



Enterprise Development Center

CASE STUDY FACT SHEET



Photo: Enterprise Development Center

*The vast majority of good business schools are in the “developed world.” However, the fastest-growing demand for business education is in the “developing world.” To meet that demand, The **Enterprise Development Center (EDC)**, successfully scaled-up business and entrepreneurship opportunities in Nigeria by galvanizing local talent, building networks, and innovating business education.*

BACKGROUND

An outstanding example of scaling innovation in local capacity development was demonstrated by the VEGA Member **Global Business School Network (GBSN)** which was incubated in the International Finance Corporation (IFC) arm of the World Bank Group in 2002. Its mission has been to find ways for top international business schools to help build capacity in emerging market business schools to adapt and disseminate the management of private and public sector organizations according to international standards of performance.

In 2004, GBSN became the advisory partner of the newly created EDC, a highly innovative affiliate of the Lagos Business School in Nigeria.

GBSN harnesses the power of a global network of leading business schools to facilitate collaboration and share knowledge, advancing management education that delivers international best practice with local relevance. Drawing from its network of business schools, the GBSN designs and implements capacity-building programs for schools in the developing world.

IMPACT

In Nigeria, the EDC’s mission statement was simple, “to build a network of entrepreneurial leaders through commitment, continuous learning, process improvement and business integrity.” To do so in a cost-effective manner, however,

FAST FACTS

Program Name: Enterprise Development Center (EDC) is affiliated with the Pan-Atlantic University in Lagos, Nigeria. Lagos Business School is also part of that university, but separate from EDC.

EDC Mission: “To build a network of entrepreneurial leaders through commitment, continuous learning, process improvement and business integrity.”

VEGA Lead Member: Global Business School Network (GBSN); Previously via the International Finance Corporation (IFC) as an arm of the World Bank

Years Implemented: Since 2004

Country: Nigeria (Replicated in Ghana, Kenya, Rwanda, and Tanzania)

the EDC had to design an unprecedented model utilizing a faculty blend of professional academics and practicing entrepreneurs to adapt business curricula to the local environment, establish a fee-based certification program, and train additional trainers in order to replicate the networks and programs in other regions of the country. It has scaled up successfully in Nigeria, and the EDC model is being replicated in six universities in Ghana, Kenya, Rwanda and Tanzania.

The EDC in Nigeria utilizes volunteers from the business and academic communities, among other resources, to help design programs and curricula, mentor students, and build the expanding series of related networks in Nigeria.



Photo : Economic Development Center

EDC has also encouraged women's entrance and success in Nigeria's entrepreneurship and business community.

Sixty percent of GBSN's core staff is female. In Nigeria, 8 of 13 EDC administrative staff members are female, 3 of 8 EDC Advisory Board members are female, and 5 of 8 EDC faculty members teaching the core Certificate in Enterprise Management are female. This is in line with the strong role women play in Nigeria's robust economy as reflected in the percentage of female participants in all EDC programs which steadily exceeds 60%.

LESSONS LEARNED

GBSN as a mentoring partner in the growth of local capacity development institutions like the EDC in Nigeria and management training centers in other emerging markets learned a number of broadly applicable lessons. For example, if emerging country business schools are to serve societal needs on an expanded scale, they will need to learn how best to train entrepreneurs, in addition to educating corporate leaders and managers. This requires different models with a huge shift toward using practitioners rather than academics, hands-on experiential learning, short modular courses adapted to the needs of small business owners/operators, post-course wrap-around services, and a low-cost business model.

THE VEGA ALLIANCE

The Volunteers for Economic Growth Alliance (VEGA) is the world's largest member-directed consortium of nonprofit economic growth organizations that designs and delivers high impact programs, incorporating skilled volunteer professionals into its work with donors, philanthropic institutions, private enterprise, and developing country organizations. VEGA was established as a 501(c)3 organization in 2004 through a United States Agency for International Development's Leader with Associate Award. When it began a decade ago, VEGA was established as a rapid and efficient mechanism that utilized a competitive process to award USAID funding to its member organizations. Now, VEGA continues to champion its model and its alliance members' breadth of expertise to other partners. VEGA supported the research and publication of this case study as part of its commitment to knowledge management and sharing lessons learned among its member organizations and the international development community.



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