

I. DEPARTMENT OF INDUSTRY AND PRIVATE SECTOR PROMOTION

i. Green Enterprise Village

ii. Corridor Special Economic Zone (SEZ)

iii. ECOWAS Business House

iv. Job Creation with local private sector (UNIDO IDEA Methodology)

1. ECOWAS GREEN ENTERPRISE VILLAGE (GEV)

1. Name	1.1.ECOWAS Green Enterprise Village (EGEV)
2. Context and Justification	<p>2.1.The promotion of entrepreneurship, innovation and inventiveness; particularly through Small and Medium Enterprises (SMEs), is an overarching component in the industrialization, resource employment, poverty alleviation and overall development policies of member states. And the imperatives of the Sustainable Development Goals (SDGs) and AU Agenda 2063 have further underscored the need to emphasize entrepreneurship and innovation in all forms, particularly at the small holder and off-metropolitan levels to unlock popular capacity and scale, create inclusive jobs, valorize the rural areas and stem irregular migration tendencies towards conflict and terrorism. However, poor energy access in ECOWAS and Sub Saharan Africa (SSA – 42.8%) has provided a limitation to these lofty goals, sustaining economic exclusion and poverty.</p> <p>2.2.Despite spirited efforts by governments to improve investment in energy infrastructure, chances for substantial performance are low due to insufficiency of resources and markets for extensive energy infrastructure under centralized control, further risked by lack of local ownership. Besides, contemporary energy paradigms favor the increasing adoption of renewable energy. Thus, modular energy models that are decarbonized, decentralized, renewable, with low cost structures; lending themselves to community ownership and local SMEs have proved most suitable to support rural and off urban SMEs and clusters, overcoming the limitations of contemporary rural electricity access.</p> <p>2.3. Enterprise development based on transformation of local resources, use of knowledge technologies, entrepreneurship and skills capacity</p>

	<p>building are fundamental for energy infrastructure valorization, sustainability and cost recovery.</p> <p>2.4. Urgency of SMEs and entrepreneurship capacity development, jobs and employment generation, access to energy (renewable) and local economic transformation.</p> <p>2.5. ECOWAS PSD and SME strategy, SME Charter, EYEAP, IDDA3, SDGs, etc.</p>
3. Description	<p>3.1. A radical comprehensive total local economic transformation project – blending energy access, enterprise development and work.</p> <p>3.2. It produces and leverages energy (renewable) off grid from livestock bio mass (ranching/poultry) to power local SMEs and services, light manufacturing, processing, logistics, etc. operations in off-metropolitan, stand-alone homesteads and businesses developed under the EDJC component.</p> <p>3.3. Enterprise Dev & Jobs Creation (EDJC) component will utilize and benefit from UNIDO - IDEA methodology and program in situ.</p>
4. Components	<p>4.1. Stakeholder brokerage</p> <p>4.2. Site selection/survey process</p> <p>4.3. Pre-feasibility + Feasibility</p> <p>4.4. Project management</p> <p>4.5. Statutory regulatory charges</p> <p>4.6. Design, supply and construction (ranch/abattoir, digester, generation, distribution)</p> <p>4.7. Enterprise Dev & Jobs Creation (EDJC) value chains development</p>
5. Overall Cost	<p>5.1. USD 14.7 million (\$3,675,000 x 4 locations)</p>
6. Cost per component	<p>6.1. Stakeholder brokerage/promotional – \$200,000</p> <p>6.2. Site selection/survey process - \$100,000</p> <p>6.3. Pre-feasibility + Feasibility - \$330,000</p> <p>6.4. Project management - \$255,000</p> <p>6.5. Statutory regulatory charges – \$40,000</p> <p>6.6. Design, supply and construction (DSC-ranch/abattoir, digester, generation, distribution) – \$2.0 million</p>

	6.7. Enterprise Dev & Jobs Creation (EDJC) value chains development – \$750,000
7. Financing plan/source	<p>7.1. Public: Promotional, pre-feasibility, statutory charges and EDJC \$1.02 million (ECOWAS and Member States) per location</p> <p>7.2. Private: \$ 255,000 per location</p> <p>7.3. Donors/Partners: Surveys, feasibility & DSC \$3.15 million per location</p> <p>7.4. Beneficiaries: Energy consumption charges in each location</p>
8. Disbursement plan	<p>8.1. Public: Promotional, pre-feasibility, statutory charges and EDJC \$1.02 million (ECOWAS, Donors and Member States) per location</p> <p>8.2. Private: \$ 255,000 per location</p> <p>8.3. Donors/Partners: Surveys, feasibility & DSC \$3.15 million per location</p>
9. Duration	9.1.3 years
10. Implementation plan	<p>10.1. Materials/Services procurement/stakeholder & funds brokerage/construction/EDJC: ECOWAS/MS/Partners: Year 1 & 2</p> <p>10.2. Funds disbursement (ECOWAS/partner Procedures): Year 1 & 2</p> <p>10.3. Project management (ECOWAS/SPV): Year 1 - 3</p> <p>10.4. Project auditing (ECOWAS/Partners/Donors): Year 2/3</p>
11. Risks and mitigations measures	<p>11.1. Risks: Insecurity, Land disputes, funding, private party commitment.</p> <p>11.2. Mitigations: Inclusion, intensive funds mobilization/grants/micro-credit, counterpart/in-kind funding of some activities, expansion of partner support base/CSR, private party/off taker commitments.</p>
12. Status of implementation	<p>12.1. Results achieved: Adoption by MRU secretariat (?), Approval for stakeholders' meeting, Partnership and support of GIZ</p> <p>12.2. Challenges encountered: Funding, private party recruitment</p> <p>12.3. Strategy against challenges: Negotiations with GIZ, involvement of national business group</p>
13. Next steps	<p>13.1. Promotional/endorsement meeting with stakeholders</p> <p>13.2. Site identification</p> <p>13.3. Funds mobilization for Pre-feasibility/feasibility studies</p>

2. Corridor Special Economic Zone (SEZ)

1. Name	1.1. Corridor Special Economic Zone (SEZ)
2. Context and Justification	<p>2.1. Border zones or corridors have dominated the incidence of irregular migration, conflict and terrorism in West Africa for many reasons. Some of these reasons include disagreements between the border countries and communities as to the control of shared resources, underdevelopment and tendency to harbor social rejects due to disconnection from the capital cities and poor policing, etc. One way to manage the zones profitably and peacefully is to set up common projects on shared land to develop the shared resources. This will not only eliminate criminal use of the zone but also promote regional and continental integration.</p> <p>2.2. Enterprise and industrial development based on border resources transformation, use of knowledge technologies, entrepreneurship and skills capacity building are fundamental initiatives for the decriminalization and deterrorisation of shared space.</p> <p>2.3. ECOWAS PSD and SME strategy, SME Charter, EYEAP, IDDA3, SDGs, etc.</p>
3. Description	<p>3.1. The project will carve out a geographical area in a terrorism prone zone from contiguous countries.</p> <p>3.2. Under a PPP, the identified resources in the zone will be exploited for the common benefit of the contiguous countries and communities.</p> <p>3.3. The Private Party will operate as an SPV.</p> <p>3.4. The zone will be operated as a community enterprise as per the relevant ECOWAS Protocol</p> <p>3.5. Enterprise Dev & Jobs Creation (EDJC) component will utilize and benefit from UNIDO - IDEA methodology and program in situ.</p> <p>3.6. ECOWAS/Partner/Donor resources is to attract much more private funding</p>
4. Components	<p>4.1. Stakeholder brokerage</p> <p>4.2. Site selection/survey process</p> <p>4.3. Pre-feasibility + Feasibility</p> <p>4.4. Technical Partner/Private party competitive recruitment</p> <p>4.5. Investment/funds mobilization (development and private funds)</p>

	<p>4.6.Project management</p> <p>4.7.Design and construction</p> <p>4.8.Enterprise Dev & Jobs Creation (EDJC) value chains development</p>
5. Overall Cost	5.1.USD 22 million (5.5 million x 4)
6. Cost per component	<p>6.1.Stakeholder brokerage - \$300,000</p> <p>6.2.Site selection/survey/preparation - \$ 2,100,000</p> <p>6.3.Pre-feasibility + Feasibility – \$300,000</p> <p>6.4.Technical Partner/Private party competitive recruitment - \$300,000</p> <p>6.5.Investment/funds mobilization (development and private funds) - \$ 500,000</p> <p>6.6.Project management - NA (Private party)</p> <p>6.7.Design and construction – NA (Private party)</p> <p>6.8.Enterprise Dev & Jobs Creation (EDJC) value chains development \$ 2,000,000</p>
7. Financing plan/source	<p>7.1.Public: Some local land charges, gratis</p> <p>7.2.Private: NA</p> <p>7.3.ECOWAS/Donors/Partners: Promotional, pre-feasibility, site preparation and EDJC \$5.5 million (ECOWAS/Partners) per location</p> <p>7.4.Beneficiaries: Local zone space fees</p>
8. Disbursement plan	<p>8.1.Public: Gratis</p> <p>8.2.Private: NA</p> <p>8.3.ECOWAS/Donors/Partners: ECOWAS and Partner procedeurs</p>
9. Duration	9.1.3 years
10. Implementation plan	<p>10.1. Materials/Services procurement/stakeholder &funds brokerage/construction/EDJC: ECOWAS/MS/Partners: Year 1 & 2</p> <p>10.2. Funds disbursement (ECOWAS/partner Procedures): Year 1 & 2</p> <p>10.3. Project management (ECOWAS/SPV): Year 1 - 3</p> <p>10.4. Project auditing (ECOWAS/Partners/Donors): Year 2/3</p>

11. Risks and mitigations measures	<p>11.1. Risks: Insecurity, Land disputes, funding, private party commitment.</p> <p>11.2. Mitigations: Inclusion, intensive funds mobilization/grants/Development and micro-credit, counterpart/in-kind funding of some activities, expansion of partner support base/CSR, private party/off taker commitments.</p>
12. Status of implementation	<p>12.1. Results achieved: Concept</p>
13. Next steps	<p>13.1. Promotional/endorsement meeting with stakeholders</p> <p>13.2. Site identification</p> <p>13.3. Funds mobilization for Pre-feasibility/feasibility studies</p>

3. ECOWAS BUSINESS HOUSE

1. Name	1.1.ECOWAS Business House (EBH)
2. Context and Justification	<p>2.1.ECOWAS was established to promote cooperation, economic integration and monetary union for economic growth and development in "all fields of economic activity ..." The objective being to achieve "collective self-sufficiency" for member states by creating a single large trading bloc. In other words, create space for businesses – large and small - to thrive.</p> <p>2.2.However, several years after regionalism, intra-regional trade in ECOWAS is still consistently low at about 12% and the advantages of a ‘single trading bloc’ unlocked for the region. Clearly, the migration of MSMEs to large company status and the increasing sustainability and competitiveness of big businesses is fundamental to achieving increasing net employment, GDP/revenues and a ‘single large trading block’.</p> <p>2.3. The EBH will build exports capacity, promote trade and exports and deepen regional market penetration for MSMEs in terrorized zones.</p> <p>2.4. ECOWAS PSD and SME strategy, SME Charter, EYEAP, IDDA3, SDGs, ECOWAS treaty, etc.</p>
3. Description	<p>3.1.The ECOWAS Business House will operate initially as a Trading House – a network of warehouses. It will be established both in countries of</p>

	<p>exporters or importers in the region. It will operate by providing exports capacity and information to MSMEs in (4 pilot) terrorized zones, facilitate bulk building for SMEs by aggregating their small cargoes into economic sizes, identifying regional markets, consortium supply, customs territory status, leverage ECOWAS ISRT, etc. It is envisioned to grow into a business chain and hub.</p> <p>3.2. Enterprise Capacity Dev component will utilize and benefit from UNIDO - IDEA methodology and program in situ.</p>
4. Components	<p>4.1. EBH Promotion , negotiation with Customs, etc</p> <p>4.2. Pre-feasibility + Feasibility</p> <p>4.3. Project management</p> <p>4.4. Construction of one ware house per country</p> <p>4.5. Capacity and Exports facilitation</p>
5. Overall Cost	<p>5.1. USD 16 million (4 million per site)</p>
6. Cost per component	<p>6.1. EBH Promotion, negotiation with Customs, etc. - \$400,000</p> <p>6.2. Pre-feasibility + Feasibility – \$100,000</p> <p>6.3. Project management - \$ 400,000</p> <p>6.4. Construction of warehouses, etc. - \$ 2 million</p> <p>6.5. Capacity and Exports facilitation - \$ 1.1 million</p>
7. Financing plan/source	<p>7.1. Public: Promotional, feasibility, \$ 800,000 (ECOWAS and Member States), Capacity building per location</p> <p>7.2. Private/SPV: Project management \$ 400,000 per location</p> <p>7.3. Donors/Partners: Construction \$2 million</p> <p>7.4. Beneficiaries: Exports facilitation - \$ 800,000 million</p>
8. Disbursement plan	<p>8.1. Public: Promotional, feasibility, \$ 800,000 (ECOWAS and Member States), Capacity building per location</p> <p>8.2. Private/SPV: Project management \$ 400,000 per location (or in-kind)</p> <p>8.3. Donors/Partners: Construction \$2 million</p> <p>8.4. Beneficiaries: Exports facilitation - \$ 800,000 million</p>
9. Duration	<p>9.1. 2 years</p>

10. Implementation plan	<p>10.1. Materials/Services procurement/stakeholder & funds brokerage/construction: ECOWAS/MS/Partners: Year 1</p> <p>10.2. Funds disbursement (ECOWAS/partner Procedures): Year 1</p> <p>10.3. Project management (ECOWAS/SPV): Year 1 - 2</p> <p>10.4. Project auditing (ECOWAS/Partners/Donors): Year 2</p>
11. Risks and mitigations measures	<p>11.1. Risks: Insecurity, funding, private party commitment, insufficient volume.</p> <p>11.2. Mitigations: Inclusion, intensive funds mobilization/grants/micro-credit, counterpart/in-kind funding of some activities, expansion of partner support base/CSR, private party/off taker commitments.</p>
12. Status of implementation	<p>12.1. Results achieved: Adoption of concept in 2010 by PS. Modeled after a pilot between Nigeria and Liberia national chambers of commerce.</p> <p>12.2. Challenges encountered: Insufficient volume, private party recruitment</p> <p>12.3. Strategy against challenges: Intensive production, exports and EBH promotion; involvement of national business group/government and SMEs mobilization.</p>
13. Next steps	<p>13.1. Promotional/endorsement brokerage with national business groups</p> <p>13.2. Site identification</p> <p>13.3. Funds mobilization</p> <p>13.4. Construction</p>

4. JOB CREATION WITH THE SUPPORT OF LOCAL PRIVATE SECTOR IN ECOWAS REGION (UNIDO IDEA METHODOLOGY)

1. Name	1.1. Job creation with the support of local private sector in ECOWAS region (UNIDO IDEA methodology)
2. Context and Justification	<p>2.1. All ECOWAS states have constraints of unemployment: (a) the mismatch of educational and vocational trainings to the requirements of local job markets which leaves many youths with low or zero livelihood options due to lack of skills or practical and relevant experience for employment; (b) limited entrepreneurial and managerial skills to start and develop their own economic ventures; (c) limited access to finance services; (d) restricted access to information and relevant business</p>

	<p>networks; (e) low support from business development service providers. These pose a serious impediments to engagement in productive activities and integration in their local economies</p> <p>2.2. ECOWAS PSD and SME strategy, SME Charter, EYEAP, IDDA3, SDGs, etc.</p>
3. Description	<p>3.1. The project is an enterprise development and support initiative. It uses the UNIDO IDEA methodology (opportunities, skills, incubation, clusters/networks and M/E) to deliver an integrated and sustainable entrepreneurship, enterprise and jobs creation function.</p> <p>3.2. Interventions will be three fold: (i) Effective job skills development for youth in line with market demands; (ii) support to youth entrepreneurship development for job creation including an adequate financial mechanism; and (iii) strengthening capacity of Chambers of Commerce for innovative schemes for youth skills development and entrepreneurship.</p> <p>3.3. In-depth analysis and stakeholder consultations will take place at ECOWAS and country levels (5 countries) and will lead to the selection of priority value chains, job sectors for youth skills development and type of interventions with the potential to deepen regional and global participation.</p>
4. Components	<p>4.1. Foster new economic opportunities for young men and women in targeted ECOWAS countries</p> <p>4.2. Enhance the performance of National Chambers of Commerce and Industry in supporting youth employability and entrepreneurship</p> <p>4.3. Project coordination</p> <p>4.4. UNIDO indirect cost</p>
5. Overall Cost	<p>5.1. USD 12,765,100.00</p>
6. Cost per component	<p>6.1. Foster new economic opportunities for young men and women in targeted ECOWAS countries – USD 7 485 000</p> <p>6.2. Enhance the performance of National Chambers of Commerce and Industry in supporting youth employability and entrepreneurship – USD 2 275 000</p> <p>6.3. Project coordination \$2 164 000</p> <p>6.4. UNIDO indirect cost (7%) - \$835 100</p>

7. Financing plan/source	7.1.Public/ECOWAS: in - kind 7.2.Private: NA 7.3.Donors/Partners: UNIDO – USD 12,765,100.00 7.4.Beneficiaries: NA
8. Disbursement plan	8.1.Public/ECOWAS: in - kind 8.2.Private: NA 8.3.Donors/Partners: UNIDO – USD 12,765,100.00 8.4.Beneficiaries: NA
9. Duration	9.1.4 years
10. Implementation plan	10.1. Materials/Services procurement: UNIDO/ECOWAS/MS 10.2. Funds disbursement: UNIDO 10.3. Project management: USD \$2 164 000 10.4. Project auditing: UNIDO
11. Risks and mitigations measures	11.1. R: The political environment in some countries might create uncertainties M: Close cooperation with project partners in countries 11.2. R: Lack of engagement of regional and national stakeholders M: Involve all stakeholders and beneficiaries during design of activities (participatory approach) 11.3. R: The lack of coherence and coordination between the different actors. M: Special emphasis on coordination at the national and regional levels 11.4. R: Young beneficiaries are not committed to participate in trainings and project activities M: Profiles will be identified among youth associations’ members emphasizing capacities and motivations for a long lasting involvement. 11.5. R: Financial institutions are not willing or ready to invest in youth-led SMEs M: Provide specific grants for young women and men entrepreneurs or partner micro-credit institutions to open special credit lines for young

	entrepreneurs to access financial loans and facilitate access to adequate finance.
12. Status of implementation	<p>12.1. Results achieved: Approval by UNIDO</p> <p>12.2. Challenges encountered: Funding, Donors and MS commitment</p> <p>12.3. Strategy against challenges: Negotiations with donors, ECOWAS, MS</p>
13. Next steps	<p>13.1. Funds mobilization</p> <p>13.2. Negotiation to identify and commit pilot MS</p>