

MINISTRY OF COMMERCE



CROSS RIVER STATE EXPORT GUIDELINE AND STRATEGY 2023 – 2026





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ACRONYMS AND ABBREVIATIONS

CRESS	Cross River State Export Strategy
CES	Cross River 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
MoC	Ministry of Commerce
MoT	Ministry of Transport
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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 - Cross River State SABER Staff—Dr. Effiong Gloria- (Cross River State Accountant General and State SABER Coordinator), and all Staff of SABER
 - Cross River State Ministry of Commerce-Hon. Abigail Duke-Commissioner of Commerce and all Staff of the Ministry of Commerce
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Foreword



With a sense of great optimism and dedication to the economic prosperity of Cross River State, I extend my heartfelt greetings to the esteemed citizens, stakeholders, and partners who have contributed to the formulation of the Cross River State Export Strategy for 2023-2026.

Cross River State is not just a geographical entity but a vibrant tapestry of culture, innovation, and untapped potential. As we stand on the threshold of a new era, this Export Strategy represents more than a document; it is a commitment to harnessing the unique strengths of our state, empowering our businesses, and elevating our global presence. Crafted through extensive consultations with private enterprises, government agencies, and local communities, this strategy embodies the collective aspirations of a united Cross River.

Our state is richly endowed with natural and human resources, and we must unlock their full potential. The Export Strategy outlined herein is not merely a roadmap for the future; it is a call to action, a blueprint for sustainable economic growth, job creation, and global competitiveness. I firmly believe that, with the collaborative spirit that defines Cross River, we will transform challenges into opportunities and carve a niche for our beloved state on the international stage.

In the following pages, you will discover the details of a strategy designed to propel the Cross River State into a new era of economic dynamism. I sincerely appreciate all those who have contributed to this monumental effort. I am confident that, together, we will realize

the vision of a prosperous, resilient, and globally competitive Cross River State.

May God bless Cross River State! May God bless Nigeria!!

Senator Prince Bassey Otu
Governor of Cross River State

Preface



Firstly, I would want to begin by expressing my thanks and admiration to His Excellency Senator Prince Bassey Out, the Governor of Cross River State, who made such a significant contribution throughout the development of the Cross River State Export Strategy. His political drive and dedication to restoring Cross River's greatness are unparalleled. I am delighted to present the Cross River State Export Promotion Strategy and Guidelines for 2023-2026 with tremendous zeal and a sense of collective dedication. This extensive document results from thorough consultations with key stakeholders, focusing on representatives from our state's thriving private sector.

Acknowledging the significant impact that the private sector has on economic results, we have adopted a cooperative methodology in formulating this strategy for promoting exports. We have actively participated in dialogues, forums, and consultations with enterprises spanning diverse sectors, industries, and dimensions to gather their valuable perspectives, experiences, and ambitions. The strategic approach has been enhanced by the active engagement of the private sector, which guarantees that it is not solely forward-thinking but also firmly rooted in the pragmatic intricacies of our commercial milieu.

The strategic framework within this document provides a comprehensive allocation of duties, outlining the specific contributions of the public and private sectors towards achieving our export goals. Delineated responsibilities promote accountability and streamline execution, cultivating a collaborative environment crucial

for achieving favorable results.

As an additional point, the projected costs linked to the execution of the approach are delineated in the guidelines. Ensuring a transparent and rational distribution of resources is critical to the strategy's success. In this regard, we have made every effort to furnish a pragmatic and practical financial structure under our objectives and aspirations.

The precise articulation of the objectives of the Cross River State Export Promotion Strategy demonstrates our dedication to quantifiable results and concrete effects. The objectives range from market expansion to product diversification, encompassing the various aspects of export promotion to guarantee a comprehensive and enduring strategy.

The strategies outlined in this document are based on a comprehensive analysis of market trends, global dynamics, and the distinctive advantages of our state. By identifying products with significant potential or implementing cutting-edge marketing strategies, our approaches aim to establish Cross River State in a competitive position internationally.

The activities delineated in this strategy are pragmatic, executable, and under the overarching goals. Trade missions and capacity-building initiatives are all meticulously designed to substantially contribute to achieving our export objectives.

Finally, I would like to extend my sincere gratitude to all individuals

who have assisted in formulating this approach, with a particular emphasis on our private sector collaborators whose invaluable perspectives have been utilized.

Hon. Mrs. Abigail Duke
Commissioner of Commerce

Executive Summary

The dynamic and forward-looking Cross River State Export Strategy for 2023-2026 has been meticulously designed to enhance the state's standing in the international marketplace. This strategy, founded on an exhaustive analysis of Cross River State's distinctive assets, challenges, and opportunities, demonstrates the state's dedication to strategically promoting exports to stimulate economic development.

This strategy is predicated on the notion that Cross River State will be a sustainable, competitive, and dynamic participant in the regional and international markets. The objective is unambiguous: to bolster the state's ability to export, expand the range of products it provides, and establish itself as a dependable hub for procuring goods and services.

The strategy establishes explicit and attainable goals to revolutionize the economic environment of Cross River State. The objectives encompass augmenting the export sector's impact on economic and social change, encouraging the diversification of products and markets, bolstering the global competitiveness of domestic industries, and guaranteeing policy consistency and institutional harmony.

Recognizing the critical contribution of the private sector, the strategy adopts a collaborative stance. This strategy was developed through comprehensive consultations with enterprises of various sizes, guaranteeing that it aligns with the pragmatic circumstances and ambitions of entrepreneurs in the region. A critical collaborator in ensuring the successful execution of the export strategy is the private sector.

Responsibilities and Accountability: The strategy delineates explicit obligations for public and private stakeholders to facilitate efficient

implementation. This delineation aims to promote accountability, coordination, and the effective utilization of resources during the entire implementation period.

Considering the swiftly changing global environment, the approach has been developed with flexibility and adaptability. This feature facilitates adaptations and enhancements considering evolving market dynamics, technological progress, and emergent economic trends, guaranteeing its continued applicability and effectiveness.

SECTION I

1.0 BACKGROUND

1.1 The Background

In a rapidly evolving global landscape, Cross River State stands at the intersection of tradition and innovation, endowed with a rich tapestry of natural resources, cultural diversity, and a burgeoning entrepreneurial spirit. As we navigate the complexities of the 21st century, the imperative to position Cross River State strategically within the international market has never been more pronounced.

Economic Imperatives: Cross River State has recognized the need to harness its unique strengths and resources to foster economic growth, job creation, and sustainable development. The global economic dynamics, marked by interconnected markets and evolving consumer preferences, present challenges and opportunities that demand a proactive and strategic approach.

The state is amidst a global landscape characterized by rapid technological advancements, consumer behavior shifts, and changing international trade patterns. To remain relevant and competitive, Cross River State must align its economic policies with emerging global trends and position itself as a dynamic participant in the worldwide economy.

Against this backdrop, the government of Cross River State has demonstrated a steadfast commitment to creating an environment that enables businesses to thrive. The recognition of the private sector as a key driver of economic growth underscores the need for a comprehensive export strategy that leverages collaboration, innovation, and adaptability.

The Cross River State Export Strategy for 2023-2026 is not a

departure but a continuation and enhancement of past initiatives. It builds upon the successes and lessons learned from previous export promotion efforts, incorporating stakeholders' feedback, and aligning with the state's evolving needs.

Stakeholder Involvement: The strategy has been developed through extensive consultations with key stakeholders, including representatives from the private sector, government agencies, and the wider community. This inclusive approach ensures that the strategy is grounded in the practical realities of businesses and communities, fostering a sense of ownership and collective responsibility.

At its core, the Cross River State Export Strategy is a forward-looking document that envisions the state as a competitive and sustainable player in the global marketplace. The strategy is designed to catalyze economic transformation, promote diversification, enhance competitiveness, and establish Cross River State as a preferred sourcing destination for goods and services.

As Cross River State embarks on this transformative journey, the Export Strategy for 2023-2026 serves as a compass, guiding the state toward a future characterized by economic resilience, innovation, and global relevance.

1.2 Scope of CRSES

As outlined in the Terms of References (TORs) of the assignment, the following are the objectives of CRSES I:

- To increase the contribution of Cross River State export to Nigeria's economic and social transformation by focusing on employment creation, foreign exchange earnings, technology transfer, strengthening business and industrial linkages, and ensuring sustained inclusive, balanced, and

sustainable development.

- To increase the value and diversification of exports, contributing to a more diversified export earnings base.
- To enhance the competitiveness of Cross River's and Nigeria's exports through developing supply-side capabilities, improving the quality of the business operating environment, reducing the cost of doing business, and enhancing demand-side conditions through improved marketing support and branding.
- To enhance the coherence of export support policies, improve institutional coordination, and strengthen the capacity for export support institutions to effectively provide adequate services to the export sector, increasing exporters' competitiveness in the global market.

1.3 The Purpose

The Cross River State Export Strategy for the period 2023-2026 is designed with the overarching purpose of stimulating economic growth by diversifying the state's economy, fostering global competitiveness to position Cross River as a recognized source of diverse goods and services, and promoting sustainable development practices that prioritize environmental and social considerations for the long-term well-being of the state and its citizens.

1.4. Technical Approach

The technical approach of the Cross River 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 Calabar
- Experts visit to Calabar and Bakassi
- Stakeholders Workshop in Calabar
- Validation Workshops

1.5 Methodology

The methodological approach underpinning the design of the CRSESI relied on comprehensive consultations and collaborations with key stakeholders from the public and private sectors, extensive research and benchmarking, and analytics and simulations. CRSESI is informed by and aligned with past, present, and future state and sectoral strategies, plans, and policies. The Strategy is also mindful of Nigeria's national, multilateral, and international commitments.

SECTION II

2.0 SITUATIONAL ANALYSIS

2.1. Situational Diagnostics of Market Expansion

Due to its distinctive assets and varied economic potential, Cross River State is strategically positioned to initiate a process of expanding its market presence. Conducting a thorough situational analysis is crucial to understanding the present environment, detecting obstacles, and revealing potential advantages that can guide the formulation and implementation of a successful market expansion strategy.

The economic milieu of Cross River State provides a favourable environment for the expansion of the market. A comprehensive examination of the prevailing economic indicators—such as employment rates, GDP growth, and industry performance—offers valuable insights into the state's financial well-being. It is imperative to comprehend the sectors propelling economic activity and those possessing unexplored potential to expand into specific markets effectively.

A comprehensive analysis of the state's present export portfolio yields significant insights regarding the products and services that have already achieved favorable reception in the marketplace. Gaining insight into the demand for exports from Cross River State and identifying high-performing sectors are fundamental requirements for undertaking strategic market expansion.

Conducting a comprehensive analysis of the domestic and international regulatory environments is critical. It is of the utmost importance to comprehend the trade policies, tariffs, and regulatory obligations of the target markets to facilitate market entry and ensure adherence to these factors.

The efficacy of infrastructure and logistics plays a pivotal role in determining the success of a market expansion initiative. Assessing the

condition of transportation, terminals, and communication networks facilitates the detection of potential obstacles and prospects for enhancement, guaranteeing the seamless execution of export procedures.

Technology adoption is a critical factor influencing global market competitiveness. An evaluation of the technological infrastructure, digital preparedness, and adoption of emerging technologies in critical sectors of the state yields valuable insights regarding opportunities for advancement and improvement.

Implementing focused market research facilitates comprehension of emerging trends, consumer preferences, and consumer behavior within prospective markets. The provided information is of great value in customizing marketing strategies and products to cater to the distinct needs of various consumer segments effectively.

Establishing and fortifying collaborative networks comprising trade bodies, industry associations, and local and international partners is imperative. Collaboration in partnerships fosters the development of market intelligence, enables the exchange of knowledge, and creates opportunities for joint market expansion endeavors.

Situational diagnostics include identifying and mitigating potential hazards as an integral component. This comprises unanticipated obstacles, geopolitical volatility, and market dangers that can disrupt market expansion endeavors. Implementing contingency plans guarantees adaptability and resilience when confronted with unforeseen circumstances.

It is critical to thoroughly evaluate the competitive environment to identify opportunities, threats, strengths, and vulnerabilities. This entails the examination of rival regions, both domestically and globally, to comprehend market intricacies, pricing frameworks, and potential

avenues for Cross River State to attain a competitive advantage.

Exports are essential catalysts and drivers of economic development that create jobs which help alleviate poverty, generate foreign exchange earnings, mobilize investments, including FDI, promote industrial diversification, strengthen cluster development and business linkages, promote the transfer of technology, encourage domestic entrepreneurship development, strengthen the formal sector, and improve the brand equity of the country. The situation analysis brought to the forefront the Strengths, Weaknesses, Opportunities, and Threats (SWAT) in Cross River State for market expansion. Table 1 presents the SWAT analysis of Cross River State Export.

Table 1: SWAT analysis of Cross River State Export

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Economic & Social stability ▪ Strong export track record ▪ A range of supporting institutions & programmes ▪ Support of Development Partners & Donor Agencies ▪ A dynamic private sector ▪ Educated, English speaking competitive labour force ▪ Extensive network of preferential trade agreements ▪ Access to regional markets ▪ A dynamic SME sectors ▪ High local content industries 	<ul style="list-style-type: none"> ▪ Narrow products basket ▪ Low competitiveness ▪ Lack of resources ▪ Small domestic market ▪ Labour market rigidity - skills mismatch ▪ Access to credit & finance ▪ Difficult business environment ▪ High transaction costs of doing business ▪ Deficient infrastructure ▪ Low service deliveries ▪ Lack of institutional alignment ▪ Vulnerability to vagaries of nature ▪ Unpredictable policy measures ▪ Unreliable power supply ▪ Border Issues ▪ Lack of trained labour ▪ Lack of market and product intelligence ▪ Nascent private sector ▪ High level of corruption ▪ Red tape and bureaucracy
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Strong demand for un- processed raw materials for exports ▪ Technological advancement - Industry 4.0, Internet of things ▪ E-Commerce and digitalisation of trade ▪ Entry into force of AfCFTA ▪ RVC & GVC opportunities ▪ Underutilised preferential market access to opportunities ▪ Regional and Global Value Chains optimisation 	<ul style="list-style-type: none"> ▪ Vulnerability to changes in the external environment ▪ Trade protectionism (compliance to stricter and newer standards and norms), ▪ Potential loss of preferential market access ▪ Stronger and newer sources of competition ▪ Break-down of trade agenda ▪ Natural hazards ▪ Loss of development aid

2.2. Key Beneficiaries

The key beneficiaries of the CRES I will be the exporters' community of Cross River State and Nigeria, including informal exporters, first-time exporters, occasional exporters, regular exporters, and the global exporters, the Trade and Industry Support Institutions of the public and private sector, and the Government, its ministries, and agencies. The Strategy will specialize in MSMEs, women and youth entrepreneurs, and small-scale farmers.

2.3. Strategies for CRES I Product and Export Expansion

Defined goals, objectives, and actions must be implemented promptly to consolidate, expand, and diversify exports from Cross River State regarding product and market outreach, consequently unlocking Cross River's full export potential. It also outlines the support programmes that the Government of Cross River State needs to implement to build the competitiveness of the Cross Riverian industry, its firms, its products, and its entrepreneurs to play and win at the regional and international levels.

For the strategy to be successfully implemented, there is a need for a specific set of conditions to be present and assembled. To this end, the strategy has identified enablers that qualify as prerequisites for making sustained exports from the Cross River State a reality and points out cross-cutting issues that must be addressed. Some identified enablers include infrastructure development, transport and logistics, access to land, energy, skills development, finance, markets, and digital transformation. Cross-cutting issues with the potential of impeding or catalyzing export growth and developments include promoting inclusive, balanced, and sustainable development, considering environmental, equity, and equality issues, strengthening competitiveness and productivity, and enhancing digital preparedness.

For the strategy to be successfully implemented, there is a need for a particular set of conditions to be present and assembled.

Business information and intelligence, developing skills and competencies, building collaborative partnerships, and mobilizing quality investment. For this to happen, the Government of Malawi should provide adequate resources, a conducive ecosystem, supporting services, and visionary leadership to the local domestic exporters' community to make exports from Cross River State happen. The time- frame of the CRSES I is 2023-2026.

2.4. The Architecture of CRSES I

The architecture of CRES I comprises six mutually reinforcing components, namely, the Vision Statement, the Strategic Goals, the Strategic Objectives, the expected deliverables (Outcomes), the Action Plan, and the Implementation Mechanism, which covers resource mobilization and Monitoring and Evaluation. The Vision Statement of CRES I is "to make Cross River a Competitive, Compliant, Diversified and Sustained sourcing destination for quality goods and services for the regional and global marketplace, and to increase exports from 14.6% to 20% of GDP by 2026". The Four Strategic Goals underpinning the CRES I are:

- (i) To increase exports of "Made in Cross River State" goods and services to the regional and global marketplace.
- (ii) To reinforce export readiness and international competitiveness of Cross River's industries, enterprises, and products.
- (iii) To enhance the domestic business and investment environment for sustained inclusive, balanced, and sustainable economic development and growth.
- (iv) To prove the effectiveness and efficiency of the implementation mechanism.

2.5. Strategic Objectives: Each strategic goal is associated with a set of objectives to achieve the Vision of the strategy. The Strategic objectives underpinning each strategic goal are presented in Table 2

Table 2: Strategic Goals Underpinning the CRSES I

STRATEGIC GOAL 1: TO INCREASE EXPORTS OF "MADE IN CROSS RIVER PRODUCTS AND SERVICES TO THE REGIONAL AND GLOBAL MARKETPLACE	
STRATEGIC OBJECTIVES	
1.1	Consolidate, expand & diversify markets for "Made in Cross River State" products
1.2	Increase export performance in value and volume terms
1.3	Strengthen the attractiveness of Cross River State as a sourcing destination – The Brand Cross River
1.4	Promote export of services
1.5	Provide access to updated market information & intelligence
STRATEGIC GOAL 2: TO REINFORCE EXPORT READINESS AND INTERNATIONAL COMPETITIVENESS OF CROSS RIVER 'S INDUSTRIES, ENTERPRISES AND PRODUCTS	
STRATEGIC OBJECTIVES	
2.1	Make domestic oriented firms and products export ready
2.2	Make Enterprises and products of Cross River compliant to regional and international standards
2.3	Reinforce the competitiveness of clusters or industry sector
2.4	Establish an ecosystem which is conducive for the development of export oriented services activities
STRATEGIC GOAL 3: TO ENHANCE BUSINESS AND INVESTMENT ENVIRONMENT FOR SUSTAINED, INCLUSIVE, BALANCED AND SUSTAINABLE ECONOMIC DEVELOPMENT AND GROWTH	
STRATEGIC OBJECTIVES	
3.1	Make trading across borders simple, fast and cheap
3.2	Improve Business environment for trade
3.3	Strengthen Export Facilitation
3.4	Strengthen Policy advocacy and Economic diplomacy
3.5	Promote inclusive growth with respect to: Gender Equality; Youth Entrepreneurs; Micro and Small Enterprises
3.6	Set up a robust Exporter Aftercare service
3.7	Reinforce Regional integration
3.8	Build Strong digital capabilities
STRATEGIC GOAL 4: TO IMPROVE EFFECTIVENESS AND IMPLEMENTATION MECHANISM	
STRATEGIC OBJECTIVES	
4.1	Establish a strong institutional framework for implementation of CRSES I
4.2	Establish strong partnership between public and private stakeholders
4.3	Resources are mobilised for implementation of CRSES I
4.4	Establish a robust monitoring and evaluation framework and risk management plan

Priority Products

The CRSES I has identified the following products and services as having good opportunities and high potential to succeed in the regional and international markets.

Priority Sector	Priority Product
Agriculture, including forestry and fishing	Traditional export products, Food crop and value-added horticulture, Livestock and fisheries
Manufacturing	Agro-processing, Plastic and plastic products; Textiles and apparel
Services	Tourism; ICT; Creative Industries; Professional services

2.6 Priority Markets

The CRSES II will focus on the following markets, which present good opportunities for products and services made in Malawi.

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

2.7. Cross-cutting issues

The CRSES I will also address the cross-cutting following 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 CRSES 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 CRSES

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 MSMEs 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 CRSES I aim to increase exports as a percentage of GDP. The Strategy should deliver intermediate-level outcomes and milestones to achieve these critical outcomes during implementation. The Key Result Areas are the result indicators that the Strategy achieves. These KRAs are.

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

3.1 ACTIVITIES FOR MARKET EXPANSION

The activities outlined in the Cross River 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 Cross River 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 Cross River State's products.
- Facilitating networking opportunities for businesses on an international scale.

SECTION IV

4.0 IMPLEMENTATION STRATEGIES

4.1. Implementation Plan

The Implementation Plan comprises a series of well-crafted activities that, if implemented, should lead to achieving the objectives, which will impact the goal. The CRSES I Implementation Plan comprises activities to be implemented in under 1-3 years. The Implementation Plan also outlines:

- The specific tasks to be performed and by whom (responsibility allocation)
- The time frame for the implementation, and
- The resource allocation.

4.2 Managing the Implementation of the Strategy

The strategy defines the scope of the implementation mechanism of the Strategy with regards to

The financial resources and budget for operationalizing the CRSES I is \$USD 9million for 2023 - 2026. This excludes the administrative costs. The Strategy proposes a blending approach to finance for implementing the CRSES I, with contributions from the Government, the beneficiaries in the form of fee-paying services, and Aid for Trade funding from Development Partners and Donor Agencies.

- Highly qualified and trained personnel will be mobilized to implement the Strategy. This may require some changes to the organizational structure of the implementing agencies, more particularly the Ministry of Commerce
- The Strategy Implementation Mechanism will establish the line of authority and the line of reporting. The implementation framework will be as follows:
- **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 responsible for Commerce.
- Commissioner responsible for Industry;
- Commissioner responsible for Agriculture;
- Commissioner responsible for Transport;
- Commissioner responsible for Finance.
- Commissioner responsible for Lands, Surveys and Planning
- Director General Trade and Investment Promotion
- Director General State Export Promotion Council.

b. **The CRSES Secretariat** - The CRSES Secretariat will be established to support the Inter-Ministerial Committee. The CRSES Secretariat will be the liaison between the implementing agencies. The secretariat will be comprised of the Ministry responsible for Commerce. 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 will be the lead institution for implementing the CRSES I. MoC will closely collaborate with all relevant inter-governmental ministries, agencies, and private sector institutions to ensure smooth implementation of the CRSES I 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 CRSES 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.

4.3 Best Practices in Export Promotion

International trade is fiercely competitive and dynamic, constantly changing national, regional, and global markets. For any country to compete and win in international trade, it must first withstand competition from existing players and be mindful of future sources of competition, which can be from succeeding in this competitive game. The game's rules remain the same for Cross River State, which also aims to increase its exports by an average of 5.6% yearly to the regional and world markets.

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, usually the Ministry responsible for 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 RESOURCE MOBILIZATION

5.1 Budget

Effective and timely resource mobilization is critical for successfully implementing CRES I. The government must commit to ensuring sufficient human and financial resources with the key implementing partners of CRESI. The action plan identifies institutions responsible for implementing certain activities in line with their mandates. These institutions are expected to integrate CRES I activities in 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. Cross River 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 key programs focused on the priority areas of the strategy and components of the action plan.

The total financial implications for the CRES I projects 2023-2026, excluding administrative costs, are USD\$9,00,000 to be financed by (i) the Government of Cross River State, (ii) revenue generated from fee-paying services, and (iii) Development Partners and Donor Agencies. The Government of Cross River 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 the implementation of CRSES I

Proposed budget contributions

Funding Sources	Percentage Contribution
Government of Cross River 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 CRSES I. Excluding administrative costs.

Summary of Budget

Allocation	Amount (USD)
Strategic Goal 1	2,320,000
Strategic Goal 2	1,654,000
Strategic Goal 3	2,500,000
Strategic Goal 4	2,000,000
Miscellaneous	526,000
Total	9,000,000

SECTION VI

6.0

BASIC GUIDES TO EXPORTING

Exporting can be extremely rewarding in diverse ways; it involves selling your products/services in foreign markets. Some of the benefits include.

- Spreading your risks and reducing dependence on the Nigerian market.
- Increasing your sales productivity and making you more efficient.
- Generating new ideas and marketing techniques and improving ways of doing business.

How do you start? Cross River State Export Promotion Council (CREPC) helps you get started with this export guide. To adequately prepare yourself for export business, follow the 9 steps below. The guide also provides additional information for existing exporters.



6.1 STEP 1: EXPORT READINESS

Check 1: Export Registration

To export from Cross River State, you are required to register with CREPC. Please answer the questions below.

Description	Tick One	
Do you know the requirements for exporter registration?	Yes	No
Are you already registered with CREPC?	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
<p>Check 2 Export Plan:</p> <p>A complete export plan is essential in the export business. Answer the questions below concerning developing your export plan.</p>		

<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
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<p>Do you have the human resources, including relevant export skills and knowledge?</p>	Yes	No
<p>Do you have effective promotional materials for foreign markets?</p>	Yes	No

Including the right message (unique value proposition, tone of voice)		
<p>Check 3: Export Documents & Procedures</p> <p>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.</p>		
Do you know the procedures and steps of exporting from Cross River State?	Yes	No
<p>Are you aware of the various documents required for export?</p> <p>Including documents concerning:</p> <ul style="list-style-type: none"> • Exporter registration • Export contract • Quality assurance • Commercial invoice and packing list • Export financial issues • Goods movement 	Yes	No
<p>Check 4: Logistics & Freights</p> <p>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.</p>		

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

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
Do you know the different pricing methods for exports?	Yes	No

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 Cross River State and Nigeria's governmental and legal export requirements? Including product prohibitions and the export process repatriation.	Yes	No

<p>Are you aware of the legal requirements of your product in the importing country?</p> <p>Such as relevant food safety measurements and requirements, if applicable, prohibited products, or other legal requirements.</p>	Yes	No
<p>Are you aware of Cross River State and Nigeria's governmental and legal export requirements? Such as relevant food safety measurements and conditions, prohibited products, or other legal requirements.</p>	Yes	No

STEP 2: REGISTRATION

To export from Cross River State, Nigeria, you are required to register with CREPC. This can be done using a manual registration platform. This page contains relevant information preparatory to obtaining an Exporter's Certificate.

Guidelines & procedures

The documents required for registration depend on the business entity:

6.2.

DOCUMENTS FOR LIMITED LIABILITY COMPANY

- Certificate of Incorporation (issued by the Corporate Affairs Commission)
- Copy of Memorandum and Articles of Association
- Copy of Form CAC 1.1 - "section C" (Particulars of Directors) or Status report. This was formerly known as Form C07 or Form CAC 7.
- Board resolution to register a company with the CREPC (Company Seal affixed).

DOCUMENTS FOR CO-OPERATIVE SOCIETY

- Certificate of Registration (issued by the Cross River State Ministry of Commerce, Local Governments in Cross River State)
- Byelaws of the Society
- Board resolution to register a company with the CREPC (Company Seal affixed)

DOCUMENTS FOR GOVERNMENT AND NON-GOVERNMENT ORGANIZATION

- Certificate of Registration (issued by the Corporate Affairs Commission)
- Constitution of the Government Organization and non-Governmental Organization
- Memorandum for Guidance of Applicant
- Board of Trustees resolution to register a company with the CREPC (Company Seal affixed).

Obtaining an exporter certificate involves some costs, excluding / bank charges.	
Description of Fees	Charges (Naira)
New certificate registration	N12,500
Expired certificate renewal	N6,300
Late certificate renewal (after Three months of expiry)	N11,500
Payment Methods	
Description	Duration
Validity: CREPC-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

<p>Service timeline</p> <p>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.</p>	<p>7 days</p>
<p>Further registration Assistance</p> <p>Don't hesitate to get in touch with us directly via email at. Alternatively, you can visit the CREPC export assistance office. We are happy to assist!</p>	

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.

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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

To achieve sustainable development, global competitiveness, and economic growth, the Cross River State Export Strategy for the period 2023-2026 serves as an innovative and forward-thinking blueprint. Produced via cooperative endeavors, comprehensive involvement of relevant parties, and a profound comprehension of the distinctive economic terrain of the state, this strategy transcends being a mere written piece. It represents a dedication to effecting substantial change.

As this strategic undertaking draws to a close, it is apparent that the thorough situational assessments, market evaluations, and stakeholder consultations have laid the foundation for a resilient and flexible framework. The approach acknowledges the ever-changing characteristics of international markets, the critical importance of technological advancements, and the primary role of the private sector in stimulating economic growth.

The strategy articulates a vision that transcends traditional limitations. The objective is to transform the Cross River State into a model of economic sustainability, diversity, and resilience—a formidable contender in domestic and international markets. The objectives of the strategy, which include promoting diversification, enhancing competitiveness, and increasing the contribution of exports to economic transformation, demonstrate a comprehensive approach that tackles various complex challenges.

The efficacy of this approach is contingent upon collaborative efforts, successful execution, and an ongoing dedication to enhancement. As we progress, it is crucial to effectively

utilize the enthusiasm generated during its inception and convert it into concrete initiatives. By delineating the obligations, establishing the financial structure, and delineating the strategic goals, the stakeholders are furnished with a transparent itinerary to strive toward a shared objective collectively.

In summary, the Cross River State Export Strategy transcends mere deliberation and represents a collective aspiration for a prosperous future. By capitalizing on its distinctive capabilities, nurturing inventive thinking, and embracing the ever-changing nature of global markets, Cross River State is positioned to augment its exports and redefine its position internationally. The forthcoming course of action presents considerable difficulty; however, we can collectively realize the vision delineated in this strategy by emphasizing implementation, adaptability, and continuous collaboration.

As we commence this paradigm shift, may we maintain an unwavering commitment to elevating Cross River State to an emblem of thriving economies, a center of groundbreaking ideas, and a model of sustainable progress.

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