EAGLE INTERNATIONAL JOURNAL OF MANAGEMENT, BUSINESS AND ECONOMICS [EIJMBE]

Eagle International Journal of Management, Business and Economics

An International Peer Reviewed, Open-Access and Multidisciplinary Journal
Volume 1 | Issue 1 | September 2026 |
Website: https://eijrihs.com/index.php/eijmbe/index

ECONOMIC COMMUNITY OF WEST AFRICAN STATES (ECOWAS)PROTOCOL ON SMALL SCALE INDUSTRIALIZATION IN KANO STATE-NIGERIA.

Naati ADAMU

Abuja Environmental Protection Board, Federal Capital Territory Administration Abuja-Nigeria.

Corresponding Email; drmistanatgaya@gmail.com

ORCID ID: *https://orcid.org/0009-0003-51820308*

ABSTRACT

The execution of the Economic Community of West African State (ECOWAS) protocol on free movement of persons in Kano state is beset by challenges that have made its implementation difficult which have implications for regional integration and cooperation. Such problems have contributed to heightened tensions, decreased economic cooperation, and diminished trust among member states, diminishing the potential impact and stability of the protocol. In this regard, this study investigates into the ECOWAS Protocol on Free Movement and its effect on the Small Scale Industrialization in Nigeria. Regional Integration Theory was reviewed and then used as its tool of analysis. Both primary and secondary methods of data were employed. The investigation underscored the relevance of the ECOWAS Protocol on Free Movement to Small Scale Industrialization in Nigeria, as it has made it easier for traders and people with industrialization interests to access markets and reduce market barriers within the ECOWAS countries. This is meant to foster growth and competitiveness of Nigeria's small-scale industries, which are in alignment with the objectives of regional integration. But the effects on small-scale industries have been varied, with some industries getting advantages in terms of an expanded market, and the majority others had not experienced any substantial changes because of a variety of other operational constraints. Small scale industries have received somewhat limited benefits to measures aimed at improving the impact of the Protocol. The push to facilitate cross-border trade and promote industrial development has not always been successful, in part because of poor implementation and support measures. Some obstacles to the implementation of these measures include: Bureaucratic inefficiencies, inconsistencies in the enforcement of trade regulations and infrastructural deficiencies. These challenges have taken a toll on the promise of the Protocol. Amongst others the study recommends the need to improve the monitoring and enforcement systems for the effective implementation of the Protocol's measures. This involves the creation of autonomous checking and monitoring institutions, as well as the setup of institutions to correct inefficiencies. Also, the study suggested that the need to introduce comprehensive anti-corruption measures and streamline bureaucratic processes involved in the implementation of the Protocol. This can be done through implementing e-governance solutions, regular audits, and creating accountability culture in the relevant government institutions.

Keywords: ECOWAS Protocol on Free Movement, Small Scale Industrialization, Regional Integration, Cross-border Trade, Kano State, Nigeria

1. INTRODUCTION

1.1 Background to the Study

The ECOWAS Protocol on Free Movement has taken a crucial move towards economic integration and development in West Africa. The global trend of economic integration and globalization sees free movement of people, goods and services as a driver of growth, poverty alleviation and stability. International organizations like the WTO and the IMF defend such actions in order to improve efficiency and promote cross-border development (Adepoju, 2022).

Free movement has long been an objective in regional integration agreements in Africa. The Agenda 2063 put forth by the African Union is focused on economic integration and a single African market. The vision is set to be achieved by ECOWAS, a body set up in 1975. It is under the Protocol on Free Movement which was adopted in 1979 and amended thereafter, that it seeks to remove restrictions on the movement of people, fostering economic and social integration between member states and a single economic area (Ogunleye, 2023). Nigeria is one of the most important and largest economies in West Africa, and therefore has a critical role to play against the backdrop of the implementation of the Protocol. But there are lots of difficulties, especially in the field of small scale industrialization, to implement it. The contribution of small-scale industries to economic development, employment generation and poverty alleviation is essential and has the potential to be the backbone of local economies. They play a big role in creating jobs and diversifying the economy in Nigeria but are constrained by the lack of infrastructure, regulations and bigger firms, both domestic and foreign.

The informal sector is a strong pillar of Nigeria's economy and small-scale industries make a significant contribution to the country's GDP and employment. According to the latest statistics, small and medium enterprises make up approximately 48% of Nigeria's GDP, 96% of businesses and 84% of jobs (Afolabi, 2022). This highlights the potential of small scale industrialisation for economic activity and social development. However, it has been challenged by various factors such as poor infrastructure, lack of financial resources, and policy restrictions (Ezeani, 2024).

The ECOWAS Protocol can be used to promote small scale industrialization through better access to regional markets, resources and labor. It facilitates the free flow of goods and services, allowing small-scale industries to grow beyond national boundaries and to enhance their competitiveness and growth potential. It also facilitates trans-border partnerships which are crucial for the transfer of knowledge and innovation (Oladimeji & Usman, 2024).

The Nigerian government has put in place measures to benefit small scale industry, such as industrial clusters and parks offering services and infrastructure to benefit from the Protocol. Financial access support, including the Micro, Small, and Medium Enterprises Development Fund (MSMEDF), that offers loan facilities at affordable interest rates, and the capacity-building services of the National Enterprise Development Programme (NEDEP) through training and support, are provided (Adepoju, 2022).

Despite all of these attempts, there are some implementation issues. Non-tariff barriers (NTRB) such as administrative delays and security issues delay the free flow of goods and services. The differences of implementation among the ECOWAS member states lead to inconsistencies and uncertainties for businesses. Furthermore, the informal environment of many small-scale industries in Nigeria make it cumbersome for them to exploit the opportunities provided by the Protocol.

This study investigates the effect of the ECOWAS Protocol on Free Movement on the small scale industrialization in Nigeria. It evaluates the efficacy of the present measures and reveals the gap between the measures and their implementation affecting the development of small industries.

1.2 Problem statement

Small scale industrialization, which is a major contributor to economic growth, employment and poverty alleviation in Nigeria, is the backbone of the Kano State local economy. But its development and viability are limited. Small-scale industries in Kano have been provided both opportunities and challenges by the ECOWAS Protocols which propelled the integration of the region, economic cooperation and trade liberalisation, thereby providing for free movement and elimination of trade barriers (ECOWAS, 2021). However, structural problems are present both at the local and national level, such as illiteracy, lack of knowledge, corruption, and a lack of regional cooperation that pose a challenge during implementation. High illiteracy rate makes entrepreneurs lack awareness of the formalities to observe, resulting in lost opportunities in the market and lack of formal education and technical training provide restrictions to the innovative practices and to the adoption of modern technology (Kuku, 2016; Nwoye & Akinyele, 2020). The lack of coordination between member states hampers implementation, leading to varying national policies, border delays, and inconsistent trade policies that thwart the benefits of regional integration (Agbontaen & Akinboade, 2019). Bureaucratic delays, unfair trade practices and higher costs as a result of corruption, ranging from customs officers to local officials, have been observed (Olawale & Oduro, 2018). Inadequate communication and outreach from local and federal government to industrialists in Kano (Adewale & Oladipo, 2017) has led many small industrialists in Kano to not make use of the reduced tariffs, easy

customs procedures, and cross-border collaborations. This premise, the study analyzes ECOWAS Protocol on small-scale industrialization in Kano State, Nigeria.

1.3 Research Questions

This study was guided by the following questions.

i) What is the nature and relevance of the ECOWAS Protocol on Free Movement of persons, goods, and services for small scale industrialization in Nigeria?

ii) How has the ECOWAS Protocol on Free Movement impacted small scale industrialization in Nigeria?

iii) What measures have been put in place to ensure the effectiveness of the ECOWAS Protocol on Free Movement in promoting small scale industrialization in Nigeria?

iv) What challenges have been encountered in the implementation of these measures for small scale industrialization in Nigeria?

1.4 Objectives of the Study

The primary objective of the study is to critically examine the impact of the ECOWAS Protocol on small-scale industrialization in Kano State, Nigeria. This examination identifies the ways in which the protocol has influenced the growth and development of small-scale industries. However, the specific objectives includes:

i) Examine the nature of the ECOWAS Protocol on Free Movement of persons, goods, services and its relevance to small-scale industrialization in Nigeria.

ii) Assess the impact of the ECOWAS Protocol on Free Movement on small scale industrialization in Nigeria.

iii) Evaluate the measures put in place to improve the effectiveness of the ECOWAS Protocol on Free Movement concerning small scale industrialization in Nigeria.

iv) Identify the challenges associated with the implementation of these measures for small scale industrialization in Nigeria.

1.5 Research Propositions

i) The nature of the ECOWAS Protocol on Free Movement is misaligned with the needs of small-scale industrialization in Nigeria, leading to ineffective policy outcomes.

ii) The impact of the ECOWAS Protocol on Free Movement has been minimal or adverse for small scale industrialization in Nigeria due to ineffective measures and significant implementation challenges.

iii) Measures such as streamlined border procedures and capacity-building programs have been implemented to ensure the effectiveness of the ECOWAS Protocol on Free Movement in promoting small-scale industrialization in Nigeria, but these efforts have not yet yielded the desired impact.

iv) Challenges such as regulatory inefficiencies, infrastructural deficits, and regional disparities hinder the successful implementation of measures supporting small scale industrialization under the ECOWAS Protocol on Free Movement in Nigeria.

2. LITERATURE REVIEW

Conceptual and Empirical Review

Trade liberalisation is the process of lowering or removing trade restrictions, like tariffs, quotas, and regulation, that reduce the amount of trade between countries, and therefore increase market size and competition, leading to efficiency and growth. ECOWAS does so in West Africa by implementing regional integration mechanisms through its Protocol on Free Movement of 1979 which mandates citizens' free movement and seeks to facilitate cross border economic activities. It has been found to have benefits when executed properly, but the study reveals some impediments such as bureaucratic hurdles, poor border infrastructure, insecurity, and inconsistent enforcement. Harmonization of policies and improved border management are thus critical (Adeoye & Olaniyan, 2023; Duru & Okafor, 2023).

While cross-border trade links producers to new markets, it brings more competition, innovation and employment and growth (Kelleher, 2017), this does not always happen. The costs and delays imposed by customs procedures, regulatory differences and trade barriers are exacerbated by political uncertainty, and can be mitigated through the creation and implementation of effective trade agreements and cooperation (Baldwin, 2016). In the case of small businesses, the question becomes whether greater access to markets becomes a real possibility because of the border conditions, particularly the time and cost of goods clearance.

Economic integration aligns policies and eliminates obstacles to establish a more integrated regional economy, from a free-trade area to a common market to an economic union. Integration can lead to gains in market size and enable specialization and comparative advantage (Balassa, 1961; Krugman, 1991), but the distribution of those gains may be unequal, leaving the countries best equipped to gain from integration with larger gains,

thereby exacerbating the gaps (Baldwin, 2006). Integration needs to be measured not just in terms of trades that increase, but of who can be involved and benefit.

Small-scale industrialisation is production units that are small, in terms of capital, number of workers and production capacity. These firms provide jobs, foster entrepreneurship, satisfy local demands, and enhance the economic diversity of the region, alongside larger companies (Kuratko & Hodgetts, 2014; Acs & Audretsch, 1990). Business support can help overcome constraints such as access to finance, infrastructure, and technology or expertise (World Bank, 2015), which are faced by them (Ayyagari et al., 2017). The link between regional trade and small-scale industrialisation is multifaceted: bigger markets provide opportunities to grow but firms must have capacity to compete, and practical barriers must be overcome.

Research on the ECOWAS Protocol indicates that it has been helpful for the mobility and trade of the region and has been accompanied by sustained implementation issues. For Nigeria, Jones & Taylor (2023) reported positive regional trade influence, but lack of consistency in national policies and enforcement of such policies. Adebayo (2023) found more mobility and intra-border trade, but also noted some problems with the level of commitment from member states, limited infrastructure and bureaucratic barriers. There is comparative evidence that stronger institutional capacity and political commitment is linked to better implementation (Mensah & Gyasi, 2023). Studies on the broader socio-economic impacts suggest positive outcomes such as trade and labor mobility, with some benefits varying by member state and community (Osei & Agyeman, 2023). However, when it comes to outcomes, formal agreements aren't enough to ensure consistency and equity.

Some evidence is found on small-scale businesses, both good and bad. The Protocol offers an avenue to expand markets and trade, but regulatory hurdles and infrastructure gaps hinder firms' ability to capitalize on these opportunities (Musa & Kuti, 2023). However, Ibrahim and Yusuf (2023) claim that wider access leads to increased competition with foreign products which are more competitive than local products and therefore disadvantage the latter. The case studies reveal opportunities for expanding market and the threat of cheaper imports (Olaniyan & Agbola, 2023). Access to finance and competition are cited by other studies as small businesses' bottlenecks to benefiting (Nwaogbe & Ifediora, 2022). The impact of the Protocol can be influenced by the support of local industries to enhance productivity and access to technology, as well as to meet quality and price competition.

The effectiveness of the implementation is influenced by the conditions of the border and national institutions. Research on customs and trade flows identifies delays and unofficial fees as non-tariff barriers reducing benefits (Adamu & Yusuf, 2024). The lack of adequate

infrastructure, corruption, lack of public awareness of the programme, and weak coordination are identified in studies on implementation in Nigeria as obstacles to implementation (Adebayo & Folarin, 2023). Anxiety may be a reason for tighter controls and limit movement (Ojo et al., 2023). The findings of the research on the topics of interest highlighted in the study show that border management points exist which suffer from constant inefficiencies and lack of intergovernmental coordination (Ojo & Fadeyibi, 2022; Okafor & Nwogu, 2022). It's a challenge to balance legitimate security and regulatory duties with efficient, predictable movement for traders if effective implementation is to be achieved.

The theory of regional integration is a suitable one. The integration process as described by Haas (1958) and Lindberg (1963) is one of a process of cooperation in one area leading to cooperation in another. This helps to understand the possible impact of the regional rules on mobility and trade on the economic activity in Nigeria including opportunities for SMEs. Cooperation, however, should be expected to increase and to benefit all parties, but this should be taken into account with regard to differences in institutional capacity, infrastructure and local economic conditions. Mobile labour and regional markets can offer opportunities for industries in Kano State, but gains are likely to be limited due to poor transport infrastructure, unreliable access to infrastructure, administrative challenges, and competition.

The literature both sets the bar high for what the ECOWAS Protocol can achieve and puts into perspective the current obstacles for its implementation. Previous research focuses on regional trade and national policy, border management and small business performance, among others, and is generally carried out at a general level. The central theme is bounded by the focus on day-to-day situations of small-scale industrialists in Kano State. For instance, based on a focused study, the impacts of regional goals on companies' opportunities to benefit from free movement and regional trade can be related to on the ground experiences and measures can be identified which are appropriate for the economic context in Kano.

3. RESEARCH METHODOLOGY

3.1 Research Design

This study utilized survey research method. Out of the various types of research surveys are a potent tool for the study of complex issues such as the ECOWAS Protocol on Free Movement and its relevance to small scale industrialization in Nigeria. The great thing about this approach is that you can gather data from a wide range of people, and have a full picture of the situation. Surveys can be designed to collect both qualitative and quantitative data so that the researchers can get a lot of insights and experiences.

It is important to note that there is a relevance to the use of surveys in this context. They facilitate the evaluation of the effectiveness of the ECOWAS Protocol as they help researchers to directly interact with beneficiaries of the protocol including small-scale entrepreneurs, industry stakeholders and policy makers. Through carefully crafted questionnaire, surveys can uncover the challenges and opportunities that the Protocol presents to small-scale industries. This involves comprehending the effects of the free movement of goods and people on local businesses, the barriers to trade, and the support mechanisms available.

Another benefit of a survey is that it is flexible and scalable. These can be sent to many respondents from various areas and included a diverse and representative sample. It is especially relevant when analyzing such a vast and complex topic as the ECOWAS Protocol with a varying geographical and economic environment. Furthermore, the data gathered can be used to determine trends, correlations, and patterns, which can help reveal the impact of the Protocol on small-scale industrialization and areas where improvements could be made.

3.2 Population, Sample Size, and Sampling Techniques

3.2.1 Population of the Study

The population of the study is traders in the Kantin-Kwori market, Kano and the target population is traders engaged in cross-border trade within the ECOWAS region in the study area. There were an estimated total of three thousand, one hundred and nineteen (3,119) of these participants. Kantin-Kwori Market was chosen because it is the biggest textile market in Africa, in Kano and is a main market of clothing, lifestyle products, sample materials, Ankara textiles, English laces and George materials. It offers direct data on the working of the protocol and its impact on trade and small-scale industrialization.

Table 3.1: Target Population of Respondent

Targeted Population	Location	Population	Percentage
Wholesalers	Kantin-Kwori Market	1,265	40
Specialty Traders	Kantin-Kwori Market	1,621	52
Distributors	Kantin-Kwori Market	85	3
Importers	Kantin-Kwori Market	148	5
Total		**3,119**	**100%**

Source: Kano State Ministry of Commerce (2024)

3.2.2 Sample Size

The sample size for this study was determined using Krejcie and Morgan's (1970) statistical formula as calculated in the following manner:

$$n = \frac{X^2 NP(1-P)}{e^2(N-1) + X^2 P(1-P)}$$

Where:

N = Population size (3,119)

X^2 = Chi-square table value (3.841)

e^2 = Margin of error (0.05)

p = Population proportion (0.5)

$$n = \frac{3.841 \times 0.5 \times 0.5}{((0.05))^2 \times (3119-1) + (3.841 \times 0.05 \times 0.5)}$$

$$n = \frac{2995.01975}{\big((0.0025)\big) \times (3118) + (0.96025)}$$

$$n = \frac{2995.01975}{(7.795) + (0.96025)}$$

$$n = \frac{2995.01975}{8.75525}$$

$$n = 342.0827$$

$n = 342\ (Sample\ size)$

The Sample size of the study consists of 342 participants as analysed above.

Table 3.2: Sample Size Distribution

Source: Author's Computation, June, 2024

Targeted populations	Populations	Sample	Percentage
Wholesalers	1,265	139	41
Specialty Traders	1,621	178	52
Distributors	85	9	3
Importers	143	16	5
Total	**3119**	**342**	**100%**

3.2.3 Sampling Technique

This study involved the utilization of both simple random and purposive sampling techniques for investigation on the "ECOWAS Protocol on Free Movement and Small Scale Industrialization in Nigeria. For the distribution of questionnaire to traders in Kantin-Kwori Market, a simple random sampling technique was utilized. This market, a prominent hub in Kano known for its diverse trading activities, comprises wholesalers, specialty traders, distributors, and importers. To achieve a representative sample, traders were randomly selected from a complete list of market participants. This approach aimed to minimize selection bias and ensure that each trader had an equal chance of being included in the survey. The randomness facilitated a broader understanding of the market's dynamics and the impact of the ECOWAS Protocol on their activities.

In contrast, purposive sampling was applied to interview Customs and Border Control Officers, government officials, and small-scale industrialists and entrepreneurs. This technique involved deliberately selecting individuals who had specific knowledge or experience relevant to the study. Customs and Border Control Officers were chosen for their direct involvement in implementing and enforcing the ECOWAS Protocol, while government officials were selected for their roles in policy-making and oversight. Small-scale industrialists and entrepreneurs were included due to their firsthand experiences with the Protocol's effects on their businesses. This targeted approach allowed for in-depth insights from key stakeholders, providing valuable perspectives on the challenges and opportunities associated with the Protocol. By combining these sampling techniques, the

study aimed to capture both broad quantitative data from the market traders and detailed qualitative insights from experts and affected individuals.

3.3 Method of Data Collection

Primary and secondary method of data collection were employed in this study. This is because the use of one method of data may not be adequate enough in providing all the data that is needed to answer the research.

3.3.1 Primary Method of Data Collection

Questionnaire

In distributing the questionnaire, the researcher crafted a series of questions that respondents were obliged to answer, particularly in written form. The questionnaire delineated the characteristics of the respondents and assessed their opinions, attitudes, beliefs, knowledge, and views regarding the subject under investigation. The questionnaire was predominantly administered to THE wholesalers, specialty traders, distributors, and importers, as specified by the researcher, ensuring fairness and justice. This was achieved with the support two (2) research assistants in the area.

The questionnaire instruments were divided into two (2) sections; A and B. Section A contain background information of respondents while section B consists of research questions, designed to elicit information from respondents about the research. The instrument consists of twenty (20) items which are scored on a 5 points Likert scale ranging from SA-Strongly agree, A-Agree, U-Undecided, D-disagree and SD-strongly disagree responses respectively. Two hundred and forty-two (342) copies of questionnaire were produced and distributed after which completed copies were retrieved for analysis.

Interview

The interview method was employed to gather primary data for this research. Specifically, in-depth interviews were chosen because they enabled the researcher to engage with individuals possessing profound insights into the ECOWAS Protocol on Free Movement and Small Scale Industrialization in Nigeria. For this purpose, two (2) senior officials were selected from each of the following organizations: Small-Scale Industrialists and Entrepreneurs, Government Officials (Ministry of Commerce, Industry, and Cooperatives) as well as Customs and Border Control Officers in Kano State. Consequently, a total of six (6) interviewees were involved in this study, as outlined in Table 3.3.

Table 3.3: Number of People Interviewed

Names of Organisation	Rank	No
Government Officials	• Director of Industrial Development	2
	• Director of Cooperatives	
Small-Scale Industrialists and Entrepreneurs	• Vice President	2
	• Secretary General	
Customs and Border Control Officers	• Assistant Customs Area Controller (Enforcement)	2
	• Deputy Customs Area Controller	
Chamber of Commerce Abuja	• Director of General Affairs	
Total		6

Source: Author's Computation, 2024

3.3.2 Secondary Method of Data Collection

The researcher used secondary sources of data to fulfil its objectives in terms of a literature review and the conceptual framework underpinning the study. This included information from media reports; Channel Television and Africa Independent Television (AIT); books, and journals. In addition, data were also sourced from National Bureau of Statistics (NBS) Reports, World Bank and International Monetary Fund (IMF) Reports, United Nations Development Programme (UNDP) Publications. These reports are published data on industrialization, economic activities, and regional development in Nigeria. Their reports were useful for understanding the broader economic context in Kano State.

3.4 Technique for Data Analysis

The primary data collected were initially categorized and presented using percentages and tables for both presentation and analysis. The presentation of data from the questionnaire employed a simple percentage approach. Conversely, data obtained from in-depth interviews underwent analysis through a narrative-analytic or textual method. This process included the transcription of collected data by the researcher to eliminate bias from responses while preserving the views, opinions, and perceptions of the respondents on ECOWAS Protocol on Free Movement and Small Scale Industrialization in Nigeria. The analysis of in-depth interview data involved organizing it into themes, aligning with the research questions and propositions.

3.5 Justification of Methods

Survey research utilized is a robust and appropriate method that incorporates both primary and secondary data. The method is justified for examining the ECOWAS Protocol on Free Movement and Small Scale Industrialization in Nigeria due to the complexity and multifaceted nature of the topic. Primary data collected through surveys, interviews, and questionnaires provide direct insights from stakeholders such as small-scale industrialists, policymakers, and trade experts. This firsthand information is crucial for understanding current perceptions, experiences, and challenges faced by those directly affected by the Protocol. Secondary data, obtained from existing research, reports, and policy documents, offers a contextual backdrop, helping to analyze historical trends, policy changes, and previous evaluations. Combining these data sources allows for a comprehensive analysis of both quantitative and qualitative aspects of the Protocol's impact. Primary data offer real-time, specific insights, while secondary data provides a broader understanding and context. This integrated approach ensures a thorough investigation, capturing both empirical evidence and contextual understanding to effectively assess the Protocol's influence on small-scale industrialization in Nigeria.

4. DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

A total of three hundred and forty-two (342) questionnaires were administered to the selected respondents out of which three hundred and twenty-eight (328) were returned, which represents 96% response rate. This positive response rate avails the research with adequate data for drawing acceptable and reliable generalization of the population under study.

4.1.1 Demographic Presentation and Analysis

Table 4.1: Age of Respondents

Age	Frequency	Percentage
26-35	105	32
36-45	152	46
46-55	58	18
56-above	13	4
Total	**328**	**100%**

Source: Field Survey, 2024

The age distribution of respondents reveals that the majority are aged 36-45 years, comprising 46% of the sample. This age group is followed by those aged 26-35 years at 32%, indicating a strong representation of younger middle-aged individuals. The age groups 46-55 years and 56 and above contribute 18% and 4%, respectively. The implication of this distribution suggests that the primary respondents are middle-aged adults, likely balancing career development and significant life responsibilities. This demographic might have a practical perspective on the implications of the protocol, as they are potentially more involved in or affected by policies related to free movement and small-scale industrialization. The lower representation of older individuals suggests a potential gap in the perspectives of those with more extensive experience or longer-term economic involvement.

Table 4.2: Gender of Respondents

Sex	Frequency	Percentage
Male	210	64
Female	118	36
Total	328	100%

Source: Field Survey, 2024

Table 4.2 reveals that 210 respondents, representing 64%, are male, while 118 respondents, or 36%, are female. This significant gender disparity indicates a predominantly male perspective in the data, which may reflect broader issues related to gender representation and participation in small-scale industrialization within the context of the ECOWAS Protocol. The underrepresentation of female respondents could impact the comprehensiveness of the findings, potentially overlooking gender-specific challenges and contributions in small-scale industries. This imbalance suggests a need for targeted efforts to include more female voices to ensure a more balanced and inclusive analysis of the Protocol's impact.

Table 4.3: Educational Qualification of Respondents

Qualification	Frequency	Percentage
M.Sc.	85	25
Degree/HND	158	48
NCE/OND	76	23
SSCE	9	3
FSLC	2	1
Total	**328**	**100%**

Source: Field Survey, 2024

The educational qualifications of respondents reveal a predominance of individuals with a Degree or HND, representing 48% of the sample. This is followed by respondents with M.Sc. qualifications at 25%, and those with NCE or OND at 23%. A smaller proportion of respondents have SSCE (3%) and FSLC (1%) qualifications. This distribution suggests that the majority of participants are well-educated, with a significant representation of individuals holding higher education degrees. The implication of this analysis is that the findings and perspectives on the impact of the ECOWAS Protocol on small-scale industrialization are likely informed by a higher level of educational attainment, which could influence the depth and complexity of the insights provided.

Table 4.4 Respondents types of goods handle

Categories of goods	Frequency	Percentage
Wholesalers	131	40
Specialty Traders	173	53
Distributors	9	3
Importers	15	5
Total	**328**	100%

Source: Field Survey, 2024

The analysis of categories of goods handled by respondents in the study area reveals that Specialty Traders constitute the largest group at 53%, followed by Wholesalers at 40%. Importers and Distributors make up a smaller proportion, with Importers at 5% and Distributors at just 3%. This distribution suggests that Specialty Traders, who focus on

specific types of goods, are the most significant players in the context of small-scale industrialization under the ECOWAS Protocol. The low percentage of Importers and Distributors indicate that these categories play a less central role in this particular industrial sector. The dominance of Specialty Traders could imply that small-scale industries in Nigeria are more focused on niche markets rather than broad wholesale or import activities, potentially affecting the overall trade dynamics and industrial development in the state.

4.2 Data Analysis and Results

Table 4.5: Respondents view on the nature and relevance of the ECOWAS Protocol on Free Movement

Responses	SA	A	U	D	SD	Total
The ECOWAS Protocol on Free Movement effectively facilitates regional integration within West Africa.	45 (14%)	29 (9%)	5 (2%)	156 (48%)	93 (28%)	328 (100%)
The Protocol has significantly improved trade and economic activities among ECOWAS member states.	18 (5%)	27 (8%)	8 (2%)	185 (56%)	90 (27%)	328 (100%)
The free movement provisions of the Protocol are well-implemented in Nigeria.	34 (10%)	35 (11%)	3 (1%)	178 (54%)	78 (24%)	328 (100%)
The benefits of the ECOWAS Protocol on Free Movement outweigh its challenges.	158 (48%)	83 (25%)	6 (2%)	43 (13%)	38 (12%)	328 (100%)
The Protocol's regulations are clear and easy to understand for travelers and businesses.	44 (13%)	32 (10%)	4 (1%)	115 (35%)	133 (41%)	328 (100%)

Source: Field Survey, 2024

The focus of the analysis is on perceptions of the ECOWAS Protocol on Free Movement. A survey of its effectiveness reveals that only 23% believe that it is effective; and 13% believe that it has improved trade and economic activities, with 76% and 83% disagreeing with the effectiveness respectively. When applied in Nigeria, 78% of those who responded disagreed or strongly disagreed that free movement provisions are well-implemented while 21% agreed. But overall, the respondents are more positive about the value of the Protocol: 73% say the benefits of the Protocol exceed the challenges, while 25% disagree. Opinion on regulatory clarity is largely negative with 41% strongly disagreeing, 35% disagreeing on the extent to which regulations are clear and easy to understand, and only 23% agreeing.

Interviews add context. The Director of Industrial Development, Kano State, accepted the lofty objectives of the Protocol but pointed to the differential benefits for SMEs, in terms of finance, infrastructure and regulations. The Vice president of the Small-Scale Industrialists and Entrepreneurs was more critical saying that the local businesses have been negatively affected by the increasing competition from other countries in ECOWAS and that support and enforcement have not been provided. The Assistant Customs Area Controller provided a balanced opinion, noting opportunities for trade, but also noting mixed implementation, poor infrastructure, and inconsistent enforcement. In general, the results indicate that the objectives of the Protocol have received strong support and significant concerns regarding implementation, clarification and benefits, particularly for SMEs, which highlight the importance of improved enforcement, infrastructure, targeted support and communication.

Table 4.6: Respondents' view on the impact of ECOWAS Protocol on Free Movement on Small Scale Industrialization in Nigeria

Responses	SA	A	U	D	SD	Total
Small-scale industrialists in Nigeria have benefited from increased market access due to the ECOWAS Protocol on Free Movement.	29 (9%)	30 (9%)	5 (5%)	178 (54%)	86 (26%)	328 (100%)
The ECOWAS Protocol on Free Movement has improved the availability of raw materials for small-scale industries in Nigeria	40 (12%)	57 (17%)	4 (1%)	156 (48%)	71 (22%)	328 (100%)
There has been an increase in cross-border trade for small-scale industries in Nigeria because of the ECOWAS Protocol on Free Movement.	182 (55%)	84 (26%)	2 (1%)	27 (8%)	33 (10%)	328 (100%)
The implementation of the ECOWAS Protocol on Free Movement has led to a reduction in the operational costs for small-scale industries in Nigeria.	53 (16%)	44 (13%)	6 (2%)	53 (16%)	44 (13%)	328 (100%)
The ECOWAS Protocol on Free Movement has facilitated the expansion of small-scale industries in Nigeria to regional markets.	23 (7%)	36 (11%)	3 (1%)	| 23 (7%)	36 (11%)	328 (100%)

Source: Field Survey, 2024

The analysis is conducted on the effect of the ECOWAS Protocol on small-scale industrialization in Nigeria and shows mostly negative or mixed perceptions. 80% say they disagree or strongly disagree that market access has helped small-scale industrialists and only 18% agree. Likewise, 29 percent say the Protocol has increased the availability of raw

materials, while 70 percent say it has decreased or strongly decreased raw-material availability. By contrast, 81% agree that cross-border trade has grown, which suggests high acceptance of this benefit. There is a split in opinion on operational costs and regional market expansion as 29% agree and 29% disagree about cost reduction, and 18% agree and 18% disagree about market expansion in the region, with the majority on either side.

This uneven picture is confirmed by the interviews. The Director of Cooperatives, Kano State, accepted the framework of easier movement under the Protocol but noted that the implementation is constrained by infrastructure problems and bureaucratic delays which hinder the application of the Protocol to small-scale industries. The Small-Scale Industrialists and Entrepreneurs' Secretary General was more critical, stating that with heightened competition from abroad, poor regulation and lack of support, local businesses are facing hard times. The Deputy Customs Area Controller was not so sanguine, acknowledging new opportunities in the region but also border congestion and enforcement problems. The overall results indicate that the benefits are unevenly distributed and implementation is lacking, thus the need for targeted support and more effective border management.

Table 4.7: Respondents' view on the measures put in place for effectiveness of the ECOWAS Protocol on Free Movement in Nigeria

Responses	SA	A	U	D	SD	Total
There are adequate mechanisms in place to monitor and enforce compliance with the ECOWAS Protocol on Free Movement in Nigeria.	207 (63%)	76 (23%)	4 (1%)	26 (8%)	15 (5%)	328 (100%)
The border control measures in Nigeria support the goals of the ECOWAS Protocol on Free Movement.	27 (8%)	19 (6%)	3 (1%)	196 (60%)	83 (25%)	328 (100%)
The public is well-informed about the ECOWAS Protocol on Free Movement and its benefits.	18 (5%)	23 (7%)	5 (2%)	200 (61%)	82 (25%)	328 (100%)
Small-scale industries in Nigeria have experienced increased market access due to the ECOWAS Protocol on Free Movement.	27 (8%)	36 (11%)	2 (1%)	194 (59%)	69 (21%)	328 (100%)
The coordination between local and regional authorities in regional authorities in implementing the ECOWAS Protocol on Free Movement positively impacts small-scale industries in Nigeria.	25 (8%)	20 (6%)	6 (2%)	189 (58%)	88 (27%)	328 (100%)

Source: Field Survey, 2024

The analysis focuses on what measures could be adopted to ensure the success of the ECOWAS Protocol in Nigeria and shows considerable differences. A large majority (86%) feel there are good systems in place to track and enforce compliance, while 13% do not. But only 14% believe that border control policies are supportive of the Protocol's objectives, 85% disagree. Public awareness is also considered low: 86% do not agree that the public is well informed, while 12% do. Likewise, 80% disagree and 19% agree with regard to access to markets by the small industries. There is a negative perception of coordination between local and regional authorities, with 85% of respondents disagreeing that it is a positive influence on small-scale industries, and only 14% agreeing.

Interviews add context. The Director of Industrial Development mentioned government support, including grants, low-interest loans, industrial parks, logistics, and training; he also admitted it was not a big step in terms of awareness and coordination within the agencies. There was a disparity between policy and practice as complex application

processes, strict eligibility criteria, slow infrastructure development and training not matching the needs of businesses were criticized by the Vice President of the Small-Scale Industrialists and Entrepreneurs. The Assistant Area Controller (Customs) added that although easier customs process and guidance will help small-scale industries, delays and complex processes are still there. In general, formal enforcement tools are considered satisfactory, but border control, public information and market access are seen as weaknesses that need to be enhanced, while inter-agency coordination is viewed as a weakness.

Table 4.8: Respondents' view on the challenges militating against the implementation of ECOWAS Protocol on Free Movement in Nigeria

Responses	SA	A	U	D	SD	Total
The lack of proper documentation requirements hinders the effective implementation of the ECOWAS Protocol on Free Movement in Nigeria.	178 (54%)	85 (26%)	8 (2%)	37 (11%)	20 (6%)	328 (100%)
Corruption among border officials impedes the successful implementation of the ECOWAS Protocol on Free Movement in Nigeria.	180 (55%)	84 (26%)	5 (2%)	27 (8%)	32 (10%)	328 (100%)
The absence of a unified policy among member states negatively impacts the implementation of the ECOWAS Protocol on Free Movement in Nigeria.	163 (50%)	76 (23%)	2 (1%)	42 (13%)	45 (14%)	328 (100%)
Security concerns at the borders undermine the effectiveness of the ECOWAS Protocol on Free Movement in Nigeria.	78 (24%)	49 (15%)	5 (2%)	93 (28%)	103 (31%)	328 (100%)
Conflicting national laws with the ECOWAS Protocol create barriers to its successful implementation in Nigeria.	139 (42%)	94 (29%)	3 (1%)	45 (14%)	47 (14%)	328 (100%)

Source: Field Survey, 2024

The analysis looks at the challenges to the implementation of the ECOWAS Protocol in Nigeria. Documentation issues are equally significant (80% agree), as are corruption among border officials (81%). 73% consider the absence of a common ECOWAS policy to be harmful, while 71% think that the national laws are conflicting. The majority (59%) disagree the border is a primary barrier to the Protocol, though 39% do not. Overall, they cite documentation, corruption, policy fragmentation, and legal inconsistencies as key implementation challenges.

These findings are supported by interviews. The Director of Cooperatives pointed out the lack of infrastructure, customs procedures and finance as issues faced by the small industries. The Secretary General of the Small-Scale Industrialists and Entrepreneurs was more critical, highlighting the unpredictable regulations; the inconsistent enforcement, and corrupt and extortion at the border points that increase the cost and discourage cross border trading. The Deputy Customs Area Controller provided a fair assessment, pointing out regulatory-compliance concerns and logistical issues such as the delays at the borders, but emphasized the progress in streamlining customs processes. The results suggest that efforts should be made to reform documentation practices, fight corruption, harmonize policies, and ensure national legislation is aligned in order to facilitate implementation.

DISCUSSION OF FINDINGS

This study found that while respondents acknowledged that the ECOWAS Protocol theoretically promotes regional integration and micro-industrialisation, in practice it is viewed as not being effective. 56% of respondents disagreed and 27% strongly disagreed that the Protocol had improved trade and economic activities (Table 4.5). Aduloju and Opanike (2025) further support this finding by showing how the Protocol "interact[s] with Nigeria's limited institutional capacity, porous borders and corruption." They also explain that there is a "fundamental gap between the ECOWAS integration vision and the reality of enforcement at home." Okwoli's (2026) study found that only 8.2% of his 245 respondents felt that the Protocol had been fully implemented. 44.9% stated that only partial implementation had occurred and 22.4% said that it had not been effectively implemented. This finding is supported by this study as 83% disagreed.

When looking at whether the Protocol had improved market access for micro-industries, it was found that 54% of respondents disagreed and 26% strongly disagreed that the Protocol had benefitted micro-industrialists (Table 4.6). This supports the finding of Akwu and Luka (2026) who show that while the liberalisation of trade led to some growth within the agricultural and service sectors, "the lack of structural development, policy inconsistency and poor infrastructure in the country have undermined manufacturing competitiveness." A peer reviewed study into the ECOWAS Trade Liberalisation Scheme (ETLS) between 2018-2023 shows that "during the period under consideration, Nigeria's experience indicates that there have been ongoing issues which have affected the success of the scheme in promoting real economic growth." Alabi (2020) found that only the first stage of removing visas had been well implemented between Nigeria and Benin. However, "trade and establishment stages [had] faced failure in implementation."

The most notable finding of this study was that although 86% agreed that there were sufficient monitoring and enforcement strategies, 85% said that border control strategies were not supporting the goals of the Protocol (Table 4.7). This is supported by Okwoli

(2026) who explains that while there are strategies in place "there are inconsistencies in enforcement of the Protocol...Respondents identified poor border control, economic hardship and poor inter-agency cooperation as major issues." His results also show that 49.0% of traders and border users found it difficult or very difficult to legally cross borders and 28.6% had experienced extortion.

Finally, the main issues faced when implementing the Protocol were corruption (agreed by 81%), issues with documentation (agreed by 80%), lack of cohesive policies (agreed by 73%) and conflicting laws between countries (agreed by 71%) (Table 4.8). This is supported by peer reviewed evidence. Okwoli (2026) found that corruption was a key issue at border control with 16.3% citing it as one of the main security issues. 28.6% also experienced extortion themselves. Aduloju and Opanike (2025) also explain that corruption and porous borders are what caused the gap. A review by the International Organization for Migration into the law in Nigeria found that the Immigration Act/Regulations "are not fully compatible with the free movement needed..." Comparative sources also state that "all borders between Cote d'Ivoire, Togo, Benin and Nigeria have different documentation requirements and conditions for crossing." This confirms that the issues highlighted by the respondents are a known issue across the region.

Overall, this study showed similar findings to peer reviewed evidence that corruption, poor documentation, lack of cohesion in law and weak institutional capacity are preventing the ECOWAS Protocol from promoting regional integration and micro-industrial growth in Nigeria. These issues can be overcome through reforming the strategies to include standardised border processes, accountability, harmonisation of laws and support for micro-industries.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study on the "ECOWAS Protocol on Free Movement and Small Scale Industrialization in Nigeria" from 2015-2023, reveals a complex interplay between the benefits envisioned by the Protocol and the actual outcomes experienced by small-scale industries in Nigeria. Initially, the Protocol was hailed as a significant opportunity for promoting economic integration and enhancing industrial growth across West Africa. The overarching aim was to create a conducive environment for small-scale industries by facilitating easier cross-border trade, reducing tariffs, and encouraging regional market access. However, the findings indicate that while the Protocol holds substantial potential, its practical benefits have been somewhat constrained.

Small-scale industries in Nigeria, particularly in Kano State, were expected to gain from improved access to regional markets and the reduction of trade barriers. In theory, this

would have allowed local entrepreneurs to expand their customer base and source materials more efficiently. Despite these prospects, the realization of these benefits has been limited. The study highlights several critical challenges that have impeded the effectiveness of the Protocol. These include inadequate infrastructure, bureaucratic inefficiencies, and non-tariff barriers that continue to hinder the seamless movement of goods and services. Additionally, the lack of comprehensive implementation and monitoring mechanisms has contributed to the discrepancies between the Protocol's goals and its actual impact.

The interviews with key stakeholders, including representatives from the Kano State Ministry of Commerce, small-scale industrialists, and Customs and Border Control Officers, revealed a shared concern over the practical difficulties faced by businesses. These challenges include inconsistent enforcement of the Protocol, corruption at border points, and a general lack of awareness and understanding among local entrepreneurs about how to navigate the regional trade framework effectively.

5.2 Recommendations

Based on the findings of the study on the "ECOWAS Protocol on Free Movement on Small Scale Industrialization in Nigeria," the following are recommendations to address the identified issues.

i. To enhance the relevance of the ECOWAS Protocol on Free Movement for small-scale industrialization, Nigeria should ensure that national policies align with the Protocol's objectives. This includes developing targeted support mechanisms such as subsidies, tax incentives, and capacity-building programs specifically for small-scale industries affected by regional trade dynamics. These measures will help small businesses leverage the benefits of free movement while mitigating any negative impacts.

ii. The effectiveness of the Protocol and related measures can be significantly improved by establishing robust monitoring and evaluation frameworks. This should include regular assessments of the Protocol's impact on small-scale industries and the identification of gaps between intended and actual outcomes. Feedback from small-scale industrialists should be actively sought and used to refine and adjust policies and implementation strategies.

iii. There is need to enhance the monitoring and enforcement mechanisms to ensure that the Protocol's measures are effectively implemented. This includes establishing independent oversight bodies to track progress and address inefficiencies. Implementing technology-driven solutions, such as digital tracking systems for cross-border transactions, can help reduce bureaucratic hurdles and improve transparency.

iv. In addressing the challenges facing the protocol, there is need to introduce comprehensive anti-corruption measures and streamline bureaucratic processes involved in the

implementation of the Protocol. This can be achieved by adopting e-governance solutions, conducting regular audits, and fostering a culture of accountability within relevant government agencies. Training programs for customs and border control officers on ethical practices and efficient processing can also help reduce corruption and improve the overall effectiveness of the Protocol's implementation.

5.3 Limitations of the Study

In conducting this study, the research faced lots of challenges, notably financial constraints and a lack of cooperation from some respondents. Financial limitations significantly impacted the research budget, restricting resources for comprehensive data collection, travel, and access to necessary tools. This issue was partially mitigated by seeking additional funding from local institutions and leveraging in-kind support from academic partners. Another challenge was the lack of cooperation from certain respondents, which hindered the depth and reliability of the data. This was addressed by building stronger relationships with key stakeholders, emphasizing the importance of the study, and ensuring confidentiality and ethical considerations were clearly communicated. Persistent follow-ups and offering flexibility in interview scheduling also helped improve respondent engagement. Despite these hurdles, these strategies facilitated a more effective data collection process and enriched the study's findings.

REFERENCES

Abubakar, M. (2022). Industrialization Strategies in Sub-Saharan Africa: A Focus on Small-Scale Enterprises. *African Development Review*, 34(3), 317-335.

Abubakar, S. (2022). *The Impact of ECOWAS Protocol on Small Scale Industries in Nigeria: A Mixed-Methods Approach. Journal of Economic Development*, 45(2), 123-145.

Acs, Z. J., & Audretsch, D. B. (1990). *Innovation and Small Firms. MIT Press.*

Adamu, H., & Yusuf, I. (2024). *Impact of the ECOWAS Protocol on Regional Trade in Nigeria. Nigerian Journal of Economic Policy*, 12(1), 89-105.

Adebayo, A., & Folarin, K. (2023). *Effectiveness of ECOWAS Free Movement Protocol in Nigeria: Challenges and Opportunities. Journal of West African Studies*, 15(3), 245-262.

Adeoye, A. A., & Olaniyan, O. O. (2023). *Trade Policy and Regional Integration in West Africa: Challenges and Prospects*. African Journal of Economic and Sustainable Development, 12(3), 45-61.

Aduloju, A., & Opanike, A. (2025). ECOWAS freedom of mobility and its national security implications for Nigeria. AUSTRAL: Brazilian Journal of Strategy & International Relations, 14(28). https://doi.org/10.22456/2238-6912.139614

Agbaje, T. (2022). *Evaluating the Socioeconomic Impact of the ECOWAS Free Movement Protocol in Northern Nigeria. African Journal of Social Sciences*, 10(2), 178-195.

Akwu, P. O., & Luka, R. C. (2026). Assessing the nexus between ECOWAS trade policies and sectoral GDP growth in Nigeria. Journal of Economics and Allied Research, 10(4), 333–344. https://doi.org/10.5281/zenodo.18148534

Alabi, A. (2020). ECOWAS protocol implementation on free movement of persons and trade between Nigeria and Benin Republic: An overview. Journal of Management and Social Sciences. https://fountainjournals.com/index.php/JMSS/article/download/316/179

Asante, Y., & Kufour, B. (2022). *Trade Liberalization and Economic Growth in West Africa: Analyzing the Impact of the ECOWAS Protocol*. African Economic Review, 39(1), 78-92.

Ayyagari, M., Beck, T., & Demirguc-Kunt, A. (2017). Small and Medium Enterprises across the Globe: A New Database. *World Bank Policy Research Working Paper*, No. 3127.

Balassa, B. (1961). *The Theory of Economic Integration*. Routledge.

Baldwin, R. (2016). *The Great Convergence: Information Technology and the New Globalization*. Harvard University Press.

Duru, C. A., & Okafor, A. B. (2023). *Enhancing Cross-Border Trade in ECOWAS: The Role of Infrastructure and Security*. West African Review of Economics, 14(2), 78-92.

Haas, E. B. (1958). *The Uniting of Europe: Political, Social, and Economic Forces 1950-1957*. Stanford University Press.

Ibrahim, A., & Yusuf, M. (2023). *Economic Impacts of the ECOWAS Free Movement Protocol on Small Scale Industries in Northern Nigeria. African Journal of Business and Economic Research*, 50(1), 67-89.

International Organization for Migration. (2014). Review of Nigerian legislation and policy in view of the ECOWAS Protocol on Free Movement of Persons, Residence and Establishment. IOM.

Krugman, P. R. (1991). *Geography and Trade*. MIT Press.

Kuratko, D. F., & Hodgetts, R. M. (2014). Entrepreneurship: Theory, Process, and Practice. South-Western College Pub.

Mensah, K. (2022). *Regional Integration and Economic Development: An Analysis of the ECOWAS Free Movement Protocol. West African Economic Review*, 39(1), 98-115.

Musa, I., & Kuti, B. (2023). Regulatory and infrastructural challenges in small-scale industrialization: An analysis of the ECOWAS Free Movement Protocol in Nigeria. *African Journal of Business and Economic Research*, 11(2), 95-110.

Musa, Y. & Kuti, A. (2023). Technological Change and Small-Scale Industrial Development in Nigeria. *International Journal of Economics and Management Sciences*, 12(1), 45-59.

Nwaogbe, L., & Ifediora, M. (2022). *The Effects of ECOWAS Free Movement Protocol on Small-Scale Industries in Nigeria: A Mixed-Methods Study. International Journal of Business and Economic Research*, 29(2), 112-129.

Nwaogbe, O. & Ifediora, C. (2022). Government Policies and the Competitiveness of Small-Scale Industries in Nigeria: *Public Policy and Administration Research,* 12(4), 98-112.

Ochoga, E. O. (2025). Assessing the security implications of the ECOWAS protocol on free movement in Nigeria. International Journal of Innovative Research and Scientific Studies, 8(2).

Ojo, A., Ibrahim, S., & Bello, M. (2023). *The Role of Border Security in the Implementation of the ECOWAS Free Movement Protocol in Nigeria. Journal of Security and Development*, 8(4), 330-347.

Ojo, T., Ibrahim, S., & Bello, Y. (2023). Comparative Advantage and Economic Diversification in Nigeria: Rethinking the Path to Industrialization. *West African Journal of Industrialization*, 8(1), 22-38.

Okafor, C. I., & Nwogu, P. O. (2022). *Border Management and the Free Movement Protocol: Case Studies from Nigerian Border Regions. African Economic Review*, 18(2), 78-95.

Okwoli, W. S. (2026). ECOWAS protocol on free movement of people and trans-border security in West Africa: Evidence from the Nigeria–Benin corridor. Journal of Management and Business Sciences, 2(1). https://journals.iuiu.ac.ug/index.php/jombs/article/view/1414

Oladimeji, T. S., & Usman, O. (2024). "Small-Scale Industrialization and Regional Trade Integration: Lessons from Nigeria." *West African Economic Journal*, 15(3), 112-129.

Olaniyan, O., & Agbola, F. (2023). *Impact of the ECOWAS Protocol on Small-Scale Industrialization in Nigeria: A Case Study Approach. Journal of Regional Development Studies*, 18(4), 245-263.

Osei, A., & Agyeman, E. (2023). Socio-Economic Impacts of the ECOWAS Protocol on Free Movement: A Longitudinal Analysis. *West African Economic Review*, 22(1), 89-112.

Stiglitz, J. E. (2020). *People, Power, and Profits: Progressive Capitalism for an Age of Discontent*. W. W. Norton & Company.

World Bank. (2015). Doing Business in 2005: Removing Obstacles to Growth. World Bank.