

DEC ANNUAL REPORT

2021



Acronyms/abbreviations

ANC	Antenatal Care
BfdW	Brot fur die Welt (Bread for the World), Berlin, Germany
BoD	Board of Directors
BoT	Board of Trustees
CLTS	Community-Led Total Sanitation
D&P	Development & Peace, Canada
DEC	Development Exchange Centre
DCG	DEC Conference & Guest House
DLPH	Decentralize Local Project Holder
ED	Executive Director
EU	European Union
FCT	Federal Capital Territory (Abuja)
FM	Finance Manager
IFAD	International Fund for Agricultural Development
KMC	Knowledge Management & Communication
LGA	Local Government Area
MDA	Ministries, Departments & Agencies
MEF	Micro Enterprise Fundamental
MIS	Management Information System
PRO-ACT	Pro-Resilience Action
PROSELL	Produce and Sell
REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
SBMC	School Based Management Committee
SDG	Sustainable Development Goals
TBA	Traditional Birth Attendant

UK	United Kingdom
VSLA	Village Savings & Loans Association
WASH	Water, Sanitation and Hygiene
WASHCOM	Water, Sanitation and Hygiene Committee

DEC GOVERNANCE AND MANAGEMENT STRUCTURE

DEC Board of Trustees

Mrs. Anthonia Kundera	Chairperson
Mr. Ado Solomon	Vice Chair
Alh. Inusa Kida	Member
Mr. Henry Osadolor	Member
Haj. Larai Hamadu	Member
Dr. Musa Moda	Member

DEC Board of Directors

Bulus Gwashi	Chairman
Francis Ademola Olaitan	Vice Chair
Sarah Drambi Kefas	Member
Lazarus Ruben Yerima	Member
Kefas Solomon Akundo	Member
Hannatu Rwang Unanam.	Member
Muhammed Lawal Bello	Member
Mercy K. Wodung	Member
Fidelia N. Yaji	Member
Rabi Ibrahim	Member
Iliya Gidado Sambo	Executive Director/Board Secretary

DEC Management

Mr. Iliya G. Sambo	Executive Director
Mr. Timothy B. Bulus	Finance Manager (FM)
Mrs. Helen Abah	Micro-credit Manager (McM)
Mrs. Hannatu D. Shehu	Human Resource Manager (HRM)
Mr. Samuel B. Yelmison	Head of Programmes (HoP)
Mrs. Edna P. Gopep	Head Internal Control (HIC)
Mr. Atiku V. Usman	Head of Knowledge Management & Communication (HKMC)

DEC BACKGROUND

DEC is a Non-Governmental Organisation, non-partisan, not-faith-based and not-for-profit. DEC was established in 1987 as a forum to exchange development ideas. It soon evolved into a multi-sector mission designed to deliver both social and economic services to her identified target. DEC has implemented several social enhancement programmes that touch the basic fabric of its target beneficiaries which include provision of functional adult education, vocational skills development, sexual & reproductive health education, water & sustainable environment, good governance & peace building as well as microcredit which DEC is most identified with. The microcredit component has served over 8,000 women groups with a total client base of over 200,000 in 22 states (FCT inclusive) through 120 business units.

DEC Bauchi was registered in 1997 as a trustee incorporated organization with a Board of Trustees (BoT), and a Board of Directors (BoD) to best position it for service delivery. The registered women groups across the states where DEC operates form part of the apex decision making body of the organization (BoD) through representation.

Due to its credibility and capacity to actualise its objectives, DEC has continued to received support (financial, material and technical) from several partners – local and international –including government and other development agencies for its activities. These activities that will be presented subsequently have made tremendous impact among beneficiaries of services of DEC and even beyond. In line with its mission, the major beneficiaries of DEC services are women who are considered among vulnerable groups in the society.

OUR VISION

A society with equitable opportunities for sustainable development

OUR MISSION

"Empowering women to improve their living conditions and status through integrated development services and initiatives"

CORE VALUES

Accountability: Willing and ready to perform in a manner that makes us accountable, responsible and answerable to all stakeholders both internal and external.

Inclusion: Ensuring a gender social inclusion and respect for human dignity and creating an environment where everyone counts.

Integrity: Ensuring credibility, trustworthiness and projecting positive image of individual and organization at all times and in all things.

Partnership: DEC values relationships, rights, responsibilities and mutual sharing of resources for the achievement of common goals.

Teamwork: complimenting each other's ideas and expertise towards achieving both individual as well as organizational goals.

Transparency: Ensuring we are open and accountable in the use of resource and in the ways decisions are made on matters of interest which are laid bare to the organization and its stakeholders.

Innovation/Creativity: Valuing and encouraging the ability to bring out new and great ideas that bring unique insights into DEC's work, giving it competitive advantage or resulting in lowering the cost of operations for the organization.

Our coverage in Nigeria



Our Strategic Role

DEC ultimate goal is to **improve lives of women and families, and ensure that communities are living in peace and harmony**. In order to achieve this goal, six (6) major outcomes have to be achieved, these are:

1. Economic Empowerment: *Poverty reduction amongst vulnerable households and improved living standards.*
2. Health: *Improved Health and Wellbeing*
3. Education: *Improved Access to Quality Education and reading outcome*
4. Governance: *Improved Access to Justice, Accountable Institutions, Peaceful and Inclusive Societies*
5. Environment: *Sustainable Management of Energy, Water and Sanitation*
6. Institutional Strengthening: *Effective, Efficient and Sustainable Organisation*

The Report

DEC have integrated activities aimed at strengthening community resilience and enhancing the ownership and sustainability of the social development interventions, initiated by the organisation. There are however, combination of activities supported by partners which includes; ‘Socio-economic Empowerment for Communities in Northern Nigeria’ and ‘Small-Scale Project funded by Bread for the World (BftW), Germany’; ‘Accountability and Citizens’ Participation (ACP)’ funded by Development and Peace (D&P), Canada. Also, other partnerships’ projects that are ongoing include – ‘Pro-Resilience Action (PRO-ACT)’ - ‘Produce and Sell (PROSELL)’– funded by Oxfam (UK/EU) and IFAD Project. These partnerships combined with the DEC core programme have continued to contribute toward achieving the vision and mission of DEC and international development basic indices as per the SDGs through interventions as highlighted in DEC Strategic Plan. DEC’s microcredit services spans across 22 states (FCT inclusive), while social projects are limited to vulnerable communities in selected locations that have been rated as needful and required support based on assessments/surveys report.

The one-year report gives assessment of activities carried out by DEC in 2021, through its partners’ support and DEC internally generated funds. The ongoing Strategic Plan which became effective in 2019 serves as our Indices for measurement with specifics on targeted and achieved activities.

Economic Empowerment Unit

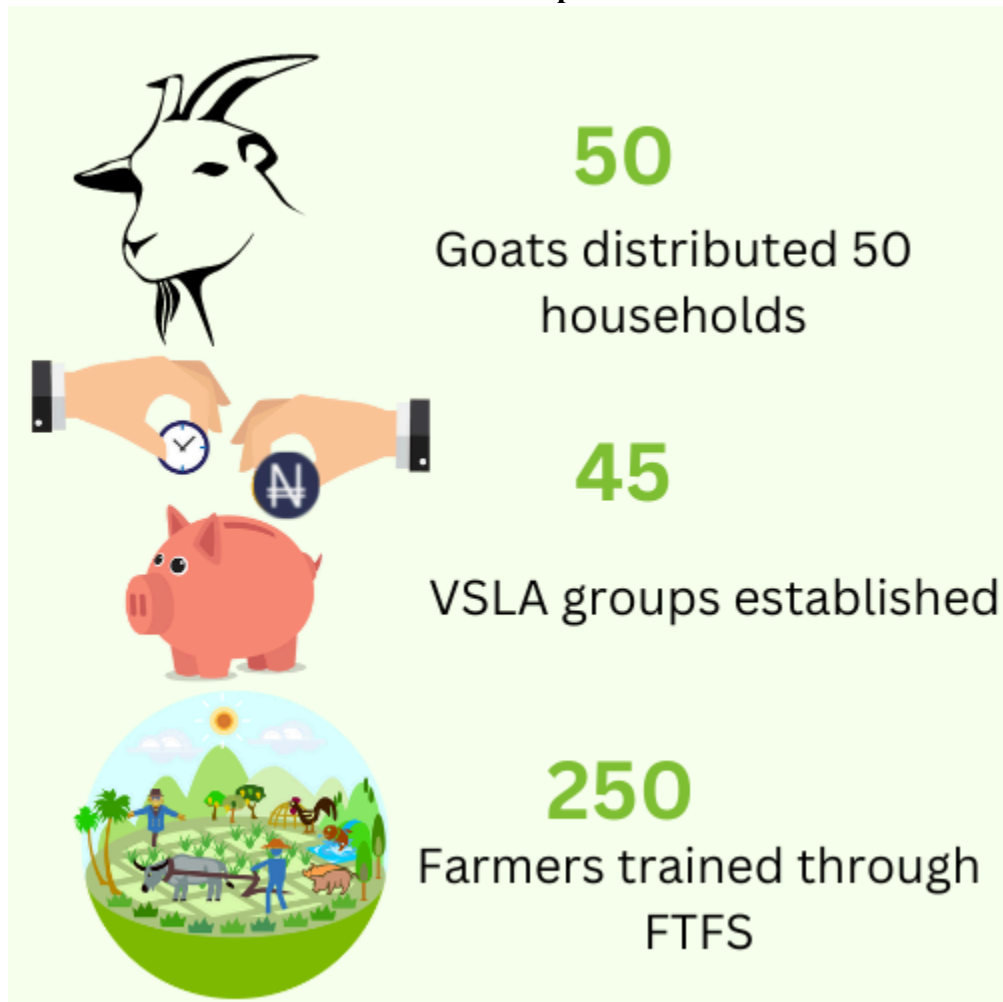
Pass on the gift is an approach to sustainable development programme. 50 most vulnerable female-headed household have benefitted. The households have received a pair of livestock (goat) for husbandry. At the end of a cycle-when the goat reproduces-young pairs are collated and issued to next set of most vulnerable set of households. This has boosted nutrition and income base of the households.

DEC has trained beneficiaries on Village Saving and Loan Association (VSLA) methodology, which is aimed at bringing about financial inclusion for the rural dwellers that are mostly excluded from the “complex” modern financial institutions and also inculcating to the habit of savings in them.

Amina Suleiman from Ardo LGA, Taraba State appreciated the value of VSLA, she had no source of livelihood she heard about VSLA and joined Nzalla VSLA group, she collected a loan of N4,000 and started a business of selling food, today she is independent and can take care of her needs.



Amina Suleiman in her place of business



Education Unit

DEC has continued to raise awareness campaign on Girl Child Education to communities, this is important in promoting girl enrolment, retention and completion with the aim of unlocking equal access to education and ensuring quality reading outcome. As a result of the campaign communities such as Gidan Galadima, Gidan Barka, Gidan Nagari, Gidan Tuta and Gidan Mari of Rogo LGA, Kano State have realized the significance of girl child education. The campaign has succeeded to a great extent in changing the mindset of the communities towards Girl Child Education.

Again REFLECT methodology has proven to be one of the effective tool for learning to adolescent girls and adult women, from a baseline of 354 that were illiterate (who could not read and write), 254 (77%) of beneficiaries could write a short paragraph.

- The programme has improved women's knowledge of key health issues such as maternal health, prevention of disease, sanitation and hygiene. They are also able to read and understand basic medical instructions such as how to take or administer drugs to their children.
- Many beneficiaries have formed and are running profitable income generation activities and because of this, their social status and families' living standards have improved.
- Furthermore, beneficiaries are now more aware of their rights and how to handle challenges that arise from a lack of basic services. In one case, for example, Hakka Hengu from Dega community Rogo LGA, Kano State after realizing the importance of education regretted why her parents refused her formal education from an early stage. But she promised to ensure all her children are enrolled into formal school from an early stage.



School Uniforms presented to pupils during the quiz competition at Zomzomo ,Zuru Kebbi State

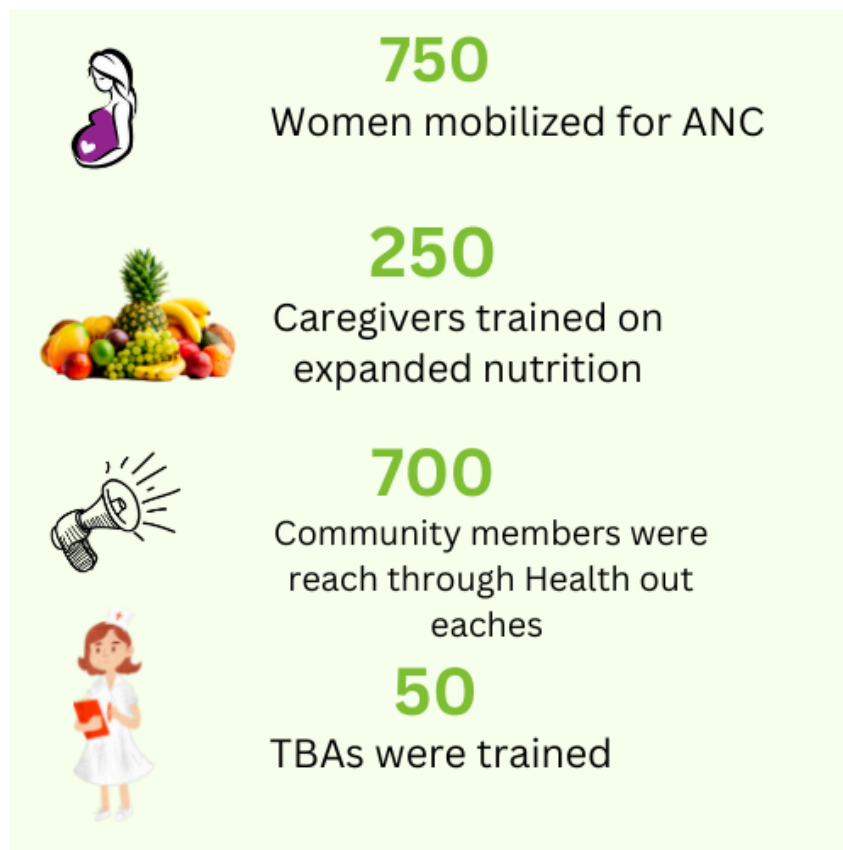


Health Unit

DEC has continued to provide Community Health Outreach in its project region and this has provided educational, preventative as well as urgent care services directly in the remote areas with unmet healthcare needs. The communities reached have continued to utilize the knowledge gained in the promotion of immunization, exclusive breastfeeding, ANC, PNC, STIs and reduction in maternal and infant mortality.



One of the Caregiver identify the 4 star diet at Gidan Galadima during C-IYCF a Kano State 2021.



Environment Unit

DEC has made great strides in working with stakeholders towards climate action (SDG 13). Environmental Management committees were formed and trained in 5 communities Jambo Dega, Bandaraga, Dilombo, Zomzomo. The formed committees which consist of 100 persons 20 from each community were trained on how to raise plant nursery and nurture it from the scratch to maturity. It was a practical session throughout for quick simulation purposes. The formed committees were able to raise 10,000 seedlings for the purpose of transplanting.

The communities were triggered on the danger of open defecation and improper hygiene practices, Community members willingly accepted their challenge and provide solution to the problem or take lead to providing toilets to their homes, how community members will construct toilet facilities within their households and public places within the community, to ensure members of the households make proper use of the toilet facilities, Communities are willing to attain ODF (open defecation free status) and Improve hygiene practice of the people and the community at large. Communities developed action plan for construction of toilets.



Planted trees growing in Zomzommo community, Zuru LGA, Kebbi State



Governance Unit

DEC is pushing to build meaningful partnership with movements that focus on improve access to accountable institutions, peaceful and inclusive societies. Members of Community Quality Improvement Team, 100 people (55 Male: Female 45) had a refresher training on Advocacy and lobbying skills. The second aspect of the activity involved advocacy visit to the office of Chairman Tafawa Balewa LGA. A highlight of the visit includes introduction about DEC, DEC activities carried out by the communities as a form of testimonies, presentation of community score cards of the 5 communities. The group was able to use the medium to request for two specific needs which includes; Community Health Clinic between Magalam and Gwmadaji, and 2. Road network (from Burga through Magalam to Dull ward). The successes recorded during advocacy visit inspired the community members and energised them to commit more to the project. Community heads and CQIT heads gave appreciation to DEC for enlightening them on issues that would promote development in their communities.



172

Trained on Human Rights



750

Copies of Scorecard produced



100

Community members trained on
Advocacy and lobbying skills



4000

People reached for peace
building and Trauma healing

Small-Scale Project Fund

DEC in partnership with the Bread for the World have continue to support CBOs with the aim of enhancing their capacity for sustainable development. So far, there is enhanced capacity for project management, reporting and managing intra and external conflict.



Beneficiaries of AWI during learning session captured during project monitoring



MoU engagement with Awalah Women of Wisdom Farmers MCS

Micro-Credit

DEC Micro-credit has continued providing for the economically active poor and low income households with financial services such as credit or loan to help them engage in income generating activities or help them to expand their small business. It has also provided services such as regular savings, voluntary savings, micro loan weekly, micro loan monthly, agricultural loan e.t.c. the microcredit unit while striving to be productive and sustainable, is more committed to the positive socio-economic transformation of its beneficiaries.

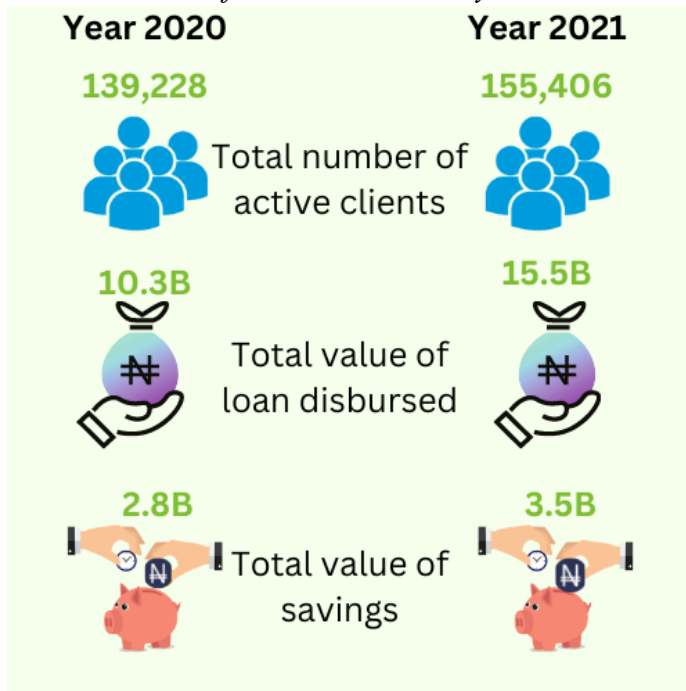
Success Story

LUKA UFULLU AMOS is 58 years and is currently collecting 500,000. She is into poultry and owns a provision store. "most of my group members are civil servants but we do not depend on our salaries alone. As a group leader I encourage them especially when the economy was in recession, most them were not making profit so I had to be there. I used my loan to roof our private school, I helped my husband with that because he has been there from the beginning as a guarantor.

DEC has come through for me especially when salaries are delayed, I pay my loan happily with DEC because I had a bad experience with a bank loan but DEC does not give me sleepless nights, it has transformed my life and that of my family.



Luka Ufulu Amos in Poultry house



DEC GUEST HOUSE AND CONFERENCE CENTRE

The DEC GUEST HOUSE with 16 single room, 13 double rooms, 4 standard rooms and 1 duplex double room making the total of 34 rooms and 5 conference halls of various capacities provided shelter to over 4206 guests and hosted 20 event shaving 2250 participants in 2020. The DCG has thus met its obligation of providing alternative resources reaching the gross of N22.8 million for the organizational goal. However, in the year 2020 18 rooms toilets were renovated, 19 orthopaedic Mattresses were purchased, 34 bed linens were purchased, and 34 rooms were repainted.

INSTITUTIONAL STRENGTHENING/DEVELOPMENT

Institutional strengthening is key to organisational growth, alignment and sustainability. The organisational focus is in areas such as resource mobilisation; effective management system; and networking and partnership that will enable DEC to deliver its services effectively contributing significantly, in its own way, to the achievement of key national, regional and international development objectives. It comprises of the Internal Control (IC), Finance & Administration, Knowledge Management & Communication (KMC) and Human Resource. The Internal Control responds to mitigate organizational risks and audits finances of the organization, enforcing compliance to especially financial operation policies and adherence to approved budgets. This ensures prudent use of resources and prevention resource misappropriation.

Finance & Administration ensures financial management and liquidity for DEC's entire operational plan. It ensures responsible financial investments and resource mobilization. All DEC finances are controlled at the Head Office with funding after due process from the programme staff to the Finance Manager (FM), to the Executive Director (ED), all being vetted by the IC. All advances are retired by programme officers upon completion of activities. Staff remuneration is paid into benefitting accounts electronically. In addition, the IC has reduced financial losses by detecting and preventing fraud. It has recovered.

Finance key achievements include;

S/N	Activities	Target	Achievements
1	Conduct routine maintenance of DEC assets	<ul style="list-style-type: none"> ✓ To carried out 30 services/maintenance on DEC six Vehicles, ✓ Renovate 3 buildings, ✓ service and maintenance of 25 office equipment 	<ul style="list-style-type: none"> ✓ 22 services and maintenance carried out on DEC six vehicles ✓ DEC Guest House renovated and Generator room ✓ 29 routine maintenance of office equipment carried out.
2	Roofing of DEC Event Centre	One Event Centre to be roofed	Not yet achieved
3	Develop and submit project proposals	10 proposals to be developed	12 proposals developed and submitted
4	Acquire C of O for DEC landed property	One certificate of occupancy to be acquire in 2021	Two C of O in process with Bauchi and Gombe state respectively.

5	Procure furniture and equipment	<ul style="list-style-type: none"> ✓ 68 laptops ✓ 9 printers ✓ 20 mattresses ✓ 36 set of tables and chairs to be acquired for 9 Branches in 2021 	<ul style="list-style-type: none"> ✓ 29 laptops procured ✓ 9 printers ✓ 1 stabilizer ✓ 4 filling cabinet ✓ 16 mattresses ✓ 27 set of tables and chairs procured ✓ 3 Generators
6	Prepare monthly, quarterly, half year and annual financial report	<ul style="list-style-type: none"> ✓ 12 monthly financial report to be prepared ✓ 4 quarterly financial report ✓ 2 Half year financial report to be prepared ✓ Prepared six months financial report for DEC Donors ✓ One annual report 	<ul style="list-style-type: none"> ✓ 11 monthly financial reports prepared and submitted ✓ 3 quarterly financial reports prepared and submitted ✓ Six months financial reports prepared and submitted. ✓ One half year financial report prepared and submitted.

The KMC serves the role of information management, organizational learning, growth and visibility. It is responsible for communications, MIS, information technology, monitoring & evaluation and reporting. Organizational information is shared via DEC website, social media accounts, newsletters, organizational profiles, calendars, reports, jingles and documentaries. DEC is gaining more visibility and attracting partnerships. The MIS has provided a robust monitoring tool that has continued to evolve and adapt to current realities including reduced operational cost.

KMC key achievements include;

S/N	Activities	Target	Achievements
1	Monitoring	4 Monitoring exercises conducted on Socio-economic Empowerment for Communities in Northern	4 monitoring visits conducted for the following projects: Socio-economic Empowerment for Communities in Northern Nigeria, Accountability and Citizen Participation, and Micro finance, these are the achievements;

		Nigeria, Accountability and Citizen Participation Projects and Micro finance	<ul style="list-style-type: none"> • 250 small scale farmers apply the training contents of the Farmers Training Field School (FTFS) on their fields. • 31TBAs in 13 communities visited, Out of 50 TBAs, 4 acknowledged being supported by their communities with N4,500 to replenish their First Aid Boxes, ANC Attendance 29, Home Delivery 26 (F=19/M27), Facility Delivery 1 (F=1/M=0), Mortality 2, Exclusive Breastfeeding 12 • 250 women and adolescent girls have successfully finished their functional literacy and are certified and can read and write. • 5 communities have used their scorecards to engage with their duty bearers. • 2 boreholes have been successfully drilled in Barka and Gidan Mari communities, 500 people obtain sustainable access to safe drinking water. • Communities have been empowered and demand for their rights and ensure good governance. • 18 micro finance branches visits and have recorded 120 success stories.
2	Conduct mid-year review	1 Mid-year review meeting	1 Mid-year review meeting conducted. During the forum, it revealed area excellence for example all units were able to complete their activities within targeted period and budget. Also, shortcoming for the various units within organization were identified for example, there is non-alignment of reports from the various especially in documenting lessons learnt. However, corrective measures have been taken by the management to develop staff capacity.
3	Conduct Project Evaluation: external	1 Project evaluation	1 Project evaluation conducted.
4	Develop and produce annual operational work plan	1 Operational workplan	1 Operational workplan developed, this has given the organization a clear guidance to achieve its objective within the period.

5	Conduct programme staff meeting with peers and document minutes	6 Program staff meetings	6 Program staff meetings conducted; this has improved project quality
6	Production and printing of Women Digest Newsletter and Project documentary	6000 Women Digest Newsletter 1 project documentary produced	6000 Women Digest Newsletter and 1 project documentary produced. This has increased DEC's visibility through the promotion of activities with the use of the Newsletters and video documentary to reach targeted audience for DEC's growth.
7	Produce annual report	1 annual report	1 Annual report produced and shared to relevant stakeholders
8	Produce Project	1 Project documentary	1 Project documentary produced
9	MIS Training – Instafin Field Officer App for Credit Officers	282 Credit Officers trained	269 COs trained 72 Data Encoders have been reassigned as Credit Officers or Branch Officers thereby reducing the cost of recruiting additional staff.
10	MIS Training – Area Officers and Branch Officers monitoring using Instafin	91 Branch Officers trained 17 Area Officers trained	91 BOs trained 17 Area Officers trained
11	Development of knowledge management strategy	Expand DEC's monitoring and evaluation to include accountability and learning	Training on Monitoring, Evaluation, and Learning (MEAL) has been conducted with action points for adopting accountability, learning for improved reporting in DEC.
12	Liaise with vendors – Oradian, Globacom, Airtel, etc.	To liaise with vendors: Resolve CUG connectivity issue. Escalate Instafin technical issues for resolution by Oradian	On-going findings to implement ForceCom CUG for DEC staff and BoT/BoD Renegotiated Instafin subscription to a fixed amount for 2 years (2022 and 2023)
13	Implementation of collaboration software	To utilize authentic Microsoft software	Implementation of Microsoft 365 has been completed at the Head Office with operation commencing in January 2022 for the branches and Areas. Expected impact includes the ability to incorporate paperless strategies in DEC operations.

14	Human Resource and Accounting software implementation	Complete implementation of PeopleManager and Fintrack software	Implementation of PeopleManager and Fintrack software has been completed with operation commencing in January 2022.
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The Human Resource manages the human capital at DEC by recruiting, appointing and deploying staff as needed through staff audit exercises and staff appraisals. Staff capacity is also of high importance and catered by organizing in-house trainings, identifying external trainings - local, national and international and assigning staff to attend based on identified need.

HR key achievement includes;

S/N	Activities	Target	Achievements
1	Conduct Board development	One Board development (Internally) activity to be conducted. 12 Board Members to be trained	One Board development conducted with 11 (5f & 6m) Board members in attendance. Members knowledge on corporate governance and ethics for effective organizational leadership and management enhanced.
2	Hold Board quarterly meetings	Four (4) Quarterly Board meetings to be held annually. Eleven (11) BoD members	Three (3) quarterly meeting held successfully. Eleven 11 (5f & 6m) BoD members were in attendance. Decisions taken and minutes of meetings documented.
3	Hold Board sub-committee meetings	Four (4) Board sub-committee meetings held Annually (2 meetings each committee)	Five (5) Board sub-committee held <ol style="list-style-type: none"> 1. Finance Sub-committee – 2x 2. Staff matters sub-committee – 3x Finance committees were able to check the 2021 budget, 2020 audited report for efficiency, conduct budget defense/review of 2022 annual budget.

			Staff matters committee were able to review staff matters for proper placement/structuring, review policies for proper checks.
4	Conduct management meeting	12 Monthly meetings annually 8 (3f & 5m) Management members	11 monthly and 15 adhoc meetings held successfully. Decisions/resolutions taken led to strengthening of resource mobilization strategies and creation of the unit/officer, restructuring plans for organizational growth and sustainability, review of compliance issues, acquisition of HR/Accounting software, staff reward/sanction, staff deployment, staff capacity building, etc. Minute of meeting documented
5	Conduct women groups leadership training	4 trainings to be conducted annually. 210 women groups leaders to be trained	Three (3) training/election conducted for Kaduna, Zaria, Katsina, Kano1&2 and Dutse, Ogoja, Gboko and Jos areas. 224 women group leaders trained Women leadership skills enhanced for effective management of their group activities. Trained leaders were mandated to step down the training to Branch leaders. One was stepdown was conducted immediately after the Area leadership training. Election of new Area leaders was also conducted during the training

			Action plan developed for implementation.
6	Conduct field performance review	One (1) Reviews in 4 zones annually. 191 (AOs/BOs)	Performance review conducted in three zones (Gombe, Jos & Kaduna) with 137 (66f & 68m) Area/Branch Officers, IT Supervisors and Field Internal Auditors participated. Participant's capacity built on financial indicators analysis, report writing, and employee behaviour for effective service delivery. Best performing branches rewarded and timeframe for improvement given to low performing branches
7	Conduct staff annual performance assessment	928 staff (Social Services/Microcredit/PROSELL / PRO-ACT /SSPF) annually.	590 staff appraised. <ol style="list-style-type: none"> 1. Social Service/SSFP/ Microcredit – 485 (344m & 141f) out of which, 64 are negative feedbacks. 2. Pro-sell – 73 staff with 6 negative feedbacks. 3. Pro-act – 32 staff with 2 negatives feedbacks. Feedbacks communicated/documented, and training needs identified
8	Conduct quarterly field staff performance reward	4 quarters annually 7 branches per quarter (28 staff)	2 quarterly sittings conducted 30 branches and its staff were awarded for best performance in the first and second quarter. The award motivated staff to do more.
	Conduct head office support staff performance reward	4 quarterly sittings (annually)	Two staff were awarded for best performance: <ol style="list-style-type: none"> 1. Guest House

9		8 (2 per quarter) support staff to be awarded from the Guest house and Head office	2. Head office Staff were motivated and performance improved.
10	Conduct staffing capacity audit	4 quarterly staffing audit exercise targeted annually 136 vacancies targeted - 61 (1 per branches) - 5 at head office - 52 (for 10 proposed new branches) - 18 for PROSELL /PRO-ACT	2 staffing auditing exercise conducted for proper placement of staff. 103 gaps/vacancies identified/replaced. This led to strengthening of the following units/department: 1. Microcredit 2. Internal Control 3. Procurement, 4. security/logistics, 5. Client relations
11	Conduct head office all staff meetings	4 quarterly meetings (annually) 67 head office/guest house staff to be in attendance per meeting	Three (2) quarterly meetings held with 39 staff (14f & 25m) and 50 staff (23f & 27m) were in attendance respectively. Minute of deliberations documented. Staff relationships built, learnings and experience/information sharing took place during the meeting.
12	Monitor field branch's staff monthly meeting	1572 meetings (12 monthly meetings per 131 branch) annually.	342 meetings held by branches. The branches staff were able to address issues of Group expansion, Good customer relationship, Client Savings culture, Staff mentoring and coaching.

			Report shared and documented.
13	Conduct annual general meeting	<p>1 AGM meeting to be conducted annually.</p> <p>Total: 500 persons targeted: -</p> <ul style="list-style-type: none"> - BOT/BOD - Management - DEC staff - Registered members - Clients/beneficiaries - Security operatives - Bankers - CBOs 	<p>1 Stakeholder's forum conducted successfully at Makurdi, Benue State.</p> <p>387 persons were in attendance.</p> <p>DEC's year 2020 performance report shared.</p> <p>Microcredit clients and Social Services beneficiaries demonstrated the impact of DEC programmes in transforming their lives and their communities.</p>
14	Conduct stakeholders meeting (branch opening)	<p>10 newly branch offices annually.</p> <p>35 participants each.</p>	<p>2 stakeholders meeting conducted successfully for two (2) branches:</p> <ol style="list-style-type: none"> 1. Wasagu LGA, Kebbi State 2. Offa LGA, Kwara state. 3. Misau LGA, Bauchi State <p>47 for Wasagu, 38 for Offa and 42 for Misau participants were in attendance.</p> <p>These includes security operatives, traditional/religious leaders, Local Government officials, NOA and market women leaders.</p> <p>Participants were taken through DEC programs and activities for better service delivery and acceptance in the new locations.</p>

15	Conduct recruitment/orientation	Four times annually 85 staff 170 guarantors to be assessed	Three recruitments conducted at Head office, Cross rivers and Lokoja areas. This was necessary due to creation of resource mobilization Officer, language barrier and acceptability. 57 (36f & 21m) suitable candidates recruited and posted to branches and 1 at Head office 114 guarantors assessed; guarantors form properly filled/documented
16	Conduct staff redeployment/transfer allowances	300 staff targeted annually	151 field staff were deployed (some upgraded) to various location/positions for proper placement and effective service delivery. Staff performance improved with the change of environment/position. Upgraded staff were motivated and this strengthened staff retention.
17	Reward and sanctions	466 staff to be rewarded	193 Microcredit/Guest house staff awarded <ul style="list-style-type: none"> - 2 support staff were awarded best staff of 2nd quarter (Guest house/Head office) - 30 branches (with 152 staff) were awarded for best performing branches for 1st and 2nd quarter, 2021 - 21 AOs/39 BOs were rewarded during field performance review - 5 COs/2BOs suspended due to fraudulent act

			<ul style="list-style-type: none"> - 4 branch officers demoted due to poor performance - 16 branches were given time frame for improvement on their performance. - 4 guest house staff terminated due to fraudulent act - 5 PROSELL Filed officers terminated due to fraudulent act - 1 PROSELL LGP Supervisor terminated due to poor performance/fraudulent act. <p>Staff were motivated to do more and performance improves.</p>
16	Conduct policy sensitization	Four (4) zonal sensitization. Annually. One (1) sensitization at the Head office. 933 staff annually.	<p>The three (2) polices sensitization conducted to 304 staff.</p> <p>Staff knowledge on the policies enhanced and have signed an undertaking for all Policies for compliance.</p> <p>All DEC existing policies were equally reviewed during the sensitization and at every staff gathering.</p>
19	Conduct micro-enterprise training to DEC women groups	30 women	<p>Women were trained on how to develop simple business plan and how keep simple records of their businesses.</p> <p>Trained on how to minimise risk in their businesses.</p> <p>Trained on the advantages of partnership among group members and others.</p>

			Training on workplace health and risk associated with their kind of duties.
20	Program staff capacity building	14 program officers	14 (5f & 9m) were trained on project management/monitoring and evaluation. Officers' performance enhanced for effective project implementation.
21	Conduct Area Officers trainings/workshops	2 trainings targeted annually. 30 Area Officers	1 training conducted successfully during performance review. 22 (5f & 17m) Area officers capacity built on report writing, effective accounting/budgeting, internal control, policies and procedures. AOs skills enhance for improved service delivery.
22	Training on risk management for microcredit institutes	7 staff	7 (3f & 4m) Internal Control staff participated in the training. The training has come at a better time, especially for the Microfinance Institutions where mostly operated with no tangible collaterals.
23	Conduct branch officers' training/workshop	2 trainings targeted Annually 132 BOs targeted.	1 training conducted successfully during performance review. 92 Branch Officers capacity built on report writing, effective accounting/budgeting, internal control, policies and procedures. BOs skills enhance for improved service delivery.

24	Conduct capacity building to head office support staff	Two (2) trainings annually. 25 support staff for each training	One (1) training conducted. 20 (12f & 8m) support staff trained on work place health, hazards, safety and risk associated with their kind of duties. Their capacity strengthen, job description reviewed for effective and efficient service delivery.
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Board members during board development held at Makurdi, Benue state, April, 2021

CHALLENGES

During the period, DEC has come across numerous challenges that may have in one way or another affected its output and outcome.

- GSM network suspension in Malumfashi, Dutsin-Ma, and Funtua in Katsina State by the government delayed the roll-out of IFOA in Katsina Area.
- Insecurity in some of the organizations area of operation
- Lack of available community data to work on make communities exaggerate issues that they think might favour them
- Family migration for farming activities during raining season, this has hindered the full implementation of programme activities.

Challenges specific to SSPF includes;

- CBO's non-compliance to project policies.
- Unstable price of goods & services due to inflation/devaluation of local currency. This results in large variations in approved CBO budgets.
- Lack of equipment (computer & printers) delays timely and accurate reporting by CBOs. This makes it difficult for CBO to utilize project templates and results in missed chances of learning derived from template utilization.

LEARNING POINT

DEC has gained tremendous experience that has proved helpful assets for its future programming.

These may be summarized thus:

- i. Conducting internal budget defence before submission to the Board finance committee helped fine tune the budget process. This should be sustained.
- ii. Meetings held whenever there are urgent issues requiring immediate attention brings about effectiveness and timely decision making.
- iii. Inadequate stepping down of training by some women leaders, has limited the impact of the training. Therefore, activity officers should follow up to ensure trained leaders stepped down what they have learnt to their members.
- iv. Non-implementation of action plans by some of the women leaders, has not brought much positive changes. Therefore, the activity officer must ensure that all action plans are implemented.
- v. Award given to best performing branches/staff created a healthy competition among staff. This should be sustained.
- vi. The quarterly award given to Head office support staff motivate them to do more. It should be sustained and enhanced.
- vii. Timely sanctions of erring staff reduce the rate of policy violation.
- viii. Policy sensitization keeps staff informed and updated on organization policies/procedures. It also serves as an avenue for the staff to freely seek more clarification where necessary.
- ix. DEC women clients begin to keep records of their small businesses to enable them to know whether they are making profit or not. Such training should be sustained.
- x. Capacity building of staff did not only enhance performance, it also motivates them to do more and improves staff retention.
- xi. Ensure stepping down of trainings to other staff
- xii. Training officer to intensify monitoring of training impact.

DEVELOPMENT EXCHANGE CENTRE
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2021

	NOTE	2021 N	2020 N
ASSETS			
Cash and Short term Funds	2	517,504,964	1,108,439,488
Investment	3	530,000,000	30,000,000
Loans and Advances	4	5,322,817,086	4,175,911,097
Other Assets	5	14,355,149	8,800
Capital Work in Progress	6	23,060,990	23,060,990
Fixed Assets	6	103,114,444	89,248,395
Intangible Assets	6	10	10
TOTAL ASSETS		6,510,852,653	5,426,668,780
LIABILITIES			
Members' Savings & Deposits	7	3,546,873,647	2,815,746,448
Creditors & Accruals	8	25,900,887	-
Long Term Loans	9	64,000,000	84,000,000
TOTAL LIABILITIES		3,636,774,534	2,879,746,448
EQUITY			
Accumulated Funds	10	2,874,078,119	2,546,922,332
TOTAL EQUITY AND LIABILITIES		6,510,852,653	5,426,668,780

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DIRECTORS

The Accounting policies on pages 10-23 and notes on pages 24 to 34 form an integral part of these Financial Statements



DEVELOPMENT EXCHANGE CENTRE (DEC)			
INCOME AND EXPENDITURE ACCOUNT			
FOR THE YEAR ENDED 31 DEC. 2021			
	NOTE	2021	2020
INCOME		N	N
Interest income	12	1,789,345,938	1,437,788,384
Interest Expenses	14	(91,930,284)	(79,710,858)
		<u>1,697,415,654</u>	<u>1,358,077,526</u>
Other Income	13	62,462,379	100,592,231
		<u>1,759,878,033</u>	<u>1,458,659,757</u>
LESS: EXPENDITURE			
General & Administrative Expenses	15-18	(1,946,429,149)	(1,985,052,915)
Impairment Charge for Credit loss	19	(73,808,589)	(79,559,515)
Depreciation	20	(13,676,803)	(16,653,011)
		<u>(2,033,914,541)</u>	<u>(2,081,265,441)</u>
SURPLUS/(DEFICIT) FOR THE YEAR BEFORE OPERATING GRANTS		(274,036,508)	(622,605,684)
ADD: OPERATING GRANTS			
Operating Grants from other Financiers	11	551,405,632	623,570,238
		<u>551,405,632</u>	<u>623,570,238</u>
SURPLUS/(DEFICIT) FOR THE YEAR AFTER OPERATING GRANTS		277,369,124	964,554



DEVELOPMENT EXCHANGE CENTRE (DEC)

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DEC. 2021**

	<u>2021</u> N	<u>2020</u> N
CASH FLOW FROM OPERATING ACTIVITIES		
Interest Income, Fees, & other Receipts	1,851,808,317	1,538,370,615
Adjustment for:		
Other Overhead Charges & Expenses	(2,038,359,433)	(2,064,763,773)
Prior Year Adjustment		(1,259,083)
	<u>(186,551,116)</u>	<u>(527,652,241)</u>
WORKING CAPITAL CHANGES		
(Increase)/ Decrease in clients loans	(1,220,714,588)	(344,376,986)
(Increase)/ Decrease in Debtors & Prepayments	(14,346,349)	2,684,452
(Increase)/ Decrease in Investments	(500,000,000)	467,722,000
(Increase)/ Decrease in members saving deposits	731,126,199	148,542,162
(Increase)/ Decrease in creditors & accruals	25,880,887	(44,638)
Cash Generated from operation	<u>(1,164,584,967)</u>	<u>(253,125,251)</u>
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of fixed assets	<u>(27,541,852)</u>	<u>(16,956,582)</u>
	(1,192,126,819)	(270,081,833)
Cash flow from financing activities		
Grants received from donors	480,059,862	623,570,238
Acc Fund - Small Scale Project Fund	71,335,770	45,540,000
1% Risk Premium	<u>49,788,863</u>	<u>36,329,637</u>
Net Increase/ Decrease in Cash & Cash Equivalents	<u>(590,934,524)</u>	<u>435,358,042</u>
Cash & Cash Equivalents at the beginning of the year	<u>1,108,439,488</u>	<u>673,081,446</u>
Cash & Cash Equivalent at the end of the year	<u>517,504,964</u>	<u>1,108,439,488</u>
Represented By:		
Cash & Short Term Fund	<u>517,504,964</u>	<u>1,108,439,488</u>

