



# The Centre for African Entrepreneurship and Leadership (CAEL)



## ► Foreword

The University of Wolverhampton was established 190 years ago to provide vocationally based training and skills development to a regional workforce. Over the interceding years, the University has grown and developed to become what it is today. An institution of over 22,000 students, focused on economic development of regions and nations.

An internationally focused university, we have a network of partners and students of over 150 nationalities. We deliver our courses in 11 countries and have developed successful overseas collaborations, establishing a truly global network of learning, innovation and opportunity.

Over the past few years we have worked to establish strong links in Africa, but as the University of Opportunity, we are always seeking ways to develop and extend our work. It is for this reason that I am very proud to introduce to you the University of Wolverhampton's Centre for African Entrepreneurship and Leadership (CAEL). Working with communities within Africa, CAEL aims to provide support to businesses and individuals to build the entrepreneurial and leadership skills required for strong economic development.

I hope that you find your interactions with CAEL and the University rewarding.

**Professor Geoff Layer (OBE)**  
Vice-Chancellor  
University of Wolverhampton



The need to develop capacity, high impact studies and pedagogic approaches to entrepreneurship, as well as build a knowledge transfer infrastructure presents a particular challenge in Africa. However, the Centre for African Entrepreneurship and Leadership (CAEL) sees this as a significant opportunity to contribute to such developments and offers a unique platform for dealing with this challenge.

CAEL is unique in wishing to work on pan-African agendas, initiated and championed by the commitment of prominent African scholars and policy makers who work actively with the University and who are determined to make a positive difference in the continent. The guiding philosophy is to create an intellectual platform for the study of African entrepreneurship and leadership and to promote knowledge transfer through capacity building, evidenced-based research and policy to bridge the knowledge-gap and to nurture a sustainable enterprise culture in Africa.

Our more than one hundred and fifty years' experience of providing high quality education and research, as well as promoting small and medium sized enterprise growth supports this philosophy. As an institution, we have built a solid national reputation for innovation, opportunity creation and knowledge transfer. I believe that the work and scholarship undertaken by the Centre for African Entrepreneurship and Leadership will push these frontiers internationally, but with Africa as the focus.

**Dr Anthea Gregory**  
Deputy Vice-Chancellor  
(Academic)

The creation of CAEL within the Faculty of Social Sciences is an important element of the Faculty's overall international strategy. The recognition of the importance of helping to develop the conditions of entrepreneurship to thrive, led to the establishing of the Centre. Capacity building is central to the work of the Centre and this requires close partnership working and strong links with stakeholders.

CAEL is unique in its mission to work with partners interested in developing Africa-appropriate solutions to these challenges. Over the years, through partnerships with higher education institutions, groups and governments in Africa as well as with inter-governmental agencies including the European Commission and the Commonwealth, CAEL has evolved a strong brand focused on using training, research and consultancy to build local knowledge and capacities around entrepreneurship development and good governance in Africa.

I believe that the Centre's work through academic programmes, PhD research and executive education will provide partners with a strong platform to confront these challenges.

**Miceál Barden**  
Dean of Faculty of Social Sciences





## “ Director’s message

Despite the recent economic success, living conditions in Africa remains significantly poor compared to the rest of the world. Millions, especially the young, are either unemployed or underemployed. This situation poses a serious challenge for Africa. The main visions for reversing these conditions under the African Union’s Agenda 2063 and the United Nation’s Sustainable Development Goals (SDGs) are ‘Education’, ‘Entrepreneurship’ and ‘Innovation’.

With a focus on these visions, the Centre for African Entrepreneurship and Leadership (CAEL) works with higher education institutions, governments, intergovernmental bodies and funders to develop and implement sustainable ecosystems of knowledge and innovation in entrepreneurship education.

Our aim is to foster a strong culture of entrepreneurship in Africa by building human capacity and institutional capability through training, applied research, policy development and impact evaluation.

You will find in this booklet testimonials from some of our partners with whom we have worked together for the benefit of their people and communities.

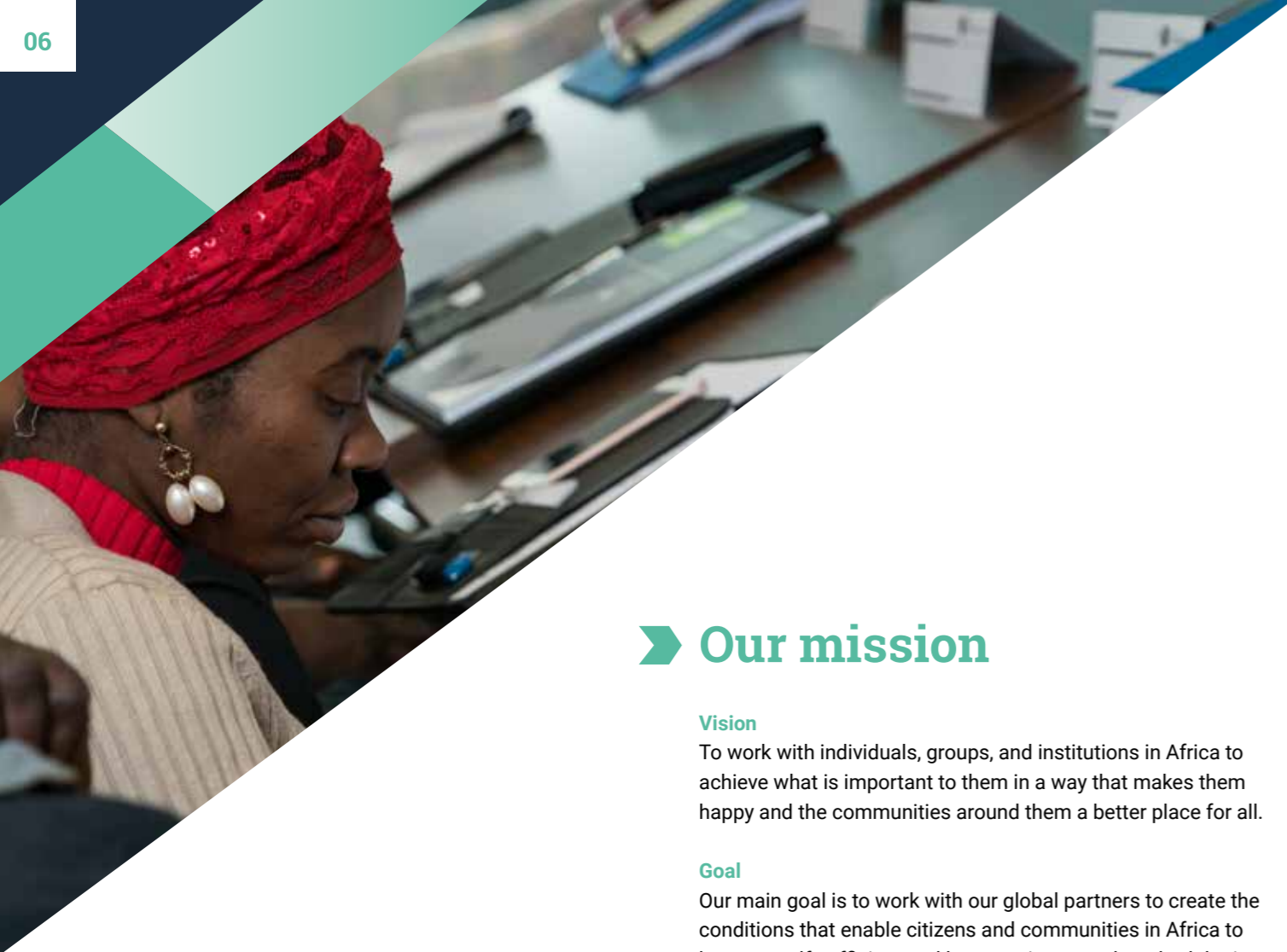
We believe in what we do, and also proud of the support that we offer to our partners to achieve their own developmental goals. For these reasons, I would like to invite you to partner with us. Together, we can build the Africa that we want now and in the future.”

**Dr Paschal Anosike**  
Director  
Centre for African Entrepreneurship and Leadership  
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## ► Our mission

### Vision

To work with individuals, groups, and institutions in Africa to achieve what is important to them in a way that makes them happy and the communities around them a better place for all.

### Goal

Our main goal is to work with our global partners to create the conditions that enable citizens and communities in Africa to become self-sufficient and happy using tested methodologies in all areas of entrepreneurship and leadership. This mission is upheld by the University's motto adopted over a century ago – "Innovation and Opportunity".

In undertaking this mission, our primary aim is to serve and connect African communities with faculties within the University and our networks across the world for the purpose of developing sustainable schemes that promote entrepreneurship development, youth employability and small and medium enterprise (SME) growth as well as good governance in Africa.

To achieve our mission, we rely on our knowledge of the local contexts and core principles of excellence, integrity and collaboration to deliver our service.



## ► Areas of service

### Capacity building

- Executive training on aspects of entrepreneurship development, leadership and management (UK and in-country).
- Certified bespoke short courses for organisations in the private and public sectors including government agencies and parastatals.
- Knowledge transfer through academic partnership (eg. joint delivery of academic programmes and certification).

### Research and community impact

- Graduate level research (eg. PhDs).
- Applied research.
- Joint research bids.
- Policy formulation and impact evaluation.
- Consultancy.

### Entrepreneurship education development

- CPD courses for academic and non-academic staff of higher education institutions (eg. universities, polytechnics, colleges of education).
- Degree courses (eg. MSc Innovation and Entrepreneurship).
- Curriculum design, review and academic programme development.
- Establishment of entrepreneurship centres, business incubation and innovation labs.



## Centre for African Entrepreneurship and Leadership (CAEL)

### Capacity Building:

... short courses and executive training.

... trainers.

... Partnership workshops.

### Development:



## ► How we work

- We design and deliver bespoke certified short courses, executive training and training of trainers' programmes in entrepreneurship and leadership and produce impact studies and formulate and undertake policy analysis on behalf of our partners .
- We develop curricula and learning pedagogies in entrepreneurship, management and leadership; support the establishment of business faculties in institutions of learning; develop concepts for establishing innovation hubs and entrepreneurship or skills acquisition centres.
- We establish academic partnerships with higher education institutions in Africa; undertake development of joint research bids and facilitate joint delivery of academic programmes; undertake PhD supervision, contract research and consultancy in all aspects of African entrepreneurship, management and leadership.
- We develop income generation strategies and processes for government agencies responsible for generating revenues for the provision of public services, as well as design systems and procedures for workforce development including performance evaluation and management.
- We promote the principles of AU's CESA 16-25/Agenda 2063 and UN's Sustainable Development Goals (SDGs) by using our in-house enterprise education programmes as levers to create the capabilities and the conditions for gainful employment for young people and women in Africa.



## Our proven track record in capacity building, research and curriculum development allows us to deliver our expertise.

1. Certified bespoke short courses and knowledge transfer workshops.
2. Certified executive training and training of trainers programme.
3. Production of impact case studies for academic purposes and policy formulation.
4. Research collaboration with higher education institutions and research institutes/centres in Africa including doctoral training, contract research and consultancy in all aspects of entrepreneurship, management and leadership.
5. Development of academic curricula on all areas of undergraduate and postgraduate degree programmes on entrepreneurship, management and leadership.
6. Establishment and operationalisation of entrepreneurship centres, business incubation units and innovation labs.
7. Promotion of academic partnerships eg. staff and student exchanges programmes, joint certification of accredited programmes.



## ➤ Executive training programme (UK only delivery)

Our executive training programme programme benefits groups, institutions and government agencies, particularly: executives/ senior officers of higher education institutions, senior public servants and civil service personnel, proprietors of educational institutions, chambers of commerce executives, elected public servants including legislators, local government chairs and principal officers, board members, CEOs, and African entrepreneurs.

We work individually with partners to determine scope and flexibility of programme content and delivery.



## ➤ Research and policy

Three thematic areas underpin our research activity: African SME and entrepreneurship development; entrepreneurship education and pedagogy; and African informal sector and informal economy.

### Academic

By creating conditions that enable scholars and individuals to engage in an independent or supervised PhD level study in the UK or jointly with partners we help to build capacity and create the knowledge eco-systems in Africa.

### Consultancy

By conducting impact studies and surveys on behalf of or in a joint work with our partners we help to develop evidenced-based practices that inform policy in Africa. We also support governments, institutions and groups in Africa by undertaking impact evaluation of their activities and policy documents.

### Collaborative membership

By providing state-of-art facilities and intellectual environment in the UK we help to support individuals, established researchers and early career researchers from Africa who have funding to gain global and international recognition through our membership schemes. We have a collaborative membership schemes linked with our International Research Network (IRN) Collaborative Fellowship, Visiting Professor, Visiting Scholar, Honorary Visiting Fellow and Sabbaticals.

### Dissemination

We disseminate our work and impact on communities through academic publication, practice and policy as well as through invited public speaking for knowledge sharing and advocacy.

### Entrepreneurship education

We cover all aspects of entrepreneurship and entrepreneurship education pedagogy.

We design and review undergraduate and postgraduate entrepreneurship education programmes and interventions to address institutional challenges including establishment of entrepreneurship centre(s).

## Programmes and topics

(UK only delivery)

### Entrepreneurship programmes

- Entrepreneurship: theories, concepts and models.
- Sustainable entrepreneurship: 'pull' and 'push' factors.
- Entrepreneurship: Africa perspectives vs the rest of the world.
- Sustaining entrepreneurship in Africa: challenges, pitfalls and best practices.
- Starting a small business enterprise: challenges and benefits.
- Entrepreneurship education: models and know-hows.
- Embedding entrepreneurship education in a higher institution.
- Developing the entrepreneurship curriculum.
- Developing and sustaining an entrepreneurial mindset.
- Developing entrepreneurs and student entrepreneurs.
- Stimulating enterprise knowledge.
- Stimulating vocational skills amongst students.
- Stimulating entrepreneurial behaviours amongst individuals and groups.
- Practical enterprise schemes for students and graduates.
- Enterprise learning and entrepreneurship for students and graduates.
- The 'Enterprising University/Institution' – global perspectives.
- Developing and sustaining entrepreneurial (learning) institutions.
- Enterprise education and entrepreneurial learning.
- Entrepreneurial learning and 'unlearning'.
- The role of higher institutions (eg. universities, polytechnics, colleges of education, private education providers) in stimulating enterprise culture among students.



- The role of governments, elected officials, and donor agencies in stimulating entrepreneurship.
- The role of the business community in stimulating entrepreneurship.
- Roles of ICT and digital media in entrepreneurship development (eg. video conferencing).
- Coaching, mentoring and entrepreneurial learning.
- Entrepreneurial finance and management.
- Small businesses and enterprise - financing small business (theory and practices).
- Book-keeping, profit and loss account (ledger) for SMEs and microenterprises.
- Risk management – transition from traditions.
- Risk financing – modern alternatives.
- Entrepreneurship and knowledge exchange.
- Benefits and challenges of knowledge transfer partnerships (KTP).
- Understanding and management of business support projects.
- Knowledge exchange and the enterprising university.
- Development and management of KTPs.
- Knowledge transfer in small business sector.
- Management of the innovation landscape within a global context.
- The future of knowledge work.

### Entrepreneurship Centre programmes

- Entrepreneurship centres: a model for employment, creativity, innovation and knowledge.
- Developing a business case for establishing an entrepreneurship centre.
- Entrepreneurship centre management: key success drivers.
- Establishing and operationalising entrepreneurship centres.
- Role of governments, parastatals and institutions in sustaining entrepreneurship centres.
- Role of higher institutions (eg. universities, polytechnics, colleges of education, private education providers) in managing sustainable entrepreneurship centres.
- Project management in entrepreneurship centres.
- Developing regional business prototypes for entrepreneurship centres: strategies and pitfalls.
- Role of business community in sustaining entrepreneurship centres.
- Developing links with entrepreneurship centres (eg. roles of science parks, technology transfer offices, patent protection, innovation centres).
- Knowledge eco-system – powerhouse of enterprise.
- Rural /agribusiness enterprise and entrepreneurship centres.
- Entrepreneurship centres as a platform for creativity and innovation.
- Managing business incubation units within entrepreneurship centres.
- Role of chambers of commerce in developing and supporting entrepreneurship centres.
- Linking regional enterprise and SMEs with entrepreneurship centres.
- Linking and embedding graduate enterprise schemes with entrepreneurship centres.
- Entrepreneurship centres and knowledge transfer.
- Roles of ICT and digital media in entrepreneurial centres.
- Marketing capability, strategic planning and management of entrepreneurship centres.
- Intellectual property, patenting and entrepreneurship centres.



## Leadership and corporate governance

- Corporate governance and value creation in organisations.
- Inside the boardroom – improving board processes and interactions.
- Corporate governance in the public and private sector: an overview.
- Local governance - global and African perspectives.
- Leadership and ethics: issues and challenges.
- Management, governance and the workforce.
- Corporate governance and finance.
- Higher education governance: roles and challenges of line management.
- Corporate social responsibility: perspectives on sustainability.

## Leadership and procurement governance

- Procurement process: financial evaluation.
- Developing and understanding the procurement process.
- Management of key supplier relationships and their tender readiness.
- Developing the procurement operating/target model.
- Procurement process: project needs identification.
- Procurement process: market analysis.
- Procurement process: tendering and implementation.
- Procurement process and employment issues in the state sector.



## Leadership and strategic management

- Strategic human resource management and alignment (I) and (II).
- Employee engagement and motivation.
- Strategic rewards (I) & (II).
- Recruitment and selection – templates and metrics.
- Employee learning and development – templates and metrics.
- Evaluating the effectiveness of employee learning and development.
- Management and administration of human resources.
- Performance management: developing performance management metrics eg. balanced scorecard, 360 degree feedback, management by objectives, key performance indicators (KPIs).

## Leadership and project management

- Winning commercial income and successful project management.
- Programme management at local government level.
- Programme management: corporate social responsibility (CSR).
- The nature and selection of projects.
- Effective ways of managing projects.
- Project management: role of sponsors and project direction, project management techniques, execution and failures.
- Perspectives in project management.

## Higher education internationalisation

- Forging and sustaining international collaboration and partnerships.
- International collaboration and partnerships – the benefits and challenges.
- International collaboration and partnership – managing the challenges.
- Embedding international knowledge exchange.
- Higher education finance from a transnational education model.
- Winning commercial income and successful project management.
- Developing funding templates for research and innovation.
- Winning funded projects and managing projects successfully.
- Research, innovation and enterprise support – generating new income.
- Management of higher institution finance and administration.
- Developing templates for managing university finance.
- Quality assurance, programme development, pedagogy and management.
- Library information services and management.

## Strategic leadership

### – income generation strategies for governments and public sector agencies

- Developing and achieving strategic leadership and change management.
- Understand the concept of followership and implications for effective leader-follower behaviour.
- Developing effective income generation strategies through the tax system.
- Research and intelligence (data and trend analysis).
- Research and intelligence (planning and strategy).
- Marketing, selling skills and relationship management strategy for tax purposes.
- Ethics of taxation and tax evasion.
- Corporate tax avoidance: detection and mitigation.
- Taxation legal enforcement (informal sector business outside the tax system).
- Taxation and audit.
- Governance and public service.





## Innovating education in Africa through HEED-Africa project.

Unemployment is a big challenge in Africa. Part of the problem is that Africa is burdened with a system of higher education traditionally focused on educating for paid-employment rather than for self-employment, with the consequence of high unemployment in Africa. With many African countries struggling to create jobs and graduate unemployment on the rise, there is a heavy emphasis on entrepreneurship education as a way to address this situation. However, the way entrepreneurship education curriculum is designed and taught in many African countries is not fit for purpose. Graduates leave school without the necessary knowledge base and skills to achieve entrepreneurship success. Also, knowledge and skills are a precondition for human capital development, which is low in the region.

To help reverse this situation, the African Union Commission in collaboration with the European Union Commission, has come up with an education scheme called the Intra-Africa Academic Mobility Scholarship Programme. IAAMS is a cooperation and mobility programme in the area of higher education, implemented by the Education, Audio-visual and Culture Executive Agency (EACEA) of the European Commission. It promotes cooperation between higher education institutions (HEIs) and supports mobility in Africa. The programme aims to increase access to quality education that will encourage and enable African students to undertake postgraduate studies, and to promote student retention in the region along with mobility of staff (academic and administrative), while increasing the competitiveness and attractiveness of the institutions themselves.

CAEL has keyed into the IAAMS scheme by teaming up with a consortium comprising Addis Ababa University in Ethiopia, University of Ghana in Ghana, Milpark Private Education in South Africa, Makerere University and Kyambogo University both in Uganda as well as Ministry of Education and Sports, Uganda and the Private Sector Foundation Uganda (PSFU) to make a difference. With a EU grant of €1.3m+, our HEED-Africa international knowledge transfer project in entrepreneurship education is the biggest of its kind in Africa. We will develop and implement sustainable systems and processes to build individual capacities and the capabilities of educators to deliver entrepreneurship education across business and non-business disciplines in a more effective way, through that strengthen individuals and communities by enhancing their awareness of self-employment and entrepreneurship opportunities.



## Partnering with CAEL

As an individual, group or an institution based in Africa, you can partner with CAEL in a number of ways including through donation/sponsorship, academic partnership and through our capacity building.

## Capacity building

Our capacity building and executive training programmes are bespoke and designed to meet the specific needs of each partner. Our academic partnerships are administered through curriculum development and accreditation, academic exchange and staff exchange visits. We deliver our programmes both within our UK centres and in Africa in collaboration with our partners.

Our capacity building and executive training programmes are designed for senior administrators and leaders keen to reorient their ability to harness opportunities in Africa for personal growth and for the benefit of the communities they serve. Our award-winning programmes in entrepreneurship education and leadership offer institutions, groups and individuals a menu of options to meet any related challenges.

## Academic partnership

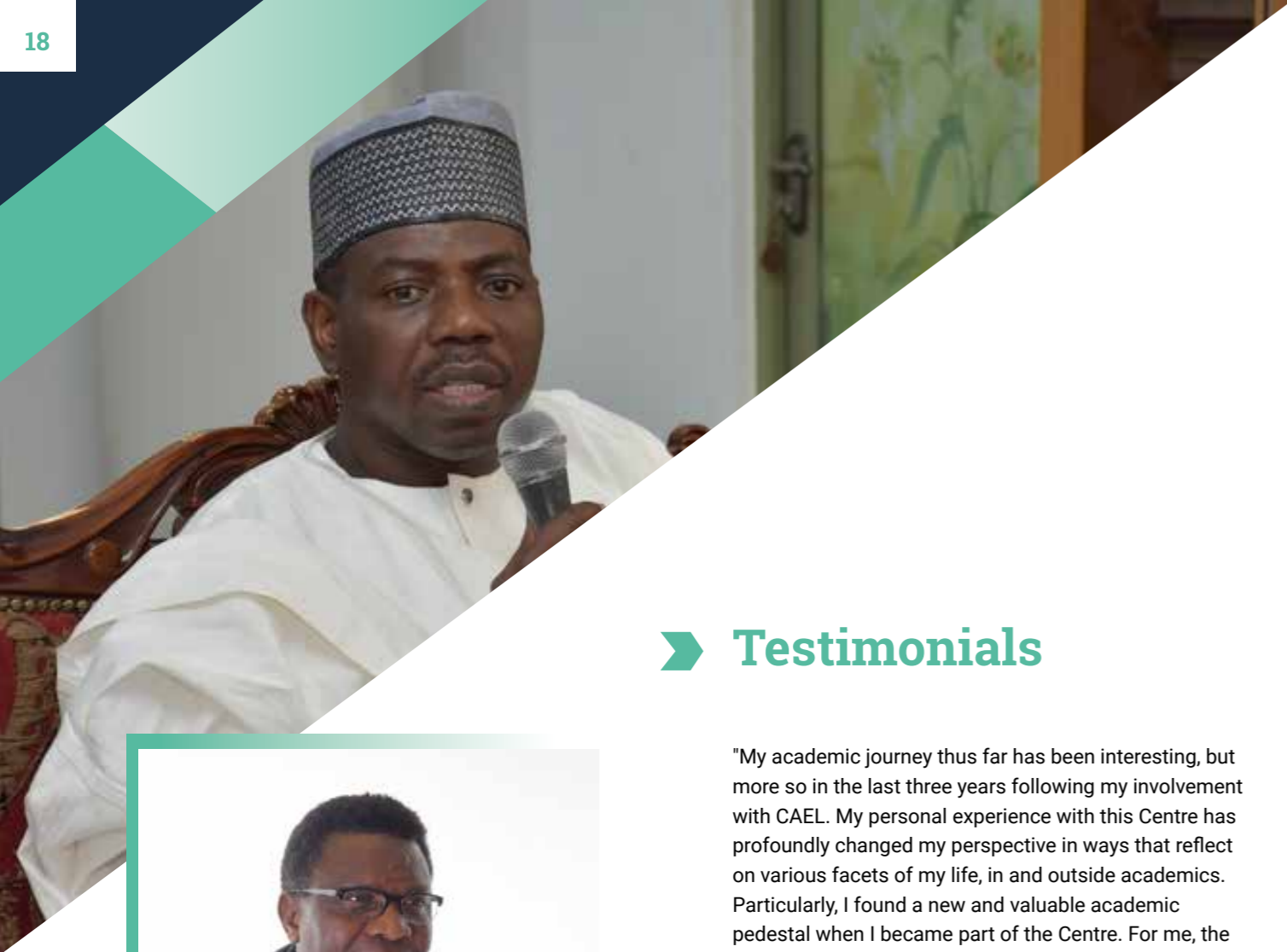
Our academic partnership is administered in form of contract research projects, impact study and evaluation surveys, research collaboration, PhD level research, and through collaborative memberships in form of joint PhD supervisions and visits to the Centre to undertake a scholarly pursuit. Our core aim under research partnership is to work together with academic scholars, businesses and governments to develop a programme of research and investigation aimed at transforming communities in Africa through upskilling and policy development.

## Donation and sponsorship

CAEL welcomes donations and sponsorships from individuals and philanthropists, groups and donor agencies wishing to support CAEL's mission in Africa. If you would like to sponsor postgraduate and PhD studentships, or workshops or conferences hosted by the Centre, please contact the Director of CAEL to discuss your interest and the possibilities.

All CAEL's activities funded through donations and sponsorships go towards the transformation of communities in Africa through research and capacity building for the development of the next generation of African entrepreneurs and leaders. Donation or sponsorship can only be accepted for the execution of African-based projects and for the benefit of individuals of African descent who have their permanent residence and/or place of work in Africa.





## ➤ Testimonials



"My academic journey thus far has been interesting, but more so in the last three years following my involvement with CAEL. My personal experience with this Centre has profoundly changed my perspective in ways that reflect on various facets of my life, in and outside academics. Particularly, I found a new and valuable academic pedestal when I became part of the Centre. For me, the scope of activities undertaken here match well with the resource capabilities provided by the Centre. This, I think, is what gave me the energy and latitude to go through in my pursuit of a PhD degree. The tremendous support from the Centre and the competence of my supervisory team, leading to the conclusion and successful defence of my PhD thesis, are all evidence of the positive impact of CAEL."

**Abinotam Adike**  
Former PhD candidate  
Centre for African Entrepreneurship and Leadership



"I have had opportunity to work closely with the Centre for African Entrepreneurship and Leadership (CAEL) as EU Technical Partner for our project "Academic Mobility for Harmonisation of Education for Sustainable Development in Africa (HEED-Africa)" within the framework of the Intra-Africa Academic Mobility Scheme being financed by European Commission. The leadership role of CAEL as technical partner has been remarkable. It has been a wonderful experience for me so far working with the Centre. Supporting HEED-Africa's mission in promoting sustainable development of Africa through entrepreneurship education is commendable".

**Albert Ahenkan (PhD)**  
Co-ordinator, HEED-Africa programme  
University of Ghana Business School, Legon, Ghana





“CAEL of the University of Wolverhampton is a unique Centre that is Africa-centric and within the short period of its establishment has made significant impact. The Kwara State Internal Revenue Service is a beneficiary of this Centre, and has felt, first hand, the impact of the Centre’s capacity in delivery of customised programmes designed to meet the specific needs of organisations. We are therefore commending the University of Wolverhampton for this Centre that is focusing on finding lasting solutions to the most critical problems of African countries; leadership and sustainable entrepreneurship.”

**Dr Muritala Awodun (PhD)**  
Executive Chairman  
Kwara State Internal Revenue Service KW-IRS, Nigeria



“Dr Paschal, director of CAEL, was very open, inspiring and focused with demonstrated interest and commitment to internationalisation and forging strong partnership to advance our mutual interests. He showed deep passion and wide knowledge about the African contexts. Knowledge of not only the challenges Africa faces but also the opportunities it presents.

Thanks to CAEL’s networks we brought together other strong African universities and use CAEL’s resources to propose joint research projects and successfully won nearly 1.4m EU funding to harmonise entrepreneurship education in Africa under the Intra-Africa Academic Mobility Scheme 2017.”

**Dr Yitbarek Takele Bayiley**  
Associate Professor Business Administration and Dean  
College of Business and Economics, Addis Ababa  
University, Ethiopia





“The collaborative relationship that has developed between the Niger State College of Education (COE), Minna and the University of Wolverhampton’s Centre for African Entrepreneurship and Leadership is one of the best things that has happened to the college. The training ‘Higher Education Governance: Policies, Structures, Funding and Academic Staff Development’ has brought about significant impact on our professional practice and led to changes in the delivery of our curricula content. Entrepreneurial clubs in different areas have been established, helping students to engage in several enterprise activities such as vulcanizing, animal husbandry, gardening, fishery, block moulding and hospitality management thus preparing them to be self-reliant after graduation. In addition, being a teacher-training institution, our activities are already impacting on our immediate community and other affiliate institutions. We look forward to more collaborative ventures that will be beneficial not only to Niger State but the entire country.”

**Dr Ruth Galadimma**  
Former Academic Deputy Provost  
Niger State College of Education, Minna, Niger State



**The Governor’s Testimonial**

“Governance to me is about service delivery. It is about using public funds to deliver good service to the people. It relies on creating a sense of trust, it also requires that that sense of trust should be translated into believing that the resources would be optimally allocated for the good of the majority of the people. A system that allows that to take place is good governance. So coming in to Wolverhampton here is an opportunity for us to bring our people to upscale on certain skills, especially those charged with the responsibility of revenue generation, to see how they could benchmark against best practices. So I believe that the Centre has helped to up-skill and enhance their ability to become more effective in their work. And that allows us as a State to generate and optimise our resources for the benefit of our people.”

**His Excellency, Dr. Abdulfatah Ahmed**  
Governor of Kwara State, Nigeria



“Africa with her teeming youth population requires a complete paradigm shift and focus in order to bring accelerated growth to its various economies. Human capital development remains the critical fulcrum on which these growth and wealth creation opportunities can be realized. The initiatives of the University of Wolverhampton’s Centre for Africa Entrepreneurship and Leadership (CAEL) present an opportunity to lay the important foundation to reposition the continent through the creation of a knowledge and innovation-based economy.

My recent participation and experience on one of CAEL’s professional development programmes with focus on governance, management and leadership has significantly impacted my current work ecosystem. For Kwara State Government, I personally look forward to the collaboration between the State Government’s newly established International Vocational, Technical and Entrepreneurship College and CAEL to further boost inclusive human capital development within the context of evolving local, national and global competitiveness not only for Kwara State but for Nigeria as a nation and an important economy within the African continent.”

**Abayomi Ogunsola**

Director General, Kwara State Public  
Private Partnership Bureau  
Chief Economic Assistant to the  
Governor of Kwara State, Nigeria

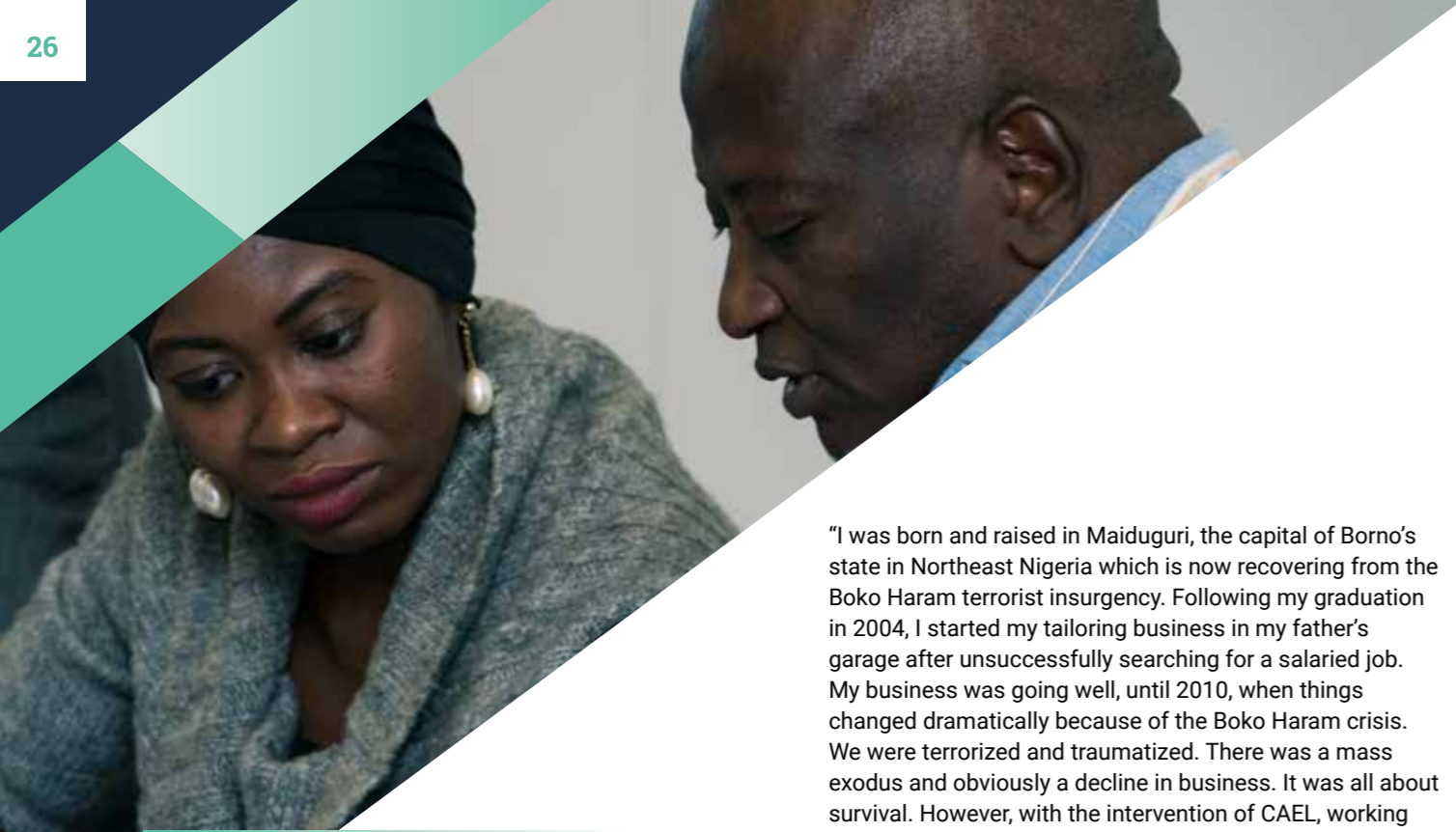


“Great ventures happen through collaborations and the sharing of expertise. As the mission of Universitas Foundation is to promote knowledge through facilitating the provision of innovative educational ventures, with partners sharing similar objectives, it seemed an exciting challenge to enter into the landmark Public-Private-Partnership, with the Nigerian Navy, towards establishing the Admiralty University of Nigeria (ADUN).

We joined forces with CAEL so that together we can build our capacity for collaborative research and academic development in the areas of entrepreneurship education and leadership, staff training and related consultancy services. The aim is to foster a learning environment in which individuals, especially young people, can achieve and maximise their potentials for community impact in the deprived and conflict affected Niger Delta region of Nigeria.”

**Dr Nicos Peristianis**

Chairman  
Universitas Foundation, Nicosia, Cyprus



"I was born and raised in Maiduguri, the capital of Borno's state in Northeast Nigeria which is now recovering from the Boko Haram terrorist insurgency. Following my graduation in 2004, I started my tailoring business in my father's garage after unsuccessfully searching for a salaried job. My business was going well, until 2010, when things changed dramatically because of the Boko Haram crisis. We were terrorized and traumatized. There was a mass exodus and obviously a decline in business. It was all about survival. However, with the intervention of CAEL, working in partnership with the University of Maiduguri, many are finding their feet through entrepreneurship.

In 2013 I attended their training which focused on the training of women and youth to become sustainable entrepreneurs by developing their own business plans using locally sourced materials. A ray of hope and a dream come true. Today, that training has greatly impacted on my life, the life of many women and youths, and my business. I have gained confidence and acquired new skills to conduct my business with better efficiency and productivity.

Following the training, I have been able to train over 2,000 women and youths in entrepreneurship and also partnered with different organizations like the United Nations Industrial Development Organization and HP. I am also a mentee of the Tony Blair Foundation. This yielded so much and indeed created a ripple effect. My clothing line Dt Stitches and Ventures has produced many tailors and fashion designers who are equally training others and servicing many, which has gone a long way to reducing joblessness, especially among women and girls. Indeed, CAEL has positively impacted my life and the lives of many others in rural communities in Borno State."

**Christiana Stephen Wakawa**  
Business owner



"CAEL's contributions to the field of entrepreneurship, regional development and innovation had a far-reaching impact on the development of entrepreneurship education in Nigerian higher education and beyond. CAEL's promotion of knowledge sharing through various training of trainers' workshops that nurture the intellectual capacity and resourcefulness of academics, especially from the developing world, has created an army of disciples promoting learning and research in the field of entrepreneurship and innovation.

Their Executive Training on entrepreneurship motivated us to attract funding that has allowed us to establish an Information Technology Laboratory, which is fully equipped with e-learning hub for our students and local business to explore global resources and business best practices. At present we are involved in reviewing the SME development policy in collaboration with Small Business Corporation (SBC) Korea and the African Development Bank (ADB). The elaborate state-of-the-art incubators at your Business School and the small business development models perfected by the School have helped in the formulation of a review proposal for consideration by the government. We intend to continue to work with CAEL on capacity building projects in the future for guidance and mentoring."

**Murtala Sabo Sagagi**

Professor of Entrepreneurship and Management and Dean  
Dangote Business School, Bayero University Kano, Nigeria



**Contact us:**

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