SMEDAN and Her Contributions to Small and Medium Enterprises’ (SMEs) Development in Lagos State

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ABSTRACT
This paper examines the contribution of Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) towards SMEs performance in Ikorodu local government area of Lagos state. The sub objectives are to examine the relationship between SMEDAN and SMEs performance and to assess the influence of SMEDAN on SMEs performance. A questionnaire was developed to collect information from the respondents based on a sample size of 72 micro, small and medium scale business operators in the area. Data collected were analysed using Tables, percentages and chi-square goodness of fit. Findings from the study revealed that SMEDAN does not have any significant relationship with the performance of micro small and medium business operators and does not assist the entrepreneurs in securing industrial infrastructure, especially, finance and this has impacted negatively on their business fortune. In view of the findings, recommendations were made that government should step in to assist SMEDAN in enabling her to facilitate entrepreneurs’ access to finance because finance is necessary to enable the entrepreneurs transfer the knowledge they received through training into practice. The populace should also be educated on the mandate of the agency and lastly, SMEDAN should be adequately funded to enable her achieve her objectives.

Keywords: SMEDAN, SMEs, Development, Entrepreneurship, MSMEs

INTRODUCTION
The Micro, Small and Medium Enterprises are globally acknowledged as the oil required for lubricating the engine of socio-economic transformation of any nation. The MSME sector is strategically positioned to absorb up to 80% of jobs, improve per capita income, increase value addition to raw materials supply, improve export earnings and step up capacity utilisation in key industries. The sector is structured across other key sectors, including Agriculture, Mining and Quarrying, Building and Construction, Manufacturing, Solid Minerals, etc, and thus has strong linkages with the entire range of economic activities in the country. They play a pivotal role through several pathways that go beyond job creation. They are growth-supporting sectors that not only contribute significantly to improve living standards, but also bring substantial local capital formation and are responsible for driving innovation and competition in developing economies. Governments at all levels have undertaken initiatives to promote the growth
and development of MSMEs. The general perspective is that MSMEs are seen as accelerating the attainment of broad socio-economic objectives, including poverty reduction, employment generation, wealth creation, among others.

It is an established fact globally that the Micro, Small, and Medium Enterprises sector is a key engine to economic growth and development. This sector is responsible for most of the advances in new products and process, provides most of the employment opportunities but is also a key indicator of the overall performance of an economy. The dynamic nature of this sector also makes it vulnerable to a high mortality rate occasioned by sudden shifts in economic policy, global trends, global shocks in international markets and many unforeseen situations. The lean nature and size of this sector, which underscores its vulnerability, is also its key asset. It is flexible and can easily rise up to and adapt to sudden change in situations locally and globally.

MSMEs in Nigeria have not been able to contribute substantially to the Country's Gross Domestic Product (GDP). The overall economic activities of small and medium enterprises in Nigeria have been estimated to amount to less than ten percent (10%) of the GDP (S M E S N T W G, 2009). 60% of Nigerians still live below the poverty level (UNDP, 2005). The percentage of those living below the poverty line indicates that the percentage of those gainfully employed in the SME sector is quite low. For large corporations, SMEs can constitute an important source of local supply provision to them. The SMEs usually have extensive local knowledge of resources, supply patterns and purchasing trends. Developing countries also represent a huge, largely untapped market for large corporations. By working closely with SMEs, large corporations can develop a new customer base that may not be accessible to the traditional distribution networks of these corporations.

The Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) was established in 2003, to facilitate the promotion and development of a structured and efficient Micro, Small, and Medium Enterprises (MSMEs) Sector that will enhance sustainable economic development in Nigeria. The Agency is the apex and coordinating institution for all matters relating to starting, resuscitating and growing MSMEs in Nigeria. The Agency is also saddled with the responsibility of contributing to the attainment of Vision 20-2020 of the Federal government of Nigeria and the Cluster Development Approach of the Ministry of Trade and Investment.

Statement of the Research Problem

According to Gonzalez (2003), Small and Medium Scale Enterprises (SMEs) have played important roles in the development process in most of the developed economies, and have proved to be one of the most viable sectors with economic growth potentials. The successes recorded by countries generally in this sector arise as a result of the high priority considerations and future rewards from sustained investment in this sector. Due to their size these enterprises require relatively small capital investment to start, thereby offering a relatively high labour – to - capital ratio. They also demand low technology and managerial skills, which are readily available within the society. The extent to which the opportunities offered by SMEs are exploited and their contributions maximized in any economy depend on the enabling environment created through the provision of requisite infrastructural facilities. These include roads, telecommunications, Power, Ports, etc and the introduction and pursuit of policies such as concessionary financing that encourage and strengthen the growth of SMEs. (Gonzalez, 2003 in Olutunji, 2008).

In Nigeria, the SMEs sector has not been able to perform the expected vital and vibrant role in bringing about economic growth and development of the country. This is because the SMEs are confronted with several drawbacks and challenges they have to overcome in order to operate successfully.

Based on these premises, this study therefore seeks to investigate into how much contribution has SMEDAN, as an agency of the government made towards the development of SMEs in the Ikorodu local government area of Lagos state.

Objectives of the study

The main objective of the study is to empirically assesss the contributions of SMEDAN towards the development of SMEs in Lagos state. The driving force are to ascertain the significant relationship between the agency and SMEs performance and to find out what influence does the agency have on the development of SMEs in the state.
Research Hypotheses
The following hypotheses were formulated to guide this study:
Ho 1: There is significant relationship between SMEDAN and SMEs performance in Lagos state
Ho 2: Activities of SMEDAN have significant influence on SMEs performance in Lagos state.

REVIEW OF RELATED LITERATURE
Concept of Micro, Small and Medium Enterprises
A review of the literature on Micro, Small and Medium Enterprises (MSMEs) shows that the definition of MSMEs significantly varies from country to country depending on factors such as the country’s state of economic development, the strength of the industrial and business sectors, the size of MSMEs and the particular problems experienced by MSMEs (Harabi, 2003).

Defining small business has always been very difficult and controversial. A small scale business is defined as one which is independently owned and operated and not dominant in its field of operation. (Tushabomwe-Kazooba 2006). It can also be defined in terms of sales volume and by the number of employees in the business. According to Ogunleye (2004), what might therefore be defined as Small and Medium Scale Enterprise (SME) in a developed country, can be regarded as a large-scale enterprise in a developing country, using such parameters as fixed investment and employment of the labour force. It is important also to recognize that definitions change over time and hence, even in a developing country, what was previously classified as SME could be regarded as a large-scale industry when the quantities of relevant parameters change during the production process. The term “small business” covers a variety of firms (Hertz, 1982; Nguyen and Bellehumeur, 1983) and it is used loosely in most of the literature. According to Peterson, Albaum and Kozmetsky (1986), a small business is one which is independently owned and operated and which is not dominant in its field of operation. Researchers and other interested parties have used specific criteria to operationalize the small business, from the perspective of value added, value of assets, annual sales, and number of employees. Annual sales and number of employees are most often used to delimit the category. The problem of definition confronts all researchers as well as operators in the field.

MSMEs can be divided into micro, small and medium enterprises. The Federal Ministry of Industries defines a medium-scale enterprise as any company with operating assets less than N200 million, and employing less than 300 persons. A small-scale enterprise on the other hand, is one that has total assets of less than N50 million, with less than 100 employees. Annual turnover is not considered in the definition of an SME. The National Economic Reconstruction Fund (NERFUND) defines an SSE as one whose total assets are less than N10 million, but makes no reference either to its annual turnover or the number of employees.

A review and appraisal of some government initiatives and incentives to stimulate SMEs development in Nigeria are highlighted below:

I. The Small and Medium Enterprises Equity Investment Scheme (SMEEIS)
The SMEEIS initiative was in response to the Federal Government’s concerns and policy measure towards the aggressive and radical transformation of the sub-sector through the provision of adequate and cheaper funding. All the commercial banks operating in Nigeria were required to set aside 10% of their profit after tax (PAT) for equity investment in small and medium enterprises in Nigeria. The cumulative sum set aside by the banks under the scheme as at December, 2009 was #42 billion. However, the scheme did not achieve the desired impact as most SMEs were not interested in the equity participation for fear of losing control of their enterprises. Even then, most of them lack the 60% equity contribution which resulted in delay disbursement as the borrowers were deemed to be uncooperative. Also, most SMEs lack proper bankable business plan, marketing strategy, no sound accounting systems and do not run their transactions through the banking system.

II. The N200 billion Small and Medium Scale Enterprises Guarantee Scheme (SMECGS)
The scheme was established in 2010 to fast track the development of the sector, set the pace for the industrialization of the economy and increase access to credit by small and medium enterprises and entrepreneurs. The scheme provided guarantees on loans by banks to the sector in order to absorb the
risks that had inhibited banks from lending to the sector. The beneficiaries of the scheme are small and medium enterprises with total assets not exceeding #500 million and a labour force of 11 to 300 staff. A maximum amount of #100 million would be guaranteed which could be in form of working capital, term loan for refurbishment or equipment upgrade or expansion and overdraft.

**I1** The N200 billion SME Restructuring/Refinancing Fund

The Fund was established by the Government through the Central Bank of Nigeria. The purpose of the Fund was for re-financing or re-structuring of bank’s existing loan portfolios to the sector. The Fund was sourced from the #500 billion debenture stock issued by the Bank of Industry. However, the main objective of the Fund is to enhance access to credit by the small and medium enterprises and improve the financial position of the commercial banks. The scheme is managed by the Bank of Industry who disburses the Fund to the Participating banks for restructuring of their loan portfolio.

**IV** The N100 billion Cotton, Textile and Garment (CTG) Fund

The Fund was established by the Government through the Central Bank of Nigeria for on-lending to small and medium enterprises engaged in the cotton, textile and garment value chain. The main objective of the fund is to resuscitate, revive, and set the textile industry on the path of economic recovery, as well as bring back the lost glory of the industry in accordance with the economic agenda of the Federal Government.

**V** The N2 billion NERFUND Facility

The National Economic Reconstruction Fund (NERFUND) is being repositioned to contribute to the growth and development of the MSME sector. The Federal Government has recently released #2 billion to the Fund for direct lending to the MSME sub-sector. In disbursing the Fund, NERFUND signed an MoU with SMEDAN and other principal stakeholders within the sector to channel application with a bankable business plan from their clients to ensure adequate outreach. The objective is to stimulate the MSMEs and realign them towards the economic aspirations of the Government.

**VI** The N5 billion Dangote Fund for MSME

In their determined effort to stimulate the MSME sub-sector, the Government entered into collaboration and partnership with the private sector. One of such collaborations is the #5 billion Dangote Fund to the Bank of Industry for on-lending to micro, small and medium enterprises in Nigeria.

**VII** The Counterpart Funding Scheme of the Bank of Industry

The Bank of Industry has emerged with various strategies and schemes to provide finance to the MSME sector in accordance with her mandate. One of the major challenges facing the Nigerian MSME sector is finance. Finance is considered to be the key driver of any organization. The bank of industry in realization of the importance of finance to the MSMEs has provided adequate access to finance to the sector through its various schemes, especially, their counterpart funding scheme with the state government. Some state governments have provided one billion Naira to the bank for on-lending to micro, small and medium enterprises in such State. The Bank will then match such fund with additional one billion Naira. The scheme has gone a long way in solving the challenge of adequate finance confronting many MSMES in the various states.

**VIII** The Youth Enterprise with Innovation in Nigeria (You Win) Programme

The Youth Enterprise with Innovation in Nigeria (You Win!) Programme is a collaboration of the Ministry of Finance, the Ministry of Communication Technology (CT), and the Ministry of Youth Development that launched an annual Business Plan Competition (BPC) for aspiring young entrepreneurs in Nigeria, in line with the Federal Government’s drive to create more jobs for Nigerians. The programme is being implemented in partnership with Nigeria’s private sector, who have been requested to provide the funding support. The main objective of the Youth Enterprise with Innovation in Nigeria (You Win!) Programme is to generate jobs by encouraging and supporting aspiring entrepreneurial youth in Nigeria to develop and execute business ideas that will lead to job creation. The programme will provide aspiring youth with a platform to show- case their business acumen, skills and aspirations to business leaders, investors and mentors in Nigeria. SMEDAN is the monitoring Agency of the programme.
IX. **Train to Work (TRATOW) Initiative:**
The TRATOW Initiative of the Federal Ministry of Trade and Investment is targeted at equipping young Nigerians with the skills required to establish and manage their small businesses. The MSME sub-sector has been experiencing some skill gaps necessary to grow the sector. This initiative will close such gaps and lead to the establishment of new enterprises and the expansion of existing ones. The required vocational, entrepreneurial and managerial skills have been provided. It must be emphasized that many MSMEs lack of proper management capabilities and technical and managerial deficits are the main factors militating against the growth and development of MSMEs in Nigeria.

X. **Campaign for Patronage of Made-in-Nigeria Products**
‘The buy made in Nigeria Products’ Initiative of the Federal Government is another laudable scheme to stimulate the MSME sector. The campaign has provided adequate market for made in Nigeria products. The initiative has led to the market and marketing of the products/services of the sector through renewed vigor and aggressive strategy in the packaging and quality of the products. It has provided access to market by enhancing the turnover of the MSMEs and making them more competitive.

**Empirical studies on Small and Medium Scale Enterprises.**
A number of empirical studies were conducted in a attempt to evaluate the challenges and prospects of small and medium enterprises in Nigeria.
Oostimhein, Charles, Babatunde, and Olajide (2012) used non-parametric simple percentages and Z-test statistical technique for sample of 100 SMEs randomly selected from 10 local governments of Lagos state south Western Nigeria to examine the challenges and prospects of micro and small scale enterprises. The findings showed that lack of finance and management skills affects the efficient performance of SMEs in Nigeria. Therefore, the authors recommend that both government and non-governmental organization should always organize seminars and educate them on how to plan, organize, direct as well as control their business.
Similarly, Oluchukwu (2012) used simple percentage and chi-square for the sample of 150 questionnaires, out of which 120 were retrieved and analyzed to investigate the impact of small and medium enterprises in employment generation for Lagos state Nigeria. Findings from the study revealed that SMEs promotes sustainable development in Lagos state. Thus, the study recommend that government should encourage the youth to develop entrepreneurial skills so as to be self employed.
Furthermore, Kadiri (2012) used binomial logistic regression for the sample of 650 SMEs consisting of 180 agro-allied and 470 non-agro allied SMEs in Nigeria to examine the contribution of SMEs in employment generation. The author revealed that SMEs were unable to generate much employment because of their in ability to secure adequate finances. Also, the study revealed that most of the SMEs sampled relied on informal sources of finance to start their business.
However, in an attempt to determine the level of loan delinquency among small and medium enterprises in Ondo state Nigeria, Obamuyi (2007) used descriptive statistic on 9 commercial banks and 115 SMEs from selected local governments in Ondo state. The results showed various factors responsible for not expanding SMEs loan portfolio with poor credit worthiness, lack of collateral security and constraints based on regulation topping the list. The study also showed that loans delinquency rate was low at 6.90% of total loan obligations among SMEs in Ondo state Nigeria.
Another study by Taiwo, Ayodeji, & Yusuf (2012) examined the role of Small and Medium Enterprises (SMEs) as a veritable tool in economic growth and development of Ogun State South-Western Nigeria. The authors randomly selected 200 SMEs from five local governments and analyzed using both descriptive and inferential statistics in the form of simple percentages and Spearman correlation coefficient, respectively. The results showed that lack of financial support, poor management, corruption, lack of training and experience, poor infrastructure, insufficient profit and low patronage served as the most common constraints to the growth and development of SMEs in Nigeria.
Sokoto and Abdullahi (2013) examined the role of Small and Medium Enterprises (SMEs) in poverty reduction in North-Western Nigeria. The authors sampled 400 SMEs in both Sokoto and Zamfara and analyzed using the student T-test. Empirical findings from the study revealed that employment generated
by the SMEs is small when compared with the large enterprises. The findings of this study contradict the apriori expectation that SMEs contribute more to employment generation than large enterprises. Oduyoye, Adebola, and Binuyo (2013) applied both inferential and descriptive statistics for 140 respondents classified into 27 executive and 180 non executive (SMEs owners) to investigate the critical role of SMEDAN in Ogun state Nigeria from the period 2005-2010. The authors conclude that SMEDAN performed below expectation in linking SMEs with cheaper sources of finance.

METHODOLOGY
The study is limited to Ikorodu local government area of Lagos state. The selected respondents who were randomly selected using a simple random sampling technique were drawn from these business areas: Fabrics 23, Bakery:17 Agro-allied:32, Totalling 72. The Bio-data of the respondents are shown in the table below.

<table>
<thead>
<tr>
<th>GROUP</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>43</td>
<td>60</td>
</tr>
<tr>
<td>Female</td>
<td>29</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>100</td>
</tr>
<tr>
<td>AGE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-30</td>
<td>22</td>
<td>31</td>
</tr>
<tr>
<td>31-40</td>
<td>18</td>
<td>25</td>
</tr>
<tr>
<td>41-50</td>
<td>19</td>
<td>26</td>
</tr>
<tr>
<td>Above 50</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>100</td>
</tr>
<tr>
<td>LEVEL OF EDUCATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Secondary</td>
<td>21</td>
<td>29</td>
</tr>
<tr>
<td>OND</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Bsc/HND</td>
<td>34</td>
<td>47</td>
</tr>
<tr>
<td>PostGraduate</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>100</td>
</tr>
<tr>
<td>MARITAL STATUS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>25</td>
<td>35</td>
</tr>
<tr>
<td>Married</td>
<td>47</td>
<td>65</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>100</td>
</tr>
<tr>
<td>YEARS IN BUSINESS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 5 years</td>
<td>16</td>
<td>22</td>
</tr>
<tr>
<td>5-10 years</td>
<td>24</td>
<td>33</td>
</tr>
<tr>
<td>10-15 years</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>20 years and above</td>
<td>19</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 1 above indicates that 60% of the respondents were males while 40% were females. This shows that this study is gender friendly because the gap between the two is not too far apart. 68% of the respondents were married while 32% were still single. 33% of the respondents have put in 5-10 years in their various businesses while 27% have put in up to 20 years and above.

Research Design
The research design used for the study was the descriptive survey involving the questionnaire administration. Data selected for the study were sourced from selected respondents as indicated above. Questionnaires were administered on 72 respondents. Data collected were analysed using statistical
summation technique and chi-square was used at 0.05 level of significance to empirically test the hypotheses that were formulated to guide the study.

**Data Analysis**

The first objective was to ascertain the significant relationship between the agency and SMEs in Lagos state. The study addressed this through questionnaire items that bothered on the link between SMEDAN and SMEs performance in the state.

**Table 1: Relationship between the variables**

<table>
<thead>
<tr>
<th>Options</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>TOTAL</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>7</td>
<td>16</td>
<td>14</td>
<td>10</td>
<td>47</td>
<td>52.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>5</td>
<td>11</td>
<td>7</td>
<td>25</td>
<td>47.2</td>
</tr>
</tbody>
</table>

**Source:** Field Survey, 2016

The result in Table 1 above shows that 52.8% agreed that there is a significant relationship between SMEDAN and SMEs performance in Lagos state while 47.2% disagreed with the statement.

**Testing Of Hypotheses**

**Hypothesis 1**

Ho 1: There is significant relationship between SMEDAN and SMEs performance in Lagos state

**Table 2: Observed and Expected frequency table for the relationship between the identified variables.**

<table>
<thead>
<tr>
<th>Responses</th>
<th>Observed</th>
<th>Expected</th>
<th>O-E</th>
<th>F(O-E)^2</th>
</tr>
</thead>
<tbody>
<tr>
<td>False</td>
<td>47</td>
<td>36</td>
<td>11</td>
<td>121</td>
</tr>
<tr>
<td>True</td>
<td>25</td>
<td>36</td>
<td>-11</td>
<td>121</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>72</td>
<td>0</td>
<td>242</td>
</tr>
</tbody>
</table>

**Source:** Field Survey, 2016

The calculated chi-square (X^2) is given by $X^2 = \frac{242}{36} = 6.712$

The chi-square table value (X^2) at 0.05 level of significance and 3 degrees of freedom is 7.815. Since the calculated value (X^2) is lesser than the table value, we reject the null hypothesis that says 'There is significant relationship between SMEDAN and SMEs performance in Lagos state.

The second objective is to assess the influence of SMEDAN on SMEs performance in Lagos state. The results obtained are presented in Table 3 below:

**Table 3: Influence of SMEDAN on SMEs performance in Lagos state.**

<table>
<thead>
<tr>
<th>Options</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>10</td>
<td>21</td>
<td>9</td>
<td>3</td>
<td>43</td>
<td>59.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>11</td>
<td>3</td>
<td>9</td>
<td>29</td>
<td>40.3</td>
</tr>
</tbody>
</table>

**Source:** Field survey, 2016

The result in Table 3 above shows that 59.7% of the respondents agreed that the activities of SMEDAN have significant influence on SMEs performance in Lagos state while 40.3% disagreed with the statement.
Hypothesis 2
Ho 2: Activities of SMEDAN have significant influence on SMEs in Lagos state.

Table 4: Observed and Expected frequency table for the influence of SMEDAN on SMEs performance.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Observed</th>
<th>Expected</th>
<th>O-E</th>
<th>F(O-E)^2</th>
</tr>
</thead>
<tbody>
<tr>
<td>False</td>
<td>43</td>
<td>36</td>
<td>7</td>
<td>49</td>
</tr>
<tr>
<td>True</td>
<td>29</td>
<td>36</td>
<td>-7</td>
<td>49</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>72</td>
<td>0</td>
<td>98</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2016
The calculated chi-square (X^2) is given by \( X^2 = \frac{98}{36} = 2.72 \)

The chi-square table value \( (X^2) \) at 0.05 level of significance and 3 degree of freedom is 7.815. Since the calculated value \( (X^2) \) is lesser than the table value (2.72), we reject the null hypothesis that says ‘Activities of SMEDAN have significant influence on SMEs performance in Lagos state.’

SUMMARY OF FINDINGS
The findings from the test of the first hypothesis show that there is no significant relationship between SMAEDAN and SMEs performance in Ikorodu local government area of Lagos state. The implication of this is that, there is little or no awareness of the existence of the agency among the micro and small business operators in the area captured in this study which therefore makes the agency unpopular compared to other financial institutions.

The result from the second hypothesis also revealed that, there is no significant influence of the agency on the performance of SMEs in the area. This shows that the agency is not popularly enjoyed by the business operators in the area and therefore has no influence on their businesses.

CONCLUSION
This study has shown that the awareness created by this agency is not enough and this has made it very difficult for entrepreneurs in Ikorodu local government area of Lagos State to benefit from her programmes. The implication of this is that SMEDAN as an agency performed below expectation in linking SMEs with cheaper sources of finance in this area.

RECOMMENDATIONS
SMEDAN as an organisation is very much relevant and important as the coordinating body for the MSMES sector in Nigeria. In line with the importance and relevance of the agency, we recommend the following:

1) SMEDAN should keep organizing the development programmes from time to time and also reach out to others who are yet to benefit from such trainings. Also, SMEDAN should go beyond training programmes, advisory services, it should also engage in technological development and transfer through liaising with research intuitions to develop technology and transfer it to the entrepreneurs.

2) There is need for adequate publicity and information with respect to the existence of agencies and programmes which target small and medium scale enterprises development. Entrepreneurs should be sensitized on the need to participate actively in capacity building, workshops and training programmes to improve their managerial prowess.

3) The government should step in to assist SMEDAN in enabling it to facilitate entrepreneurs’ access to finance. This means something has to be done about the conditionalities of Bank of industry and other financial institutions. Finance is necessary to enable the entrepreneurs transfer the knowledge they received through training into practice.
REFERENCES


