



PLATEAU STATE EXPORT PROMOTION STRATEGIES AND GUIDELINES

2023-2027





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ACRONYMS AND ABBREVIATIONS

PLSES	Plateau State Export Strategy
PES	Plateau Economic Situation
CA	Competitive Analysis
EP:	Export Portfolio
KRA	Key Result Area
RE	Regulatory Environment
IL	Infrastructure and Logistics
TA	Technology Adoption
MR	Market Research
MoCT	Ministry of Commerce and Industry
CN	Collaborative Networks
RA:	Risk Assessment
SE	Stakeholder Engagement
FI	Financial Framework
PI	Private Sector Involvement
MI	Market Intelligence
EIS	Economic Indicators and Situations

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- Reigns Management Staff—Paul Adepelumi, Ph.D., Adebisola Odunuga, and Abdulateef Baba Mohammed
- Plateau State Ministry of Commerce and Industry Staff- Hon. Sule Musa Haruna (Commissioner of Commerce and Industry) and staff
- Plateau State SEBEC Staff— Mrs. Dongkum Grace Shwarta – Pankshin (Commissioner for Finance and State SABER Coordinator), Engr. Modibo Samari (State Reform Champion), Dr. Joseph Jatbong, Desmond Chollom, Barrister Winnifred Doboer

FOREWORD



It gives me great pleasure to present the Plateau State Export Strategies and Guidelines 2023-2027, which resulted from extensive consultations with the private sector and a collaborative effort. This strategic framework's primary objectives are to improve local enterprises' international competitiveness, stimulate economic expansion, and supply employment opportunities for Plateau State residents.

This document was formulated via inclusive discourse and incorporates the invaluable perspectives of our private sector collaborators. The document delineates explicit obligations, costs, goals, and approaches to facilitate the implementation of efficient export promotion. By fostering collaboration, we can guarantee that the resulting strategies are comprehensive and adaptable to the ever-changing demands of our regional sectors.

On these pages, stakeholders will discover a strategic plan for expanding products and markets, emphasizing our dedication to equipping enterprises with the essential resources to achieve success on a global scale. As we commence this paradigm shift, we must acknowledge our shared accountability in effectively executing these strategies. Collaboration among the government, private sector, and other relevant stakeholders is imperative to harness Plateau State enterprises' capabilities fully.

Employing collective dedication and practical cooperation, I sincerely appreciate every contributor and inspire confidence that we shall inaugurate a novel epoch of economic affluence and international acclaim for Plateau State.

Barrister Caleb Manasseh Mutfwang
Governor, Plateau State

PREFACE

I am delighted to present the Plateau State Export Strategies and Guidelines (PLSES). Before anything else, I would like to extend my gratitude and respect to the Governor of Plateau State, His Excellency, Barrister Caleb Mutfwang, whose invaluable assistance, and counsel were indispensable during the formulation of the PLSES. This paper marks a watershed point in our efforts to establish Plateau State as a powerful player in the global marketplace. This strategic framework, developed via extensive engagement with the private sector, symbolizes a shared commitment to promoting economic growth, providing job opportunities, and improving the worldwide competitiveness of our local enterprises.

Establishing these export promotion measures demonstrates our understanding of the private sector's significant contribution. This document, informed by their thoughts, defines clear roles, expenditures, objectives, and tactics to support effective execution. It demonstrates the collaborative attitude that characterizes our approach, ensuring that the plans are resilient and responsive to the changing demands of our dynamic local industry.

These pages provide an action plan outlining a product and market expansion strategy. We want to give our clients the tools they need to succeed globally. As we start on this revolutionary path, we must recognize our shared responsibility for implementing these initiatives. We are ready to harness the full potential of Plateau State's enterprises via collaborative efforts, resulting in long-term economic growth and global recognition.

Hon. Sule Musa Haruna
Commissioner of Commerce and Industry

Executive Summary

The Plateau State Export Strategy for 2023-2027 establishes a strategic framework that promotes the state's active engagement in the international market. This strategy, formulated after extensive consultations with the private sector, is based on a mutual dedication to stimulating economic expansion, creating job opportunities, and bolstering the global competitiveness of domestic enterprises.

A comprehensive set of responsibilities, expenditures, objectives, and strategies are delineated within the strategic framework to provide direction for effectively promoting exports. The outcome of this endeavor is a product of collaboration, wherein the strategies are practical and adaptable to the changing demands of the regional sectors, thanks to the contributions of key stakeholders. The strategy emphasizes a dedication to an all-encompassing and dynamic approach, acknowledging the significant contribution of the private sector in molding the economic environment of Plateau State.

The document furnishes a comprehensive and implementable strategy for expanding products and markets to equip regional enterprises with the necessary equipment and assets to thrive internationally. As Plateau State commences this paradigm shift, the strategy underscores the collaborative obligation of the private sector, government, and additional stakeholders to ensure its successful execution. Through collaborative endeavors, the approach foresees fully harnessing the capabilities of enterprises in Plateau State, consequently stimulating enduring economic growth and attracting international acclaim.

SECTION I

1.0 BACKGROUND

1.1 The Background

Plateau State, situated in the central region of Nigeria, is widely recognized for its diverse cultural legacy, scenic surroundings, and thriving web of economic endeavors. The state, driven by its dedication to promoting economic expansion and capitalizing on its distinct advantages, has acknowledged the critical significance of international trade in influencing its trajectory. In response to this imperative, the Plateau State Export Strategies and Guidelines have been developed to advance the state's enterprises internationally.

Plateau State has served as a center for agricultural and mineral resources throughout its history, making a substantial economic contribution to the nation. Nevertheless, the government has endeavored to exploit its latent export capacities considering international commerce's profound impact. Given the dynamic and ever-changing nature of the global economy, it has become progressively apparent that export promotion requires a comprehensive and strategic approach.

The formulation of these strategies is predicated on thorough consultations with the private sector, which serves as a significant catalyst for economic initiatives in Plateau State. Through active communication with regional enterprises, understanding the obstacles they face, and capitalizing on their knowledge, the government has developed a strategic structure that is not only attuned to the requirements of the private sector but also in line with the state's overarching economic objectives.

In addition to its abundant agricultural and mineral resources, Plateau State's distinctive geographical characteristics provide a firm foundation for export-driven growth. The approaches delineated in this document acknowledge and exploit these benefits to broaden the state's assortment of exported goods

and establish it as a formidable contender on the international market. The Plateau State Export Strategies and Guidelines form an integral part of the state's economic discourse, serving as a proactive measure toward a future where the Plateau State emerges as a prominent participant in global trade.

Fundamentally, these approaches embody a far-reaching vision for Plateau State that promotes economic robustness, employment generation, and a sustainable course of expansion. The context highlights the state's dedication to capitalizing on its intrinsic capabilities to achieve a future of global competitiveness. As we commence this paradigm-shifting expedition, the PLSES are a guiding principle, steering the region towards a future characterized by affluence, ingenuity, and global acclaim.

1.2 Scope of PLSES

As outlined in the assignment's Terms of References (TORs), the scope of the PLSES encompasses a comprehensive range of aspects to foster a vibrant and globally competitive export ecosystem. The critical components of the scope include:

1. Contribution to Economic and Social Transformation:

- Increase Plateau State's export contribution to Nigeria's economic and social transformation.
- Focus on generating employment, earning foreign exchange, and facilitating technology transfer.

2. Business and Industrial Linkages:

- Strengthen business and industrial linkages within Plateau State to create a more interconnected and resilient export ecosystem.
- Foster collaboration among local businesses to enhance collective competitiveness.

3. Inclusive, Balanced, and Sustainable Development:

- Ensure sustained, inclusive, balanced, and sustainable development through export activities.
- Prioritize initiatives that contribute to the overall well-being of

Plateau State's communities.

4. Value and Diversification:

- Increase the value and diversification of Plateau State's exports to create a more robust and varied export earnings base.
- Explore opportunities to export a broader range of products to enhance economic resilience.

5. Competitiveness Enhancement:

- Enhance the competitiveness of Plateau State's exports and Nigeria's exports.
- Develop supply-side capabilities, improve the business operating environment, and reduce costs.

6 Marketing Support and Branding:

- Improve marketing support and branding efforts to enhance the visibility and desirability of Plateau State's exports.
- Develop a solid regional and international brand for Plateau State products.

6. Coordinated Export Support Policies:

- Enhance the coherence of export support policies within Plateau State.
- Improve institutional coordination to create a seamless and supportive environment for exporters.

7. Institutional Capacity Building:

- Strengthen the capacity of export support institutions within Plateau State to provide services to the export sector effectively.
- Increase the competitiveness of local exporters in the global market through enhanced institutional capabilities.

1.3 The Goal

The main goals of the Plateau State Export Strategy for the four years 2023–

2027 are to diversify the state's economy, promote sustainable development practices that give priority to social and environmental concerns for the long-term welfare of the state and its residents, and foster global competitiveness to establish Plateau as a recognized supplier of a wide range of goods and services.

1.4. Technical Approach

The technical approach of the Plateau State Export Strategy involves a systematic and data-driven methodology, integrating advanced market analytics and leveraging cutting-edge technology to identify key sectors for export growth, streamline supply chain processes, and enhance the overall competitiveness of the state's products and services in the global market.

The following consultations were conducted:

- Kickoff meetings in Jos, 10-08-2023
- Experts visit to Jos, 06-09-2023
- Stakeholders Workshop in Jos: 11-09-11-14. 2023
- Validation Workshops in Jos, 06-11-2023

1.5 Methodology

The design of the PLSE was supported by a methodological approach that involved extensive research and benchmarking, collaborations, and thorough consultations with key stakeholders from both the public and private sectors, as well as the utilization of analytics and simulations. PLSE is guided by and under sectoral and state strategies, plans, and policies of the past, present, and future. Additionally, Nigeria's national, multilateral, and international obligations are considered in the Strategy.

SECTION II

SITUATIONAL ANALYSIS

2.1. Situational Analysis of Market Growth

Plateau State is in a great position to grow its market footprint because it has unique assets and economic potential. A complete situational analysis is necessary to understand the current situation, find problems, and find possible benefits that can help you develop and carry out a successful market growth strategy.

The economic conditions in Plateau State make it easy for the market to grow. A thorough look at the current economic signs, like unemployment rates, GDP growth, and industry success, can tell you a lot about how the state's finances are doing. It is essential to know which areas drive the economy and which have untapped potential for effectively expanding into specific markets.

A thorough look at the state's current export stock is recommended for more information on the goods and services already doing well in the market. For strategic market growth to work, you need to know how much demand there is for products from Plateau State and which industries are doing well.

It is essential to do a complete study of both the local and foreign regulatory environments. Understanding the trade policies, taxes, and legal requirements of the target markets is crucial for making it easier to enter those markets and ensuring that these factors are followed.

How well infrastructure and transportation work is a critical factor in determining the success of a market growth plan. Looking at the state of transportation, ports, and communication networks makes it easier to find possible problems and ways to improve things, ensuring that export procedures go smoothly.

Adopting new technologies is a key factor that affects how competitive the global market is. By looking at the state's technological infrastructure, digital readiness, and use of new technologies in essential areas, we can learn a lot about ways to improve things and move forward.

Doing focused market research makes understanding new trends, customer tastes, and how people act in potential markets easier. The information given is very helpful for ensuring that marketing plans and goods are tailored to the specific wants of different groups of customers.

Furthermore, it is important to build and strengthen networks of trade bodies, business associations, and local and foreign partners who work together. Working together in relationships helps gather information about the market, lets people share what they know, and opens chances for both parties to try to grow their markets.

Situational testing includes finding and reducing possible dangers as an essential part. This includes problems that weren't expected, changes in geopolitics, and market risks that can stop efforts to grow the market. Having backup plans ensures you can change and keep going when unexpected things happen.

Moreover, looking closely at the competitive world is essential to finding chances, risks, strengths, and weaknesses. This means looking at competing areas in the United States and worldwide to learn about their markets, how they set prices and possible ways for Plateau State to get an edge over their rivals.

Exports are an essential part of economic growth because they create jobs that help reduce poverty, bring in foreign currency, attract investments, including FDI, support industrial diversification, strengthen business links, and cluster development, facilitate the transfer of technology, encourage growth of domestic entrepreneurship, and boost the country's brand equity. The SWOT study in Plateau State for market growth highlighted the state's Strengths, Weaknesses, Opportunities, and Threats. The SWOT study of Plateau State Export is shown in Table 1.

Table 1: SWAT analysis of Plateau State Export

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Rich Agricultural Resources • Abundant mineral resources in Plateau State, including tin, limestone, and tantalite, can serve as valuable export commodities, contributing to foreign exchange earnings. • Cultural Heritage • Plateau State's central location in Nigeria positions it as a transportation hub, facilitating the movement of goods and reducing logistics costs for export. • Emerging Tourism Industry 	<ul style="list-style-type: none"> • Infrastructure Challenge • The limited development of industrial capacities within the state may restrict the range and volume of value-added exports. • Shortage of skilled labor in specific industries may impede the state's ability to produce high-value and technologically advanced exports. • Market Access Barriers
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Global Market Demand • Technology Transfer • Economic Diversification • Government Support • Green Energy Exports 	<ul style="list-style-type: none"> • Global Economic Uncertainty • Climate Change Risks • Commodity Price Volatility • Trade Barriers • Political and Regulatory Risks

This SWOT analysis provides a comprehensive overview of the internal strengths and weaknesses and external opportunities and threats Plateau State may encounter in its pursuit of export-led economic development. Strategic planning and targeted interventions can capitalize on strengths and opportunities while mitigating weaknesses and threats to maximize the success of Plateau State's export initiatives.

2.2. Key Beneficiaries

The principal recipients of the PLSES will be the exporters' community of Plateau State and Nigeria, comprising both established and emerging exporters, occasional exporters, regular exporters, and international exporters; the government, its ministries, and agencies; and trade and industry support institutions from the private and public sectors. The strategy will focus on small-scale producers, women, youth entrepreneurs, and MSMEs.

2.3. Approaches for the Expansion of Products and Exports in PLSES

For Plateau State's exports to attain their maximum export potential in Cross River, predetermined goals, objectives, and actions must be executed to consolidate, expand, and diversify product and market outreach. Additionally, it delineates the assistance initiatives that the Plateau State government must implement to enhance the competitiveness of the Plateau State industry, its enterprises, its commodities, and its proprietors so that they may contend and prevail on regional and global stages.

A predetermined collection of conditions must be assembled and presented for the strategy to be effectively executed. To this end, the strategy identifies cross-cutting issues that must be resolved and identifies enablers that qualify as prerequisites for sustaining exports from the Plateau State. Infrastructure development, transportation and logistics, energy access, land availability, skills enhancement, financial resources, market penetration, and digital transformation have been identified as enablers. Cross-cutting concerns that may hinder or stimulate export growth and progress encompass the following: fostering sustainable, balanced, and inclusive development; taking environmental, equity, and equality concerns into account; fortifying competitiveness and productivity; and augmenting digital readiness.

Developing skills and competencies, establishing collaborative partnerships, acquiring business intelligence, and mobilizing high-quality investment. To achieve this, the Plateau government must provide the local domestic exporters' community with sufficient resources, a hospitable environment, auxiliary services, and forward-thinking leadership to facilitate exports from Plateau State. The temporal scope of PLSES spans from 2023 to 2027.

2.4. The PLSES Architecture

The Vision Statement, the Strategic Goals, the Strategic Objectives, the anticipated deliverables (Outcomes), the Action Plan, and the Implementation Mechanism, which encompasses resource mobilization and Monitoring and Evaluation, are the six interdependent components of the PLSES architecture. "By 2026, increase exports from 13.0% to 20% of GDP and establish Plateau State as a competitive, compliant, diversified, and sustainable sourcing destination for high-quality goods and services for the regional and international markets," reads the PLSES Vision Statement.

(i) To increase exports of products and services labeled "Made in Plateau State" to regional and international markets; these are the Four Strategic Goals that form the foundation of PLSES.

ii) Enhance the export preparedness and global competitiveness of Plateau enterprises, products, and industries.

(iii) The objective is to improve the domestic business and investment climate to foster long-term, sustainable, and equitable economic growth and development.

(iv) Establish the efficacy and efficiency of the mechanism of implementation.

2.5. Long-Term Strategic Goals: A set of objectives is linked to each strategic aim to accomplish the overarching vision of the strategy. The strategic objectives that serve as the foundation for each strategic goal are outlined in Table 2.

Table 2: Strategic Goals Underpinning the PLSES

Strategic goals	Strategic objectives
Goal 1: Increase Exports of "Made in Plateau State" Products and	<ul style="list-style-type: none"> • Expand export offerings to diversify the product and service portfolio. • Identify and enter new regional and international markets. • Implement targeted marketing campaigns for global brand visibility. • Establish trade agreements to facilitate smoother international trade.
Goal 2: Enhance Export Preparedness and Global Competitiveness	<ul style="list-style-type: none"> • Provide training to enhance skills and meet global standards. • Encourage technology adoption for increased efficiency and competitiveness. • Offer financial support and incentives for

	<p>export-focused enterprises.</p> <ul style="list-style-type: none"> • Implement stringent quality control measures for international standards.
Goal 3: Improve the Domestic Business and Investment Climate	<ul style="list-style-type: none"> • Advocate for business-friendly policy reforms to simplify procedures. • Prioritize and invest in critical infrastructure for business growth. • Develop programs to support SMEs and startups for economic diversity. • Enhance transparency and predictability in regulatory frameworks.
Goal 4: Establish Efficacy and Efficiency in Implementation Mechanisms	<ul style="list-style-type: none"> • Implement a robust system for continuous performance assessment. • Foster collaboration with key stakeholders for a coordinated approach. • Provide training for agencies to ensure efficient strategy implementation. • Establish feedback mechanisms for ongoing refinement and improvement.

Note: These succinct strategic objectives provide a focused roadmap for Plateau State's Export Strategy, emphasizing key actions to drive economic growth through enhanced exports and global competitiveness

2.6 Priority Markets

The PLSES will focus on the following markets, which present good opportunities for products and services made in Plateau.

- European Union (Belgium, The Netherlands, Germany, France)
- The USA
- The Middle East (UAE)
- Asian markets (Singapore)
- Emerging markets (Canada, Australia, Switzerland)

2.7. Cross-cutting issues

The PLSES will also address the following cross-cutting problems:

- Promoting inclusive, balanced, and sustainable development
- Creating an enabling economic ecosystem
- Strengthening competitiveness and productivity
- Facilitating access to business information and intelligence
- Developing skills and competencies

- Building collaborative partnership
- Mobilizing quality investment, including FDI

2.8. Critical Challenges

The critical challenges facing the PLSES may impede the successful implementation of the Strategy and limit the outcomes thereof. The challenges can be categorized as the Border-in issues, the Border Issues, the Border-out Issues, and the Development Issues. Table 3 depicts critical challenges across the border and development issues.

Table 3: Critical Challenges for PLSES

The significant obstacles confronting the PLSES can potentially hinder the effective execution of the Strategy and restrict its results. The difficulties can be classified as follows: border-in issues, border-out issues, development issues, and border-in issues. Critical challenges across the border and development issues are detailed in Table 3.

BORDER-IN ISSUES/BEHIND THE BORDER ISSUES (supply-side):	BORDER-OUT ISSUES/BEYOND THE BORDER ISSUES (demand-side):
<ul style="list-style-type: none"> ▪ Narrow export basket with over prevalence of low-value added agriculture and agro-processed products ▪ High cost of doing business (high business registration costs, high costs of factors of production, high cost and unstable supply of energy) ▪ Low productivity & competitiveness and low R&D and innovation ▪ Poor logistics and trade infrastructure (high cost of storage, conditioning, transport) ▪ High post-harvest losses ▪ Low compliance to product technical standards, norms, and certification ▪ Difficult access to credit and finance, including access to foreign currency ▪ Limited access to updated trade information and market intelligence to enable improved business decision making ▪ Poor quality of packaging and labelling for exports ▪ Low optimization of regional and global value-chains ▪ Export restriction on products subject to Export permits under the Controls of Goods Act-Cap 18.08 including rice, maize, maize meal, raw hard round wood timbers, live poultry including day-old chicks, hides and skins in processed and non-process form) 	<ul style="list-style-type: none"> ▪ Limited market outreach and market penetration (high concentration of exports to few countries) ▪ Limited extent of marketing and sales support to MSMEs (occasional, first-time, and informal exporters) in foreign markets ▪ Difficulties in searching for international buyers (importers) and securing an order ▪ High fees and charges on imports ▪ Challenging payment terms and securing payment ▪ Restrictive trade regulations with regard to non-tariff measures (NTMs) and non-tariff barriers (NTBs), compliance to product standards and conformity assessments and norms SPS & technical standards, complicated administrative procedures, import license, rules of origin criteria, quota restrictions, among others i.e. quota on exports of sugar to the USA, FDA standards ▪ Challenging logistics support to move merchandise from the landed port to the importer(s) in Africa ▪ Political and social unrest in export markets ▪ Limited presence of commercial-diplomatic assets in key markets ▪ Limited Brand visibility of Malawi as a Sourcing Destination
BORDER ISSUES/AT THE BORDER ISSUES (business environment):	DEVELOPMENT ISSUES:
<ul style="list-style-type: none"> ▪ Low trade facilitation services with regard to co-operation of border agencies, both internal agencies as well as agencies across the border ▪ High cost of cross-border trade (border compliance, storage/quarantine, multiple fees, service charges for fumigation/phytosanitary inspections) ▪ Long time taken for customs clearance of goods both at importing into as well as at export from Malawi (processing of documents, physical inspections) ▪ High cost of transport and logistics ▪ Inefficient border infrastructure, long waiting times for truck hauling across the borders, double physical inspection ▪ High border related corruption and smuggling ▪ Delays and lengthy customs and administrative procedures ▪ Prevalence of larceny and pilferage 	<ul style="list-style-type: none"> ▪ Effective inclusive growth (gender equality and support to MMSMEs and youth entrepreneurs) ▪ Sustained growth for sustainable development ▪ Balanced development agenda ▪ Poverty alleviation and employment (Low industrialization and clustering) ▪ Irreversible commitment to Regional integration

2.9 Key Result Areas

The objective of the PLSES is to raise exports in proportion to GDP. The strategy should establish milestones and intermediate-level results during implementation to accomplish these critical outcomes. The strategy's achieved result indicators are called the Key Result Areas. Such KRAs exist.

Table 4: **Key Result Areas**

Key Result Areas	
KRA1: Enhanced export performance of traditional and non-traditional products	KRA9: Resourced mobilized
KRA2: Increased exports into existing markets and entry into new markets	KRA10: Collaborative partnership enhanced
KRA3: Trade deficit is reduced	KRA11: Diplomatic and Diaspora assets optimized
KRA4: Competitiveness and compliance improved	KRA12: Network of Trade agreement expanded
KRA5: Economic diversity and product development enhanced	KRA13: Decentralized and balanced development
KRA6: Export readiness built	KRA14: Inclusive Growth
KRA7: Improved business environment	KRA15: Robust National Branding
KRA8: Efficient and effective infrastructure facilities	KRA16: Investment mobilized into export-oriented activities

Each KRA is assigned a development value that the Strategy should deliver on.

SECTION III

3.0 ACTIVITIES FOR MARKET

3.1 ACTIVITIES FOR MARKET EXPANSION

The activities outlined in the Plateau State Export Promotion Strategy are designed to address fundamental pillars critical to successful market expansion. These themes are strategically crafted to address fundamental pillars crucial for the success of market expansion initiatives.

1. **Market Intelligence and Research:**

- Conducting in-depth market research to identify opportunities and challenges.
- Analyzing global trends to inform targeted export strategies.

2. **Stakeholder Engagement and Collaboration:**

- Facilitating partnerships between public and private sectors.
- Engaging with local communities to ensure inclusive and sustainable development.

3. **Capacity Building and Skill Development:**

- Providing training programs to enhance the capabilities of local businesses.
- Focusing on skills development to meet international standards.

4. **Infrastructure Enhancement:**

- Upgrading transportation, logistics, and communication infrastructure.
- Developing export hubs to streamline processes.
- Promotion and Branding Initiatives:
 - Designing marketing campaigns to promote Plateau State's unique offerings.
 - Establishing a compelling regional and international brand presence.

5. **Policy Alignment and Incentives:**

- Aligning local policies to support export activities.
- Introducing financial incentives and policy measures to boost competitiveness.

6. Trade Missions and Exhibitions:

- Participating in global trade events to showcase Plateau State's products.
- Facilitating networking opportunities for businesses on an international scale.

SECTION IV

4.0 PLSES IMPLEMENTATION STRATEGIES

4.1. Implementation Plan

The Implementation Plan consists of a series of meticulously designed activities that, when executed, are anticipated to result in the accomplishment of the goals, thereby exerting an influence on the ultimate objective. The PLSES Implementation Plan outlines tasks that are to be executed within a timeframe of 4 years or less. Additionally, the Implementation Plan specifies:

- The resources to be allocated; • The time frame for the implementation; and
- The tasks to be executed and who is responsible for carrying them out.

4.2 Overseeing the Implementation of the PLSES Approach

The strategy delineates the parameters of the mechanism for executing the strategy for operationalizing the PLSES, which is allocated a budget and financial resources of USD\$14 million from 2023 to 2027. These are not inclusive of administrative fees. The Strategy suggests a hybrid approach to financing to execute the PLSES. This entails aid for trade funding from development partners and donor agencies, government contributions, and fee-paying services from beneficiaries.

- Personnel that is exceptionally qualified and well-trained will be released to execute the strategy. Potential modifications to the organizational framework of the executing entities, specifically the Ministry of Commerce, may be necessary.
- The Strategy Implementation Mechanism will establish the hierarchy of reporting and authority. The framework for implementation will consist of the following:
- **Inter-Ministerial Committee on Trade, Industry and Private Sector Development –**

The government will establish a high-level Inter-Ministerial Committee chaired by any Minister other than the Commissioner, and membership will comprise relevant members. sectoral

Commissioners:

- Commissioner overseeing Commerce and Industry
- Commissioner overseeing Agriculture.
- Commissioner overseeing Transport
- Commissioner overseeing Finance.
- Commissioner overseeing Lands, Surveys and Planning
- Commissioner overseeing the Environment.
- Director General Trade and Investment Promotion Agency
- Director General State Export Promotion Council.
- Director General overseeing Jos Metropolitan Board

b. **The PLSES Secretariat** – The PLSES Secretariat will be established to support the Inter-Ministerial Committee. The PLSES Secretariat will be the liaison between the implementing agencies. The secretariat will be comprised of the Ministry responsible for Commerce and Industry. This Secretariat will be responsible for Ensuring that there is appropriate follow-up on prioritized actions that emerge through the implementing agencies.

c. **Implementing Agency** – The Ministry responsible for Commerce and Industry will be the lead institution for implementing the PLSES. MoC will closely collaborate with all relevant inter-governmental ministries, agencies, and private sector institutions to ensure smooth implementation of the PSLES Implementation Plan. MoT will build capacity for the implementation of future Export Strategies.

d. **Technical Committees** are focused committees that will advise the implementing agencies on PSLES I aspects requiring additional technical expertise. The implementing agencies will establish these and will be chaired by the private sector. These committees will report to the implementing agencies and respective TWGs.

Export Promotion, in general, is the government’s responsibility to plan, organize, and implement promotional activities to internationalize products and services from its country. Different countries deploy different mediums and methods of promoting exports. The institutional framework and support for promoting exports varies between countries. These may comprise inter-alia:

- A dedicated Department or Division of a Ministry of Commerce and Industry, usually the Ministry responsible for Commerce and Trade. The Department/Division is headed by a director and is staffed with civil servants from the line Ministry.
- A dedicated public-funded para-public agency that acts as the focal Trade Promotion Organization (TPO) and operates under the Ministry's aegis responsible for trade and industry. These are independent bodies created by enactment and have clearly defined mandates. These agencies are governed by a Board of Directors, all appointed staff by the government/Commissioners. The staff are recruited from the public and the private sector. Nevertheless, most of them remain under the direct control of the parent Ministry.

SECTION V

5.0 BUDGETING

5.1 Budget

Effective and timely resource mobilization is critical for successfully implementing PLSES. The government must commit to ensuring sufficient human and financial resources with the key implementing partners of PLSES. The action plan identifies institutions responsible for implementing certain activities in line with their mandates. These institutions are expected to integrate PLSES activities into annual work plans and budgets.

Because the Government alone cannot finance the strategy, Development Partners and Donor Agencies will have an integral role in implementing this strategy. Development Partners and Donor Agencies are pivotal in supporting Cross Rivers's development agenda by contributing through technical, financial, and advisory assistance to achieve set national developmental goals.

For most countries, development assistance has been the most critical resource for development. Plateau State has been and is still an essential beneficiary of assistance from various agencies and partners. There is a need for Development Partners under the aegis of the Aid for Trade program to support the implementing agencies in implementing critical programs focused on the priority areas of the strategy and components of the action plan.

The total financial implications for the PLSES projects 2023-2027, excluding administrative costs, are USD\$14,00,000 to be financed by (i) the Government of Plateau State, (ii) revenue generated from fee-paying services, and (iii) Development Partners and Donor Agencies. The Government of Plateau State shall contribute 40% of the total budget, while development partners contribute 50% and 10% from revenues. The onus will be on the implementing agencies to prepare strong concept notes to secure technical, financial, and advisory assistance from DPs & DAs.

The table below provides an indicative blending of finance for implementing PLSES

Proposed budget contributions

Funding Sources	Percentage Contribution
Government of Plateau State (Budgetary contribution)	40
Revenues generated by implementing agencies	10
Development Partners & Donor Agencies	50

The table below is a breakdown of costs per strategic goal of PLSES. Excluding administrative costs.

Summary of Budget

<i>Allocation</i>	<i>Amount (USD)</i>
Strategic Goal 1	2,320,000
Strategic Goal 2	1,654,000
Strategic Goal 3	3,500,000
Strategic Goal 4	6,000,000
Miscellaneous	526,000
<i>Total</i>	<i>14,000,000</i>

SECTION VI

6.0 BASIC GUIDELINES FOR PLATEAU STATE EXPORTING

The summary of the steps is as follows:



6.1 STEP 1: EXPORT READINESS

Check 1: Export Registration

To export from Plateau State, you are required to register with Plateau State Investment Promotion Agency. Please answer the questions below.

Description	Tick One	
Do you know the requirements for exporter registration?	Yes	No

Are you already registered with Plateaus State Investment Promotion Agency?	Yes	No
Understanding your target market(s) is essential to developing a thriving export business. Please answer the questions below and find out if you know your market(s)!		
Do you know the export potential of your product in international markets?	Yes	No
Have you identified a market for your product?	Yes	No
Do you know how to enter the preferred market?	Yes	No
Do you know if your product will be acceptable in the preferred market in its current form?	Yes	No
Check 2 Export Plan:		
A complete export plan is essential in the export business. Answer the questions below concerning developing your export plan.		
<p>Does your management have a long-term commitment to export?</p> <p>Do you have an export plan?</p> <p>A complete export plan includes:</p> <ul style="list-style-type: none"> • Best market selection and segment, • Definition of your unique value proposition (what do you offer, what makes you different from your competitors) • Selection of the best distribution channel (distributors, retailers, end users, etc.) • Selection of promotional instruments (website, social media presence, brochures, catalogs, trade fairs, etc.), • Selection of a competitive pricing mechanism 	Yes	No

Do you have the human resources, including relevant export skills and knowledge?	Yes	No
Do you have effective promotional materials for foreign markets? Including the right message (unique value proposition, tone of voice)	Yes	No
Check 3: Export Documents & Procedures Export documentation is a requirement for formal exports of goods and services from Nigeria. By answering the questions below, check if you know the proper procedures and documents.		
Do you know the procedures and steps of exporting from Plateau State?	Yes	No
Are you aware of the various documents required for export? Including documents concerning: <ul style="list-style-type: none"> • Exporter registration • Export contract • Quality assurance • Commercial invoice and packing list • Export financial issues • Goods movement 	Yes	No
Check 4: Logistics & Freights		

Understanding the basic shipping terms (including pricing and documentation) is essential to export. Please answer the questions below to determine if you have sufficient logistics knowledge.

Have you identified the best freight options offered by freight forwarders, sales agents, importers, etc.?	Yes	No
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Do you understand your responsibility and obligation under the INCOTERMS* 2010?	Yes	No
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*International Commercial Terms

Check 5: Export Pricing

You need the proper knowledge of export pricing methods to become a successful exporter. This includes all items relating to sourcing and costing of the exportable products. Answer the questions outlined to check if you have sufficient knowledge of pricing methods!

Do you understand the total costs of exports? Including items such as packaging, warehousing, transportation, levies, forwarding cost, cost of finance, export documentation processes, promotion, visiting the market(s), and potentially others.	Yes	No
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Do you know the different pricing methods for exports?	Yes	No
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Check 6: Export Financing.

Export business requires sustainable funding over some time. It is, therefore, vital to ensure that appropriate financing options are explored. Answer the following questions to find out if you know all you need to know about export financing.

Do you have sufficient financial resources to export?	Yes	No
Have you explored existing funding options? Such as governmental export incentives, commercial banks, factoring, and more.	Yes	No
Do you understand the payment options for international transactions?	Yes	No
Check 7: Legal Issues		
Before exporting, it is essential to understand the legal instruments regulating non-oil exports in Nigeria and that of the importing country. Answer the questions below to see if you know everything about the legal aspects of exports.		
Do you understand fully the legal rights and obligations of your export contract?	Yes	No
Are you aware of dispute resolution and arbitration mechanisms in exports?	Yes	No
Are you aware of Plateau State and Nigeria's governmental and legal export requirements? Including product prohibitions and the export process repatriation.	Yes	No
Are you aware of the legal requirements of your product in the importing country? Such as relevant food safety measurements and requirements, if applicable, prohibited products, or other legal requirements.	Yes	No
Are you aware of Plateau State and Nigeria's governmental and legal export requirements? Such as	Yes	No

relevant food safety measurements and conditions, prohibited products, or other legal requirements.		
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STEP 2: REGISTRATION

To export from Plateau State, Nigeria, you must register with Plateau State Export Promotion Council. This can be done using a manual registration and by visiting the Plateau State Investment Promotion Agency and Council of Export Promotion

Guidelines & Procedures

The documents required for registration depend on the business entity:

6.2. DOCUMENTS FOR LIMITED LIABILITY COMPANY

- Certificate of Incorporation issued by Corporate Affairs Commission
- Copy of Memorandum and Articles of Association
- Copy of Form CAC1.1-Section C (Particulars of Directors) or Status report. This was formerly known as Form CO7 or Form CAC7
- Board resolution to register a company with the Plateau State Export Promotion Council (Company seal affixed)

DOCUMENTS FOR CO-OPERATIVE SOCIETY

- Certificate of Registration (issued by the Plateau State Government, Ministry of Commerce, and Industry)
- Byelaws of the Society
- Board resolution to register a company with the Plateau State Export Promotion Council (Company seal affixed)

DOCUMENTS FOR GOVERNMENT AND NON-GOVERNMENTAL ORGANIZATIONS

- Certificate of Incorporation issued by Corporate Affairs Commission
- Constitution of the Government Organization and non-governmental organizations
- Memorandum of Guidance of Applicant

- Board of Trustees to register a company with the Plateau State Export Promotion Council (Company Seal affixed)

Obtaining an exporter certificate involves some costs, excluding / bank charges.	
Description of Fees	Charges (Naira)
New certificate registration	N25,000
Expired certificate renewal	N12,300
Late certificate renewal (after Three months of expiry)	N10,500
Payment Methods	
Description	Duration
Validity: Plateau State Council of Export Promotion-issued certificates are valid for an initial two years (24 months), after which it become renewable every year.	24 months
Certificate Collection Certificates are to be collected physically at our office located at:	Daily
Service timeline Export certificates will be issued within 7 working days after confirmation of payment. Please note that your certification could be delayed by new payment confirmation, irregular documentation, or insufficient information.	7 days
Further registration Assistance Don't hesitate to get in touch with us directly via email at. Alternatively, you can visit the Plateau State Council of Export Promotion <u>export_assistance office</u> . We are happy to assist!	

STEP 3: UNDERSTANDING THE MARKET

Understanding your target market(s) is essential to developing a thriving export business. This involves researching your export destination(s). Good market research should not be based on facts and figures only, It should also focus on factors that drive the target market(s).

Tips to understand the market.

- Gather basic market information regarding import regulations, trade statistics, tariff regimes, etc. Various Market Analysis tools can be handy in this respect.
- Focus your research on a specific product or service.
- Research on your competitor's market(s). Find out what they are doing right.
- Attend market-specific seminars.
- Seek practical advice from experienced exporters.
- Develop direct contacts with potential buyers. You can make use of authentic online directories.
- Understand the market environment (culture, demography, religion, currency...)
- Relevant Trade Fairs and Embassies are good sources of information.
-

Research Areas

Some of the critical areas of market research include:

- Trade statistics and trends
- Trade policies
- Regulatory framework
- Business environment
- Business culture
- Distribution channels
- Logistics
- Risk assessment

Tools for market analysis

Export plan tips

1. Keep your plan simple and to the point
2. Always include your unique value proposition (this describes what differentiates you from your competitors)
3. Develop a feasible budget plan
4. Focus on your target market when defining your export plan
5. A good export plan guides you seamlessly through different export processes.
6. Ensure you incorporate relevant stakeholders (financial advisers, brokers, and governmental bodies)

Your benefits

A well-written export plan:

- will assist you in defining export goals and match your resources to those goals.
- Focus your resources and allow you provide good service delivery to your clients (importers).
- Projects your Unique Selling Point (USP) .
- Guides management on long-term commitment for exports.

Key elements

A good export plan consists of certain key elements, which include the following:

- Company profile (about us)
- Key features of target market(s)
- Competitors' analysis
- Market entry strategy
- Unique selling points
- Promotional strategy
- Branding (if relevant)
- Logistical planning
- Action plan
- Resources required.

Export plan template

NEPC has provided a template containing all the key elements listed above and includes additional descriptions per element. It will guide you to build a comprehensive export plan.

7.0 Conclusion

In summary, the Plateau State Export Strategy for the years 2023-2026 signifies a document that implements a forward-thinking methodology and a tangible dedication to the paradigm shift in economic expansion. This plan, formulated via a collaborative process and predicated on an all-encompassing comprehension of the state's financial condition, signifies not merely rhetoric but an endorsement of a substantial transformation.

Our comprehensive stakeholder consultations, market analyses, and rigorous assessments have laid the groundwork for a robust foundation as this strategic endeavor draws to a close. The framework of this approach recognizes or acknowledges the significance of technological advancements, the dynamic nature of international markets, and the critical role that the private sector plays in stimulating economic growth.

The objective is to convert Plateau State into an exemplar of economic diversity, resilience, and sustainability, thereby establishing it as a formidable contender in domestic and global markets. The strategy delineates a vision that transcends the conventional limitations that were previously set. The exhaustive objectives, which incorporate various facets, including diversification, competitiveness development, and increased contributions to economic transformation, demonstrate a holistic approach to tackling many intricate challenges.

Successful implementation of this strategy requires collaborative efforts, exemplary execution, and an unwavering dedication to ongoing improvement. In pursuing progress, converting the initial generation of enthusiasm into actionable concepts is imperative. Using explicitly delineated commitments, financial frameworks, and strategic objectives, stakeholders are furnished with a transparent roadmap that enables collaborative efforts toward realizing mutually agreed-upon goals.

In essence, the Plateau State Export Strategy represents a collective aspiration for long-term prosperity, surpassing mere rhetoric. Plateau State has the potential to enhance its export figures and redefine its position in the international community by capitalizing on its unique capabilities, fostering innovative thinking, and adapting to the evolving nature of global markets. Notwithstanding the many challenges that

may arise along the way, it is indisputable that the successful attainment of the ambitious objectives outlined in this strategy will hinge on the combined dedication to implementation, adjustment, and continuous collaboration. As we progress with this paradigm shift, we must maintain resolute in our commitment to elevate Plateau State to an exemplary status as a hub for innovative concepts, a model of sustainable and enduring development, and a beacon of prosperous economies.

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