



Lagos State Export Strategy

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List of Acronyms

1. **AfCFTA:** Africa Continental Free Trade Agreement
2. **CSOs:** Civil Society Organizations
3. **GDP:** Gross Domestic Product
4. **KPIs:** Key Performance Indicators
5. **MDAs:** Ministries, Departments, and Agencies
6. **M&E:** Monitoring and Evaluation
7. **MSMEs:** Micro, Small, and Medium Enterprises
8. **NEPC:** Nigerian Export Promotion Council
9. **PPPs/OPPS:** Public-Private Partnerships/ Office of Public Private Partnership
10. **SCEP:** State Committee on Export Promotion
11. **nMSMEs:** Nano, Micro, Small and Medium-sized Enterprises

1. Executive Summary

Vision and Goals

Vision

To position Lagos State as a globally competitive export hub through its industrial zones by enhancing the production, branding, and marketing of goods and services to meet international standards.

Goals:

- Diversify the economy by promoting the export of non-oil products.
- Enhance the capacity of industrial hubs for high-quality production.
- Build a globally recognized Lagos brand for goods and services.
- Attract foreign investment into Lagos State's industrial clusters.

Lagos State, the commercial nerve center of Nigeria and a leading hub for industrial and economic activities, possesses immense potential to compete effectively in the global market. This strategy document outlines actionable measures to harness the state's industrial hubs as catalysts for export-driven growth. By leveraging Lagos State's industrial zones, skilled workforce, and strategic location, the plan seeks to enhance the competitiveness of goods and services to meet global standards. Also, the primary objective of the export strategy is to harness the natural resources and endowments in Lagos State to develop a market-centered, export-led economy that will foster job creation, inclusive development, diverse and sustainable industrialization.

As the world grapples with a shift in the economic landscape, the need for a mono product economy like Nigeria to passionately and aggressively diversify cannot be overemphasized. The unstable crude oil prices and the ever-increasing appetite of the average Nigerian slowly plunge and plunder the scarce economic resources of the country.

It is therefore important for an oil-rich economy like Nigeria with a vast reservoir of untapped potentials, to diversify its economy promptly and sustainably (UNCTAD 2022). Oil price boom and busts trigger some of these economic shocks. The effect of this depletes national earnings, minimizes Gross Domestic Product (GDP) gains, triggers inflation, forex problems which devalues the Naira.

The THEMES Agenda of the Lagos State government therefore promises to build on the legacies of past administrations for faster and sustained development. It is an acronym for:

T – Traffic Management and Transportation

H – Health and Environment

E – Education and Technology

M – Making Lagos 21st Century Economy

E – Entertainment and Tourism

S – Security and Governance

Simultaneously, emerging drivers such as the Lekki Deep Seaport promotion of Badagry Deep Sea Port and the proposed Lekki International Airport, advancements in sustainability technology through the e-library, creation of Eko project, creation of more Industrial Parks, food fresh hubs & homegrown digital hub, the development of the full value chain for the major state agricultural produce and increase access to agricultural credit facilities have collectively created a conducive environment for strategic economic repositioning of the State.

With a renewed sense of pragmatic optimism, Lagos State can harness these emerging enablers and align with the shared objectives of core stakeholders to strategically reposition its economy. This necessitates reducing waste, increasing output, enhancing competitiveness, generating employment, and opening new markets for prioritized, value added exportable products.

Lagos State, located in the southwest region of Nigeria, is the smallest state in Nigeria in the tropical rainforest region, characterized by distinct wet and dry seasons. It boasts of lush vegetation, numerous rivers and creeks, and the 2nd longest coastline in Nigeria, covering a land area of 3,577^{km}² (1,381sqmi. The state is home to approximately 26 million people, 70% of whom engaged in services related activities (UN Habitat 2019). As Nigeria's leading industrial and commercial hub, Lagos State also cultivates vegetable, rice, coconut and other crops such as maize, cassava, cocoa, rubber, cashew, and banana/plantain. Recognizing agriculture as a pivotal sector with the potential to transform Lagos State's fortunes, there is a strategic focus on promoting growth by enhancing private sector participation in agro-allied industries, thereby stimulating employment generation and food security.

Key guiding principles underpinning the strategy.

- Shifting from traditional agriculture to agro-processing;
- Ensuring fair access to means of production and resources;
- Adopting a value-chain approach for the development of crops, livestock, and sh/aquaculture subsectors;
- Encouraging private sector investment; and
- Exploring both local and export market potentials.

By investing in agro-processing, Lagos State aims to achieve self-sufficiency in food production, contribute significantly to domestic food production, and become a net exporter of key Agricultural products with value addition and other interventions export infrastructure.

Furthermore, the Lekki Deep-Sea Port is expected to catalyze investments into large industries and small businesses, enabling the production of goods and services in unprecedented quantities for sale to the African Continental Free Trade Area (AfCFTA) and the rest of the world. With the AfCFTA creating a single market valued at over \$3 billion, this plan contemplates leveraging Lagos State's competitive and comparative strategic advantages on the continent by integrating cross-cutting measures and interventions (AfCFTA Secretariat, 2021). The export strategy which is a component

of the THEMES agenda aims to create an enabling environment for Nigerian industrialists and MSMEs to thrive within the continental market, serving as a springboard to the global market.

Ultimately, the success of the export strategy embedded in the THEMES developmental agenda will be based on the commitment and active participation of all stakeholders. The Lagos State Export promotion Committee on Export Promotion (LSCEP) will require the support of all the members to bring this innovative, state-level initiative to fruition. The recently inaugurated sub-committees are well-positioned to drive the implementation and monitoring process.

Background

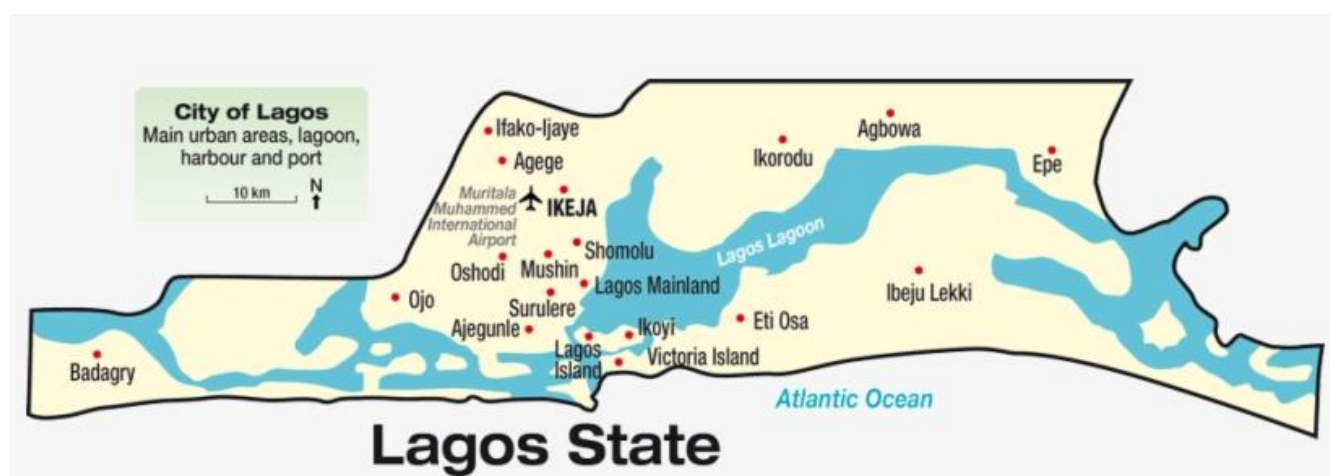
Lagos State, located in the South West region of Nigeria, is endowed with abundant natural resources, fertile agricultural lands. Despite its potential, the state's economy faces various challenges, including limited industrialization, low employment rates, and under utilization of agricultural resources. However, recent developments in international trade agreements, particularly the African Continental Free Trade Agreement (AfCFTA), present a significant opportunity for Lagos State to leverage its agricultural prowess and expand its export base.

Objectives

The primary objective of this export strategy is to catalyze economic growth, job creation, and sustainable development in Lagos State through targeted interventions in the agricultural and industrial sectors. Specifically, the strategy aims to:

1. **Harness Agricultural Potential:** Develop strategies to maximize the productivity and value of Lagos's agricultural resources, including crop diversification, adoption of modern farming techniques, and quality assurance measures.
2. **Leverage AfCFTA Trade Deal:** Capitalize on the benefits offered by the Africa trade agreement to access the regional market for Lagos's agricultural products, thereby expanding export opportunities and boosting revenue generation.
3. **Promote Large-Scale Food Processing:** Encourage investment in food processing industries to add value to agricultural produce, create employment opportunities, and stimulate industrial growth in Lagos State.

By pursuing these objectives, Lagos State aims to position itself as a leading agricultural and industrial hub in Nigeria, contributing significantly to national economic development and poverty alleviation efforts.



Geographic and Demographic Profile

Lagos State, situated in the Southwest region of Nigeria, encompasses a diverse landscape characterized by Atlantic Ocean, river valleys, creeks, lagoons etc in the State interior with the Ogun and Osun rivers flowing into them. It spans approximately **3917** square kilometers and shares borders with Ogun along Sango- Ota axis and Republic of Benin along Badagry axis.

Demographically, Lagos State is home to a diverse population comprising various ethnic groups, such as the Yorubas, Igbos, Hausas, Ijaws, Benins, Efik, Ibibios, and nationals / immigrants from Benin, China, Ghana, India, Togo, forming a significant part of the population. Thus Lagos is a cosmopolitan and bilingual city. According to Lagos Bureau of Statistics (LBS) Survey of 2021, the state's population is estimated to be over **26million** with a significant portion residing in urban areas where services, industry and trading are the primary economic activity. The capital city, Ikeja serves as the administrative headquarters, hosting different Ministries, Departments and Agencies (MDAs). Among the population, youths between the ages of 15-45 years accounts for 60% of the population while adults between the ages of 46 -70 accounts for about 25% and children between the ages of 0-14 accounts for 15% of the population

Economic Landscape

Lagos State economy is predominantly, service, industry based with these sectors playing a pivotal role in livelihoods and economic sustenance. The state is the industrial and commercial capital of Nigeria and by extension West Africa sub-region. Lagos contributes about 40% to National GDP. The state is renowned for its service and industrial based sector such as tourism and hospitality, transportation and logistics, financial services, entertainment and creative economy, ICT, etc.

Despite its industrial and service potential, Lagos State faces various economic challenges, including limited industrialization, inadequate infrastructure, and low value addition to agricultural produce. The state's economy is heavily reliant on services and lacks significant investment in agro-processing, manufacturing industries etc, leading to post-harvest losses and limited income opportunities for farmers, processors which made Nigeria to be spending over 10 billion dollars on food import from foreign countries.

In recent years, there has been a concerted effort to diversify the state's economy and attract investment in key sectors such as manufacturing, tourism, information technology, pharmaceutical and medicals, services, etc. The government has initiated policies, projects and programs to promote entrepreneurship, improve access to finance for Nano, Micro, Small and Medium-sized Enterprises (NMSMEs), and enhance the business environment to stimulate economic growth and job creation.

Furthermore, the search for export opportunities through international trade agreements such as the Africa Continental Free Trade Agreement (AfCFTA) presents a strategic avenue for unlocking the state's export potential and expanding its market reach. By harnessing its agricultural resources, promoting value addition through agro-processing, manufacturing and leveraging trade agreements, Lagos State aims to achieve sustainable economic development and improve the livelihoods of its citizens.

Export and Lagos Economy

Export is essential to the State's growth, prosperity and economic security. It provides growth opportunities for businesses of all sizes and across sectors by offering broader markets and diversified revenue sources; it uplifts Lagos families and communities by supporting millions of good paying jobs. Exports also creates pathways to prosperity for Nano, Micro, Small and Medium sized Enterprises (nMSMEs), minority and women and youth owned Enterprises as well rural communities. Thus, the role export occupy in the State economic architecture is significant as export share of gross domestic product (GDP) grew significantly in the past five years.

In order to provide the appropriate support and resources to Lagos exporters and their workers to help them to compete in domestic, regional and global markets, it is vital to understand the nature of businesses of exports and where opportunities and challenges reside.

Therefore, all the chapters therein in the export strategy document helps to contextualize the priorities, projects and programmes set forth in the Lagos State Export Strategy (LSES)



Agricultural Potential and Resources

Lagos State is blessed with abundant natural resources and a favorable climate conducive to agricultural production. The state's diverse geographical features, including river valleys, wet and dry seasons, lagoons, Ocean, etc, provide fertile ground for the cultivation of vegetable, rice, coconut, fish farming etc. Key agricultural resources in Lagos State include:

1. **Water Resources:** The presence of major rivers, Oceans, Lagoon, creeks etc as well as numerous tributaries and natural water bodies, ensures adequate water supply for aquaculture and crop cultivation
2. **Arable Land:** The state boasts tracts of arable land suitable for crop cultivation, being particularly renowned for its fertile soils and favorable climatic conditions.
3. **Climate:** Lagos State experiences a tropical climate characterized by distinct wet and dry seasons. The rainfall pattern varies across the state, with the southern regions receiving more precipitation than the northern areas. This climatic diversity allows for the cultivation of a wide range of crops suitable for different agro-ecological zones.
4. **Biodiversity:** The state's rich biodiversity includes a variety of plant and animal species, which contribute to agricultural diversity and ecosystem resilience. Indigenous crop varieties, as well as traditional farming practices, are an integral part of Lagos agricultural heritage. The State is also biodiverse as there are large fish and shrimps population along with African Monatees and crocodiles

Current Agricultural Practices

The most commonly cultivated crops include maize, rice, vegetable, coconut and cassava, among others. Agricultural practices in the state are predominantly rain-fed, with limited use of irrigation and modern farming techniques.

Smallholder farmers constitute the backbone of Lagos's agricultural sector, operating on small plots of land and relying on traditional farming methods. Challenges such as limited access to finance, inadequate infrastructure, and climate variability pose significant constraints to agricultural productivity and income generation for farmers, and processors.

Challenges and Opportunities

Lagos State possesses immense potential for agricultural development, several challenges hinder its realization. These include:

1. **Low Value Addition:** Limited investment in agro-processing industries results in low value addition to agricultural produce, leading to loss of income opportunities and reduced competitiveness in domestic, regional and international markets
2. **Infrastructure Deficiency:** Poor road networks, inadequate storage facilities, and limited access to markets impede the efficient movement of agricultural produce and contribute to post-harvest losses.

3. **Limited Access to Finance:** Smallholder farmers often lack access to credit facilities, thus constraining their ability to invest in inputs, machinery, and technology for expansion to foreign markets.
4. **Climate Change:** Increasing climate variability and unpredictable weather patterns pose risks to agricultural production, leading to crop failures, reduced yields with negative effect on fishes and shrimps, thus, resulting to food insecurity.

Despite these challenges, Lagos State also presents numerous opportunities for agricultural development:

1. **Agro-Processing Industries:** The establishment of agro processing industries can add value to agricultural produce, create employment opportunities, and stimulate economic growth in the state.
2. **Market Diversification:** Exploring export opportunities through international trade agreements such as AfCFTA can expand market reach and increase revenue from agricultural exports.
3. **Technology Adoption:** Embracing modern farming techniques, irrigation systems, and climate-smart agricultural practices can enhance productivity, resilience, and sustainability's in the agricultural sector.
4. **Capacity Building:** Investing in farmer education, training programs, and extension services can improve agricultural practices, increase yields, and empower farmers to adopt innovative solutions for improved livelihoods.

In light of these challenges and opportunities, Lagos State is poised to embark on a comprehensive agricultural development strategy aimed at harnessing its agricultural potential, addressing constraints, and unlocking opportunities for sustainable growth and prosperity in the sector.

Lagos will identify Key Industries with high export potential as highlighted below;

- a. **Agriculture** – Cultivation of cash crops such as maize, cereal, rice, coconut, cocoa etc
- b. **Agro-processing** – Lagos will also identify agric produce with high export potential for processing so as to increase income of farmers, processors, marketers etc e.g., cocoa, cashew nuts etc.
- c. **Manufacturing** – Lagos recognizes the contribution of manufacturing to the economic development of the State. Thus, Lagos will attract and promote manufacturing export oriented industries such as electronics, leather, garment, textiles, machinery, computer hardwares, pharmaceuticals etc.
- d. **Trade In Services** – Lagos is aware that trade in services is an avenue for export diversification and an enabler for other sectors to join or move up the value chain ladder by providing necessary inputs, thus, trade in service is subject to market access and national treatment conditions as well as various domestic regulatory measures such as licensing and qualification requirements, technical standards, competition, data and consumer protection. Having a conducive environment is key to competitiveness in services trade. We are also aware that

Lagos is dominated by services in the underlisted areas;

- Transportation and Logistics
- Tourism and Hospitality
- Entertainment and Creative Economy
- Financial services
- Medical services
- Fintech



Understanding AfCFTA: Benefits and Opportunities

The Africa Continental Free Trade Agreement (AfCFTA) is an African trade instrument that provides African member countries with duty-free access to the African market for a wide range of products and services.

To this end, Lagos State Government inaugurated a State Technical Working Group (STWG) committee on AfCFTA in January, 2023 which comprised of public and private professionals.

For Lagos State, AfCFTA presents significant benefits and opportunities for expanding market access and increasing export revenue. Key benefits of AfCFTA include but not limited to the following:

1. **Duty-Free Access:** AfCFTA provides duty-free access to the African market for a variety of products and services. This preferential trade agreement enables Lagos State to export goods and services to other African countries without facing tariffs or customs duties, enhancing the competitiveness of Lagos MSMEs' products in these markets.
2. **Market Diversity:** Access to African markets offers diversification opportunities for Lagos agricultural exports, and trade in services, reducing dependence on traditional markets and mitigating risks associated with fluctuations in global commodity prices. By tapping into the vast consumer base of African markets, Lagos State can expand its export portfolio and increase revenue from non-oil exports.
3. **Capacity Building:** To maximize the benefits from AfCFTA, Lagos will promote capacity building and trade-related technical assistance to exporters, including support for export promotion, market access initiatives, and trade facilitation measures. Lagos State can leverage these resources to enhance its export competitiveness, improve product quality and standards, and build the capacity of local exporters to meet international market requirements.

AfCFTA Eligibility Criteria for Lagos Agricultural Products

To qualify for AfCFTA benefits, agricultural products exported from Lagos State must meet certain eligibility criteria outlined by the AfCFTA protocols in goods and services. These criteria include:

1. **Rule of Origin Criteria:** Products must be grown, produced, or manufactured in Lagos State or another eligible sub-Saharan African country to qualify for AfCFTA benefits. Proof of origin documentation, such as a certificate of origin or exporter declaration, may be required to demonstrate compliance with rule of origin criteria.
2. **Product Eligibility:** AfCFTA covers a wide range of agricultural products, including but not limited to fruits, vegetables, grains, nuts, spices, oils, and processed food products and services. Eligible products must meet specific requirements related to quality, safety, and sanitary standards set forth by AfCFTA protocols.
3. **Compliance with AfCFTA protocols:** Exporters must ensure compliance with AfCFTA protocols governing agricultural trade, including phytosanitary requirements, labeling and packaging standards, and food safety regulations. Failure to comply with these requirements may result in rejection or detention of shipments at African ports of entry, jeopardizing access to the AfCFTA market.

Strategies for Maximizing AfCFTA Benefits

To fully capitalize on the opportunities presented by AfCFTA, Lagos State can implement the following strategies:

1. **Trade Facilitation and Logistics Upgrading:** Lagos State will facilitate trade by streamlining export procedures, documentation requirements, and customs clearance processes to facilitate the smooth flow of Lagos's agricultural exports to the International markets. Strengthen logistics infrastructure, including transportation networks, cold chain facilities, and port services, to ensure timely delivery of perishable goods and minimize supply chain disruptions.
2. **Product Diversification:** In Lagos State, we will identify high-potential agricultural products with export potential to other African market, focusing on commodities where Lagos has a comparative and competitive advantage and can meet AfCFTA protocols and U.S. quality and safety standards.
3. **Quality Assurance and Standards Conformity:** Lagos State will invest in quality assurance measures, product certification, and adherence to international quality standards to ensure that Lagos agricultural products meet the stringent requirements of AfCFTA. Enhance postharvest handling practices, processing technologies, and packaging solutions to maintain product integrity and extend shelf life during transportation and storage.
4. **Market Intelligence and Export Promotion:** We will conduct market research and analysis to identify market trends, consumer preferences, and competitive dynamics in Africa market. In order to promote exports, we will develop targeted export promotion strategies, including participation in trade fairs, trade missions, export mentorship program, exhibitions, and business matchmaking events to showcase Lagos agricultural products, trade in services, and establish partnerships with African, European, American, Asian buyers, distributors, and retailers.

With the implementation of these strategies and leveraging the opportunities provided by AfCFTA, Lagos State can enhance its export competitiveness, expand market access, and stimulate economic growth and development in the agricultural, industrial and services sector. Thus, consolidating on its trading hub status in Africa.



Relevance of Food Manufacturing in Lagos State

Food processing plays a crucial role in adding value to agricultural produce, extending shelf life, enhancing food safety, and creating employment opportunities. In Lagos State, the establishment of large-scale food processing industries presents significant opportunities for economic growth, industrial development, and poverty reduction. By transforming raw agricultural materials into processed food products, Lagos can capture a larger share of the value chain, increase income for farmer's processors and meet the growing demand for processed foods in domestic and international markets.

Potential Sectors for Food Processing

Lagos State has abundant agricultural resources that can be processed into a wide range of value-added products. Key sectors with potential for food processing include:

1. **Fruits and Vegetables:** Lagos boasts a variety of fruits and vegetables, including mangoes, oranges, pineapples, tomatoes, and peppers. Processing these perishable crops into juices, jams, sauces, canned products, and frozen foods can prolong shelf life and reduce post-harvest losses.
2. **Livestock and Fisheries:** Lagos state's livestock and fisheries / shrimps sector can be harnessed for meat processing, fish processing, and dairy processing. Establishing meat processing plants, fish canning facilities, and dairy processing units can add value to animal products, create employment opportunities, and meet the protein needs of consumers.
3. **Coconut and Cashewnuts:** Are oilseed crops grown in Lagos State. Extracting oil from these seeds and processing them into cooking oil and nut-based snacks can generate additional revenue streams and promote healthy eating habits. Thus, reducing heart disease.
4. **Grains and Cereals:** Maize, rice, sorghum, and millet are staple crops in Lagos State. Processing these grains into flour, pasta, breakfast cereals, and snacks can enhance their marketability and create diverse product offerings for consumers.

Strategies for Promoting Food Manufacturing Industries

To promote the establishment and growth of large-scale food manufacturing industries in Lagos State, the following strategies will be implemented:

1. **Investment Promotion:** Lagos State will create a conducive business environment to attract private investment in food processing industries through incentives such as tax breaks, subsidy, land allocation, and infrastructure support. Facilitate public-private partnerships to leverage resources and expertise for the establishment of Export processing zones and industrial parks.
2. **Capacity Building:** In Lagos State, we will provide training and technical assistance to entrepreneurs, farmers, and industry stakeholders on food processing technologies, quality standards, and food safety practices. We will also collaborate with educational institutions and research centers to develop skilled manpower and promote innovation in food processing.
3. **Infrastructure Development:** We will continue to upgrade our infrastructure, including power supply, water supply, roads, and storage facilities, trade facilitation to support the growth of food processing industries. Lagos State will also establish agro-industrial clusters and logistics hubs in strategic locations to enhance connectivity and facilitate the efficient movement of raw materials and finished products.
4. **Quality Assurance:** We will implement stringent quality control measures, hygiene standards, and food safety regulations to ensure the safety and quality of processed foods. Additionally, we will establish certification schemes, food testing laboratories, and inspection mechanisms to enforce compliance with regulatory

requirements and enhance consumer confidence. For the realization of this, the Local Government Authorities will be involved

5. **Market Access:** Lagos State government will facilitate market access for processed food products through trade promotion activities, export assistance programs, and market intelligence services. Identify export markets and distribution channels for Lagos's processed foods, including regional markets within Nigeria, neighboring countries, and international markets.

With the implementation of the above strategies, Lagos State can unlock the full potential of its agricultural resources, stimulate industrial growth, and create a vibrant food processing sector that contributes to economic development, job creation, and food security.



Importance of Export Promotion Mechanisms

Effective export support mechanisms are essential for facilitating trade, promoting market access, and enhancing the competitiveness of Lagos State's products in domestic and international markets. By providing targeted assistance to exporters, streamlining export procedures, and addressing trade-related challenges, export support mechanisms play a crucial role in unlocking export potential, stimulating economic growth, and creating employment opportunities.

Strategies for Strengthening Export Promotion Mechanisms

To enhance export support mechanisms in Lagos State, the following strategies can be implemented:

1. **Export Promotion Agency:** Strengthen the capacity and mandate of export promotion agency, such as the **Lagos State Export Promotion Committee (LASEPC)** to coordinate export promotion activities, provide market intelligence, organize export mentorship programme, promote trade expansion programme and offer advisory services to exporters. Promote collaboration between export promotion agencies, industry associations, and other stakeholders to leverage resources and expertise for export development.
2. **Export Financing:** We will expand access to export financing and credit facilities for exporters, particularly small and medium-sized enterprises (SMEs), through partnerships with financial institutions, development banks, and export credit agencies. Introduce export credit guarantee schemes, trade finance programs, and export credit insurance to mitigate risks and facilitate export transactions.
3. **Export Training and Capacity Building:** The State would continue to collaborate with NEPC and other Stakeholders in this regard to provide training and capacity building programs for exporters on export procedures, documentation requirements, international trade regulations, and market entry strategies. Collaborate with trade associations, chambers of commerce, and business support organizations to deliver customized training programs tailored to the needs of different sectors and industries.
4. **Market Access Support:** Lagos State will assist exporters in accessing new markets and diversifying export destinations through trade missions, buyer-seller meetings, and participation in international trade fairs and exhibitions. Establish trade promotion offices or commercial attachés in key export markets to facilitate market entry, build networks, and promote Lagos's products abroad.
5. **Export Logistics and Infrastructure:** Lagos State will improve export logistics and infrastructure, including transportation networks, shipping ports, customs clearance facilities, and cold chain storage, to reduce trade costs, reduce clearance times, and enhance the competitiveness of Lagos's exports. Invest in modern logistics technologies, i.e automation of clearance system, tracking systems, and supply chain management solutions to streamline export processes and improve efficiency.
6. **Trade Facilitation:** We will also simplify export procedures, documentation requirements, and regulatory processes to facilitate trade and reduce administrative burdens on exporters. Implement electronic customs clearance systems, single window platforms, and automated trade facilitation measures to enhance transparency, reduce delays, and minimize transaction costs associated with export transactions.
7. **Export Market Intelligence:** We will establish a comprehensive export market intelligence system to provide exporters with up-to-date information on market trends, consumer preferences, tariff rates, and trade regulations in target markets. Furthermore, we will conduct market research, feasibility studies, and product surveys to identify export opportunities, assess market potential, and develop export strategies for Lagos's products.

With the implementation of these strategies, Lagos State can strengthen its export support mechanisms, empower exporters, and create an enabling environment for export-led growth. Through targeted interventions and

Establishment of Export Promotion Agencies

To effectively drive export development initiatives and coordinate export-related activities, Lagos State will establish dedicated export promotion agencies tasked with facilitating export growth, providing support services to exporters, organizing export mentorship program and promoting market access for Lagos's products. These agencies will work in collaboration with relevant government ministries, industry associations, trade bodies, and private sector stakeholders to implement export promotion strategies and support exporters in accessing domestic and international markets.

Roles and Responsibilities of Export Promotion Agencies

The export promotion agencies in Lagos State will be responsible for performing the following key functions:

1. **Trade Facilitation:** Lagos State will facilitate trade and reduce export barriers by simplifying export procedures, streamlining documentation requirements, in collaboration with custom authorities so as to reduce export barriers with a view to reducing customs clearance processes.
2. **Export Promotion Events:** We will organize trade promotion events, export seminars, business matchmaking sessions, and international trade fairs and exhibitions to showcase Lagos's products, facilitate networking opportunities, and connect exporters with potential buyers, distributors, and business partners.
3. **Export Financing:** Lagos will facilitate access to export financing and credit facilities for exporters through partnerships with financial institutions, development banks, and export credit agencies. Provide information on available financing options, credit guarantee schemes, and export credit insurance to help exporters mitigate financial risks and secure funding for export transactions.
4. **Market Intelligence:** We will collect, analyze, and disseminate market intelligence and trade data to exporters, including information on market trends, consumer preferences, tariff rates, and regulatory requirements in target markets. Conduct market surveys, feasibility studies, and product assessments to identify export opportunities and guide export decision making. Lagos State will also create trade portal for provision of information on Imports and Exports.
5. **Export Promotion:** Lagos State will develop and implement export promotion strategies, programs, and initiatives to enhance the competitiveness of Lagos's products in domestic and international markets. Conduct market research, identify export opportunities, and facilitate market entry for Lagos's exporters.
6. **Export Advisory Services:** We will provide exporters with information, guidance, and advisory services on export procedures, documentation requirements, trade regulations, and market entry strategies. Offer training programs, mentorship, capacity building workshops, and technical assistance to help exporters improve their export readiness and competitiveness. Lagos State will create Export Help Desk.

Coordination Mechanisms and Stakeholder Engagement

To ensure effective coordination and collaboration among export promotion agencies and stakeholders, Lagos State will establish coordination mechanisms, engage with critical Stakeholders such as NEPC, SON, NAFDAC, including export promotion councils, advisory committees, and task forces, to facilitate dialogue, information sharing, and decision-making on export-related matters. These coordination mechanisms will involve representation from government agencies, industry associations, trade unions, academic institutions, and civil society organizations, ensuring a multistakeholder approach to export development and promotion. The hosting of Lagos Trade Facilitation Summit, Custom Summit and EXPO is imperative in this regard.

Monitoring and Evaluation Framework

Lagos State will establish a robust monitoring and evaluation framework to track the progress, performance, and impact of export development initiatives and programs. Key performance indicators (KPIs) will be defined to measure the effectiveness of export promotion activities, including export growth, market penetration, value-added exports, and job creation. Regular monitoring and evaluation exercises will be conducted to assess the outcomes

and impacts of export interventions, identify challenges and bottlenecks, and inform evidence-based decision-making and policy adjustments to enhance export development efforts in the State.

With the establishment of a dedicated export promotion agency, enhancing coordination mechanisms and implementing a robust monitoring and evaluation framework, Lagos State will strengthen its institutional framework for export development, foster a conducive environment for export growth, and accelerate the integration of Lagos's products into regional and global markets for enhanced foreign exchange earnings of the State.



Chapter 9 - Export Infrastructure Development

Importance of Export Infrastructure Development

Robust export infrastructure is essential for facilitating the efficient movement of goods from production centers to export markets, reducing trade costs, and enhancing the competitiveness of Lagos State's exports. Investment in export infrastructure, including transportation networks, shipping ports, storage facilities, and trade facilitation measures, is critical for unlocking the full potential of Lagos as export sector and maximizing its contribution to economic growth and development. To this end, Lagos will develop trade infrastructure master plan to realize the export strategy document.

Prioritization of Export Infrastructure Projects

Lagos State will continue to prioritize the under listed export infrastructure projects to support the growth of its export sector:

1. **Trade Facilitation Measures:** Implement trade facilitation measures, including electronic customs clearance systems, single window platforms, and automated documentation processes, to streamline export procedures, reduce administrative burdens, and expedite customs clearance for export shipments. Enhance trade facilitation mechanisms to improve the ease of doing business for exporters and minimize trade barriers. Lagos will also formulate policies aimed at reducing trade cost by improving efficiency at each stage of export trade chains. Thus, Lagos is collaborating with the Federal Government in implementing several provisions contain in the WTO Trade Facilitation Agreement.
2. **Cold Chain Logistics:** Develop cold chain infrastructure, including refrigerated storage facilities, cold storage warehouses, and temperature-controlled transportation systems, to support the export of perishable goods such as fruits, vegetables, and processed food products. Ensure the availability of cold chain facilities

along key export routes to maintain product quality and extend shelf life during transportation. Lagos has established cold chain facilities in meat production and fresh fruits / vegetables.

3. **Transportation Networks:** Improve road networks, bridges, and highways connecting agricultural production areas to export processing zones / special economic zones, ports, and major transport hubs. Upgrade existing roads and construct new transportation corridors to facilitate the seamless movement of goods from farms and processing facilities to export terminals and markets. E.g. the Lekki-Epe six lane road construction.
4. **Cross-Border Infrastructure:** Upgrade border crossings, customs checkpoints, and trade facilitation centers along international borders to facilitate cross-border trade and transit traffic. Implement infrastructure improvements, including border infrastructure, customs clearance facilities, and trade facilitation services, to reduce delays, congestion, and transaction costs at border crossings.
5. **Logistics Infrastructure:** Strengthen logistics infrastructure, including inland container depots, freight terminals, and intermodal transportation facilities, to enhance the efficiency and reliability of freight transportation services. Invest in modern logistics technologies, tracking systems, and supply chain management solutions to optimize logistics operations and improve supply chain visibility.

Public-Private Partnerships and Investment Promotion

For the financing of export infrastructure projects, Lagos State will leverage public-private partnerships (PPP) model and attract private sector investment in export infrastructure development on Build, Operate and Transfer (BOT) arrangement. Lagos has an existing office for public-private partnership for the development of infrastructure project in the State. Lagos State will collaborate with private investors, infrastructure developers, and international development partners to mobilize funding, technical expertise, and resources for infrastructure projects. By partnering with the private sector, Lagos State will harness the efficiency, innovation, and financing capabilities of the private sector to accelerate the development of export infrastructure and promote sustainable economic growth.

Monitoring and Evaluation of Export Infrastructure Projects Through KPIs

Lagos State will establish a monitoring and evaluation framework to assess the progress, performance, and impact of export infrastructure projects with a view to making adjustments. Key performance indicators (KPIs) will be defined to measure the effectiveness of infrastructure investments, including improvements in transport connectivity, reduction in logistics costs, and enhancement of export competitiveness. Regular monitoring and evaluation exercises will be conducted to track project implementation, identify challenges, and ensure the timely delivery of infrastructure projects to support Lagos's export sector. The proposed infrastructure Master Plan will serve as a guide and check list through the prioritization of export infrastructure development, leveraging public-private partnerships, and implementing a robust monitoring and evaluation framework, Lagos State will enhance its export competitiveness, improve trade facilitation, and accelerate economic growth through the efficient movement of goods from production centers to export markets. Thus, consolidating on its trading status in Africa.

Why we need Economic Diversification in Trinidad and Tobago



Chapter 10 - Export Diversification and Market Expansion

Importance of Export Diversification

Diversifying export markets and product offerings is crucial for reducing dependency on a limited number of markets or products, mitigating risks associated with market fluctuations, and maximizing revenue streams for Lagos State's export sector. By expanding into new markets and introducing a variety of products, Lagos can capitalize on emerging opportunities, increase market share, and enhance its resilience to external shocks.

Strategies for Export Diversification and Market Expansion

To diversify exports and expand market access, Lagos State will implement the following strategies:

1. **Product Development and Innovation:** In Lagos State, we will encourage product diversification and innovation by supporting research and development (R&D) initiatives, technology adoption, and value-added processing activities. Invest in product differentiation, branding, and packaging to enhance the competitiveness of Lagos's exports and appeal to discerning consumers in target markets.
2. **Export Consortia and Alliances:** Lagos State will foster collaboration among exporters, industry associations, and trade consortia to leverage collective resources, share market intelligence, and pool marketing efforts. Form export alliances and partnerships to jointly promote Lagos's products, negotiate favorable trade agreements, and penetrate new markets more effectively.

3. **Trade Agreements and Preferential Access:** Lagos State will continue to explore opportunities to leverage on the various trade agreements of the country, preferential trade arrangements, and regional economic communities which had collapsed into AfCFTA to access new markets and gain preferential treatment for Lagos exports, negotiate bilateral and multilateral trade agreements signed by the Federal Government of Nigeria that facilitate market access, reduce tariff barriers, and create favorable conditions for export development.
4. **Market Research and Analysis:** Lagos will continue to conduct comprehensive market research and analysis to identify promising export markets in Africa, Europe, America, Asia etc, assess demand trends, and evaluate competitive landscapes. Prioritize markets with high growth potential, favorable trade policies, and strong demand for Lagos's products. Tailor export strategies to target specific market segments and capitalize on niche opportunities.
5. **Trade Promotion and Marketing:** Lagos State will enhance trade promotion efforts and marketing campaigns to raise awareness of Lagos's products, showcase their unique selling points, and attract buyers in new markets. Participate in international trade fairs, exhibitions, and promotional events to showcase Lagos's export potential and forge partnerships with foreign buyers, distributors, and importers.
6. **Export Capacity Building:** We will provide training, technical assistance, and capacity-building programs to exporters to enhance their export readiness, improve product quality, and comply with international standards and regulations. Offer support in areas such as export documentation, customs procedures, logistics management, and market entry strategies to empower exporters to expand into new markets successfully.

Sectoral Focus for Export Diversification

Lagos State will focus on diversifying exports across key sectors with high growth potential, including:

- **Agriculture and Agro-processing:** We shall promote the export of agricultural commodities, processed foods, and value-added products such as spices, cashew nuts, dairy products, herbs, and essential oils. Develop agro-processing industries, invest in irrigation infrastructure, and support smallholder farmers to increase productivity and enhance the quality of agricultural products for export.
- **Manufacturing and Industrial Goods:** We will encourage the export of manufactured goods, including textiles, garments, handicrafts, and household products. Support the growth of small and medium-sized enterprises (SMEs) in manufacturing industries, provide access to finance and technology, and facilitate market linkages to promote the export of locally made goods.
- **Tourism and Hospitality:** Lagos State will develop the tourism sector and promote Lagos's unique cultural heritage, natural attractions, and eco-tourism destinations to attract international tourists. Invest in tourism infrastructure, hospitality services, and destination marketing to position Lagos as a preferred travel destination and generate revenue from tourism-related activities.

Target Markets for Export Market Expansion

Lagos State will prioritize market expansion efforts in key regions with high growth potential and favorable trade conditions. These target markets may include:

- **Africa:** Lagos State will explore opportunities within the African region, leveraging existing trade agreements and regional integration initiatives to expand market access for Lagos's exports.
- **Europe:** Lagos State export initiatives will target European markets, including the European Union (EU), as well as individual countries with strong demand for agricultural products, processed foods, textiles, and handicrafts.
- **Middle East:** Additionally, we will tap into Middle Eastern markets for commodities such as spices, herbs, and essential oils, as well as manufactured goods, textiles, and handicrafts.

- **Asia:** We will also explore markets in Asia, particularly in countries such as Indonesia, Japan, Philippines, China, India, and South Korea, where demand for Lagos agricultural products, and consumer goods is growing rapidly.

Monitoring and Evaluation of Export Diversification Efforts

Lagos State will establish a monitoring and evaluation framework to track the progress, performance, and impact of export diversification efforts. Thus, key performance indicators (KPIs) will be defined to measure the effectiveness of diversification strategies, including growth in export volumes, expansion into new markets, and increase in export revenue diversification. Regular monitoring and evaluation exercises will be conducted to assess the outcomes and impacts of export diversification initiatives, identify challenges, and adjust strategies as needed to achieve export diversification objectives.



Chapter 11 - Facilitate Access to Export Financing Programme and Investment Promotion

Access to Finance for Exporters

Lagos State recognizes the importance of access to finance for exporters, particularly Nano, Micro, Small and Medium-sized Enterprises (nMSMEs), to support their export activities and facilitate growth of the sector. To address this, the State will implement various initiatives to improve access to finance for exporters:

1. **Export Credit Facilities:** Lagos State will collaborate with financial institutions to provide specialized export credit facilities tailored to the needs of exporters. These facilities may include export financing, pre-export and post-export financing, trade finance instruments such as letters of credit and export factoring, and export credit insurance to mitigate risks associated with non-payment by foreign buyers.
2. **Export Development Funds:** Lagos State will establish export development funds to provide grants, subsidies, and concessional loans to exporters for market development, product promotion, trade fairs participation, and export capacity building initiatives. These funds will help nMSMEs overcome financial constraints militating against export development in the state and invest in export-related activities to enhance their competitiveness in domestic and international markets.
3. **Export Guarantee Schemes:** Lagos State will introduce export guarantee schemes to provide credit guarantees and risk-sharing mechanisms to financial institutions lending to exporters. These schemes will enhance the creditworthiness of exporters, reduce the perceived risks of export financing, and encourage banks to extend credit to nMSMEs exporters with limited collateral or credit history.
4. **Export Promotion Grants:** We shall offer export promotion grants to support exporters in covering the costs of market research, product certification, trade missions, and participation in international trade fairs.

and exhibitions. These grants will incentivize exporters to explore new markets, invest in export promotion activities, and expand their export capabilities.

Investment Promotion for Export Infrastructure

Lagos State will actively promote investment in export infrastructure development to enhance trade facilitation, logistics efficiency, and export competitiveness. The state will implement the following initiatives to attract investment in export infrastructure:

1. **Public-Private Partnerships (PPPs):** We will encourage private sector participation in the development, operation, and management of export infrastructure projects through PPPs. Lagos State will offer incentives, concessions, and risk sharing arrangements to attract private investors and infrastructure developers to finance and implement export infrastructure projects.
2. **Infrastructure Bonds:** Lagos State will issue infrastructure bonds to mobilize funds from capital markets for financing export infrastructure projects. These bonds will attract institutional investors, pension funds, and sovereign wealth funds to invest in critical infrastructure assets such as Deep seaports, transportation networks, and logistics hubs.
3. **Special Economic Zones (SEZs) and Export processing zones (EPZ):** Lagos State will continue to establish more special economic zones and export processing zones dedicated to export-oriented industries, manufacturing, and logistics activities. These SEZs and EPZ will provide a conducive environment for investment, offering tax incentives, customs exemptions, streamlined regulations, and supportive infrastructure to attract export-oriented businesses and investors. Currently, Lagos has Lekki Free Zone LFZ spanning 15,000 acres of land.
4. **Investment Promotion Agencies:** Lagos State will strengthen the proposed Lagos State Investment Promotion Agency domiciled in the Ministry of Commerce, Cooperatives Trade & Investment (MCCT&I) to actively promote export infrastructure projects, facilitate investor engagement, and provide support services to potential investors. Lagos State will showcase investment opportunities, conduct investment promotion campaigns, and help in project identification, feasibility studies, and investment facilitation to attract domestic and foreign investors to export infrastructure projects.

Monitoring and Evaluation

Lagos State will establish a monitoring and evaluation mechanism to track the implementation and impact of export financing and investment promotion initiatives. Key performance indicators (KPIs) will be defined to measure outcomes such as the volume of export financing disbursed, the number of export infrastructure projects financed, the number of investment leads generated and the level of private sector investment mobilized. Regular assessments will be conducted to evaluate the effectiveness of policies and interventions, identify bottlenecks, and make necessary adjustments to enhance the accessibility of finance for exporters and promote investment in export infrastructure development.



Chapter 12 - Export Capacity Building and Skill Development

Importance of Capacity Building to Export Development

Lagos State recognizes the critical role of capacity building and skill development in enhancing the competitiveness of its exporters and fostering sustainable export growth. Thus, investing in human capital development and building the capacity of exporters, the state can improve the quality of its products and services, comply with international quality standards and regulations, and effectively navigate export markets.

Strategies for Capacity Building

To strengthen export capacity and skill development, Lagos State will implement the under listed strategies:

1. **Capacity Training Programs:** We shall develop and implement training programs tailored to the needs of exporters, focusing on areas such as simplifying export procedures and documentation, market research and analysis, trade regulations, quality standards management, and product packaging and labeling. These capacity training programs will equip exporters with the knowledge and skills necessary to succeed in competitive export markets.
2. **Export Promotion Workshops:** We will organize workshops, seminars, and capacity-building events to raise awareness about export opportunities in foreign markets market trends, and export best practices among nMSMEs and prospective exporters. These events will provide a platform for knowledge sharing, networking, and collaboration among exporters, industry experts, and government officials.
3. **Export Advisory Services:** We will establish export advisory services and counseling centers to provide personalized guidance, mentorship, and technical assistance to exporters. These advisory services will offer support in areas such as export strategy development, market entry planning, export documentation, and compliance with trade regulations.
4. **Quality Certification Programs:** Lagos State will facilitate access to quality certification programs, such as ISO and SON standards, Hazard Analysis and Critical Control Points(HACCP) certification, and organic certification, to help exporters meet the quality requirements of international buyers. Lagos State will collaborate with certification bodies, testing laboratories, and accreditation agencies to streamline the certification process and reduce barriers to export.

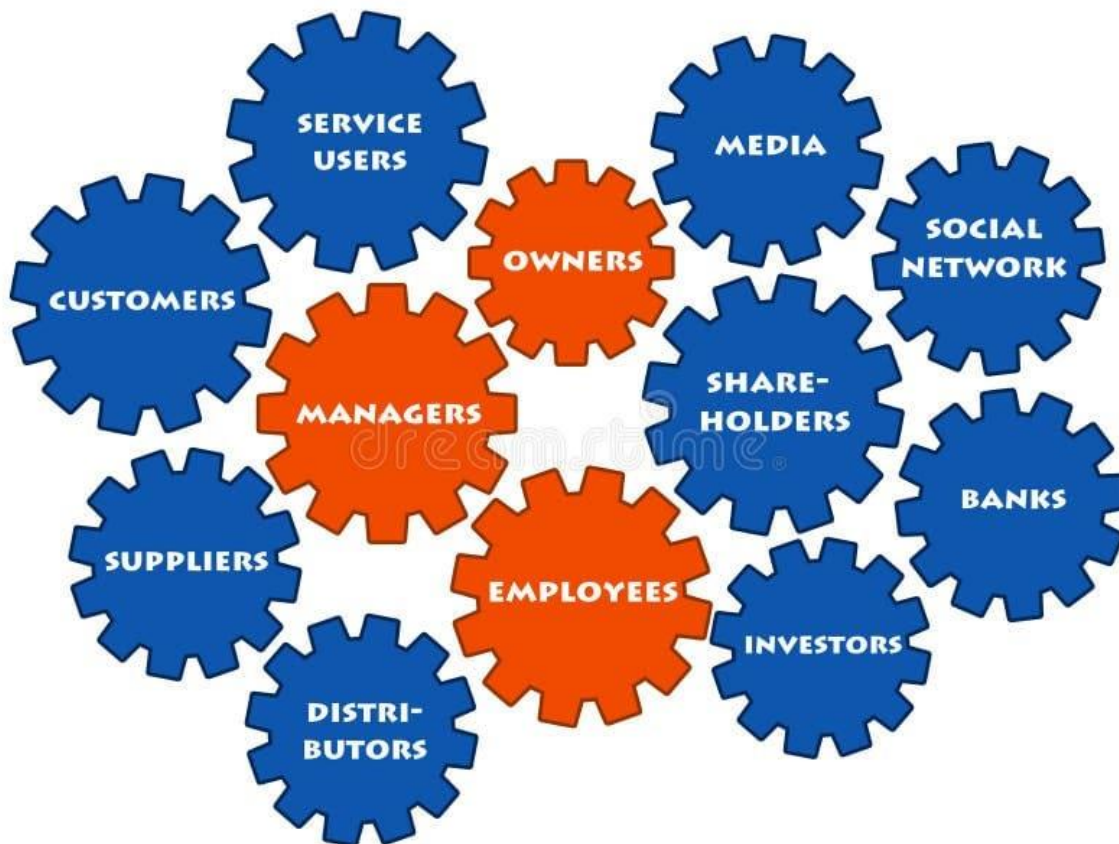
5. **Language and Cross-Cultural Training:** Offer language and cross-cultural training programs to exporters to enhance their communication skills, cultural awareness, and ability to effectively engage with foreign partners and buyers. These programs will help exporters overcome language barriers, navigate cultural differences constraining free flow of international trade, and build trust and rapport with international buyers.

Collaboration with Educational Institutions and Training Centers

Lagos State will collaborate with educational institutions such as the **Lagos State University,(LASU) Ojo** **University of Lagos (UNILAG)Akoka, Yaba College Of Technology (YABATECH), Lagos State Technical and vocational Education Board (LATVEB)**, vocational training centers, and industry associations to deliver capacity-building programs and skill development initiatives for exporters. Lagos State will leverage the expertise and resources of academic / research institutions and training centers, the state will continue to collaborate with research institutions to offer specialized capacity building and certification programs tailored to the needs of different sectors and export industries.

Monitoring and Evaluation

Lagos State will establish a monitoring and evaluation framework to assess the effectiveness and impact of capacity building initiatives and skill development programs. Key performance indicators (KPIs) will be defined to measure outcomes such as the number of exporters trained, the improvement in export readiness and competitiveness, number of cross-border rejections of the state any nMSMEs products and the increase in export volumes and revenues.



Relevance of Regulatory and Policy Reforms to Export Promotion

Lagos State recognizes that a conducive regulatory environment and supportive policy framework are essential for fostering a vibrant and competitive export sector. By implementing regulatory and policy reforms, the state can address regulatory barriers, streamline bureaucratic processes, and create an enabling environment for export-oriented businesses/industries to thrive.

Implementation of Strategies for Regulatory and Policy Reforms

To enhance the regulatory environment and promote export growth, Lagos State will implement the following strategies:

1. **Simplification of Export Procedures and Documentation:** Lagos aim to simplify export procedures and streamline bureaucratic processes to reduce administrative burdens and expedite the movement of goods across borders. Lagos State will review existing export regulations, eliminate redundant requirements, and implement electronic systems for customs clearance, documentation, and trade facilitation.
2. **Harmonization of Standards and Regulations:** We aim to harmonize regulatory standards and technical regulations with international norms and best practices to facilitate market access for Lagos's exports. The state will align its regulatory framework with global standards such as ISO, Codex Alimentarius, and WTO agreements to enhance the quality, safety, and competitiveness of exported products from Lagos State. The State will continue to collaborate with SON and other Stakeholders in this regard.
3. **Trade Facilitation Measures:** We shall implement trade facilitation measures to reduce trade transaction costs, improve logistics and ports efficiency, and enhance the competitiveness of Lagos's exports. This may include modernizing trade infrastructure, upgrading transportation networks, and investing in customs automation systems to streamline border clearance processes and expedite the movement of goods.
4. **Export Promotion Policies:** We shall develop and implement export promotion policies to incentivize export-oriented industries, attract investment, and stimulate export growth. Lagos State will introduce export promotion schemes, tax incentives, and financial incentives to encourage investment in export oriented industries, promote value addition, and boost export competitiveness.
5. **Investment Protection and Guarantee:** We will strengthen investment protection mechanisms and provide guarantees to investors to mitigate risks and expropriation associated with export-oriented investments. Lagos State will collaborate with the Federal Government on intellectual property rights, ensure contract enforcement, and provide legal redress and recourse for investors in case of disputes, thereby enhancing investor confidence and fostering a conducive investment climate. The unready established multi-Court Door system is imperative in this regard.
6. **Public-Private Dialogue:** Lagos State will facilitate public-private dialogue and stakeholder consultations to solicit feedback, address concerns, and promote collaboration in shaping export-related policies and regulations. Lagos State will engage with industry associations, trade chambers, and business forums to gather input from stakeholders, identify regulatory bottlenecks, and develop consensus-based solutions to regulatory challenges. The unready established institutional framework tagged Lagos Corporate Assembly is a potent tool in this regard. Equally the proposed hosting of Lagos Trade Facilitation summit and custom expo will also address concerns related to export development.

Monitoring and Evaluation

Lagos State will establish a monitoring and evaluation mechanism to track the implementation and impact of regulatory and policy reforms. Key performance indicators (KPIs) will be defined to measure outcomes such as the reduction in export transaction costs, the improvement in export competitiveness, and the increase in export volumes and revenues. Regular assessments will be conducted to evaluate the effectiveness of regulatory and policy reforms, identify areas for improvement, and make necessary adjustments to enhance the regulatory environment for export growth and development.



Objectives of Monitoring and Evaluation

The monitoring and evaluation (M&E) framework aims to systematically assess the progress, effectiveness, and impact of Lagos State's export strategy. By establishing clear objectives, key performance indicators, and evaluation mechanisms, the M&E framework will enable the state to track the implementation of export initiatives, identify bottlenecks, and measure the outcomes of export promotion efforts.

Key Performance Indicators (KPIs)

1. **Number of Certified Exporters:** Measures the numbers of assisted exporters registered with NEPC
2. **Export Volume Growth:** Measure the annual growth rate in the volume of exports from Lagos State across key sectors and markets.
3. **Export Revenue Generation:** Track the increase in export earnings and foreign exchange revenue generated by Lagos's exports over time.
4. **Market Diversification:** Monitor the expansion of export markets and the diversification of export destinations covered to reduce reliance on a limited number of markets.
5. **Product Diversification:** Assess the diversification of export products and value-added exports to enhance competitiveness and resilience in global markets.
6. **Export Competitiveness:** Evaluate the competitiveness of Lagos's exports based on factors such as pricing, quality, and market share in target markets.
7. **Investment Attraction:** Measure the numbers of investment attracted to export-oriented industries and export infrastructure projects executed in Lagos State.
8. **Export Support Services:** Assess the effectiveness of export support services, such as capacity building, advisory services, and access to finance, export mentorship in supporting exporters and enhancing export capabilities.
9. **Regulatory Reforms:** Track the implementation of regulatory and policy reforms aimed at improving the business environment for exporters and reducing trade barriers.

Data Sources and Collection Methods

Data for monitoring and evaluation will be collected from various sources, including government agencies, industry associations, trade statistics, surveys, and reports. Methods for data collection may include:

- Surveys and personal interviews with exporters, industry stakeholders, and government officials.
- Analysis of trade statistics, export data, and market research reports.
- Review of policy documents, regulatory frameworks, and export promotion initiatives.
- Monitoring of export-related events, activities, and programs implemented by Lagos State.

Reporting and Feedback Mechanisms

Regular progress reports on the implementation and outcomes of the export strategy will be prepared and disseminated to relevant stakeholders, including policymakers, government agencies, exporters, investors, and the public. Feedback mechanisms will be established to solicit input, address concerns, and incorporate recommendations for improving export policies and programs.

Evaluation and Review

Periodic evaluations will be conducted to assess the effectiveness and impact of the export strategy, identify lessons learned, and make adjustments as needed to optimize export promotion efforts. The M&E framework will facilitate continuous learning and improvement, ensuring that Lagos State's export strategy remains responsive to evolving market dynamics, challenges, and opportunities.

Public-Private Partnerships (PPPs) in Export Promotion

Lagos State recognizes the importance of fostering collaboration between the public and private sectors to drive export promotion initiatives effectively. Public-Private Partnerships (PPPs) offer a platform for joint planning, resource mobilization, and implementation of export-related projects and programs. Through PPPs, Lagos State aims to leverage the expertise, resources, and networks of both government agencies and private enterprises to achieve common objectives in export development. Key activities under private sector engagement may include;

- Development of Export Mentorship programme with the OPS.
- Joint investment in export infrastructure projects such as transportation networks, logistics hubs, and trade facilitation facilities.
- Collaboration on export promotion campaigns, trade missions, and participation in international trade fairs and exhibitions.
- Development of public-private initiatives to address sector specific challenges and capitalize on emerging export opportunities.
- Establishment of industry-led export consortia or clusters to promote collective action, knowledge sharing, and market development.

Collaboration with Industry Associations and Chambers of Commerce, Non-Governmental Organizations

Lagos State recognizes the pivotal role of industry associations and chambers of commerce, non-governmental organisations in representing the interests of businesses and promoting trade and investment. By collaborating with industry associations and chambers of commerce, the state aims to harness the collective strength, expertise, and networks of these organizations to support export promotion efforts. Key areas of collaboration may include:

- Engaging industry associations and chambers of commerce in policy dialogue, advocacy, and formulation and review to address regulatory impediments and create an enabling business environment for exporters.
- Partnering with industry associations to develop sector-specific export strategies, capacity-building programs, and market intelligence export mentorship initiatives tailored to the needs of different industries.
- Supporting industry-led initiatives for product development, quality improvement, and compliance with international standards and regulations to enhance export competitiveness of the State.
- Facilitating networking events, business matchmaking sessions, and trade delegations / trade missions organized by industry associations to connect exporters with potential buyers, investors, and business partners.

Engaging Civil Society Organizations (CSOs), NGOs and Development Partners

Civil Society Organizations (CSOs) and Non-Governmental organization and development partners play a crucial role in promoting inclusive and sustainable development. Lagos State recognizes the importance of engaging CSOs, NGOs and development partners in export promotion initiatives to ensure that the benefits of export-led growth are shared equitably across society. Key strategies for engagement may include:

- Collaborating with CSOs, NGOs and development partners to identify and address social and environmental challenges associated with export activities in the course of production, such as labor rights, environmental concerns, and community development.
- Partnering with CSOs, NGOs and development partners to provide support services, training, and capacity building for vulnerable groups, including women, youth, and smallholder farmers, to enable their participation in export value chains development.

- Leveraging the expertise and resources of development partners to support export-related projects and programs, including infrastructure development, technology transfer, and market access initiatives.
- Facilitating dialogue and collaboration between government agencies, CSOs, NGOs and development partners to promote transparency, accountability, and good governance in export promotion efforts.

With the active engagement of stakeholders from the public, private, and civil society sectors, Lagos State aims to build consensus, mobilize resources, and foster collaboration towards achieving its export promotion objectives and driving inclusive and sustainable economic growth.



Synopsis of Key Findings and Recommendations

Lagos State's export strategy represents a bold and progressive approach to leveraging the state's abundant resources, promoting economic diversification, and enhancing global competitiveness, through an in-depth analysis of the state's economic landscape, demographics, market opportunities, and export potentials, key findings have emerged, highlighting the following recommendations for action:

1. **Focus on Agriculture and Agro-Processing:** Given Lagos's rich agricultural heritage, there is immense potential for value addition and agro-processing to drive export growth. Investments in modern farming techniques, post-harvest handling, and food processing facilities are recommended to enhance productivity, quality, and market access for agricultural exports.
2. **Exploit AfCFTA Deal:** Lagos State will explore opportunities under the AfCFTA market and diversify its export base. Strategic sectors such as food processing, ICT, financial services, textiles, apparel, food and Beverages and handicrafts could benefit from preferential trade agreements and AfCFTA protocols.
3. **Promote Public-Private Partnerships (PPPs):** Collaboration between the public and private sectors through PPPs is essential for driving export promotion initiatives effectively. By leveraging the expertise, resources, and networks of both sectors, Lagos can accelerate export-led growth and create sustainable economic opportunities. Nevertheless, Lagos has an existing **OPPP** that would bolster export infrastructure development through **PPP**
4. **Capacity Building and Skill Development:** Investment in human capital development and skill enhancement programs is critical to enhancing the competitiveness of Lagos's exporters. Training programs, workshops, Export mentorship programme and advisory services should be tailored to the needs of SMEs and aspiring exporters to equip them with the knowledge and skills necessary to succeed in global markets.
5. **Regulatory and Policy Reforms:** Streamlining export procedures, harmonizing standards, and implementing trade facilitation measures are essential for creating an enabling environment for export-oriented businesses. Lagos State should prioritize regulatory and policy reforms to reduce bureaucratic barriers, improve business conditions, and attract investment in export industries.

Action Plan for Implementation

To translate recommendations into action, so as to enhance export development of the state, Lagos State will develop and implement a comprehensive action plan for export promotion, including the following key activities:

1. **Stakeholders Engagement and Collaboration:** Foster partnerships with industry associations, chambers of commerce, civil society organizations, and development partners to mobilize support, resources, and expertise for export promotion initiatives.
2. **Infrastructure Development:** Invest in critical infrastructure such as transportation networks, logistics hubs, and trade facilitation facilities to improve connectivity, reduce trade costs, and enhance competitiveness.
3. **Capacity Building and Skill Development:** Implement training programs, workshops, and advisory services to build the capacity of exporters, enhance their market knowledge, and improve their competitiveness in global markets.
4. **Policy Reforms:** Lagos State will enact regulatory reforms, streamline export procedures, and implement trade facilitation measures to create a conducive business environment for exporters and attract investment in export-oriented industries.
5. **Market Diversification:** Lagos State will explore new export markets and diversify export products to reduce reliance on a limited number of markets and enhance resilience to external shocks.

Future Outlook: Sustainable Development through Export-Led Growth

Lagos State is poised to embark on a journey of sustainable development through **export-led growth**. By harnessing its agricultural potential, leveraging trade agreements, and fostering collaboration between the public and private sectors, Lagos can unlock new opportunities, create jobs, and drive inclusive economic growth for its citizens. With a clear vision, strategic planning, and concerted action, Lagos State can consolidate its position as a **leading export hub** in Nigeria and contribute to the broader goal of sustainable development in the Country.

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Hon. Mrs Folashade Ambrose-Medebem
Commissioner, Lagos State Ministry of Commerce,
Co-operatives, Trade & Investment (MCCT&I)
10th December, 2023