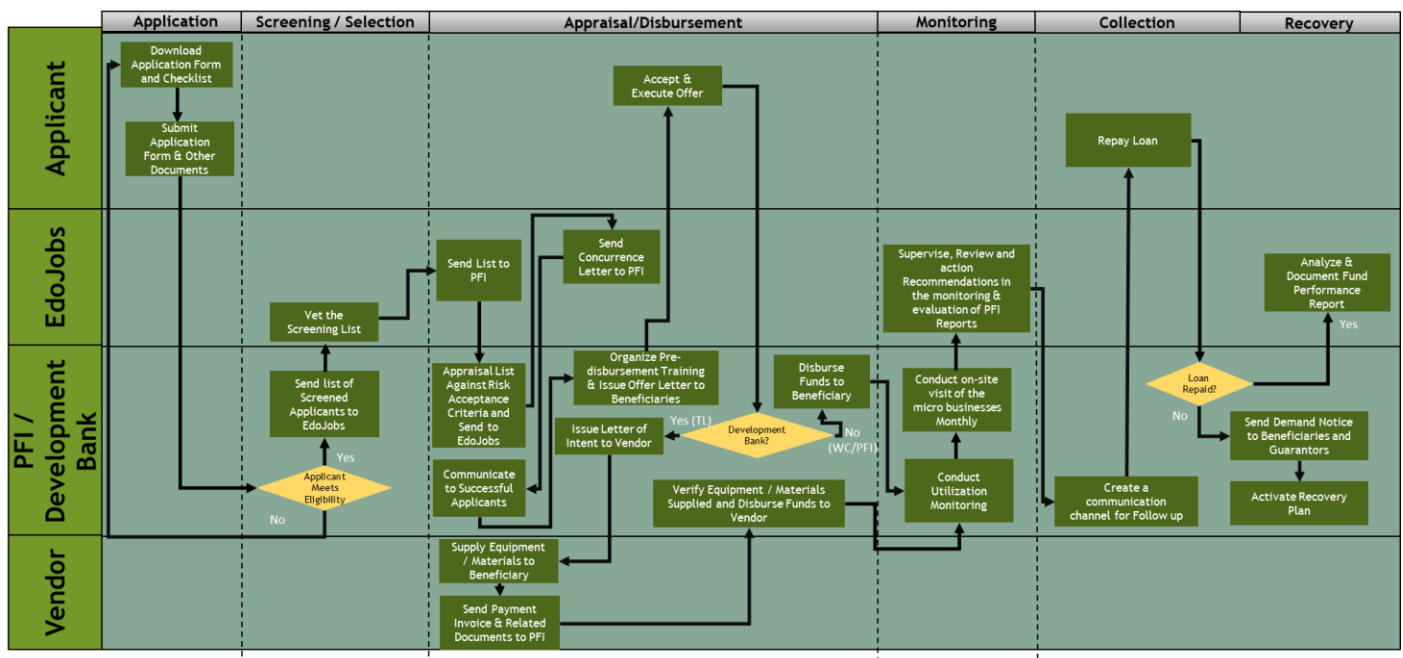


2.5 SME Fund Management Processes

The Processes for SME Fund Management represent a comprehensive set of improvement areas to optimize the management of funds dedicated to supporting small and medium-sized enterprises (SMEs).

2.5.1 Process Map

Below is a visual representation of the SME Fund Management Process Map. It integrates best practices and provides a clear roadmap to achieve the desired outcomes for both PFIs and SME beneficiaries.



2.5.2 Process RACI Matrix

The SME Fund Management Process RACI Matrix outlines the key activities involved in managing the fund while providing clarity on the roles and responsibilities of individuals or teams in each step of the process.

S/N	Process	Applicant	EdoJobs	PFI	Vendor
1	Application	R/A	I/C	R/A	I
2	Screening/Selection	I	R/A/C	R/A	I
3	Appraisal/Disbursement	I	C	R/A	C
4	Monitoring	I	R/C	R/A	I
5	Collection	I	C/I	R/A	
6	Recovery	I	C/I	R/A	
R = Responsible, A = Accountable, C = Consulted, I = Informed					

2.5.3 Application Process

The SME Fund Management Application Process facilitates access to financial support, promotes better resource allocation and fosters a thriving entrepreneurial ecosystem.

Below, we outline the sequence of activities strategically designed to optimize the efficiency application process and application data reporting template:

S/N	Action	Description	Responsibility	Turn Around Time
1.1	Download/obtain application & guarantor forms	Applicants will download/obtain the application and guarantor's form	Applicants	N/A
1.2	Submit the completed forms	Submit duly completed forms, proof of business address (utility bills) and other required documents to PFI	Applicants	30 days

Key Triggers

- Availability of MSME Fund
- Application Timeline
- Eligibility status

Key Report

- Application Data Report

SME Fund Management Application Data Reporting Template

S/N	Company's Name	Type of Company	RC / Registration Number	Type of Products / Services	Authorized Share Capital (NGN)	Organization Membership	Membership Number	Loan Amount	State of Origin	LGA of Origin	Applicant Status	Purpose of Loan	Repayment Plan	Applicant History

2.5.4 Screening/Selection Process

The SME Fund Management Screening/Selection Process consists series of activities.

Below is a description of key activities involved in the process:

S/N	Action	Description	Responsibility	Turn Around Time
2.1	Send list of Screened Applicants to EdoJobs	List of the applicants verified against pre-eligibility criteria and are considered suitable	PFI	1 week
2.2	Vet the Screening List	A thorough evaluation and assessment of the applicants who have passed the initial screening process is carried out	EdoJobs	

Key Triggers
➤

- Submitted Applications
- Eligible Applicants

Key Reports
➤

- Loan Disbursement Report

2.5.5 Appraisal/Disbursement Process

The SME Fund Management Appraisal/Disbursement Process is a sequence of activities designed to optimize the efficiency of MSME fund disbursement. Below is a description of the activities involved in this process:

S/N	Action	Description	Responsibility	Turn Around Time
3.1	Send List to PFI	The vetted list is approved and sent to PFIs	EdoJobs	1 day
3.2	Appraisal List Against Acceptance Criteria and Send to EdoJobs	PFI will run a background check on the loan applicant to ensure that all the information provided are correct	PFI	2 weeks
3.3	Send Concurrent Letter to PFI	Upon approval, the list of eligible applicant's is authorized and forwarded to the PFIs for the purpose of fund disbursement	EdoJobs	2 days
3.4	Communicate to Successful Applicants	Successful applicants are invited for pre-disbursement training	PFI	1 day
3.5	Organize Pre-disbursement Training & Issue Offer Letter to Beneficiaries	A training workshop is conducted for the loan beneficiaries concerning the loan conditions and how to use the loan for the purpose it is meant for. Also, offer letter is issued to the loan beneficiaries	PFI	1 day
3.6	Accept & Execute Offer	Loan beneficiaries accept the loan offer	Applicants	7 days
3.7	Issue Letter of Intent to Vendor	Vendors are issued a letter of intent to supply materials / equipment to loan beneficiaries	PFI	2 days
3.8	Supply Equipment / Materials to Beneficiary	The raw materials / equipment needed by the applicant are supplied	Vendor	1 day

S/N	Action	Description	Responsibility	Turn Around Time
3.9	Send Proforma Invoice to PFI	An initial invoice requesting for payment of raw materials / equipment supplied	Vendor	1 day
3.10	Verify Equipment / Materials Supplied and Disburse Funds to Vendor	Materials / equipment supplied by vendors are verified	Development Bank	1 day
3.11	Disburse Funds to Beneficiary	Loan beneficiaries accounts are credited	PFI	2 days



Key Triggers

- Approved Disbursement List
- Acceptance and Execution Letter



Key Reports

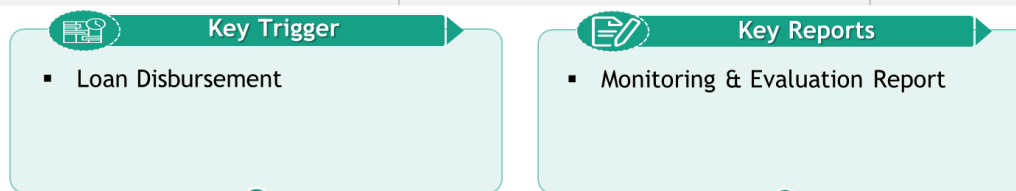
- Pro-sanction Mini Workshop Report
- List of Vendors, Materials / Equipment Supplied, and Disbursement Report

2.5.6 Monitoring Process

The SME Fund Management Monitoring Process includes a set of activities to track the progress, performance, and impact of the disbursed funds to the beneficiaries.

Below is an overview of the key activities encompassed in this process:

S/N	Action	Description	Responsibility	Turn Around Time
4.1	Conduct Utilization Monitoring	This is the process of systematically tracking and analyzing how efficiently and effectively the loan are being utilized to achieve its objectives	PFI / Development Bank	1 week
4.2	Conduct on-site visit of the beneficiary's business Monthly	Conduct on-site verification of the beneficiary's business monthly	PFI / Development Bank	Monthly
4.3	Supervise, Review and action Recommendations in the monitoring & evaluation of PFI Reports	The PFIs are supervised during the on-site visitation of the m businesses	EdoJobs	N/A



2.5.7 Collection Process

Below is the description of activities involved in the recovery process of the SME Fund Management Process:

S/N	Action	Description	Responsibility	Turn Around Time
5.1	Provide collection schedule	A collection schedule such as weekly, or monthly is developed by the PFIs to aid them in the collection of loan repayment	PFI	N/A
5.2	Collect principal & interest from the beneficiaries	Loan / interest repayment is collected from the beneficiaries	PFI	N/A
5.3	Remit collections to EDSG as agreed	The loan repayments collected from the loan beneficiaries are remitted to EDSG	PFI	2 days
5.4	Send monthly repayment report to EdoJobs	A report is developed stating clearly how many loan beneficiaries were able to repay their loan and the outstanding ones	PFI	2 days

Key Triggers

- Collection Schedule

Key Report

- Monthly repayment Report
- Non-Performing Loan Report

2.5.8 SME Fund Recovery Process

Below is the description of activities involved in the recovery process of the SME Fund Management Process:

S/N	Action	Description	Responsibility	Turn Around Time
6.1	Send Demand Notice Email to Beneficiaries and Guarantors	This is a communication sent to loan beneficiaries / guarantors who owe a debt or have failed to fulfill their financial obligations	PFI / Development Bank	1 day
6.2	Activate Recovery Plan	This is the process of implementing the loan recovery plan	PFI / Development Bank	7 days
6.3	Analyze & Document Fund Performance Report	This is the process of evaluating the financial performance, returns, and other key metrics of a fund over a specified period	EdoJobs	1 day

Key Trigger

- Non-Performing Loan Report

Key Report

- Debt Recovery Report

2.6 Idle Fund Management Guidelines

These guidelines are to ensure optimal value realization from the MSME funds. Idle funds refer to capital or fund that remain un-disbursed and repayment collected by PFIs on behalf of EDSG that are not remitted within the stipulated period.

Identification of Idle Funds

In the realm of financial management, the effective utilization of resources is paramount to achieving organizational goals. One significant aspect of this optimization is the identification of idle funds. In this MSME Funding Scheme, idle fund refers to:

1. Any fund not disbursed to beneficiaries 10 working days after EdoJobs approves the pre-disbursement schedule is deemed as an idle fund from the 11th day.
2. All repayment collected and recovered from beneficiaries shall be transferred to EDSG on or before the 7th working day of the subsequent month. The fund shall be deemed idle from the 8th working day

Idle funds shall attract payment of interest at the prevailing Monetary Policy Rate (MPR) plus two hundred basis points (200 bps).

High-Level Roles for EdoJobs and PFI

High-level roles in MSME fund management are critical for effective fund allocation, risk management, and the overall success of the fund.

Each role plays a crucial part in MSME fund management, ensuring prudent financial management and a positive impact on the MSME sector's growth and sustainability. It also contributes to economic development and job creation.

EdoJobs plays a supervisory role in the fund processes and ensures that the fund's investments align with its goals and optimized returns. Also, it explores partnerships, collaborations, and co-investment opportunities with other donor agencies and development banks to expand the fund base and reach.

The PFI is responsible for the screening of loan applicants and carrying out appraisal and disbursement of funds after the due diligence has been done. Also, the PFI is responsible for monitoring how the

funds are utilized and ensuring that the loan beneficiaries pay back the loan collected and in the case of default, ensures that the recovery process is activated for the repayment of the loan.

3 Technology Requirements to Implement MSME Fund Management Processes

In the dynamic landscape of Micro, Small, and Medium Enterprises (MSMEs), efficient fund management processes are crucial for fostering growth and financial stability. Transitioning towards an optimized MSME fund management state, leveraging advanced technology becomes essential to streamline operations, enhance transparency, and provide timely financial support to MSMEs.

Below are the technology requirements to implement the MSME Fund Management Processes

S/N	Process	Technology Requirements	Status	Proposed Vendors
1	Application	Computers (Laptops/Desktops)	●	EDSG
		Internet Connections	●	EDSG
		Document Management Software (DMS)	●	Central Securities Clearing System Plc
2	Screening & Selection	Applicant Tracking System (ATS)	●	TBD
		Data Analysis and Reporting Software	●	TBD
3	Appraisal & Disbursement	Loan Appraisal Software	●	TBD
		Sage Peachtree Accounting Applications	●	TBD
		Automated Mailing Software (E.g. Mailchimp)	●	TBD
		Electronic Direct Deposit Software	●	TBD
4	Monitoring	Loan Management Software	●	TBD
		Customer Relationship Management Software	●	TBD
		Data Analysis and Reporting Software	●	TBD
		Disbursement Management Software	●	TBD
5	Collection & Recovery	Loan Management Software	●	TBD
		Data Analysis and Reporting Software	●	TBD

In Place ● Not Yet In Place ●

4 Proposed Training Courses/Modules & Duration

The proposed courses, descriptions, and outcomes to build knowledge and skills required to drive the new MSME fund management processes are as tabulated below:

S/N	Courses	Description	Outcome(s)
1	MSME Funding Management Process	Training on the outcome of the ongoing MSME Funding Process Design covering the Application, Screening & Selection, Appraisal & Disbursement, Monitoring and Collection & Recovery Processes	<ul style="list-style-type: none"> Working knowledge of MSME funding processes
2	Credit Administration & Control	Managing and overseeing the processes and systems that govern the granting, monitoring, and collection of credit to ensure adherence to credit policies and minimize credit risk	<ul style="list-style-type: none"> Understand the key components of an effective credit administration/control
3	Customer Service & Support	Focuses on delivering timely and effective solutions, addressing inquiries, and enhancing the overall customer experience	<ul style="list-style-type: none"> Build a customer-centric mindset and long-term customer relationships
4	Financial Analysis & Interpretation	Involves analyzing financial statements, interpreting ratios, and forecasting future financial outcomes	<ul style="list-style-type: none"> Understand the fundamental principles of financial analysis and interpretation
5	Financial Reporting Applications	Software tools that automate the process of collecting, analyzing, and presenting financial data, enabling organizations to generate accurate and comprehensive financial reports efficiently and effectively	<ul style="list-style-type: none"> Knowledge of applications for effective financial reporting

Below are the modules and duration for the training courses described above:

In Scope	Out of Scope			
1. MSME Funding Management Process	2. Credit Administration & Control	3. Customer Service & Support	4. Financial Analysis & Interpretation	5. Financial Reporting Applications
MSME Fund Management processes for Managed and Matching Funds covering: <ol style="list-style-type: none"> a. Application b. Screening/ Selection c. Appraisal/ Disbursement d. Monitoring e. Collection & Recovery 	<ol style="list-style-type: none"> a. Overview of credit administration b. Credit monitoring processes and tools c. Creditworthiness evaluation and risk assessment techniques d. Assessing collateral and other risk mitigants etc. 	<ol style="list-style-type: none"> a. Understanding customer needs and expectations b. Relationship management & Negotiation Skill c. Resolving conflicts with customers d. Using emotional intelligence to defuse challenging situations etc. 	<ol style="list-style-type: none"> a. Identifying and analyzing patterns and changes in financials over time b. Ratio Analysis c. Interpreting common-size financial statements d. Analyzing financial statements for strategic decision making etc. 	Knowledge of applications for effective financial reporting: <ol style="list-style-type: none"> a. Peachtree b. Sage c. Xero d. Cognos Analytics e. NetSuite etc.
4 Hours / Stream	4 Hours / Stream	2 Hours / Stream	4 Hours / Stream	4 Hours / Stream

Suggested Vendors: Greenfields Consultancy & Allied Services Ltd / Other Management Consultants

5 Conclusion

The EdoJobs SOP for MSME Funding Business Process Design represents a comprehensive and forward-looking approach toward empowering Micro, Small, and Medium-sized Enterprises (MSMEs) within the State. The SOP is developed to optimize efficiency, transparency, and effectiveness in managing MSME funds dedicated to supporting aspiring entrepreneurs.

Throughout the entire MSME Fund Management in the SOP, a strong emphasis has been placed on continuous monitoring and improvement. Regular evaluations will be conducted to measure the effectiveness of the new processes, identify any emerging challenges, and make necessary adjustments for optimal outcomes.

To ensure the seamless adoption of the SOP, comprehensive training modules have been developed for staff members. Training will equip them with the necessary skills and knowledge to effectively navigate the enhanced systems, provide personalized feedback, and communicate with applicants in a transparent and supportive manner.