

**COMISSÃO DA CEDEAO**



**ECOWAS COMMISSION**

**COMMISSION DE LA CEDEAO**

# **ECOWAS SME STRATEGY**

**(2015 – 2020)**

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## **ACRONYMS**

<b>AfDB</b>	African Development Bank
<b>ABR</b>	Africa Business Roundtable
<b>ACB</b>	Agriculture Credit Bank
<b>AGOA</b>	African Growth and Opportunity Act
<b>AIPAWAS</b>	The Association of Investment Promotion Agencies of West Africa
<b>BDS</b>	Business Development Services
<b>BIC</b>	Business Information Centre
<b>BOAD</b>	Banque Ouest Africaine de Développement (West African Development Bank)
<b>BOI</b>	Bank of Industry
<b>BREEAM</b>	BRE Environmental Assessment Method
<b>BSN</b>	Business Support Networks
<b>CCHP</b>	Combined Cooling Heat and Power
<b>CDA</b>	Co-operative Development Agencies
<b>CFO</b>	Co-financing Organizations
<b>CHP</b>	Combine Heat and Power
<b>CSR</b>	Corporate Social Responsibility
<b>EBC</b>	ECOWAS Business Council
<b>FEBWE</b>	Federation of Business Women and Entrepreneurs
<b>ECOWAS</b>	Economic Community of West African States
<b>EITI</b>	Extractive Industry Transparency Initiative
<b>EPA</b>	Export Promotion Agency
<b>ERDF</b>	ECOWAS Regional Development Fund
<b>ETLS</b>	ECOWAS Trade Liberalization Fund
<b>EU</b>	European Union
<b>EXIM BANK</b>	Export – Import Bank
<b>FDI</b>	Foreign Direct Investment
<b>FEWACCI</b>	The Federation of West Africa Chambers of Commerce and Industry
<b>FEWAMA</b>	The Federation of West African Manufacturers Association
<b>FHE</b>	Further and Higher Education
<b>FOPAO</b>	The Federation of Employer’s Association of West Africa
<b>IAG</b>	Information, Advice and Guidance
<b>ICT</b>	Information and Communications Technology
<b>IPA</b>	Investment Promotion Agency
<b>MDA</b>	Ministerial Departments and Agencies
<b>MDG</b>	Millennium Development Goals
<b>MNC</b>	Multinational Corporations
<b>MSME</b>	Medium Small & Medium Enterprise
<b>NASME</b>	National Association of Small and Medium Enterprises
<b>NASSI</b>	National Association of Small Scale Industries
<b>NEPAD</b>	New Partnership for Africa’s Development
<b>NEXIM</b>	Nigeria Export and Import Bank
<b>NTB</b>	Non – Tariff Barriers
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>OHADA</b>	Organization for the Harmonization of Business Law in Africa
<b>POCTI</b>	Professional Organization of the Cotton and Textiles Industries in UEMOA
<b>PPP</b>	Public – Private Partnership
<b>PSD</b>	Private Sector Development
<b>R &amp; D</b>	Research and Development
	<b>ROSCA</b> Rotating Savings and Credit Association

<b>SDGs</b>	Sustainable Development Goals
<b>SME</b>	Small and Medium Enterprise
<b>SMEDAN</b>	Small and Medium Enterprise Development Agency of Nigeria
<b>SPS</b>	Sanitary and Phyto-Sanitary Requirements
<b>SPV</b>	Special Purpose Vehicle
<b>SSATP</b>	Sub – Saharan Africa Transport Programmes
<b>SWAC</b>	Sahel and West Africa Club
<b>TBT</b>	Technical Barriers to Trade
<b>UEMOA</b>	West African Economic and Monetary Union
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WABA</b>	The West African Banker’s Association
<b>WAEN</b>	West African Enterprise Network
<b>WARTU</b>	The West Africa Road Transporters Union
<b>WATRA</b>	West African Telecommunication Regulatory Agencies
<b>WATU</b>	The West Africa Tourism Union

## **EXECUTIVE SUMMARY**

### **CHAPTER 1**

#### **1.1. CONTEXT & BACKGROUND**

- On 12<sup>th</sup> January 2006, the Authority at its 29<sup>th</sup> Session in Niamey, at the request of private sector representatives, directed the Commission to organize the private sector in the region and set up an ECOWAS Business Council as an apex advisory organ on private sector development in the region
- During the transformation of ECOWAS Secretariat to a Commission in 2007, the Private Sector Directorate was established with the broad mandate of leading the implementation of ECOWAS private sector development activities and their inclusion in the regional integration process.
- Since 2007, the private sector directorate has developed and implemented several action plans and facilitated the formation or strengthening of Regional Business Associations (RBAs) (FEWACCI, FEWAMA, ECOWAS FEBWE, NEPAD Business Group West Africa, FOPAO, AIPAWAS, WABA, etc.) to provide the platform for private sector engagement.
- To provide an open, inclusive and strategic framework to guide private sector development efforts, the RS-PSD document was developed in consultation with Regional Business Associations and National Experts, and eventually validated in March 7, 2013 in Accra.
- The document was further adopted by Ministers responsible for private sector development on 23<sup>rd</sup> October, 2013 during their meeting in Dakar, Senegal
- Finally, the Strategy was approved by the Council of Ministers in Abuja on 6<sup>th</sup> December, 2014.

A major pillar in the Strategic Framework, document is the need for a strategic response to promoting and supporting SME start-ups, growth and development.

The promotion of entrepreneurship, innovation and inventiveness; particularly through Small and Medium Enterprises (SMEs), has been a constant component in the industrialization, resource employment, poverty alleviation and general development policies of member states for quite some time. Indeed, the experiences of developed countries like the United States, France, the United Kingdom, etc.; 'emerging market economies' like China and the Asian countries; who adopted and adapted the private enterprise model to suit their environment have confirmed the effectiveness of this strategy.

Contemporary international phenomena like globalization and liberalization; the objectives of NEPAD and Millennium Development Goals (MDGs), poverty alleviation, etc. have further underscored the need to emphasize entrepreneurship and innovation in all forms, particularly at the smallholder levels to unlock popular scale.

Worldwide Small and Medium Sized Entrepreneurs (SMEs) account for about 80% or more of the number of businesses; 75% to 85% of the total employment but about 50% of economic activities. The growth of SMEs, mirror the growth of the middle class, that in themselves account for the growth in consumption of processed and semi-processed/manufactured goods, white goods, fast food and services in the emerging economies. They equally account for investment in the manufacturing, retail, business, financial services, ICT, cultural goods, and other service sectors of the economy, hence they are critical to wealth creation, diversification of the economy, employment generation and sustainable poverty reduction.

**Table 1: Population Distribution in the ECOWAS region**

AGE	0 – 14	15 – 24	25 – 54	> 55	TOTAL
Population(Nigeria)	78m (43%)	35m (19%)	55m (31%)	13m (7%)	182m
Population(West Africa)	146m (43%)	67m (20%)	105m (31%)	25m (7%)	343m
Population (Europe)	80m (16%)	57m (11%)	215m (42%)	162m (32%)	513m

In ECOWAS, as with the population distribution above, the distribution of SME in Nigeria is typical of the ECOWAS region:

The recent studies carried out by SMEDAN and NBS suggested:

- 37, 067, 416 MSME's (micro 36, 994, 578;[99%] Small 68, 168; & Medium 4, 670)
- 59, 741, 211 employees of MSME's representing 84% of the total labour force
- MSME's contribution to GDP is 48.47%

SMEs therefore offer significant growth, employment, wealth creation (to make poverty a phenomenon of the past) and development opportunities worldwide and especially the ECOWAS region.

The Regional Strategic Framework for Private Sector Development has as its theme: "Inclusive Growth, Innovation, Competitiveness and Development Co-operation".

The Strategic framework for ECOWAS Private Sector Development has two main parts:

Part 1: Cross-cutting priorities/pillars

- Investment and Financial Market Strategy
- *Regional PSD and SME Support Strategy (SME as a major pillar)*
- Development Co-operation and Domestic Resource Mobilization.

Part 2: Regional priority sectors

- Manufacturing Industries and Growth Sectors that will drive the economy of the region

- ICT Digital Common Market Agenda, and,
- Regional Business Models and Projects for investment in key sectors

The priorities are far reaching and complex and require regular updates, further development of the component strategies and elaboration of short, medium and long term implementation plans for their responses to be realistic. We will also need to have internal and external co-operation, co-ordination and harmonisation, especially with the relevant structures in member states, to achieve optimal development impact and effectiveness.

## **1.2.) CHALLENGES AND CONSTRAINTS**

Despite the relative importance of the SME sector, they are completely marginalised in the political economy of trade policy, economic development, access to finance, market, land, premises, infrastructure and the regional integration agenda. ECOWAS SMEs need a stronger voice; advocacy and effective representation at national and regional levels.

SME support institutions, programs and projects abound across ECOWAS and Africa in general. Yet, despite some successes achieved in this regard, the real potential for the existing programs to generate viable SME start-ups, promote SME growth, and lead to SME access to markets and namely connect Africa to the global production network and supply chain remains largely unrealized. This is due to number of factors:

- the limited scope of such programs in terms of the range and the quality of the services offered,
- the poor delivery on the specified goals of the programs as a result of either the limited qualifications of the programs management teams hence its poor execution, limited resources and/or the poor monitoring of the programs' activities.
- the lack of specific interventions targeted at higher levels of entrepreneurial and industrial activities,
- the limited sustainability of the programs and consequently the lack of continuity in the services offered,
- the lack of industry, export and SME development vision and strategy, as well as the lack of effective implementation capabilities.

**Policy related constraints at macro-economic and sector specific levels include:** Institutional Framework and Governance, Infrastructure and Public Utilities, SME Access to Investment Finance, Human Resource Capacity, Access to Land and Business Premises etc.

Within the context of regional integration in ECOWAS, it has been noted that the strategy can promote regional competitiveness, wealth creation, poverty alleviation and a balanced integration into the global economy.

## **1.3. METHODOLOGY**

Stakeholders Analysis; SWOT Analysis; PESTLE Analysis; Force field Analysis, Problem Tree Analysis will all be carried out in the course of developing the strategy

## **CHAPTER 2**

### **REGIONAL STRATEGY FOR SMES DEVELOPMENT IN THE PSD STRATEGY**

## **2.1.) Vision of the ECOWAS SME Policy**

The vision of the ECOWAS MSME Policy is to promote sustainable and innovative entrepreneurship as a culture, profession and growth nursery in member countries; leveraging relevant and indigenous knowledge resource and technology with a focus on enhancing social inclusion and wealth creation.

## **2.2. KEY POLICY OBJECTIVES: (Cross-cutting and Sectoral)**

### **Overall Objective**

Strengthen the ECOWAS SME and upscale competitive capacity

## **3.0. REGIONAL SMES DEVELOPMENT STRATEGY**

### **3.1. REGIONAL CAPACITY BUILDING PROGRAMMES**

- 3.1.1. SME Governance Framework
- 3.1.2. Regional Enterprise Development Centre and Expertise Network
- 3.1.3. Capacity and Competitiveness Building Programmes
- 3.1.4. Support to disadvantaged and Underserved Zones

### **3.2. REGIONAL PARTNERSHIP PLATFORMS**

- 3.2.1. Partnership Between Regional Enterprises
- 3.2.2. Partnership Between International Enterprises and Regional Enterprises
- 3.2.3. Regional Subcontracting & Exchange Platform
- 3.2.4. Regional Public Private Partnership Promotion

### **3.3. REGIONAL ENTREPRENEURSHIP DEVELOPMENT**

- 3.3.1. Business Education and Enterprise Awareness Strategy
- 3.3.2. Young Innovative Entrepreneurs Promotion Strategy
- 3.3.3. Gender Business Promotion

### **3.4. REGIONAL FINANCE ACCESS FACILITATION**

- 3.4.1. Capital Market Integration
- 3.4.2. Regional Small Loans Guarantee Fund for SMEs
- 3.4.3. Regional Guarantee Insurance
- 3.4.4. Regional Credit Risk Office
- 3.4.5. Promotion of Investment Funds
- 3.4.6. Finance Windows for disadvantaged and Underserved Zones
- 3.4.7. Regional Finance Conference for SMEs

### **3.5. REGIONAL MARKET ACCESS FACILITATION**

- 3.5.1. SME Value Chain Support Programmes to Improve their Competitiveness
- 3.5.2. Regional Procurement Directives
- 3.5.3. Regional Local Content Directives
- 3.5.4. Partnerships and JV Schemes

3.5.5. Market Awareness

**3.6. REGIONAL BUSINESS PROMOTION**

3.6.1. Strategy to Support Large Regional Organizations

3.6.2. Strategy to Support Regional Associations

3.6.3. ECOWAS Business and Investment Fora Strategy

3.6.4. Communications Strategy to Develop Business Awareness

## **4.0 KEY PROJECT ACTIONS**

### **4.1. REGIONAL CAPACITY BUILDING PROGRAMMES**

#### **Key Actions**

- SME governance framework
  - ECOWAS SME Charter
  - Support to ECOWAS Member States on SME Charter implementation
- Establishment of MSME Development Agencies / Institutions in ECOWAS Member States
  - Initiate policies for effective, structured and sustainable MSME Climate
  - Coordinate different levels of the operation of the MSMEs
  - Data collection and collation
  - Monitoring and evaluation of the interventions of the MSME Agency
  - Business Development Service
- Establishment of Regional Centre for Enterprise Development
- Encouragement of Private Sector led Enterprise Development Centres in Member Countries to cater for sectors, special groups, special interests and special areas (3S).
  - Provide demand-driven and need-based business development services
- Stimulation of a network of Business Development Service Providers at National and Regional level.
  - Facilitate cross-border experiences
  - Standardize the delivery of business development services across member states
  - Broader access to funding windows
- Establishment of a Regional Business Support Quality Assessment & improvement Framework (i.e Accreditation of Business Development Service Providers at National and ECOWAS levels)
  - Institutionalize BDS provision in member states
  - Standardise criteria as a BDS provider
  - Directory of BDS Providers in Member States
- Encourage member states to commence a National Enterprise Development Programme (based on vocational skills training, entrepreneurship skills training and specialized access to funding initiatives)
  - Exploit the potential economic opportunities in Member States
  - Value addition in production value chain
  - Diversify the economy
  - Create jobs
  - Increase Member States GDP
  - Reduce rural-urban migration
- Establishment of Regional Association of Women Entrepreneurs and strengthening the capacity of existing ones.
- Encourage Management Development Programmes and exchange programmes

### **4.2. REGIONAL PARTNERSHIP PLATFORMS**

A major persisting challenge has always been about how to deepen the regional economic integration in ECOWAS through various platforms that encourage cross border business to business networking; exchange of information; collaborative joint venture; joint consortium, sub-contracting, co-contracting etc aimed at increasing regional procurement and Public Private Partnerships.

Part of the measures envisaged in Regional Procurement Directive is to opens up public procurement to the entire region and encourage sub-contracting, consortium and co-contracting. But to harvest these opportunities of regional procurement policy would require building bridges across borders. Besides increasing the tempo of regional procurement and public-private partnerships, there are needs to promote investment in regional value chains, particularly along the priority regional sectors, namely: Agriculture, Light manufacturing, ICT, Construction and Pharmaceutical industries. Trade, Industry and Investment missions can increase regional market access, promote Franchising in the region as well as labour mobility. Franchising is a great opportunity to promote rapid growth and capital formation as the entrepreneur receives training, management, product, raw material supply and instant brand recognition. Opportunities are also created to spread the franchising of local brands in all areas of commercial, services and industrial products.

Key challenge include: linking regional actors to international supply chain; linking national and local actors to regional value chain actors particularly in the regional priority sectors; harnessing national and regional opportunities to build public – private partnership in the context of privatisation of public utilities and deregulation particularly on cross border utilities, multi-modal transportation networks, transit corridor management , all of which require regional co-alition of companies operating across borders and employing different nationals

### **Key Actions**

- Strengthen partnership between regional enterprises
- Strengthen partnership between international and regional enterprises
- Promote regional sub-contracting & exchange platform
  - Deepening Regional Economic Integration through Cross-border Business-to-Business Partnership Development, Corporation and Exchange Visits
- Actively promote public-private partnerships in infrastructure planning and implementation and also service delivery of public services.
  - Establishment of PPP Centre – a knowledge Centre for sharing best practices and offering technical assistance to member states and ECOWAS Directorates involved in PPP

### **4.3. REGIONAL ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES**

#### **Key Actions**

- Stimulating / nudging of the formation of self-help groups and co-operatives / social enterprises in member states. Introduction of financial literacy and capacity building programmes for start-ups with special emphasis on business plan preparation and pro-active support in accessing finance.

- Ease of access to funding, technical, market opportunities
- Formation of enterprise clusters
- Ensure enterprise sustainability
- Encourage rural economic development
- Development of business education and awareness programme in institutions of higher learning. Development of Enterprise curriculum at all levels of education.
  - Demystify entrepreneurial success
  - Create new crop of innovative entrepreneurs
  - Reduce graduate unemployment
  - Promote creativity and innovation
  - Encourage competitiveness
- Formation of enterprise clubs both in secondary schools and in tertiary institutions.
  - Imbibe entrepreneurial values and skills
  - Hands-on experience for students
  - Serve as Business Idea generation and Incubation centre
- Organise Regional and National entrepreneurship competition in schools
  - Promote market competitiveness
  - Export market promotion
- Establishment of Regional and national awards / grants for youth with innovation e.g. ECOWAS Youth Innovation Award, Nigerian YOUWIN etc
  - Promote idea exchange
  - Broaden market access
- Launching of ECOWAS Venture Capital Fund For Innovation
  - Bridge the funding gaps of start-ups
  - Create opportunities for MSME growth
  - Increase players in MSME funding
  - Encourage innovation
- Establishment & Implementation of Special incentive for Women owned enterprises
- Special funding window for women entrepreneurs including Africa Venture Capital for Women established
  - Encourage rural enterprise development
  - Broad spread of sustainable MSMEs
  - Poverty reduction
- Regional Volunteer Mentoring Exchange Programme established
  - Sustainability in the operations of MSMEs
  - Idea sharing cutting across economic, traditional and cultural limitations
  - Improved access to resources and finance
- Regional training of trainers, skills database and use and adaptation of ILO Resources encouraged.
  - Standardized delivery of Entrepreneurship training
  - Robust and inclusive training curriculum
- Formation of sector – specific enterprise clusters in cities and sub-urban areas
- Encourage rural community economic development and production of community action plan
- Development of business education and awareness programme in institutions of higher learning. Development of Enterprise curriculum at all levels of education to create new crop of innovative entrepreneurs
- Reduce graduate unemployment through Graduate Internship/Apprenticeship programmes linked to competence based and employer led vocational qualifications

- Develop Regional Employment and Competence Based National Vocational Qualification System
- Promote export through market competitiveness capacity building schemes

#### **4.4. REGIONAL FINANCE ACCESS FACILITATION**

An online survey by the Manufacturers Association of Nigeria (Jan 2015), cited accessing finance as the 2<sup>nd</sup> biggest constraint (6%) after Power (77%). The main reason given by commercial and development banks to poor access to finance is mainly the poor quality and low numbers of bankable projects, before the issue of collateral security, business experience, management capacity etc. The deplorable situation was captured by IFC survey in Nigeria (2013) that showed that Commercial Banks lending to SMEs in 2008 was 7.5% of its commercial lending but even that melted down in 2012 to 0.14% of Banks commercial lending.!!! Whilst most Central Bank in West Africa have not been sufficiently sensitive to growth and employment enhancing monetary policies, some have, nevertheless, like Central Bank of Nigeria, delivered substantial sector intervention funds to Agriculture, Automobile, Textile, Aviation, and much lately, N220 billion (US\$1.3billion) to MSMEs, the effective access to these funds by MSME are now in question.

Issues on availability of finance relate to:

- The various types, size and depth of available finance
- Refinance mechanism to increase flow of fresh lending
- The capital market; equity and stock market
- Traditional sources such as Credit Union, ISUSU (ROSCA) etc
- Micro finance and Commercial bank loans and credit facilities
- Low cost/concessionary single digit Sector intervention funds
- Development finance
- Grant funding
- Lease and Hire Purchase finance
- Invoice factor finance
- Warehouse Depository Receipt
- Private and Charity funds/grants

Affordability of Finance can be improved through:

- Good Collateral Security
- Good Credit History
- Use of Insurance and Risk Mitigation instruments
- Blending finance
- Guarantee instruments including Sovereign guarantee
- Co-operative cross-guarantee

Accessibility of Finance can also be improved by:

- High quality bankable projects
- Targeted Credit guarantee schemes
- Cross guarantees by co-operative groups
- Good quality collateral
- Operating in protected environment, (eg incubation units/clusters) with intensive support and business mentoring

### **Key Actions**

- Support Regional bodies and Member States to create Equity Financing and Bond market for SMEs
- Promote use of warehouse depository receipts that frees resources for traders & value addition enterprises.

### **SME Capital Market Integration**

- Regional body and member states to create equity financing and bond market for SMEs (SME exchange)
- Pro – market reforms by member countries to maintain the stability of a member state economy as a pre requisite to SME Capital Market integration
- Establish a market with free movement of capital within the sub-region. This will involve the following:
  - Removal of controls on SME capital transactions among the member countries and
  - Harmonization of SME capital market infrastructure including regulations, taxation, accounting, trading systems, and cross listing of securities among member states.

### **Regional Small Loan Guarantee Fund for SMES**

- Regional body and member states to set up regional small loan guarantee funds for SMEs targeting priority sectors.
- Implementation of necessary house cleaning and keeping exercises to support the development of the regional small loan guarantee fund for SMEs
- Determine required fund size, sustainable fund sources and the set-up of the proposed small load guarantee fund.

### **Regional Credit Risk Office**

- Encourage member states to create SME Risk Management Agency /Office
- Establish a regional system / Agency for SME risk management

### **Promotion of SME Investment Funds**

- Encourage member states to set-up MSME investment funds
- Establish and strengthen a common SME investment fund for the sub-region

- Imposition and appropriation of Levy on imported manufactured goods as funding source for provision of business development support services through SME Agencies and Accredited BDSPs
- **Regional Finance Conference For SMEs**
- Determination of conference theme and preparation of conference budget and other logistic requirements including selection of Event Management Company and Strategic partners.
- Invitation of proposals and speakers
- Source of donor support, sponsorships and other innovative avenues for financing the proposed conference
- Hold conference.

#### **4.5. REGIONAL MARKET ACCESS FACILITATION**

##### **Key Actions**

##### **Market Awareness**

- Develop a regional trade policy to serve as a benchmark to member state
- Establishment of trading and investments offices in designated or focus trading blocks
- Conduct market research and intelligence surveys and feed private sector operators with relevant investment and export opportunities

##### **SME Value Chain Support Program to Improve Their Competitiveness**

- Conduct values chain analysis and identify support for specific sectors with special emphasis on MSMEs

##### **Regional Procurement Directives and Local Content Directives**

- Harmonization of existing procurement policies and practices
- Development of documents on pricing standard and benchmark
- Development of procurement guidelines for the benefit of the MSMEs
- Active development of SME Procurement Development Programmes, demand / supply side, and BPO
- Develop Policy Framework for Local Content Development

##### **Strengthen ECOWAS Communication Strategy to reach various constituencies**

#### **4.6. REGIONAL BUSINESS PROMOTION**

##### **Key Actions**

- Develop and implement Strategy for supporting large regional business organizations
- Develop strategy to support ECOWAS Regional Associations
- Develop ECOWAS Business and Investment fora Strategy

##### **Partnership and Joint Venture Scheme**

- Develop policy framework that encourages joint venture among MSMEs in the ECOWAS region
- Develop capacity building mechanism on partnership and joint venture scheme

- Succession planning – Promote succession planning particularly in family owned businesses
- Corporate governance programs – Develop ECOWAS Corporate Governance principles or adopt and implement relevant ones (e.g. AfDB) that are appropriate for ECOWAS Corporate Community.
- Promote Partnership, joint venture and PPP development in Infrastructure and Service Delivery through the establishment of PPP Knowledge Centre
- Develop Formalisation mechanism for informal enterprises
- Develop Regional framework for franchising and encourage Franchises developed in ECOWAS
- ECOBIZ Website (Revitalisation) for improved communication
- Ensure greater engagement of SMEs in trade negotiation

## 5.0 IMPLEMENTATION PLANNING

<b>3.1. POLICY OBJECTIVE: BUILD INSTITUTIONAL CAPACITY FOR ENTERPRISE DEVELOPMENT</b>			
<b>3.1.1 SME GOVERNANCE FRAMEWORK</b>			
	<b>STRATEGY / RESULTS</b>	<b>KEY PROJECT ACTIONS</b>	<b>KEY MONITORABLE PERFORMANCE INDICATORS</b>
3.1.1.1	SME Governance Framework established	ECOWAS SME Charter	-Appropriate legal documentations developed -Legal Instrument Approved by ECOWAS Council of Ministers
		Support to ECOWAS Member States on SME Charter implementation	-Support programme to Member States developed -No of Member States Supported

<b>3.1.2. REGIONAL CAPACITY BUILDING</b>			
	<b>STRATEGY / PROGRAMME</b>	<b>KEY PROJECT ACTIONS</b>	<b>KEY MONITORABLE PERFORMANCE INDICATORS</b>
3.1.2.1.	Enabling the set-up of a network of Business Development Service Providers at National and Regional level.	-Facilitate cross-border experiences -Standardize the delivery of business development services across member states -Broader access to funding windows	-Formalization of the association -Guidelines for membership -Expression of interest by BDS Providers -Harmonization of member state BDS Providers directory
3.1.2.2	Encouragement of Private Sector led Enterprise Development Centres in Member Countries to cater for sectors, special groups, special interests and special areas (3S).	- Provide demand-driven and need-based business development services	- Wider spread of BDS (at least availability of BDS in 40% of member countries by Dec 2017)
	Stimulation of a network of Business Development Service Providers at National and Regional level.	- Facilitate cross-border experiences - Standardize the delivery of business development services across member states	- Formalization of the association - Guidelines for membership - Expression of interest by BDS Providers - Harmonization of member state BDS Providers directory

		- Broader access to funding windows	
<b>Capacity and Competitiveness Building Programme</b>			
3.1.3.1	Provide regional support to technology upgrading of industries particularly in regional priority sectors	-identify funding and target industries in the priority sectors -facilitate the carrying out of technology audit and needs assessment -provide support and monitoring framework	-No of technology audits carried out -No of businesses receiving technical advice and assistance
3.1.3.2	Establishment of a Regional Business Support Quality Assessment & improvement Framework (i.e Accreditation of Business Development Service Providers at National and ECOWAS levels)	- Institutionalize BDS provision in member states - Standardise criteria as a BDS provider - Directory of BDS Providers in Member States	- Registration of a minimum of 50 BDS providers from each Member States at the end of 2015 - Standard BDS curriculum in place by June 2015
3.1.3.3	Encourage member states to commence a National Enterprise Development Programme (based on vocational skills training, entrepreneurship skills training and specialized access to funding initiatives)	- Exploit the potential economic opportunities in Member States - Value addition in production value chain - Diversify the economy - Create jobs - Increase Member States GDP - Reduce rural-urban migration	- Conclusion of baseline study of member Countries local resources by August 2015 - Identification of implementing institutions / Agencies by March 2015
3.1.3.4	Stimulating / nudging of the formation of self-help groups and co-operatives / social enterprises in member states. Introduction of financial literacy and capacity building programmes for start-ups with special emphasis on business plan preparation and proactive support in accessing finance	- Ease access to funding, technical, market opportunities - Formation of enterprise clusters - Ensure enterprise sustainability - Encourage rural economic development	- Database of SHGs and Clusters ready by December 2015 - Development of tailored literacy / capacity building program by June 2015 - Registration of new SGHs commence by July 2015
<b>SUPPORT TO POST CONFLICT AREAS</b>			
3.1.4	Imposition and appropriation of Levy on imported manufactured goods as funding source for provision of business development support services through SME Agencies and Accredited BDSPs	- Encourage local resource development - Provide funding for MSMEs - Provide subsidized delivery of BDS to MSMEs	-Legal processes to be concluded by the 1 <sup>st</sup> quarter of 2016 -Imposition of levies to commence in January 2017

<b>3.2. REGIONAL PARTNERSHIP PLATFORMS</b>			
	<b>STRATEGY / PROGRAMME</b>	<b>KEY PROJECT ACTIONS</b>	<b>KEY MONITORABLE PERFORMANCE INDICATORS</b>
3.2.1	-Strengthen partnership between regional enterprises -Strengthen partnership between international and regional enterprises -Promote regional sub-contracting & exchange platform	Deepening Regional Economic Integration through Cross-border Business-to-Business Partnership Development, Corporation and Exchange Visits	-Number of MOUs signed -Volume of inter-regional businesses generated -No of Joint Venture Partnerships established -No of Missions carried out -No of regional sub-contracting or co-contracting/consortium facilitated -No of Franchises established -Establishing of regional sub-contracting and exchange platform
3.2.2	Actively promote public-private partnerships in infrastructure planning and implementation and also service delivery of public services.	Establishment of PPP Centre – a knowledge Centre for sharing best practices and offering technical assistance to member states and ECOWAS Directorates involved in PPP	No of Regional and National PPPs established, promoted and supported

<b>3.3. REGIONAL ENTREPRENEURSHIP DEVELOPMENT</b>			
<b>Promote Business Education &amp; Enterprise Awareness Strategy</b>			
	<b>STRATEGY / RESULTS</b>	<b>KEY PROJECT ACTIONS</b>	<b>KEY MONITORABLE PERFORMANCE INDICATORS</b>
3.3.1	Development of Enterprise Education and Awareness programme in institutions of higher learning. Development of Enterprise curriculum at all levels of education.	-Demystify entrepreneurial success -Create new crop of innovative entrepreneurs -Reduce graduate unemployment -Promote creativity and innovation -Encourage competitiveness -Formation of enterprise clubs both in secondary schools and in tertiary institutions. -Organise Regional and National entrepreneurship competition in schools -Establishment of Regional and national awards / grants for youth with innovation eg. ECOWAS Youth Innovation Award, Nigerian YOUWIN etc Regional training of trainers, skills, Regional SME and Support database and use and adaptation of ILO Resources encouraged.	-Minimum of 50 institutions connected to this initiative by December 2019 - Each member states having a minimum of 20 registered Entrepreneurship Clubs by December 2018 -Conclude plans on all national competitions by December 2016 -Hold the regional competition by August 2019 -Member states making provision for the funding of such grants by the end of 2018 Formal launch of competition in March 2018 -Standardized delivery of Entrepreneurship training -Robust and inclusive training curriculum
3.3.2.	Employment Training and Competence Based National Vocational Qualification System	-National and Regional Employer led, Competence based, Vocational Qualification Framework (NVQ/RVQ) -Constitution of Employer Sector Skills Council -Development of Competence based Standards -Mapping of NVQ to existing qualifications framework in	-Development of guidelines for Standards for competence based Vocational Qualification System led by Employer skills Council -Map showing links to other qualification systems in the region including Professional qualifications - Assessors, Internal and External Verifiers -Self Assessment and Quality

		secondary, further and higher education -Training of Vocational Assessors, Internal and External Verifiers -Self- Assessment, Quality Standards and National Inspection Framework	Assurance Framework
3.3.3.	Regional Volunteer Mentoring Exchange Programme established e.g. Tony Elumelu \$100m Continental Entrepreneurship Mentoring Programme	-Sustainability in the operations of MSMEs -Idea sharing cutting across economic, traditional and cultural limitations -Improved access to resources and finance	-Mentoring Exchange programme deployed -No of SMEs and individuals accessing the programme -Commencement by March, 2018
3.3.4	Formation of enterprise clubs both in secondary schools and in tertiary institutions.	- Imbibe entrepreneurial values and skills - Hands-on experience for students - Serve as Business Idea generation and Incubation centre	- Each member states having a minimum of 20 registered Entrepreneurship Clubs by December 2017
3.3.5	Organise Regional and National entrepreneurship competition in schools	- Promote market competitiveness - Export market promotion	- Conclude plans on all national competitions by December 2017 - Hold the regional competition by August 2018
3.3.6	Establishment of Regional and national awards / grants for youth with innovation eg. ECOWAS Youth Innovation Award (EPSA), (e.g. Nigerian YOUWIN) etc	- Promote idea exchange - Broaden market access	- Member states making provision for the funding of such grants by the end of 2018 - Formal launch of competition in March 2018
3.3.7	Launching of ECOWAS Venture Capital Fund For Innovation	- Bridge the funding gaps of start-ups - Create opportunities for MSME growth - Increase players in MSME funding - Encourage innovation	- Formal launch of the fund before the end of 1 <sup>st</sup> quarter of 2018
3.3.8	Establishment & Implementation of Special incentive for Women owned enterprises	- Encourage rural enterprise development - Broad spread of sustainable MSMEs - Poverty reduction	- Formal launch by national governments by March 2018
	Regional training of trainers, skills database and use and adaptation of ILO Resources encouraged.	- Standardized delivery of Entrepreneurship training - Robust and inclusive training curriculum	- Start by March 2018

#### **3.4. REGIONAL FINANCE ACCESS FACILITATION(Availability, Affordability and Accessibility to Finance)**

STRATEGY / PROGRAMME	KEY PROJECT ACTIONS	KEY MONITORABLE PERFORMANCE INDICATORS
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<b>3.4.1. SME Capital Market Integration</b>		
<ul style="list-style-type: none"> <li>-Support Regional bodies and Member States to create Equity Financing and Bond market for SMEs</li> <li>-Launching of ECOWAS Venture Capital Fund For Innovation</li> <li>- Promote use of warehouse depository receipts that frees resources for traders &amp; value addition enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>-Bridge the funding gaps of start-ups</li> <li>-Create opportunities for MSME growth</li> <li>-Increase players in SME funding</li> <li>-Encourage innovation</li> <li>-Establishment &amp; Implementation of Special incentive for Women owned enterprises</li> </ul>	<ul style="list-style-type: none"> <li>- Venture Capital Fund Set up</li> <li>-No of SMEs accessing the fund</li> <li>No of Women accessing the Venture fund</li> <li>-Formal launch of the fund before the end of 1<sup>st</sup> quarter of 2018</li> <li>-Formal launch by national governments by March 2018</li> </ul>
<p>Regional body and member states to create equity financing and bond market for SMEs (SME exchange)</p>	<ul style="list-style-type: none"> <li>- Member states to develop long term financing policy and regulatory structure for MSME securities exchange</li> <li>- Understudy visits to several Asian countries that currently operate the model</li> <li>- Member countries to develop guidelines and other necessary operational details for the setting up of MSME exchange</li> </ul> <p>Member states to articulate liquidity guarantee mechanisms to ensure that the established MSME securities exchange is vibrant. Liquidity generally ensures that the number of MSME equities on offer is reasonably high to make it interesting to potential investors.</p> <ul style="list-style-type: none"> <li>- Development of equity / bond trading infrastructure and relevant capacity to ensure that the SME security exchanges effectively take-off and operate as designed</li> <li>- Regional capacity development for SME capital market regulators, SME stockbrokers / dealers and SMEs.</li> </ul>	<ul style="list-style-type: none"> <li>- Fully articulated policy document on long-term financing policy for MSMEs</li> <li>- Document of lessons learned from the understudy visits</li> <li>- Guidelines in place for setting up the MSME securities exchange for the Member State</li> <li>- Guidelines in place for MSME securities exchange market making</li> <li>- Trading platforms has been set up</li> <li>- Training and other capacity building programs organized for the MSME securities exchange dealers</li> </ul>

	<p>Pro – market reforms by member countries to maintain the stability of a member state economy as a pre requisite to MSME Capital Market integration</p>	<ul style="list-style-type: none"> <li>- Sensitization workshop and capacity development on the identification / assessment of capital market integration risks and the design / implementation of effective risk mitigation strategies</li> <li>- Member countries to formulate appropriate plans to gradually lift capital controls in order to effectively anticipate and are able to mitigate potential risk associated with capital market liberalization.</li> <li>- Implementation of capital account liberalization that is contextualized for the MSME cross-border capital flows</li> </ul>	<ul style="list-style-type: none"> <li>- Training and other capacity building programs organised on market integration risk identification and mitigation strategies</li> <li>- Member country capital control lift plan document</li>   <li>- Policy document in place for MSME capital account liberalization.</li> </ul>
	<p>Establish a market with free movement of capital within the sub-region. This will involve the following:</p> <ul style="list-style-type: none"> <li>- Removal of controls on MSME capital transactions among the member countries and the</li> <li>- Harmonization of MSME capital market infrastructure including regulations, taxation, accounting, trading systems, and cross listing of securities among member states.</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of MoUs and other such bi-multilateral accords / agreements that allow flexibility in networking, coordination, cooperation and exchange of information as well as the establishment of associations / bodies with the specific purpose of removing barriers to MSME capital market integration in the region.</li> <li>- Harmonization of laws, regulations, accounting and governance standards and development of a regulatory framework with regard to enforcement compliance, investor protection and information sharing co-operation etc</li> <li>- Member states to develop the necessary enabling laws and regulatory framework in order to cater for cross border transactions.</li> <li>- Facilitation of cross border transactions within the region, to be evidenced by investors acquiring stakes in companies within other countries or issuers appearing on markets in other countries and mutual funds being sold regionally</li> </ul>	<ul style="list-style-type: none"> <li>- MoUs and other such bi-multilateral accords / agreements on member country cooperation on MSME securities market</li>   <li>- Document showing harmonized set of laws, regulations and relevant governance standards.</li>   <li>- Evidence that laws and regulatory framework for cross-border transactions are signed into law</li>   <li>- Evidence that investors are acquiring stakes in companies within other ECOWAS countries</li> </ul>
	<p>Regional body and member states to create equity financing and bond market for SMEs (SME exchange)</p>	<ul style="list-style-type: none"> <li>- Member states to develop long term financing policy and regulatory structure for MSME securities exchange</li> <li>- Understudy visits to several Asian countries that currently</li> </ul>	<ul style="list-style-type: none"> <li>- Fully articulated policy document on long-term financing policy for MSMEs</li> <li>- Document of lessons learned from the</li> </ul>

		<p>operate the model</p> <ul style="list-style-type: none"> <li>- Member countries to develop guidelines and other necessary operational details for the setting up of MSME exchange</li> </ul> <p>Member states to articulate liquidity guarantee mechanisms to ensure that the established MSME securities exchange is vibrant. Liquidity generally ensures that the number of MSME equities on offer is reasonably high to make it interesting to potential investors.</p> <ul style="list-style-type: none"> <li>- Development of equity / bond trading infrastructure and relevant capacity to ensure that the SME security exchanges effectively take-off and operate as designed</li> <li>- Regional capacity development for SME capital market regulators, SME stockbrokers / dealers and SMEs.</li> </ul>	<p>understudy visits</p> <ul style="list-style-type: none"> <li>- Guidelines in place for setting up the MSME securities exchange for the Member State</li> <li>- Guidelines in place for MSME securities exchange market making</li> <li>- Trading platforms has been set up</li> <li>- Training and other capacity building programs organized for the MSME securities exchange dealers</li> </ul>
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**Regional Small Loan Guarantee Fund For SMEs**

3.4.2	Regional body and member states to set up regional small loan guarantee funds for MSMEs	<ul style="list-style-type: none"> <li>-Brainstorming sessions to appreciate need for the regional SME loan guarantee fund and the modalities for opening the fund</li> <li>-Implementation of necessary house cleaning and keeping exercises to support the development of the regional small loan guarantee fund for SMEs</li> <li>-Workshop on adequately tapping into the angel investor / venture capital / franchising for the proposed regional small loan guarantee fund for MSMEs</li> <li>-Wide consultations to determine most optimal operational modalities particularly on the governance framework</li> <li>-ECOWAS directive and framework for setting up the proposed fund based on findings from the brainstorming sessions and consultations</li> <li>-Member countries to design and implement capacity development programs for financial institutions on appraising and managing SME portfolios.</li> <li>-Member countries to develop programs that help banks to better address working capital and long-term financing needs of MSMEs.</li> </ul>	<p>=Document clarifying need for fund and high-level operating framework</p> <ul style="list-style-type: none"> <li>-Evidence of workshop</li> <li>-Evidence of wide consultations on proposed project</li> <li>-Document showing framework for setting up the proposed fund</li> <li>Evidence of capacity development organized for financial institutions on appraising and managing SME portfolios</li> <li>-Evidence of capacity development organized for financial institutions on better addressing the working capital and long-term financing needs of SMEs</li> <li>-Documents showing bankable segments of SMEs in member countries</li> <li>-Evidence of sensitization programs across the sub-region on changing banks perception of bankable SMEs</li> </ul> <p>Evidence of capacity building for</p>
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		-Member States to identify and expand the bankable segments of MSMEs in own countries.	banks on engaging with MSMEs and the appraising of SMEs
	Implementation of necessary house cleaning and keeping exercises to support the development of the regional small loan guarantee fund for SMEs	<ul style="list-style-type: none"> <li>- Member countries to design and implement capacity development programs for financial institutions on appraising and managing MSME portfolios.</li> <li>- Member countries to develop programs that help banks to better address working capital and long-term financing needs of MSMEs.</li> <li>- Member States to identify and expand the bankable segments of MSMEs in own countries.</li> <li>- Sensitization programs across the sub-region to change the banks' perception of bankable MSMEs and be more open to increasing their exposures to MSMEs.</li> <li>- Work with banks in Member countries to increase their capacity to appraise MSMEs. Regional body to provide technical assistance and strategies to further develop MSME engagement of banks.</li> </ul>	<ul style="list-style-type: none"> <li>- Evidence of capacity development organized for financial institutions on appraising and managing MSME portfolios</li> <li>- Evidence of capacity development organized for financial institutions on better addressing the working capital and long-term financing needs of MSMEs</li> <li>- Documents showing bankable segments of MSMEs in member countries</li> <li>- Evidence of sensitization programs across the sub-region on changing banks perception of bankable MSMEs</li> <li>- Evidence of capacity building for banks on engaging with MSMEs and the appraising of MSMEs</li> </ul>
	Determine required fund size, sustainable fund sources and the set-up of the proposed small loan guarantee fund.	<ul style="list-style-type: none"> <li>- Regional body to estimate the current and future funding requirements of MSMEs in the sub-region (demand side); estimate the approximate funding availability; estimate current and future funding gaps</li> <li>- ECOWAS to identify sources of and possible size of realizable amount that can meet the identified funding gaps on a long term basis</li> <li>- Develop PPP prospectus targeting identifies potential investors (essentially banks and governments)</li> </ul>	<ul style="list-style-type: none"> <li>- Document showing estimated funding requirements and funding gaps</li> <li>- As above –</li> <li>- Evidence of called up funds based on PPP Investments</li> </ul>
<b>3.4.3. Regional Credit Risk Office</b>			
	Regional body to encourage member states to create MSME risk management Agency	<ul style="list-style-type: none"> <li>- Brainstorming session to develop guidelines and other necessary operational details for the setting up of the</li> </ul>	<ul style="list-style-type: none"> <li>- Documented guidelines and relevant operational details for setting up of the MSME Risk</li> </ul>

	/Office	<p>MSME Risk Management Agency by Member Countries</p> <ul style="list-style-type: none"> <li>- Facilitation and visitations to support Member Countries to develop effective MSME Risk Management strategy based on their MSME Risk Profile and MSME Financial Risk Management architecture</li> </ul>	<p>Management Agency by Member countries</p> <ul style="list-style-type: none"> <li>- Evidence of visitations to support member countries to develop effective MSME Risk Management Strategy</li> </ul>
	Establish A Regional System / Agency For SME Risk Management	<ul style="list-style-type: none"> <li>- Workshop to brainstorm and determine the operations of the Regional credit risk office and how the office will integrate the credit risk offices of Member countries</li> <li>- Implementation of MoUs and other such bi-multilateral accords / agreements that allow flexibility in networking, coordination, cooperation and exchange of information as well as the establishment of associations / bodies with the specific purpose of effectively managing the credit risks of MSMEs across the region.</li> <li>- Develop a full setting – up plan that will cover organizational / management structure, control procedures and manuals, activity areas etc</li> </ul>	<ul style="list-style-type: none"> <li>- Document operational guidelines and integration frameworks for credit risk offices of member countries</li> <li>- Implemented MoUs and other such bi-multilateral accords/agreements for effectively managing the credit risks of MSMEs across the region</li> <li>- Document showing setting-up plan that will cover organizational / management structure, control procedures and manuals, activity areas etc</li> </ul>
<b>3.4.4. Promotion Of SME Investment Funds</b>			
	<p>Encourage Member States to set-up MSME investment funds</p> <p>-Establish and strengthen a common SME investment fund for the sub-region</p>	<ul style="list-style-type: none"> <li>-Regional sensitization workshop on the need for MSME investment funds by member countries</li> <li>-Workshop on adequately tapping into the angel investor/venture capital/franchising for the proposed regional small loan guarantee fund for MSMEs</li> <li>-Research and share cross-country / regional experiences, outcomes / impacts of MSME investment funds on countries</li> <li>-Member countries to hold a pan-finance sector conference / meeting to determine modalities (given their peculiar contexts) for developing appropriate MSME investment funds.</li> <li>-Determine modalities and frameworks for a regional investment</li> <li>-Determine size of the take-off investment of the proposed fund</li> <li>-Develop investor marketing prospectus and create a PPP to put down the requisite investment amount and consequently be the</li> </ul>	<ul style="list-style-type: none"> <li>-Evidence of sensitization program on need for MSME investment funds</li> <li>-Evidence of workshop</li> </ul>

		equity holders of the fund.	
<b>3.4.5. Regional Finance Conference For SMEs</b>			
	Set up SME Summit on Regional Finance.	<ul style="list-style-type: none"> <li>-Determination of conference theme and preparation of conference budget and other logistic requirements including selection of Event Management Company and Strategic partners.</li> <li>-Brainstorming session / meeting to decide on conference objectives, conference theme, conference budget and other necessary logistics requirements</li> <li>-Invitation of proposals and speakers</li> <li>-Based on determined conference objectives and theme develop presentation topics and invite speakers with strong pedigree in those areas</li> <li>- Source of donor support, sponsorships and other innovative avenues for financing the proposed conference</li> <li>-Create a conference financing committee that will seek for donor support, bank and other sponsorship types for the conference</li> <li>--Hold conference</li> <li>-Evaluate conference</li> </ul>	<ul style="list-style-type: none"> <li>- Conference held</li> <li>-No of SMEs that attended the Conference</li> </ul>

<b>3.5. REGIONAL MARKET ACCESS FACILITATION</b>			
	STRATEGY / PROGRAMME	KEY PROJECT ACTIONS	KEY MONITORABLE PERFORMANCE INDICATORS
3.5.1	Raise Regional Market Awareness	<ul style="list-style-type: none"> <li>-Develop a regional trade policy to serve as a benchmark to member state</li> <li>-Establishment of trading and investments offices in designated or focus trading blocks</li> <li>-Conduct market research and intelligence surveys and feed private sector operators with relevant investment and export opportunities</li> <li>-Member state to conduct baseline survey on access facilitation for MSMEs</li> <li>-National board of MSMEs integration</li> <li>-The National should conduct trade fair program for all MSMEs</li> <li>-Develop a mentoring scheme for all MSMEs</li> <li>-Develop a strategic framework for performance monitoring</li> </ul>	<ul style="list-style-type: none"> <li>-Number of registered SMEs in Member States</li> <li>-Number of informal businesses counted during the survey</li> <li>-Number of MSMEs registered / informal by sector</li> <li>-Number of MSMEs registered / informal by gender</li> <li>-Number of traders served</li> <li>-Established trading and investment</li> </ul>
3.5.2	SME value chain support program to improve their competitiveness	<ul style="list-style-type: none"> <li>-Conduct values chain analysis and identify support for specific sectors with special emphasis on MSMEs</li> </ul>	<ul style="list-style-type: none"> <li>-Number of MSMEs attached to the mentoring and linkage programme</li> </ul>

		<ul style="list-style-type: none"> <li>-Annual programs to implement supportive initiatives to address key areas of weaknesses for MSMEs (these are dictated by result of the baseline survey)</li> <li>-Mentoring and linkage programs for SMEs in the state</li> </ul>	
3.5.3	Regional procurement directives and local content directives	<ul style="list-style-type: none"> <li>-Harmonization of existing procurement policies and practices</li> <li>-Development of documents on pricing standard and benchmark</li> <li>-Development of procurement guidelines for the benefit of the MSMEs</li> <li>-Active development of SME Procurement Development Programmes, demand / supply side, and BPO</li> <li>-Develop Policy Framework for Local Content Development</li> <li>-Establishment of regional procurement directives</li> <li>-Member states to establish national institutional framework to ensure the attainment of regional guideline capacity building and awareness creation</li> <li>-Ensure publications of tender in National Dailies for public awareness and what level of procurement shall be for SMEs</li> </ul>	<ul style="list-style-type: none"> <li>-Percentage price variance between contract unit price and international unit price for focus products cost</li> <li>-Percentage of orders in compliance with contract criteria</li> <li>-Percentage of procurement placed within standard time guidelines</li> </ul>

<b>3.6. REGIONAL BUSINESS PROMOTION</b>			
	<b>STRATEGY / PROGRAMME</b>	<b>KEY PROJECT ACTIONS</b>	<b>KEY MONITORABLE PERFORMANCE INDICATORS</b>
3.6.1	Partnership and joint venture scheme	<ul style="list-style-type: none"> <li>-Develop policy framework that encourages transnational joint ventures among SMEs</li> <li>-Develop capacity building mechanism on partnership and joint venture scheme</li> <li>-Succession planning – Promote succession planning</li> <li>-Corporate governance programs – Develop ECOWAS Corporate Governance principles or adopt and implement relevant ones that are appropriate for ECOWAS Corporate Community.</li> <li>-Promote Partnership, community enterprises and PPP development</li> <li>-Promote Business Angels / Equity Partner programmes</li> </ul>	<ul style="list-style-type: none"> <li>-Number of SMEs in partnership (Annually)</li> </ul>
3.6.2	Establishment of Regional Association of Women	<ul style="list-style-type: none"> <li>-Strengthened and sustainable women groups</li> <li>-Improved recognition of women as</li> </ul>	<ul style="list-style-type: none"> <li>-All plans to end before December 2017</li> <li>-Formal launch to hold within the 1<sup>st</sup> quarter of 2018</li> </ul>

	Entrepreneurs and strengthening the capacity of existing ones.	critical group of any economy -Improved socio-economic and political relevance of women in the sub-region -Exploitation of all economic opportunities	
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### 5.1. **KEY STRATEGIC PARTNERS**

- The ECOWAS Commission
- ECOWAS Member States
- ECOWAS Regional Business Associations
- Development Partners
- Regional Institutions
- Intermediary Development Finance Institutions
- Civil Society Institutions

### 5.2. **SUSTAINABILITY**

#### ➤ **Risk Analysis**

Risk of non-co-operation by Member States, lack of trust in Government by organised private sector, corruption risk with the public sector, fear of diversion of gains away from the expected beneficiaries, etc exist and could mar the success of programs and projects.

However, the risks can be mitigated by the multi-stakeholder approach adopted which involves the organized business associations, rigorous monitoring and progress reporting to ensure transparency and accountability.

#### ➤ **Institutional sustainability**

To be attained by promoting governance and ownership in eventual public – private partnership approaches and finding the balance between partners within the PPP for the effective management of the programme. Develop mechanisms to keep all partners committed to supporting the programme and to have a clear view of the role of each partner.

#### ➤ **Financial sustainability**

Programmes will continuously balance the need to provide quality services to generate stakeholder contributions and sponsorship and the desire to service a broad regional constituency many of whom may not be able to pay for the services.

#### ➤ **Priority clients**

Establish a balance between members and non-members, between youth and women with appropriate sectorial sensitivity. Depending on the sector, the priority group would be youth and women led micros by providing relevant intermediary business start-up training as well as agribusinesses and small and medium sized businesses provided business support in priority regional value chains

➤ **Monitoring and Evaluation**

M and E will be carried out regularly. Indicators of success will be set out clearly from the design phase in order to set a baseline for a monitoring and evaluation system.

**6.0 ECOWAS MICRO, SMALL AND MEDIUM ENTERPRISE CHARTER**

**(MSME Charter to be inserted)**

**CHAPTER 7**

**7.0 CONCLUSION**

Every nation or region seeks long term sustainable economic growth. Incidentally, this quest is satisfied by the growth and dynamism of enterprises within that economy.

The MSME strategy and MSME Charter of ECOWAS, formulated by the relevant representatives and stakeholders in the region, under the guidance of the private sector directorate of the ECOWAS Commission is comprehensive and peculiar to the enterprise development imperatives of the region.

The ECOWAS MSME Charter recommends minimum MSME governance infrastructure, institutions and policy framework that capture appropriate measures to improve the investment climate, promote growth, reduce red tape and build competitiveness as measured by World Bank Doing Business Indicators, Global Competitiveness Indicators and other range of social and economic indicators.

It is believed that its full implementation will not only deliver the desired growth and sustainability to the region and its component nations, but also contribute immensely to the creation of a borderless, peaceful, prosperous and cohesive region - a preference of investors, and the ultimate vision of the founding fathers of the Community.

We invite all our partners and associates, to join us in the implementation of this collective undertaking – The ECOWAS MSME Strategy and MSME Charter.

**Private Sector Directorate  
Industry and Private Sector Department  
ECOWAS Commission  
September, 2016**