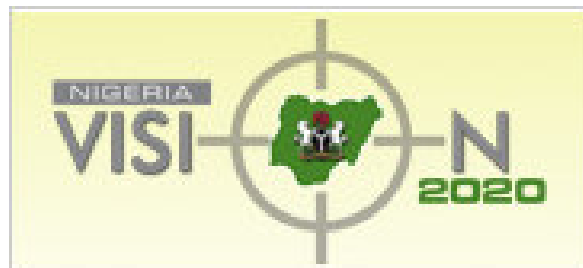




Report of the Vision 2020
National Technical Working Group
On

Trade and Commerce



July, 2009

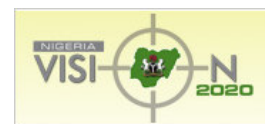


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1.0 INTRODUCTION

1.1. Overview of the Thematic Area

Nigeria like other countries must redefine her vision of the future and development so as to capture the benefits of the unavoidable and irreversible process called globalisation which is reshaping the global map of development and lives. An appropriate and well situated vision of trade and commerce becomes the natural link for Nigeria for taking advantage of this moving phenomenon. Nigeria must therefore participate effectively in other to achieve sustainable growth and development in a world trade environment that is in constant change. The recent global financial crisis has also indicated the strengths and weaknesses as well as the opportunities that can be attributed to a country with dynamic trade policy and regime. The success of Nigeria in the globalizing business environment therefore, largely depends on her ability to identify and exploit the opportunities, while designing policies and programmes to take advantages of such opportunities and reduce the threats.

In terms of natural resources, Nigeria has one of the largest proven deposits of crude petroleum and gas in the world. She also has a vast deposit of solid minerals such as bitumen, kaolin and uranium which are in large commercial quantities. These deposits of mineral resources can support large industrial production both in terms of forward and backward linkages from a wide variety of by-products, especially relying on the potential base for diversity of the petro-chemical industry.

The well diversified vegetation which ranges from the vast rain forests in the South to the Sahelian savannah in the North and the interlocking rivers systems across the country guarantee good agricultural production all year round.

Nigeria's geographical position is strategic for trading using the maritime facilities offered by the Atlantic Ocean to reach out to the Americas as well as having the contiguous advantage to Europe. In spite of these huge endowments, Nigeria remains one of the least developed as a trading nation. The country accounts for a mere 0.3% of the world trade compared to Malaysia, South Africa, China and India, accounting individually for 1.3% of the world trade. In terms of African, the



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country is a distant 3rd behind South Africa and Egypt and in the West African sub-region, Nigeria's share of trade can be significantly be improved.

Behind these large endowments are myriads of binding constraints which make it difficult for Nigeria to realize its large potentials in trade and commerce. The sector is characterized by the dominance of primary exports; weak institutional arrangements and policy environment; poor governance; low trade capacity for effective participation in global market; absence of reliable and timely trade statistics; poor quality of goods and services; poor trade skills and negotiations capacity; low level of technology and development of value chain; high cost of doing business; poor regulatory environment and a large informal trade sector.

While Nigeria's large endowments represent the necessary conditions for joining the league of 20 top economies in the year 2020, the sufficient conditions are the effective harnessing of these endowments, breaking down of the identified constraints and making a transformational paradigm shift from the present position of low trade and commerce, exporters of primary products and importers of processed and final products. Nigeria like other countries must therefore gear-up to capture these potentials through improved trade and commerce for sustained economic development. The country must in addition redefine her vision of the future and development so as to capture the benefits of the unavoidable and irreversible process called globalisation which is reshaping the global map of development and lives.

With the coming into effect of the World Trade Organisation (WTO) in 1995, trade and business practices the world over, are gradually beginning to unify. For Nigeria to succeed in the emerging global market, we must adopt new techniques and move away from the traditional practices, which are fast becoming obsolete and face the new challenges. Above all, we must embrace new dynamic, fast trade and business policies that must be seen to be transparent, stable and consistent with contemporary global norms and standards.

Although the country experienced a large increase in its share of trade in total output, which increased from about 10 percent in 1960 to about 50 percent in 2003; and to about 15 percent in 2007, the bulk of this expansion in trade has been driven by petroleum exports. Nevertheless and between 2003 to 2007, exports of petroleum have witnessed the addition of domestic expansion of



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telecommunication business, but it has remained negligible. We have remained unimpressive in other areas despite natural potentials. Overall and despite the experience of the earlier plans, the NEEDS1, Nigeria's exports have shown little diversification and competitiveness, and while non-oil exports have also shown marginal improvements prior to the recent global financial crisis (GFC), they however, still account for less than four percent share of the total value of exports. By adopting competitive and dynamic trade policies, and appropriate policy incentives as well as diversification of the trade base, and promotion of skills and technology transfer, exploration of new areas of technology and tourism, Nigeria's trade can grow. Further, this will enable the country to access not only the regional markets but the larger more competitive external markets and thus derive greater benefits from international trade and globalization.

1.1.1. Trade and Commerce Facilitation

The term Trade and Commerce are used interchangeably, commerce refers to large-scale business activities while trade describes commercial traffic within nations, states and communities. Nowadays trade costs associated with transportation charges, documentation requirements and delay in clearance at a national border are as important as traditional border such as tariffs and quantitative restrictions. The ability of countries to deliver goods and services in time and at low costs is a key determinant of their participation in the global economy. Easier movement of goods and services clearly drives export competitiveness and fosters diffusion of better technologies through imports and foreign direct investment.¹

In a narrow sense, trade and commerce facilitation implies a reduction or streamlining of the logistics of moving goods through ports or the documentation requirements at a customs post at the border. More recently, the definition has broadened to include the environment in which trade transactions take place, where "domestic" policies and institutional structures play an important role. For example transparent and incorrupt government regulatory agencies are considered to provide a favourable environment for trade transactions. Harmonization of standards and conformance to international norms are also considered to facilitate trade transaction. In addition, the rapid integration of networked information technology into trade suggests that modern definitions of trade facilitation should encompass technology infrastructure, as well.

¹ Source: <https://siteresources.worldbank.org>



Trade and Commerce facilitation is expected to have a favourable impact on trade expansion and hence economic development just as trade liberalization in a traditional sense - a removal of tariffs and quantitative restrictions. Empirical literature supports positive relationship between trade and economic development. Trade and Commerce facilitation will then contribute to economic development as trade facilitation likely triggers an expansion of imports and exports. It is also predictable that a country in advanced stage of development tends to have a better technological and physical infrastructure as well as high quality human capital. Such infrastructure and human capital can imply favourable environment for efficient functioning of ports and customs- thus, a greater capacity in trade facilitation. It is also evident from research that delays for customs clearance are more prominent in lower-income countries. These imply that there may exist reflexive benefit of trade facilitation effort via such a positive growth cycle².

Despite the potential benefit of trade and commerce facilitation, the evolution is not witnessed in every country. Many developing countries are reluctant to make a full commitment to investment and institutional reforms associated with trade facilitation.

1.1.2. Nigeria Trade and Commerce History

1.1.2.1. Nigeria Trade and Commerce “1960s – 1980s”

In the period from the 1960s to the 1980s, the trade policies of many countries in Africa including Nigeria, were informed by the doctrine of import-substitution industrialization and adoption of inward-oriented policies with significant trade restrictions. This strategy advocated the protection of the domestic market from foreign competition in order to promote domestic industrial production. Import-substitution industrialization was widely accepted in the 1960s and 1970s as a viable policy package to help developing countries achieve structural transformation and lessen their dependence on primary products³. Trade and Commerce was characterized by extensive state involvement in the economy both in production and in marketing. Additionally, the domestic market was shielded from foreign competition through a number of policy measures. Nontariff measures

² Source: World Development Indicator 2001 and Global Competitiveness Report 2001

³ Source: Economic Development in Africa



(NTMs) such as quantitative import restrictions and government licences were used profusely to restrict imports. Tariff structures were often highly complex, with a large number of tariff rates, and tariffs were high. Exports were often restricted by a number of export taxes and strict rules and regulations. In respect to the large-scale economic crisis of 1973 and 1979, there was substantial currency devaluation and trade liberalization, along with the dismantlement of industrial protection measures, were advocated as policies urgently needed to halt the crisis and achieve accelerated development. In theory, trade liberalization was expected to have a positive influence on the long-term growth of the economy in several ways. First among these is the “substitution effect”, according to which trade liberalization should reduce the price of imported inputs and remove barriers to export, thereby shifting the incentive structure towards greater production in the tradable sector and improved export performance.

1.1.2.2. Nigeria Trade and Commerce “ 1990s-Present”

The trade sector of Nigeria is the second largest one in Africa. In the 1990s, the trade liberalization was still in progress of which the country gained an annual trade growth rate of 3.6%, in which the rate for export and import was 4.6% and 2.2% respectively⁴. During the 1990s, import duty schedule of Nigeria was adjusted declining. In order to improve the economic environment, Nigeria in 1995 relied more closely on the market to allocate foreign exchange, and liberalized the foreign investment regime.

In 1995, Nigeria’s macroeconomic and trade policies evolved positively amidst persistent political and institutional uncertainty. Since 1995, access to foreign exchange at close to market rates and the lifting of most restrictions on current and capital transfers have significantly improved the trade and investment environment. However, several foreign exchange documentary and approval requirements remain and have the potential to restrict imports. Eliminating those requirements, together with the unification of the exchange rates and full reliance on market forces for foreign exchange would provide a more secure business environment.

⁴ Source: <http://www1.mot.gov.vn/en/NewsDetail>



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In 1996, Nigeria was the 34th largest exporter and 43rd largest importer worldwide. Furthermore, it is the third largest trading nation in Africa. The long-term decline (since 1980) in its share of Africa's exports continued during the period 1991-1996⁵

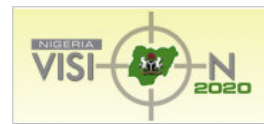
In year 2001, the country's Government reduced import duty rates on several materials, equipments, and finished products. However, in the same year, the Nigerian Government raised import duty rates on many agricultural products and other consumer goods. The main thrust of the trade policies was to enhance competitiveness of domestic industries, with a view of stimulating local value-added and promoting a diversified export base.

Current policy

For multilateral trade policy, Nigeria, as a member of the World Trade Organisation (WTO), must continue to intensify efforts to play more active and collaborative role in shaping the direction of multilateral trade policies. Similarly, under regional trade arrangements, Nigeria remains a major player in the ECOWAS sub-region. Nigeria's adoption of the ECOWAS Common External Tariff (CET) in 2005 improved the predictability of its tariff regime, and provided a strong signal of Nigeria's commitment to a competitive level playing field and deepening sub-regional integration. However, although Nigeria accounts for about 51 per cent of firms involved in the ECOWAS Trade liberalization Scheme (ETLS), the regional market still accounts for only a small fraction of Nigeria's total trade.

Nigeria is also eligible for a number of preferential trade arrangements such as the non-reciprocal trade preferences under the WTO Generalized Systems of Preferences (GSP). The country currently benefits from non-reciprocal preferential treatment of its exports into the European Union under the Cotonou Agreement between the European Union and the Africa, Caribbean, and Pacific (ACP) States. The Cotonou Agreement is however expected to be replaced by a reciprocal Economic Partnership Agreement (EPA) in the near future. For exports to the USA, some Nigerian products receive preferential tariff treatment under the African Growth and Opportunity Act (AGOA). Under AGOA, eligible countries qualify for duty-free and quota-free access to the USA

⁵ Source: World Trade Organisation



market for a range of products, including agricultural and textile products. Nigeria's exports under AGOA however remain highly undiversified consisting primarily of energy-related products

1.2. Scope of Trade and Commerce

Trade and commerce is the twin term that covers the nerve of business development and growth of any country. The thematic area is therefore broad acts as the connecting link between all the other sectors, the people of the country and all the external sectors of the other countries that we must essentially relate with in order realize the objectives growth and development for our country, Externally it covers all activities of export and import of goods and services, domestically, it covers all processes and procedures for facilitation of transactions in good business as well as in movements of goods and services in the country. The scope of the thematic area is therefore inclusive issues around facilitation and enhancing good business environment which include but not limited to economic and social infrastructure, legal and regulatory environment, institutional structures for doing business as well as institutions with responsibilities for organizing and managing all aspects of Trade and commerce including the nature and structure stakeholders involvement. To accomplish the objective of the thematic area, we therefore look among others at issues that borders on trade and commerce and examine what is on ground and what needs to be done in order to enhance the contribution of the sector to the attainment of the objectives of vision 2020. In order to achieve the goals, the country must adopt appropriate and dynamic trade policy which will address the following broad areas:

I: Areas of Competition and Competitive Business Environment; the following issues must be covered:

- Stimulate competition;
- Promote investments;
- Reduce cost of doing business drastically;
- Develop skills & capacity to match global competition;

II: Depth of Business and the Business environment:

- Diversify the export base;
- Emphasize production and marketing of industrial goods and services for export market;
- Integrate and mainstream the informal sector into the formal economy;
- Create enabling environment for Nigerians in Diaspora;



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- Promote integration of the regional market by exploiting core competencies of the country in these market;

III: Trade and commerce Skill and Scope of Participation in International Trade:

- Encourage Nigeria's participation in Multilateral, Regional and Bilateral trade negotiations to enhance economic development;
- Promote & develop domestic trading including intra-state trade and inter-state commerce
- Promote and institute the best practices in (a maximum one week) business start-up and operationalise throughout Nigeria

Our focus also on the following sub-themes:

- Trade and Commerce Value Chain – This addresses raw materials and agricultural produce; Processing and Out-letting (packaging, marketing and distribution)
- Informal Trade and Commerce Sector – Evaluate lack of coordination between the various regulatory agencies in the sector; Lack of adequate data and Smuggling activities
- Inland Trade - It would cover Consumer protection; Channel and distribution
- Foreign Trade - This addresses export and import; Procedures and documentation
- Infrastructure - It covers road and rail networks; power and electricity; availability of potable water and technology
- Policy and Regulation - This evaluates formulation, promulgation and coordination of policies and regulation
- Roles and Responsibility of Stakeholder – Explores the strategic roles of each stakeholders and how all the stakeholders can work together to achieve the desired results
 - Federal, States and Local Government
 - Ministries, Departments and Agencies (MDA)
- Finance and budgetary allocation



1.3. Overall Targets for the Thematic Area

The targets for the thematic area must be set by the overall vision and objectives for the economy. Such targets must be directly related to the overall objectives of the sector and directly measurable. To attain the objectives of the trade and commerce thematic area, we must be able to identify the important pillars of the sector which are capable of driving the sector to becoming the leading sector in the continent. To achieve this height, the following target/objectives will need to be adopted:

- (i) Drive and promote increased value addition to Nigeria's potentials in Agriculture, Minerals, Oil and Gas in order to achieve rapid sustainable economic growth that reduces poverty, ensure wealth creation, employment generation and delivering prosperity to all Nigerians;
- (ii) Sustain the tariff reform which aimed at reducing the unpredictability, uncertainty and lack of transparency of Nigeria's tariff regime;
- (iii) Broadly deepen Nigeria's integration into global markets by doubling the country's openness index by the mid-term of the vision 2020;
- (iv) Promote greater utilization of various preferential trade arrangements including ECOWAS Free Trade Area, the Cotonou Agreement and AGOA;
- (v) Facilitate trade in goods and services both domestic and internationally;
- (vi) Promotion of the transfer, acquisition and adoption of appropriate and sustainable technologies to ensure competitive export-oriented industries;
- (vii) Ensure that the country is not more than 50 in ranking in the ease of doing business index by the midterm of the vision;
- (viii) Promotion of ethical business practices which support consumer protection

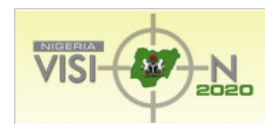
1.4. Process Involved in Producing the Trade and Commerce Plan

In preparing the report for the Trade and Commerce, the National Technical Working Group (NTWG) considered the draft outline of the NV2020, and evolved a step by step process for developing the V2020 plan as follows:



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- (a) Setting up of sub-committees to address various aspects of the plan
- (b) Assigning specific responsibilities to individuals and groups
- (c) Sourcing of primary and secondary data. This involved:
 - (i) Generation and processing of baseline data for trend analysis
 - (ii) Contact with relevant federal, states and local government agencies as well as international organization
 - (iii) Informal contacts with renowned experts within the country
- (d) Assessment of local and global trends in trade and commerce. These include:
 - (i) Review of relevant documents such as Vision 2010, NEEDS 2 and SEEDS 1 Documents, and other several documents
 - (ii) Analysis and validation of primary and secondary data
- (e) Identification of key indicators and success factors
- (f) Identification of the Benchmarking countries
- (g) Review of current plans and programmes of states, ministries, departments and agencies, especially, Federal Ministry of Trade and Commerce
- (h) Invited and engaged the Deputy High Commissioner of India to elaborate on the Trade and Commerce sector



2.0 CURRENT POSITION ASSESSMENT

2.1. Global Trends in Trade and Commerce

Since the turn of the century, the fast-accelerating globalization of trade and capital flows has brought rapid economic growth to many countries, including developing countries and transition economies. Following an extraordinary increase in their exports, many of these countries have significantly increased their real income and enjoyed growth in employment and a reduction in poverty. Some appear to be on track to meet the Millennium Development Goals.

However, these advances have not been shared by all. A number of developing countries, particularly the least developed countries, have not fully participated in the global boom. In Africa, nearly half of all countries have not been lifted sufficiently by the recent economic recovery, although they have made efforts to face the challenges of globalization. Their growth rate did not increase in the period 2000–2006 as compared with 1995–2000, or else it remained below 3 per cent.

For developing countries to reap the benefits of globalization in the future there is a need to address the impact of commodity dependence, including the volatility of prices, the pro-poor and transparent allocation of revenues as well as the diversification of production structures in economies dependent on a few commodities. All developing countries, in particular the least developed, have to build productive capacity, ensure access to basic services and strengthen their legal and regulatory frameworks and institutions

Rank	Exporters	Value(\$)	% of world trade	Importers	Value(\$)	% of world trade
1	European Union	798.6	18.9%	United States	1059.9	23.6%
2	United States	695.0	16.4%	European Union	851.2	18.9%
3	Japan	419.4	9.9%	Japan	310.7	6.9%
4	Canada	238.4	5.6%	Canada	220.2	4.9%

5	China	194.9	4.6%	Hong Kong	181.7	4.0%
6	Hong Kong	174.8	4.1%	China	165.7	3.7%
7	Korea, Republic	144.2	3.4%	Mexico	148.2	3.3%
8	Mexico	136.7	3.2%	Korea, Republic	119.7	2.7%
9	Taiwan, Province of China	121.6	2.9%	Taiwan, Province of China	111.0	2.5%
10	Singapore	114.6	2.7%	Singapore	111.0	2.5%
Total		4232.0		Total	4494.0	

Figure 1: Leading Exporters and Importers in World Merchandise Trade. Source: WTO 2008 Annual Report

International trade is integral to the process of globalization. Over many years, governments in most countries have increasingly opened their economies to international trade, whether through the multilateral trading system, increased regional cooperation or as part of domestic reform programmes. Trade and globalization more generally have brought enormous benefits to many countries and citizens. Trade has allowed nations to benefit from specialization and economies to produce at a more efficient scale. It has raised productivity, supported the spread of knowledge and new technologies, and enriched the range of choices available to consumers.

2.1.1. Globalization and Trade

Global trade growth was less dynamic after the oil crisis of 1973, while migration and foreign direct investment (FDI) flows accelerated, especially from the mid-1980s onwards. Migration differed between the two globalization periods referred to above, as many earlier sources of emigration (especially Western Europe) became destination points. South to North migration flows increased in importance, while South-South flows continued. Capital flows have always played a prominent role in the globalization process. In the last few decades liberalization and deregulation have contributed strongly to a surge in FDI flows. But regions have been affected differently, with



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important consequences for the development of technological know-how and the geographical pattern of industrialization⁶.

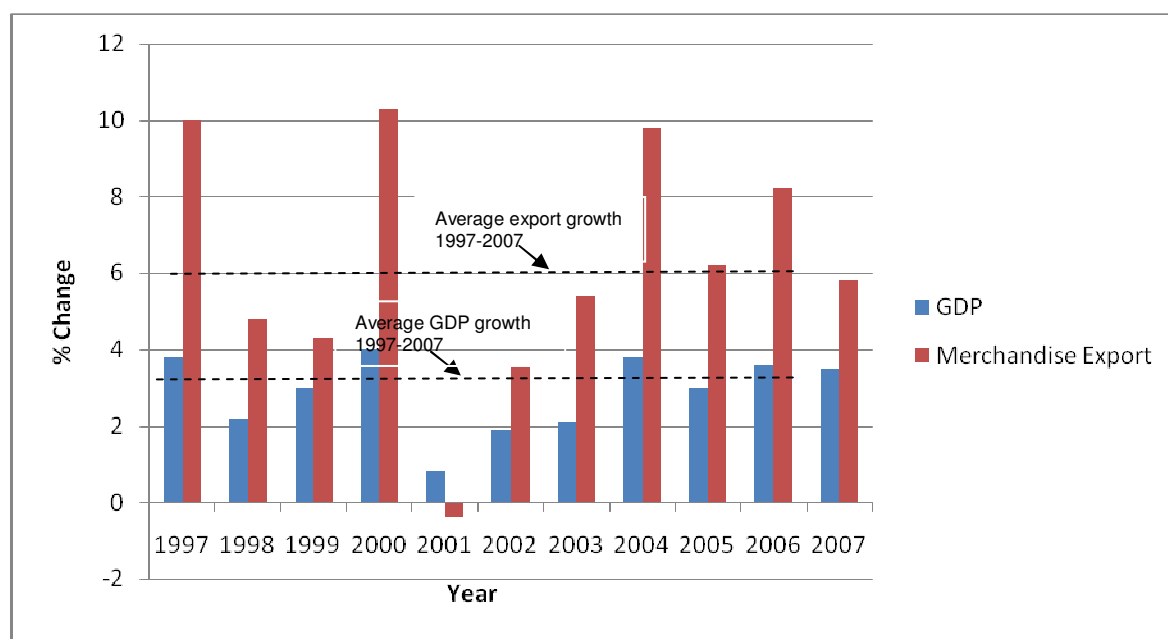
Main drivers of globalization, chief among the technological drivers of globalization are inventions that have improved the speed of transportation and communications and lowered their costs. These include the development of the jet engine, containerization in international shipping, and the revolution in information and communications technology. Equally notable are changes in production methods which have created new tradable products, expanded global production in food and made manufacturing more efficient.

Political developments in the last decades of the 20th century sowed the seeds of further economic integration. These include China's economic reforms, the fall of the Berlin Wall and the collapse of the Soviet Union.

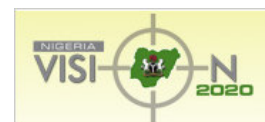
Finally, globalization has benefited from economic policies favouring deregulation and the reduction or elimination of restrictions on international trade, foreign investment and financial transactions. Trade opening has been pursued multilaterally through successive multilateral negotiations, bilaterally and regionally through preferential trade agreements and unilaterally. In the case of many developing countries, early commercial policies had an inward-looking focus. But the success of a number of newly industrializing economies in East Asia with exported growth strategies contributed to a more general adoption of industrialization policies that recognized the importance of exports in the process.

⁶ Source: WTO Annual Report 2008

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	GDP (%)			Exports (%)			Imports (%)		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
World	3.3	3.7	3.4	6.5	8.5	5.5	6.5	8.0	5.5
N.America	3.1	3.0	2.3	6.0	8.5	5.5	6.5	6.0	2.5
USA	3.1	2.9	2.2	7.0	10.5	7.0	5.5	5.5	1.0
South & Central America	5.6	6.0	6.3	8.0	4.0	5.0	14.0	15.0	20.0
Europe	1.9	2.9	2.8	4.0	7.5	3.5	4.5	7.5	3.5
European Union (27)	1.8	3.0	2.7	4.5	7.5	3.0	4.0	7.0	3.0
Commonwealth of Independent States	6.7	7.5	8.4	3.5	6.0	6.0	18.0	21.5	18.0
Africa & Middle East	5.6	5.5	5.5	4.5	1.5	0.5	14.5	6.5	12.5
Asia	4.2	4.7	4.7	11.0	13.0	11.5	8.0	8.5	8.5
China	10.4	11.1	11.4	25.0	22.0	19.5	11.5	16.5	13.5
Japan	1.9	2.4	2.1	5.0	10.0	9.0	2.5	2.5	1.0



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India	9.0	9.7	9.1	21.5	11.0	10.5	28.5	9.5	13.0
Newly Industrialized economies (4)	4.9	5.5	5.6	8.0	12.5	8.5	5.0	8.5	7.0

Figure 2: Growth in the Volume of World Merchandise Trade and GDP, 1997-2007. Source: WTO 2008 Annual Report

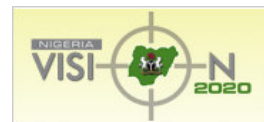
2.1.2. Africa Trends in Trade and Commerce

Most African countries now have liberalized trade regimes. The process of liberalization occurred principally in the late 1980s and in the 1990s and involved the tariffication of non-tariff barriers, cuts in the number and value of tariffs, exchange rate liberalization and the removal of export barriers. Overall, export performance in African countries following trade liberalization has been disappointing. Indeed, although there has been a positive effect of trade liberalization on exports expressed as a percentage of GDP, this effect is weak and the overall trade balance in African countries has deteriorated since liberalization. Export performance following trade liberalization can be analysed in more detail by examining trends in values and volumes of exports. Such analysis reveals that, following liberalization, African exports continued to grow at a lower rate than in other regions in volume terms and it is only the rising prices of fuels, minerals and other primary commodities since 2002 that have maintained African export value growth at a level comparable with that in other developing regions.

Trade Performance before and after liberalization (Median Value as a % of GDP)				
Africa		Before	After	% Change
	Import	31.0	34.0	10
	Exports	23.2	25.7	11
	Trade Balance	-6.6	-7.7	-17

Figure 3: Economic Development in Africa 2008

Export diversification is very low in Africa. African countries remain principally primary commodity exporters and the dependence of African countries on a small number of export products has



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increased in the period following liberalization. Many countries in the region are at present less able to withstand price shifts for a few key commodities than they were prior to liberalization. The main trends in the destination of African exports do not appear to have been strongly affected by African countries' efforts to liberalize trade. Although there has been some diversification in the destinations of African exports, reducing the importance of European countries as export markets, this is part of a long-term trend. The greater importance of Asia as a market for African exports reflects strong growth in that region rather than changes in African countries' trade structure. Recent changes in the share of African exports going to North America, meanwhile, have been driven mainly by trends in oil exports, which are independent of the trade liberalization process⁷.

In the period 2000–2005, no African country featured among the world's 20 leading exporters of processed food, although these include countries such as Argentina, Brazil, Mexico, India, Indonesia and Thailand. South Africa, the largest African exporter of these products, had a global market share of less than 1 per cent. Mauritius, the second-largest exporter of processed products in sub-Saharan Africa, came a distant 59th in the global rankings, with only a 0.2 per cent market share. In the case of semi-processed products, South Africa was the only sub-Saharan African country among the top 20 exporters in the period 2000–2005. There were no sub-Saharan African countries at all among the leading exporters of processed products in that period⁸.

In Africa, encouraging the export of manufactured products would be a way of achieving the much-needed diversification out of the crowded low-value primary commodity market. Exporting high value manufactured products could help Africa to move into new market segments. Manufactured products have a diversified demand, implying that these products offer a better potential for market growth than primary commodities traditionally exported by African countries. Given the small size of the domestic markets in most African countries, export markets represent opportunities needed to absorb the additional production that would result from the process of economic growth and structural transformation in Africa. The large size of external markets could also help Africa's firms to realize the economies of scale necessary to become internationally competitive. In a nutshell,

⁷ Source: Economic Development in Africa 2008

⁸ Source: OECD 2008

increasing manufacturing exports is necessary to “maintain industrial growth, expand employment opportunities, and diversify exports”⁹.

African countries' average manufacturing exports (GDP percentages)			
	1980 - 1989	1990 - 1999	2000 - 2006
Benin	0.5	1-5	1.3
Botswana	-	-	35.7
Burkina Faso	0.5	-	1.4
Burundi	-	0.2	0.4
Cameroon	1.3	1.5	0.9
Cape Verde	-	1.3	1.4
Côte d'Ivoire	3.4	6.3	7.8
Egypt	2.4	2.3	2.1
Ethiopia	-	0.4	0.8
Gabon	2.8	1.4	4.0
Gambia	0.4	1.6	0.6
Ghana	0.3	3.1	4.5
Guinea	-	4.5	6.3
Kenya	2.0	4.6	3.5
Madagascar	0.8	3.1	6.3
Malawi	1.6	2.5	2.6
Mali	0.1	1.4	8.8
Mauritius	25.2	28.5	26.1
Morocco	6.0	10.0	14.0
Mozambique	-	0.9	1.1
Namibia	-	-	17.2
Niger	0.4	3.5	1.8

⁹ Source: World bank Report 1981: 95

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Nigeria	0.0	0.6	0.7
Rwanda	-	0.2	0.2
Senegal	3.5	7.2	7.5
Seychelles	1.2	2.3	2.3
Sierra Leone	3.8	-	0.4
South Africa	4.4	9.1	13.2
Sudan	0.2	0.3	0.3
Swaziland	-	-	46.9
Togo	2.5	4.0	13.7
Tunisia	11.7	21.6	25.9
Uganda	-	0.7	1.0
United Republic of Tanzania	-	1.2	1.9
Zambia	-	4.4	4.4

Figure 4: Source – World Bank Report, 2008

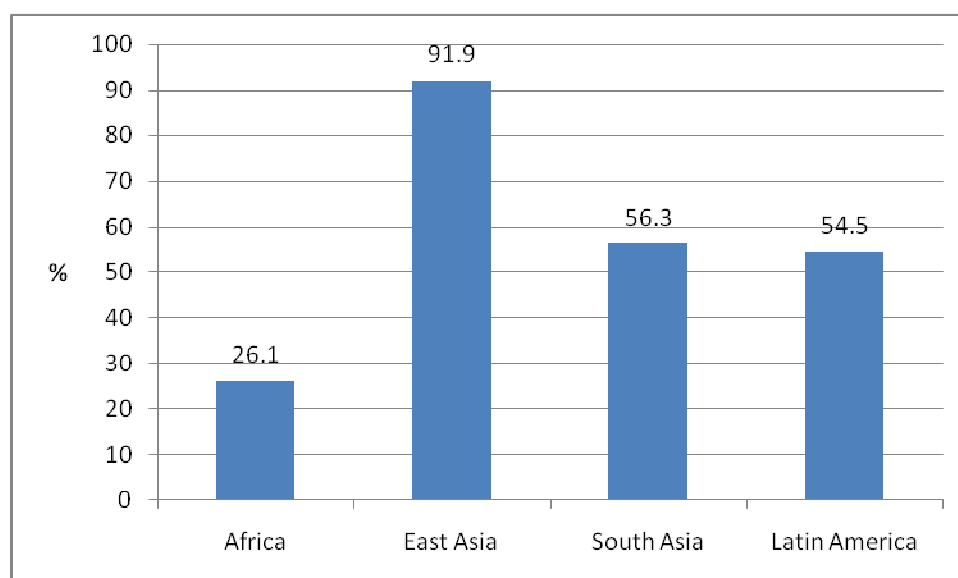


Figure 5: Regional Export 2007, Source- UNCTAD 2008a



Effect of Trade Liberalization on Africa

TRADE liberalisation cost sub-Saharan Africa \$272 billion over the past 20 years. Two decades of liberalisation have cost sub-Saharan Africa roughly what it has received in aid. Effectively, this aid did no more than compensate African countries for the losses they sustained by meeting the conditions that were attached to the aid they received¹⁰.

Imports tended to rise faster than exports following trade liberalisation; and that this resulted in quantifiable losses in income for some of the poorest countries in the world. When trade was liberalised, imports climbed steeply as new products flooded in. Local producers were priced out of their markets by new, cheaper, better-marketed goods.

Exports also tended to grow, but not by as much. Demand for the kind of things sub-Saharan African countries tended to export - such as raw materials - doesn't change much, so there wasn't a lot of scope for increasing exports. This meant that, overall, local producers were selling less than they were before trade was liberalised. According to our model, this is the amount that the GDP of these countries would have increased had they not liberalised their trade in the 1980s and 1990s. If the model is applied to all of sub-Saharan Africa, the loss is \$272 billion.

While some countries in Africa have increased their GDP over the past 20 years, this increase is not as great as it could have been. There are more poor people in sub-Saharan Africa now than there were 20 years ago - some of them would not be poor today, were it not for inappropriate trade liberalisation

In all the countries for which it had data, the UN Conference on Trade and Development (UNCTAD) found that, following trade liberalisation, imports of food increased as a proportion of all imports, while imports of machinery declined, again as a proportion of all imports.

The increase in cheap food imports priced farmers out of local markets. The relative decline in imports of machinery showed that manufacturers were also suffering, importing less machinery to run their factories, improve productivity and provide more jobs.

Trade liberalisation means a 'double whammy' for poor people, stifling the development of industry which would replace lost jobs in agriculture.

Export trends bear this out. Though exports did increase in most cases following trade liberalisation, most countries simply exported more of the same - they did not start to export more manufactured goods, for example, or more higher-value agricultural exports. An UNCTAD study

¹⁰ Source: SUNS, issue no. 5832, 30 June 2005 by Claire Melamed (Trade Policy Manager)



also found that many least-developed countries (LDCs) lost market share following trade liberalisation, as their exports failed to compete in international markets.

Effect of Global Financial Crisis on African Trade

The global financial crisis impacted African trade. The most significant was the decline in export prices and volumes. Largely as a result of falling prices and demand for their commodities, many countries experienced sharp drops in primary commodity exports. During the second half of 2008, non-energy commodity prices plunged 38 percent. Oil prices fell 69 percent between July and December 2008¹¹.

However, the impact of the financial crisis on African trade varied from country to country, sub-Saharan African countries seem to be least affected. In general, there were restrictions on credit in the domestic market, hitting small traders and cooperatives that do not have the business linkages needed to access inter-company credit.

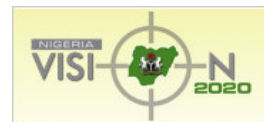
2.2. Comparative Benchmarking Analysis

2.2.1. Key Indicators & Selection Criteria for Comparator Set

We identified a comparator set based on the following indicators:

- **Logistics Performance Index (LPI):** The LPI uses a broader and comprehensive approach to supply-chain performance to measure some of the critical factors of trade logistics performance, including the quality of infrastructure and logistics services, the security of property from theft and looting, the transparency of government procedures, macroeconomic conditions, and the underlying strength of institutions. The added value of the LPI is that it provides a global benchmark of logistics efficiency and service quality not treated specifically in the GCI or in Doing Business.
- **Doing Business Index:** *Doing Business* focuses on red tape obstacles to the movement of goods across borders and the ease of export and import for small and medium sized enterprises. It looks, for example, at the number of documents and signatures for imports and exports

¹¹ Source: Carnegie Endowment - Impact of Financial Crisis on Africa



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- Global competitiveness Index: The Global Competitiveness Index 2006–2007 (GCI), produced by World Economic Forum (www.weforum.org), is a composite index based on macro and micro data as well as interviews with key business and societal stakeholders featuring the 12 pillars of competitiveness. It contains detailed profiles of 125 economies and data tables with global rankings covering more than 100 indicators in nine areas: institutions, infrastructure, macro-economy, health and primary education, higher education and training, market efficiency, technological readiness, business sophistication, and innovation. Several indicators are directly relevant to trade facilitation and logistics
- The Trade and Development Index (TDI):

Based on the above, the set of countries for comparative analysis are Singapore, Hong Kong, South Africa, United States, Canada, India, Malaysia and Brazil.

The Trade Logistics Performance Index are based on seven areas of performance, which are:

- Efficiency of the clearance process by customs and other border agencies
- Quality of transport and information technology infrastructure for logistics
- Ease and affordability of arranging international shipments
- Competence of the local logistics industry
- Ability to track and trace international shipments
- Domestic logistics cost
- Timeliness of shipments in reaching destination

S/N	Countries	GDP (Billion USD)	GDP Ranking	GDP Per Capital (Countries Currency)	GDP Per Capita Ranking	Trade Logistics Performance Index (ranking)	Global Competitive Index (GPI) Overall index	TDI Rank	TDI
1.	Canada	1,432,140	9	43,484.9	14	10	10	10	790
2.	USA	13,843,825	1	45, 845.5	11	14	1	2	854
3.	Singapore	161,349	45	35,162.9	21	1	5	15	762
4.	Hong Kong	206,707	36	29,649.5	27	8	11		
5.	South Africa	282,630	29	5,906.5	63	24	45	41	557
6.	India	1,098,945	12	977.7	106	39	50	90	306
7.	Malaysia	186,482	38	6,947.6	59	27	21	28	631
8.	Brazil	1,313,590	10	6,937.9	60	61	64	64	488
6.	Nigeria	166,778	41	1,159.4	103	93	94	108	172

Figure 6: Source-Trade Logistics in Global Economy; Global Competitiveness Report 2008-2009 & UNCTAD



Key factors determining trade logistics performance are:

- **Quality of infrastructure:** Telecommunications and IT infrastructure are an essential component of modern trade processes. The physical movement of goods now entails the efficient and timely exchange of information. The quality of transport infrastructure remains a concern in close to or more than half of the logistics operators in average, low, and lowest performers. That concerns also exist in even the highest and high performing countries reflects the challenge of maintaining physical infrastructure at a level able to satisfy rapidly growing demands.
- **Competence of private and public logistics service providers:** The performance of the supply chain depends on the quality of services delivered by the private sector through customs brokers and road transport operators—and on the competence and diligence of public agencies in charge of border procedures. For the lower performers, the dissatisfaction with the quality of trade logistics services applies to both the private and public sector. In those countries where logistics performance is high, there is more satisfaction with private providers than with public providers. The negative view of private providers in the lower performers is an important insight. Too often in developing countries, and notably in Africa, inadequate regulations and the absence of competition lead to corruption or poor services—such as those provided by “suitcase businessmen” at border posts. Often the mere presence of these operators disturbs the clearance process and hinders the emergence of competent local logistics operators who can work with international operators.
- **Custom and other border agencies:** Clearance at the border is not only a matter of customs diligence. Law enforcement agencies and ministries of agriculture and industry also intervene in the process. Customs performance tends to be better than that of other border agencies; on average, customs clearance accounts for a third of import time. This underscores the importance of addressing the coordination of border agencies, especially in countries that already have attained good customs clearance.



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- **Corruption and transparency:** Logistics performance also depends on broader policy dimensions, including the overall business environment, the quality of regulation for logistics services, and most important, on overall governance. The way the local market for logistics services is regulated directly affects a country's ability to use the physical internet to connect to global markets. The transparency of government procurement, the security of property from theft and looting, the macroeconomic conditions, and the underlying strength of institutions are critical factors in determining logistics performance. Unsurprisingly, ratings of the domestic environment in such areas as corruption and the transparency of processes and regulation reflect these findings.
- **Reliability of the trading system and supply chain:** For traders at the origin or the destination of the supply chain, what matters most is the quality and reliability of logistics services, measured by the predictability of the clearance process and timely delivery of shipments to destination.

The Vicious and Virtuous logistics

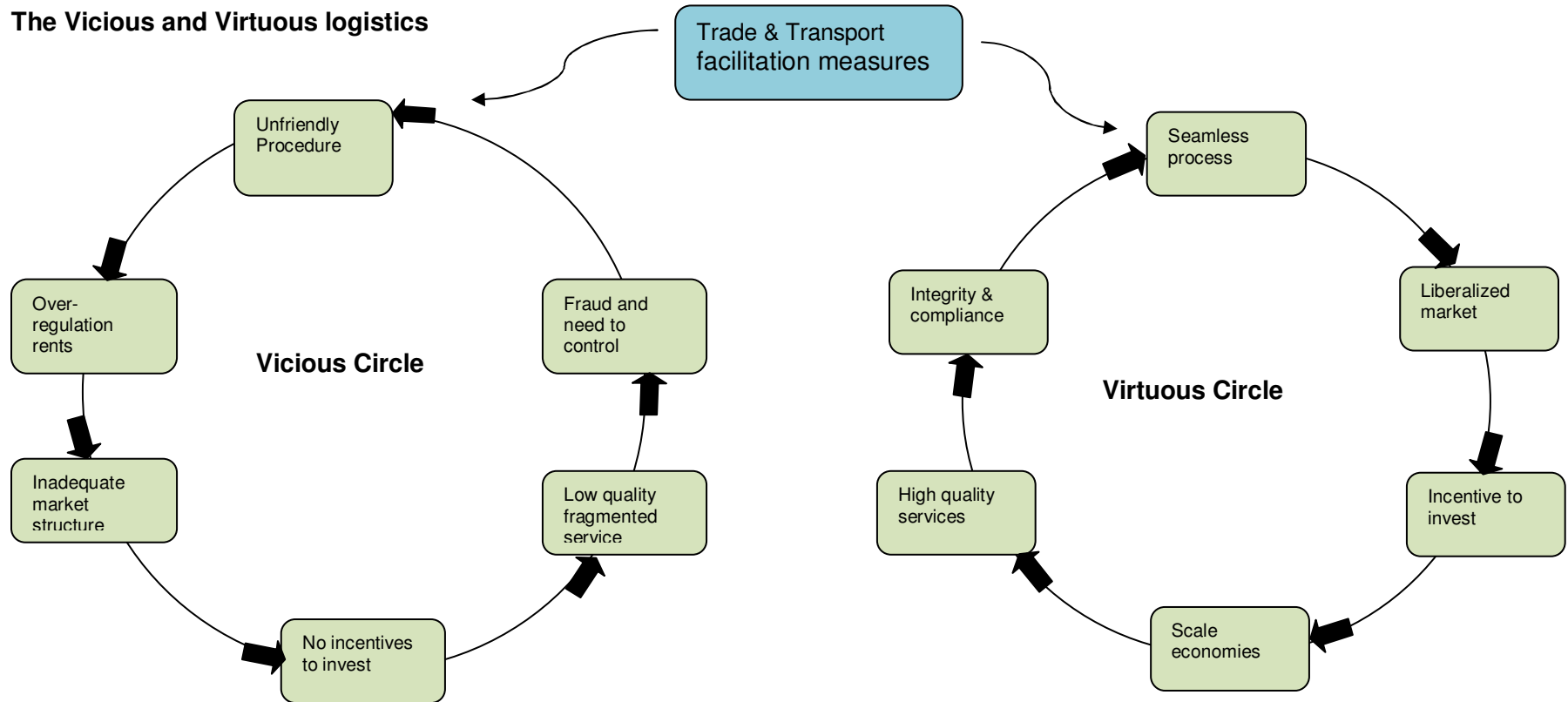


Figure 7: Source- Trade Logistics in a Global Economy 2008



Logistics Performance Survey

Country	Rate of Physical Inspection (%)	Customs clearance (days)	Lead time export, median case (days)	Lead time import, best case	Lead time import median case (days)	Number of border agencies export	Number of borders agencies import	Possibility of a review procedure (%)	Charge of 40-ft export container or semi-trailer (\$)	Charge of 40-ft import container or semi-trailer (\$)
Canada	2	0.8	2.6	2.2	4.0	2.7	3.8	80	627	757
USA	3	1.1	3.6	2.5	3.9	2.9	3.2	64	861	1008
Singapore	3	1.1	2.4	1.2	2.2	1.5	1.7	67	311	311
Hong Kong	2	0.6	1.9	1.3	2.4	2.5	3.7	67	561	654
South Africa	2	1.9	2.2	1.9	4.0	4.5	3.2	60	619	515
India	25	2.4	4.0	4.0	4.7	2.9	2.4	39	601	619
Malaysia	6	1.7	3.4	1.7	3.3	2.5	3.3	75	783	658



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Brazil	13	5.8	3.4	3.1	7.0	5.7	6.0	0	909	1,145
Nigeria	72	8.1	9.9	8.4	11.2	7.5	7.5	0	1732	2449

Figure 8: Trade Logistics in a Global Economy 2008



2.2.2. Key Learning Points

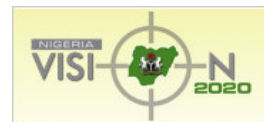
Based on the outcome of the analysis, the following learning points were highlighted:

- Building strong Infrastructure most especially in the area of electricity and road network
- Business regulatory policies
- Security especially in the Niger-Delta
- Ensure access to basic services
- Strengthen the legal and regulatory frameworks and institutions
- High cost of doing business resulting in the un-competitiveness of Nigeria's products in the international market place
- Poor quality of goods and services that do not meet international standards
- Non-diversification of export base
- Lack of coordination among regulatory agencies resulting in poor regulatory environment
- Absence of reliable data on formal and informal trade
- Thriving informal trade not captured in national trade statistics
- Low level of technology
- Lack of trade negotiation capacity
- Policy Inconsistencies including lack of harmonized trade, industrial and incentive policy
- Non implementation of incentives to boost exports
- Lack of trade information
- Activities of Smugglers
- Lack of proper managing of the country's borders
- Weak private sector

2.3. Local Context of Trade and Commerce

2.3.1. Local Trend and Recent Developments

Over the past two decades, national economic reform agendas have increasingly relied on market forces for more efficient resource allocation, focusing on improvements in the incentive structure and reduced State intervention. In the last five years, these policies, combined with favourable



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global conditions, have contributed to promoting overall growth in income and stability in many countries.

However, proactive policies, at the national and international levels, that support capital accumulation and enhance productivity have been used for the successful integration of all developing countries into international economic relations and for sustained improvements in the welfare of all groups of the population.

Nigeria has been regrettably described as a nation that produces what it does not consume and consumes what it does not produce. This makes the nation a loser at both ends, since it neither determines the price of its raw materials nor that of the imported finished goods and service. However, recent attempt to diversify has met little success especially from changing global environment and lack of the necessary domestic infrastructural and regulatory support

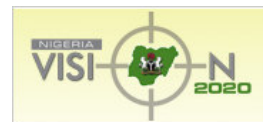
2.3.2. Current Plans and Programmes of Nigeria

Successive governments have tried to manage the challenges of the sector via the introduction of various initiatives including:

- Tariff Reforms;
- Harmonization of Waivers, Concessions and Incentives;
- Capacity building in the Ministry of Commerce and Industry to enhance trade negotiation skills;
- Ongoing efforts to institute National Competitiveness Commission
- Harmonization of activities of Regulatory Agencies including NAFDAC, CPC & SON etc
- Refusal by government to sign the EPA
- Introduction of FTZ as strategy for boosting exports

In the past most of these attempts have floundered because of occasional policy reversals and half hearted implementations of policies and programmes.

2.4. Issues and Challenges



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The factors that have constrained performance of business, trade and commerce in the Nigerian economy can be classified into:

- I. Domestic factors affecting export development
- II. Factors relating to regional trade policy issues
- III. External factors prevailing in export markets

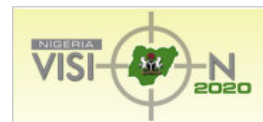
Apart from creating the necessary and sustainable environment for business and commerce to thrive, the many gaps in policy and physical infrastructure must be attacked and overcome urgently and with vigour. The major challenges that must be overcome include:

- Low trade capacity for effective participation in the global market;
- Lack of commitment to policies aimed at boosting total exports
- Absence of reliable and timely trade data
- Poor quality of goods & services that do not meet international standards
- Poor trade skill & negotiation capacity
- Non diversification of export base
- Low level of technology, poor development of value chain and low value-addition to exports
- High costs of doing business
- Poor regulatory environment
- Large size of the informal sector trade

2.5. Strategic Imperatives

2.5.1. Strategic Imperatives for Commerce and trade (Export Strategy)

- Building bridges: across the ministries, tiers of government; businesses, industries; etc.; with a view to harmonizing strategies at different levels.
- Commodity/ Products/ Services development policy for Nigeria: Aiming to be a global hub in specialized products e. g cash crops (e.g. cocoa, cotton), fruits products, etc. as well as specialized services such as telecoms.
- Further strengthening and organizing the private sector with particular reference to the commodity associations in agriculture, solid minerals etc.



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- Market development through provision of market infrastructure: Creation of industrial parks with full complement of services, more export processing zones, free trade zones, and special economic zones etc.
- Commodity development through value chain management: Linkage between production storage, and utilization; Incentives for selected products.
- Provision of adequate incentives to stimulate targeted products/services
- Marketing support through inventory credit services
- Market facilitation through provision of marketing facilities (information, quality control, incentives, arbitration, demonstrations, etc.)
- Capacity building for establishment of Standards e.g. conditioning centres to set export standards (ref. Ag document);
- Development of centres for sector specific skills in institutions
- Capacity for negotiating trade agreements, regional/international concessions, duty free/tariff preference trade regimes for products and services; (trade missions)
- Trade facilitations/ Investment promotion: Trade facilitations, proper trade shows; supporting the country to participate; arrangements for market access, etc.
- Reduction of transaction costs – government fees etc.; Zero cost export, promotion of E-commerce: reduce copious documentations, approvals etc.
- Integration of informal sector into development plan;

2.5.2. Strategic Opportunities for commerce and trade

- Democratic governance that creates the favourable environment for commerce and trade activities
- The large size of SMEs as sources of products for commerce and trade
- Large population of the country with particular reference to growing youths, farmers as sources of primary commodities, etc.
- Diversity of agricultural resource base and huge markets for local trade
- Financial institutions as sources of funds for commerce and trade activities
- Institutional reform and restructuring for administration of commerce and trade.
- Infrastructure development programmes for enhancing the efficiency of commerce and trade activities



- International bodies and programmes for enhancing the terms of trade

2.6. Opportunities for Nigeria

A better investment climate can expand opportunities, but policy makers should recognize that the process is not always smooth there are winners and losers particularly in the transition. Where possible, reforms should build in a means of compensating them and ensure safety-nets are in place.

The following strategic opportunities abound in Nigeria for improving commerce and trade.

- a. Democratic governance that creates the favourable environment for commerce and trade activities
- b. The large size of SMEs as sources of products for commerce and trade
- c. Large population of the country with particular reference to growing youths, farmers as sources of primary commodities, etc.
- d. Diversity of agricultural resource base and the availability of raw materials for commercial agricultural and other enterprises, as well as the huge markets available for local trade;
- e. Financial institutions as sources of funds for commerce and trade activities
- f. Institutional reform and restructuring for administration of commerce and trade.
- g. Infrastructure development programmes for enhancing the efficiency of commerce and trade activities
- h. International bodies and programmes for enhancing the terms of trade
- i. The natural endowment of the country with good weather and industrious people

2.7. Key Success Factors

- Strengthen Legal and Institutional Framework for the resolution of trade and commerce disputes
- Ensure a stable democratic governance(political and economic)
- Ensure the implementation of trade promoting tariff within a narrower band
- Positive policy to reduce and if possible eliminate corruption in the country's national life
- Ensure and promote macroeconomic stability



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- Massive investments in infrastructure through rigorous pursuance of the current policy of PPP to encourage commerce and trade
- Strengthen existing commerce and trade Institutions, e.g.; NEXIM, NIPC, NEPC, etc.
- Enhance and energize Public/ Private cooperation and Participation in the promotion of trade and commerce
- Strengthen and deepen commodity exchange
- Massive investment in research and development



3.0 TRADE AND COMMERCE VISION & STRATEGIC PLAN

3.1. Strategies for Improved Trade and Commerce in Nigeria

Introduction

Nigeria that started with experiences of planning from 1946 to 1985 has in recent times suffered and undoubtedly been traumatized by several years of unplanned and haphazard developmental strategies. This is most pronounced in the area of trade and commerce leading to the country's inability to realize and benefit from the potential and the marketing of several products in which it has both comparative and competitive advantages. Similarly, the inadequacies of existing trade policies, lack of sufficient capacity in trade negotiations and high cost of doing business resulting in local products being uncompetitive in the international market, among others, which have already been highlighted in the earlier sections have tended to reduce the enormous benefits that would otherwise have accrued to Nigeria from trade and commerce.

It is also evident that for Nigeria to actualize its vision of becoming one of the top twenty global economies by the year 2020, it must not only produce globally acceptable goods but also maximize opportunities from these goods and services using trade and commerce. For instance aside from the opportunities that abound locally given the country's enviable population, greater opportunities exist in the sub-region (within ECOWAS) and even the continent. But to utilize these advantages, Nigeria also requires a dynamic vision and a sound trade policy to propel the nation into the comity of nation that will be of reckoning in year 2020. Such a vision must encompass platform for capacity building in both human and material resources as well as creating competitive products in manufacturing, packaging, distribution and marketing while utilizing our endowed resources.

This section deals with the country's Vision, Objectives and Goals as it relates to trade and commerce, which in the long run will enable Nigeria to realize the Vision of becoming number 20 among the comity of nations in the year 2020 (otherwise referred to as Vision 20:2020). The Objectives, Goals and Initiatives are further subdivided into short, medium and long term in the presentation that follows in this chapter



3.2. Vision, Objectives and Goals

3.2.1. Vision

The Trade and Commerce envisioned the end-state of the sector by the year 2020. The sector expectation is to contribute significantly to Nigeria's economy and development. In addition, assist the nation in achieving its overall vision of being among the top 20 economy by the year 2020.

Trade and Commerce Vision

To come up with the vision of this thematic area, we were informed by a number of factors; important amongst the factors are the experience of past performance of the economy and the trade and commerce sector and the need to turn to turn the economy to the first hub of call in the Africa and the overall developing countries. As stated in the introduction, we took cognizance of the need to exceed past achievements as well as the need to carry with us the institutions and environment for successful visioning. Hence, the mandates of the MDA in charge of the sector, the Ministry of Trade and Commerce at the Federal and the States as well as others that are functionally are important to the sector were exhaustively evaluated in terms of mission and visions, as well as the objectives and goals on ground.

Exhaustive examinations of these led to the predication of the vision on the desire for the country:

- To be one of the twenty largest and competitive trading countries in the world by the year 2020;

- To drive and promote value added goods and service with a view to maximizing Trade opportunities by the year 2020;

Consequently Vision Agreed Upon -

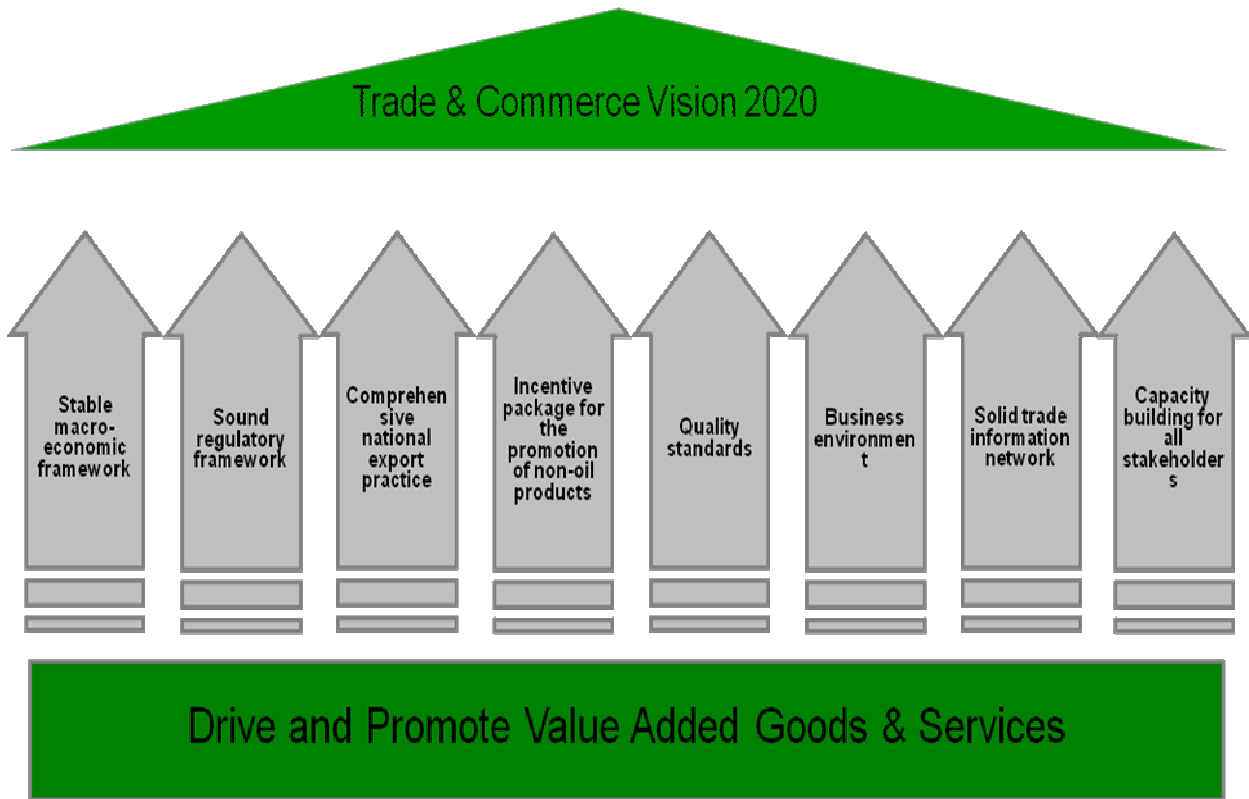
To make Trade and commerce a catalyst for sustainable economic growth and development, thereby enabling Nigeria to be among the World's top twenty competitive business environments by the year 2020



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To achieve this vision, realizable objectives and goals were set. These objectives and goals are to enable trade and commerce be a catalyst for sustainable economic growth and development thereby enabling Nigeria to be among the world' top twenty competitive business environment by the year 2020. In other to properly conceptualise the objectives and goals, eight pillars were identified, namely:

- Stable macroeconomic framework
- Sound regulatory framework
- Comprehensive national export practice
- Incentive package for the promotion of non-oil products
- Quality standards
- Business environment
- Solid trade information network
- Capacity building for all stakeholders



3.2.2. Strategic Objectives

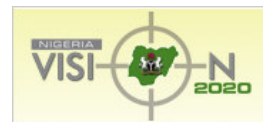
The effects of the strategic objectives to facilitate the achievement of the vision for Trade and Commerce are to realize following impact on the economy.

- To accelerate the growth of the industrial sector so as to stimulate sustainable economic development
- To enhance competitiveness of the country's domestic industries
- To boost the development of the micro, small and medium enterprises (MSME) sub-sector
- To create an enabling environment for investment
- To maximize the benefits of international trade
- To facilitate trade in goods and services domestically

The Trade and Commerce objectives are:

Objective 1:

Create an environment conducive to free movement of goods and services by promoting appropriate market mechanisms for trade within the country



Objective 2:

Promote appropriate market mechanism for domestic Trade

Objective 3:

Promote product specialization to ensure that Nigeria dominates trade and commerce in ECOWAS and Africa

Objective 4:

Capturing global export market

Objective 5:

Diversifying Import and Export Base

3.2.3. Objectives, Goals, Strategies and Initiatives

Objective 1: Create conducive environment for free movement of goods and services			
SN	Goals	Strategies	Initiatives

Objective 1: Create conducive environment for free movement of goods and services			
SN	Goals	Strategies	Initiatives
1.	Intensify Customs reforms; Customs service should be trade facilitators by limiting operations to borders and excise factories	Reorientation, training and Capacity building. Usage of Scanners and establishment of Web portal linkage	Establishment of Trade facilitation centers
			Establishment of national trade facilitation Committee office
			Establishment of In-Land Container depots
			Procurement of scanner to enhance ASYCUDA ++
			Establishment of Web portal at various ports
2.	Simplification of documentation for moving good and service within the country	Redesigning of import and Export documents; way Bills documentation	NEPC,FMF,FMCI, MAN, ANE & Shippers Council to meet in order to kick start the process of redesigning of Import and Export documents
			Establishment of State facilitation office of Nigeria (TFOC) similar to OSIC
3.	Reduce multiplicity of taxes and levies	Tax reforms and Rationalization of taxes/levies	Enhance the ongoing tax reforms and streamline taxes by avoiding double taxation
			Total elimination of unwarranted levies that add to cost of production or Imports
4.	Improve Internal multi nodal infrastructure, Air, rails, roads, and waterways	Equip the Police Force; train and strengthen the force	Procurement of more police equipment; training/specialized crime control training for the Police, Civil defence

Objective 1: Create conducive environment for free movement of goods and services			
SN	Goals	Strategies	Initiatives
			Encourage the establishment of police/ community relationship
5.	Reduce the multiplicity of check points; Road blocks on Federal, State Highways and approach to international border ports	Sensitization of police, local, and State road transport workers, and regulatory agencies, one stop point for regulatory Agencies	Sensitization workshop of stakeholders Establishment of Trade facilitation Office in Nigeria Regular stakeholder meetings

Objective 2: Promote appropriate market mechanism for domestic Trade			
SN	Goals	Strategies	Initiatives
1.	Strengthen business organizations; management to gain access to fund and influence policy and regulation	Strengthening/capitalization of financial institutions such as BOI; NEXIM; NACRDB to provide funds at single digit interest rates, campaign, promotion and patronage of Made-In-Nigeria	Recapitalization of BOI, NACRDB Launching of the Campaign for patronage of made in Nigeria goods Legislation to combat piracy and counterfeiting products Workshop on piracy and counterfeiting
2.	Dissemination of modern trade and commerce technique (banking; finance and Insurance	Dissemination of Research development findings to use end users to improve production and marketing of by-products	Research institutes to meet with stakeholders in agriculture and manufacturing sectors to disseminate their research findings

Objective 2: Promote appropriate market mechanism for domestic Trade			
SN	Goals	Strategies	Initiatives
3.	Modernizing strategy and processing systems	Establishment of model processing factories by Federal and State Government, Establishment of National Food Safety Committees	Inauguration of National Food safety Committee
			Survey for the location of model processing factories on Agricultural produces especially fruits, cereal, e.t.c.
			National Trade information network
4.	Distinctive Channels of distribution among distributors, Middlemen, and dealers	Evolving clear & distinctive distribution mechanism, Wholesale and Retail business and elimination of middlemen	Meeting with major stakeholders such as producers, distributors, dealers etc
5.	Promote better business models to reduce transaction cost in distributive trade	Support investment in modern abattoir; encourage building of shopping markets, investment in better storage, distribution system etc	Increase capacities (public and private sector) in logistics and supply chain management
			Study on factors responsible for high cost of transaction in distributive trade
			Meeting with stakeholders and development partners to seek for assistance
6.	Improve the enforcement of weights and Measures, food safety and products standard to increase consumer confidence	Strengthening the Weights and measures Department, legal metrology equipment, establishment of weights and Measures Training School, strengthening of SON, NAFDAC, & CPC	Establishment of laboratories at each geo-political level for Weights & Measures, NAFDAC, SON
			Training of Weights and Measures officers
			Procurement of model calibration equipment
		Organization of existing MSME business into guilds & cooperatives to regulate, train &	Formation of cooperative groups
			Training programmes

Objective 2: Promote appropriate market mechanism for domestic Trade			
SN	Goals	Strategies	Initiatives
		maintain best practices	
		Establish product specific markets through a supply base study & research	Trade missions
			Consultancy study
		Professionalization of existing Ministry	Recruitment of Trade and Commercial officers
			Aggressive training of officers
		Creation of International Trade & Investments Ministry.	Setting up of an Inter-Ministerial and Agency Committee to break the Ministry into two
		Promote activities in the Free Trade Zones and reintroduce export processing factory status	Re-establishment of Export Processing factory status
		Create & enforce commercial courts to ensure speedy delivery of justice	Establishment of mobile courts across the six geographical zones
		Streamlining and strengthening of existing regulatory agencies	Setting up of Inter-Ministerial and Agency Committee to streamline existing regulatory Agencies
			Training programmes to strengthen agencies.
		Market Information Intelligence Centre	Establishment of Web Portal
		Promote business in the packaging industries	Provision of incentives
		Ports Reform	Provision of modern equipment for the Ports. Training of staff. Establishment of Inland Containers Depot

Objective 2: Promote appropriate market mechanism for domestic Trade			
SN	Goals	Strategies	Initiatives
		Concentration on products in which Nigeria has competitive/ Comparative advantage Trade Facilitation Activities	Review of commerce 44. Commissioning of studies Reform of the Nigeria Customs service Review of Tariffs Elimination of multiple taxation Minimization of check-points

Objective 3: Capturing global export market			
SN	Goals	Strategies	Initiatives
1.	Generating tradable surplus in commodities, products and services	Establishment of export houses; borders markets; Establishment of Commercial desks; Export incentives; Free Trade zones; and EPF	Market survey/export study on where to locate the export houses Establishment of Export assistance centers Establishment of Overseas commercial representatives Procurement of land/permit to construct the border market along with all facilities required for the border market Visit/meetings with the state government that shares borders with our neighbouring west African/ Central Africans countries to locate strategic areas for the border market

Objective 3: Capturing global export market			
SN	Goals	Strategies	Initiatives
2.	Reviving existing trade policies and practices on global market	Participatory process in Trade policy formulation; Harmonization of Trade related policies; streamlining of function export promotion and investment promotion agencies; sanctity of accountability; Transparency and Due Process etc Encourage BTA, PTA, MTAs	<p>Establishment of office of Trade Advocate in the Ministry of Commerce</p> <p>Convert PCTM into Trade compliance Commission</p> <p>Inauguration of the new Members of the National Focal Point (NFP)</p> <p>Set up of Inter-Ministerial/agencies Committee to streamline the functions of export /investment promotion agencies</p>

Objective 4: Diversifying Import and Export Base			
SN	Goals	Strategies	Initiatives
1.	Value Addition	Processing of agriculture products; Manufacturing products; Improving storage facilities; Improving packaging and quality control mechanism	<p>Conduct National supply base study on Nigeria Exports</p> <p>Overseas market Research</p> <p>Create market linkage platforms</p> <p>Create inventory credit schemes for tradable agricultural commodities</p> <p>Survey areas to establish model processing factories</p>

Objective 4: Diversifying Import and Export Base			
SN	Goals	Strategies	Initiatives
			Establishment of functional/model laboratory equipment for standardization and certifications of quality control
2.	Maximizing competitive advantage	Specialization in production of products that have competitive advantages and absolute advantage; marketing and branding as well as policy incentives to encourage specialization in production of export products	Establishment of Export processing factories Organization of Trade Mission Sensitization workshop on Commerce 44 Establishment of more Industrial Clusters and strengthened the existing ones Establishment of common facilities centres Price stabilization scheme to guarantee Minimum price for commodity producers Identify areas of products and areas of advantage with a desk at FMCI



3.3. Summary of Action and Change Themes

Objective 1: Create conducive environment for free movement of goods and services

SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
1.	Intensify Customs reforms; Customs service should be trade facilitators by limiting operations to borders and excise factories	Reorientation, training and Capacity building. Usage of Scanners and establishment of Web portal linkage	<ul style="list-style-type: none"> Establishment of Trade facilitation centers Establishment of national trade facilitation Committee office Establishment of In-Land Container depots Procurement of scanner to enhance ASYCUDA ++ Establishment of Web portal at various ports 	NCS, FMF, NPA, ALL TRADE SUPPORT MDAs	<ul style="list-style-type: none"> • Unhindered and unrestricted movement of goods across the country • Improved Security
2.	Simplification of documentation for moving	Redesigning of import and Export documents; way	NEPC, FMF, FMCI, MAN, ANE &	NEPC, NCS, NAA, MAN	Clearance of goods within 24



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Objective 1: Create conducive environment for free movement of goods and services					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
	good and service within the country	Bills documentation	Shippers Council to meet in order to kick start the process of redesigning of Import and Export documents Establishment of State facilitation office of Nigeria (TFOC) similar to OSIC		hours from ports
3.	Reduce multiplicity of taxes and levies	Tax reforms and Rationalization of taxes/levies	Enhance the ongoing tax reforms and streamline taxes by avoiding double taxation Total elimination of unwarranted levies that add to cost of production or	FIRS, NCS, FMF	Clearance of goods within 24 hours from ports



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Objective 1: Create conducive environment for free movement of goods and services					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
			Imports		
4.	Improve Internal multi nodal infrastructure, Air, rails, roads, and waterways	Construction of new roads, dualisation of single lane high ways; rehabilitation of Airport terminals; dredging of Inland waterways etc	Enhance budgetary provision for implementing Ministries/ agencies	FMW&H; MINISTRY OF AVIATION, TRANSPORT, NIWA	Clearance of goods within 24 hours from ports
5.	Improvement of Internal security to life and property	Equip the Police Force; train and strengthen the force	Procurement of more police equipment; training/specialised crime control training for the Police, Civil defence;	NPF as well as police community relations	Coordinated activities of all MDA responsible for trade and commerce
			Encourage the establishment of police/ community relationship		
6.	Reduce the multiplicity of check points; Road blocks	Sensitization of police, local, and State road	Sensitization workshop of	NPS, NDLEA, NIS, NCS, NRTWU,	Returned Trade Offices and



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Objective 1: Create conducive environment for free movement of goods and services

SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
	on Federal, State Highways and approach to international border ports	transport workers, and regulatory agencies, one stop point for regulatory Agencies	stakeholders Establishment of Trade facilitation Office in Nigeria Regular stakeholder meetings	PLANT QUARENTINE, LGS	Empowered Trade Officers in Major regions of the World

Objective 2: Promote appropriate market mechanism for domestic Trade

SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
1.	Strengthen business organizations; management to gain access to fund and influence policy and regulation	Strengthening/capitalization of financial institutions such as BOI; NEXIM; NACRDB to provide funds at single digit interest rates, campaign, promotion and patronage of Made-In-	Recapitalization of BOI, NACRDB Launching of the Campaign for patronage of made in Nigeria goods	CBN,FMF, BOI,NEXIM,NACRDB	<ul style="list-style-type: none"> Functioning commodity exchange Functioning buffer stocks and commodity



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Objective 2: Promote appropriate market mechanism for domestic Trade					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
		Nigeria	<p>Legislation to combat piracy and counterfeiting products</p> <p>Workshop on piracy and counterfeiting</p>		and food reserves system in the six geopolitical zones driven by the corporate and organised private sector with government providing the needed enabling environment
2.	Dissemination of modern trade and commerce technique (banking; finance and Insurance	Dissemination of Research development findings to use end users to improve production and marketing of by-products	Research institutes to meet with stakeholders in agriculture and manufacturing	Research Institutes, RMRAD	<ul style="list-style-type: none"> Recapitalised long-term funding institutions Availability of



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Objective 2: Promote appropriate market mechanism for domestic Trade					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
			sectors to disseminate their research findings		long-term funds at single digit rate of interest
3.	Modernizing strategy and processing systems	Establishment of model processing factories by Federal and State Government, Establishment of National Food Safety Committees	Inauguration of National Food safety Committee	FMCI, SMC & I	<ul style="list-style-type: none"> Revitalised research institutes and greater interaction with industry
				Survey for the location of model processing factories on Agricultural produces especially fruits, cereal etc	
				National Trade information network	<ul style="list-style-type: none">
4.	Distinctive Channels of distribution among distributors, Middlemen, and dealers	Evolving clear & distinctive distribution mechanism, Wholesale and Retail business and elimination of middlemen	Meeting with major stakeholders such as producers, distributors, dealers etc	FMCI, SMC & I, Cooperative societies, (Associations)	<ul style="list-style-type: none"> Equity participation by private sector as well as management



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Objective 2: Promote appropriate market mechanism for domestic Trade					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
					of development Banks
5.	Promote better business models to reduce transaction cost in distributive trade	Support investment in modern abattoir; encourage building of shopping markets, investment in better storage, distribution system etc	<p>Increase capacities (public and private sector) in logistics and supply chain management</p> <p>Study on factors responsible for high cost of transaction in distributive trade</p> <p>Meeting with stakeholders and development partners to seek for assistance</p>	FMCI, SMC & I	<ul style="list-style-type: none"> Private sector participation and Ownership of NEXIM Bank
6.	Improve the enforcement of weights and Measures, food safety and products	Strengthening the Weights and measures Department, legal metrology equipment,	Establishment of laboratories at each geo-political	FMCI, SON, NAFDAC, CPC, FPIS, WMD	<ul style="list-style-type: none"> Private sector participation and



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Objective 2: Promote appropriate market mechanism for domestic Trade					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
	standard to increase consumer confidence	establishment of weights and Measures Training School, strengthening of SON, NAFDAC, & CPC	level for Weights & Measures, NAFDAC, SON		Ownership of NEXIM Bank
			Training of Weights and Measures officers		
			Procurement of model calibration equipment		
		Organization of existing MSME business into guilds & cooperatives to regulate, train & maintain best practices	Formation of cooperative groups		<ul style="list-style-type: none"> Existing level of cooperative groups doubled Improved capacity of cooperative Unions across sectors



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Objective 2: Promote appropriate market mechanism for domestic Trade					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
			Training programmes		•
		Establish product specific markets through a supply base study & research	Trade missions		• Improved access to funds across sectors
			Consultancy study		
		Professionalization of existing Ministry	Recruitment of Trade and Commercial officers		• Enhanced Capacity of Staff and institutions
			Aggressive training of officers		
		Creation of International Trade & Investments Ministry	Setting up of an Inter-Ministerial and Agency Committee to break the Ministry into two		• Prompt and efficient service delivery on trade driven by up-to-date ICT compliant officers



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Objective 2: Promote appropriate market mechanism for domestic Trade					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
		Promote activities in the Free Trade Zones and reintroduce export processing factory status	Re-establishment of Export Processing factory status		•
		Create & enforce commercial courts to ensure speedy delivery of justice	Establishment of mobile courts across the six geographical zones		•
		Streamlining and strengthening of existing regulatory agencies	Setting up of Inter-Ministerial and Agency Committee to streamline existing regulatory Agencies		•
			Training programmes to strengthen agencies		
		Market Information Intelligence Centre	Establishment of Web Portal		•



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Objective 2: Promote appropriate market mechanism for domestic Trade					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
		Promote business in the packaging industries	Provision of incentives		•
		Ports Reform	Provision of modern equipment for the Ports. Training of staff. Establishment of Inland Containers Depot		•
		Concentration on products in which Nigeria has competitive/ Comparative advantage	Review of commerce 44 Commissioning of studies		•
		Trade Facilitation Activities	Reform of the Nigeria Customs Service Review of Tariffs Elimination of multiple taxation		• Reduced transactional costs with prompt and efficient delivery of



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Objective 2: Promote appropriate market mechanism for domestic Trade					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
			Minimization of check-points		services

Objective 3: Capturing global export market					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
1.	Generating tradable surplus in commodities, products and services	Establishment of export houses; borders markets; Establishment of Commercial desks; Export incentives; Free Trade zones; and EPF	Market survey/export study on where to locate the export houses Establishment of Export assistance centers Establishment of Overseas commercial	NEPC, NEPZA, FMCI, MAN, EXPORT GROUPS	<ul style="list-style-type: none"> Created Ministry of Foreign Trade



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Objective 3: Capturing global export market					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
			representatives		
			Procurement of land/permit to construct the border market along with all facilities required for the border market		
			Visit/meetings with the state government that shares borders with our neighbouring west African/ Central Africans countries to locate strategic areas for the border market		
2.	Reviving existing trade	Participatory process in	Establishment of	FMCI, NEPC,	• Created



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Objective 3: Capturing global export market					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
	policies and practices on global market	Trade policy formulation; Harmonization of Trade related policies; streamlining of function export promotion and investment promotion agencies; sanctity of accountability; Transparency and Due Process etc Encourage BTA, PTA, MTAs	<p>office of Trade Advocate in the Ministry of Commerce</p> <p>Convert PCTM into Trade compliance Commission</p> <p>Inauguration of the new Members of the National Focal Point (NFP)</p> <p>Set up of Inter-Ministerial/agencies Committee to streamline the functions of export /investment promotion agencies</p>	NIPC, NEPZA	Ministry of Foreign Trade



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Objective 4: Diversifying Import and Export Base					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
1.	Value Addition	Processing of agriculture products; Manufacturing products; Improving storage facilities; Improving packaging and quality control mechanism	Conduct National supply base study on Nigeria Exports	FMCI, FPIS, SON, NEPC, OPS	<ul style="list-style-type: none"> Established sanitary and phytosanitary (SPS) Laboratory for Market certification of products internationally Improved Data availability and currency on local potential and foreign markets
			Overseas market Research		
			Create market linkage platforms		
			Create inventory credit schemes for tradable agricultural commodities		



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Objective 4: Diversifying Import and Export Base					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
			Survey areas to establish model processing factories		
			Establishment of functional/model laboratory equipment for standardization and certifications of quality control		
2.	Maximizing competitive advantage	Specialization in production of products that have competitive advantages and absolute advantage; marketing and branding as well as policy incentives to encourage specialization in production of export products	Establishment of Export processing factories Organization of Trade Mission Sensitization workshop on Commerce 44 Establishment of more Industrial	FMCI, NEPC, NEPZA, OPS	<ul style="list-style-type: none">



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Objective 4: Diversifying Import and Export Base					
SN	Goals	Strategies	Initiatives	Implementing Agencies	Change Themes
			Clusters and strengthened the existing ones		
			Establishment of common facilities centres		
			Price stabilization scheme to guarantee minimum price for commodity producers		
			Identify areas of products and areas of advantage with a desk at FMCI		



4.0 IMPLEMENTATION ROADMAP & MONITORING FRAMEWORK

4.1. Implementation Roadmap

In this chapter, we present the implementation roadmap to achieving the vision of the Trade and Commerce thematic area. A roadmap is simply the lay-out of the path to achieving the goals and objectives of a plan. The layout must match the short-term, medium-term and long-term goals with specific solutions to help meet those goals. It is a plan that applies to a new product or process, or to an emerging programme or initiative. Developing a roadmap has three major benefits. It helps reach a consensus about a set of goals and needs and the tools required to satisfy them; it provides a mechanism to help forecast developments; and it provides a framework to help plan and coordinate those developments.

There is no gainsaying the fact that the major problem of Nigeria's economic growth and development over the years has been that of implementation. Wrong, inadequate and inefficient implementation have severally, over the years, accounted for a myriad of white elephant projects and attendant massive drain on public revenues and resources. Such progressive disconnects have subsequently resulted in a need to design new programmes and plans, most of which usually find duplications in abandoned projects, plans and papers of the past. Frequent policy summersaults, improper budgeting resulting in inadequate funding of projects, inappropriate staffing, logistics support, change in government apparatus or mobility within the same system etc, have mostly accounted for these disconnects.

It is therefore our considered opinion that the brilliance of our output in this visioning process can only be properly accentuated if the suggested initiatives are properly implemented. In developing a pragmatic roadmap therefore, a few key issues are sine qua non. These include: Leadership, resources (human, financial material) technical, plan, etc.

There is no doubt that committed leadership is needed because time and effort is involved in creating the roadmap. Additionally the leadership should come from one of the participants, one of them provides leadership / sponsorship. This means that the line organization must drive the process and use the roadmap to make resource allocation decisions.



Although Chapter three has attempted to fit in some of these fundamental issues per we list hereunder, the suggested road map to achieving optimum success in the achievement of our overall objectives for trade and commerce in Nigeria.

The roadmap consists of key clear steps such as identification of:

- I. The “initiatives” that will be the focus of the roadmap
- II. The critical system requirements and their targets
- III. Specification of the drivers of the initiatives and their targets
- IV. Setting the timelines
- V. Recommending the technology and alternatives that should be pursued and create the technology roadmap report

These are the steps that create the actual roadmap. In arriving at all the initiatives listed in each of the sectoral programmes, we have taken this into consideration. The rest of the chapter presents implementation plan covering short, medium and long-term in that order in section 4.2. Using the same table as in section 4.2 the next section. Section 4.3 presents funding sources in relation to an overview presentation of resource requirements. No attempt is made to estimate the resource need. Doing this here, will require estimates of the resource gaps, which may not be possible at this stage. The section, however, presents a list of probable collaborating agencies at the different stages. The final table, section 4.4 presents the implementation framework in relation to the tools of implementation. The section considered appropriate monitoring agency, risks and mitigation, frequency of monitoring and key performance indices.

4.2. Implementation Plan – Short term, Medium term and Long term

Major factors identified as crucial to the attainment of goals and objectives of strategies and initiatives of the roadmap presented here include the strengthening of all the MDAs and parastatals in the trade and commerce thematic area, reinforcing and supporting activities from cross-cutting actions such as establishment of good governance(economic and political), social and economic infrastructures of institutional and capacity building, power, road, rail, etc., in addition to solid bridge to private sector participation in all the initiatives listed below. It is also



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useful to note here that the initiatives must commence immediately so as to be able to lay solid foundations for the medium term initiatives.



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
Reorientation, training and Capacity building for Customs Officers and other relevant trade facilitation agencies. Usage of Scanners and establishment of Web portal linkage	Establishment of Trade facilitation centers; (37)	2010			Fed Min of Comm. & Ind. Fed Min of Comm. & Ind. Federal Ministry of Transport & the Nigerian Ports Authority Shippers' Council & NCS Port Authority	NCS, NIS, OPS NCS, NIS, OPS NCS, OPS OPS	Budgetary appropriation OPS & Development Partners	Equipment; Skilled personnel; Infrastructure and Funds
	Establishment of national trade facilitation Committee office; (7)	2010						
	Resuscitation of In-Land Container depots; (PPP)	2010						



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
	Procurement of scanner to enhance ASYCUDA ++	2010						
	Establishment of Web portal at various ports	2010						
Reviewing and Redesigning of Import and Export in line with international format and best practices	Review redesign of Import and Export documental in line with international best practices/format	2009 / 2010			Federal Ministry of Commerce & Industry	SON, NAFDAC, NCS & Development Partners	Budgetary Appropriation	Skilled personnel & Funds
	One window documentation	2009 / 2010			FMF, NEPZA & NEPC NIPRO			
Tax reforms and Rationalization of taxes/levies	Enhance the ongoing tax reforms and streamline taxes by avoiding double taxation	2009 / 2010			Federal Ministry of Finance & Federal Inland	Federal Ministry of Commerce & Industry	Budgetary Appropriation and	Skilled Personnel; Equipment & Funds



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
	Total elimination of unwarranted levies that add to cost of doing business	2009 / 2010			Revenue Service	Joint Tax Board	Development Partners	
Construction of new roads, dualisation of high ways; rehabilitation of Airport terminals; dredging of Inland waterways and construction of dualines/standard guage railways etc	Enhance budgetary provision for implementing Ministries/agencies	2009 / 2010	2011/ 2015	2016 / 2020	Federal Ministries of Works, Transport and Aviation	FAAN NIMASA NIWWA	Budgetary Appropriation and PPP	Funds, Equipment & Skilled Personnel
Enhanced equipment, training and strengthening of the Nigerian Police	Procurement of more Police equipment; specialized training in crime control	2009 / 2010	2011/ 2015	2016 / 2020	Ministry of Police Affairs & the Nigerian Police	Ministry of Interior, State Governments & Community Leaders	Budgetary Appropriation & PPP	Funds; Training; Skilled Personnel
	Improving and strengthening the Police	2009 / 2010	2011/ 2015	2016 / 2020				Funds; Training; Skilled Personnel and Equipment



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
	community relationship for effective policing	2010		2020				
One stop point for regulatory Agencies and sensitization of the Police, Local, and State road transport workers, and regulatory agencies	Sensitization workshops of stakeholders	2009 / 2010	2011/ 2015	2016 / 2020	Federal Ministry of Commerce & Industry;	FRSC, NURTW, OPS, States & LGs	Budgetary Appropriation	Funds; Skilled Personnel and Equipment
	Establishment of Trade facilitation centres in Nigeria	2009 / 2010	2011/ 2015	2016 / 2020	Federal Ministry of Police Affairs			
	Regular stakeholders meetings	2009 / 2010	2011/ 2015	2016 / 2020	The Nigerian Police			
Expansion of mandates of BOI, NACRDB and NEXIM to include	Reform recapitalization of BOI, NACRDB; NEXIM and	2009 / 2010			Federal Ministry of Commerce &	OPS, Multilateral Financial	Budgetary Appropriation	Funds; skilled personnel;



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
funding of working capital and long-term financing of industries and to provide funds at single digit interest rate	WEERFUND				Industry Federal Ministry of Finance	Institutions	tion OPS & Multilateral Financial Institutions	training & Equipment
Dissemination of Research development findings to end users to improve production and marketing	Regular meetings between Research institutes and stakeholders in agriculture and manufacturing sectors to disseminate their research findings	2009 / 2010			Federal Ministry of Commerce & Industry	Federal Ministry of Science & Technology Tertiary Institutions OPS	Budgetary Appropriation & OPS	Funds; skilled personnel; training & Equipment
	Registering of research findings	2009 /						



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
		2010						
Provide Support the Establishment of model processing factories and National Food Safety Committees	Inauguration of National Food Safety Committee	2009 / 2010			Federal & States' Ministries of Commerce & Agriculture	Federal Ministry of Health NAFDAC, SON, OPS	Budgetary Appropriation and OPS	Funds; skilled personnel; training & Equipment
	Survey for the location of model processing factories on Agricultural produces especially fruits, cereal etc	2009 / 2010						
	National Trade information network	2009 / 2010						
Support investment in modern abattoir; encourage building of shopping malls and model markets investment in better	Increase capacities (public and private sectors) in logistics and supply chain management	2009 / 2010	2011/ 2015	2016 / 2020	Federal & State Ministries of Commerce & Industry	Federal & State Ministries of Health, Cooperative Societies and OPS	Budgetary Appropriation, OPS, Financial	Funds; skilled personnel; Security; Infrastructure and PPP
	Study on factors	2009	2011/	2016				



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
storages, distribution system etc	responsible for high cost of transaction in distributive trade	/ 2010	2015	/ 2020	Federal & State Ministries of Agriculture		Institutions and Development Partners, PPP	
Strengthening the Weights and Measures Department, legal meteorology equipment, establishment of weights and Measures Training School, strengthening of SON, NAFDAC, & CPC	Establishment of laboratories in all States & FCT for Weights & Measures	2009 / 2010	2011/ 2015	2016 / 2020	FMC&I, SON, NAFDAC & OPS	State Ministries of Commerce & Industry, OPS & Development Partners	Budgetary Appropriation Financial Institutions OPS & Development Partners	Funds; Equipment; Skilled Personnel; and Training
	Training of Weights and Measures officers	2009 / 2010	2011/ 2015					
	Procurement of model calibration equipment	2009 / 2010						



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
Organizing existing MSME business into guilds & cooperatives to regulate, train & maintain best practices	Formation of cooperative groups	2010	2011/2015		Federal & States	CAC	Budgetary	Funds; Skilled
	Training programmes	2010	2011/2015		Ministries of Commerce & Industry	Federal & States' Ministries of Agriculture	Appropriation	Personnel; Equipment and Legal Aid
	Mentoring of the Cooperative Groups	2010	2011/2015		Registrars of Cooperatives and OPS	Federal Ministry of Education	OPS & Development Partners	
	Set up operational standard	2010	2011/2015			BTE		
Establish product specific markets through a supply base study & research	Trade missions	2009 / 2010	2011/2015	2016 / 2020	Federal Ministry of Commerce & Industry	OPS	Budgetary Appropriation	Funds; Skilled Personnel
	Consultancy study	2009 / 2010	2011/2015	2016 / 2020	NEPC		Development Partners	
Professionalization of	Recruitment of Trade	2010	2011/	2016	Federal	Federal Civil	Budgetary	Skilled



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
Ministry of Commerce & Industries	and Commercial officers with the requisite qualification		2015	/ 2020	Ministry of Commerce & Industry	Service Commission, Office of the Head of Service and Development Partners	Budgetary Appropriation	Personnel; Equipment and Funds
	Intensive training of officers	2010	2011/2015	2016 / 2020				
Creation of Ministry of Foreign Trade	Presidential adoption implementation of the concept	2010			Federal Ministry of Commerce & Industry and SGF	Office of the Head of Service of the Federation; The Presidency and Development Partners	Budgetary	Funds; Equipment; Skilled Personnel and Infrastructure
Promote activities in the Free Trade Zones and reintroduce export processing factories	Re-establishment of Export Processing factories	2010			Federal Ministry of Commerce & Industry	OPS, NCS	Budgetary, OPS, Development Partners	Funds; Skilled Personnel; Infrastructure ; Training;



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
					OPS & NEPZA			Funds and Skilled Personnel
Streamlining and strengthening of existing regulatory agencies	Setting up of Inter-ministerial Committee to streamline existing regulatory Agencies	2010			Federal Ministry of Commerce & Industry and MDAs	Office of the Head of Service, OPS, FSCS	Budgetary Appropriation	Funds; Skilled Personnel
	Training programmes to strengthen agencies	2010	2011/2015	2016 / 2020				
Review of Trade Law	Setting up relevant stakeholders committee to review the law	2010			Fed Min of Justice & Fed Min of Comm. & Industry	NPC, NIPC, NEPC	Budgetary Appropriation	Funds; Skilled Personnel
Market Information Intelligence Centre	Establishment of Web portal	2009 -			Federal Ministry of Commerce & Industry	NBS, CBN, Development Partners	Budgetary Appropriation	Funds; Equipment and Skilled Personnel; Consultants
	Training on MIS	2009 -						



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
		2010					OPS and Development Partners	and Trainers
Promote Packaging Industry	Create the right framework & standard	2009 - 2010			Fed Min of Comm. & Ind. Fed Min of Agric	NEPC, OPS & Development Partners; NIPC	Budgetary Allocation	Funds; Equipment
	Provision of incentives	2009 - 2010						
Ports Reform	Nigerian Port Authority to ensure provision of modern equipment for the Ports	2010	2011/2015	2016 / 2020	Federal Ministry of Transport & NPA	NCS, Nigerian Shippers Council	Concessions to provide funding	Funds and Skilled Personnel
	Automation of Ports including Roro Port & Bulk Cargo Ports	2010	2011/2015	2016 / 2020				Concessionaires
	Training of staff	2010	2011/2015	2016 /				Private Investors



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
				2020				
	Resuscitation of Inland containers depots	2010	2011/2015	2016 / 2020				
	Extension or import & export of petroleum products are currently operated 48 hours cargo clearance	2010	2011/2015	2016 / 2020				
Concentration on products in which Nigeria has competitive/ Comparative advantage	Review of commerce 44 Initiative	2009 - 2010			Federal Ministry of Commerce & Industry	NEPC OPS	OPS; Budgetary Appropriation from the relevant MDAs; Develop	Funds and Skilled Personnel
	Enforcement of legislation to combat piracy and counterfeiting products	2009 - 2010						
	Launching of the Campaign for patronage	2009 -						



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
	of made in Nigeria goods	2010					ment Partners	
	Commissioning of studies	2009 - 2010						
Trade Facilitation Activities	Ports Reform	2009 - 2010			FM of T & NPA	Development Partners	Budgetary Appropriation from relevant MDAs/Development Partners	Funds; Skilled Personnel; Training and Equipment
	Reform of the Nigeria Customs Service	2009 - 2010	2011/2015	2016 / 2020	FMF & NCS			
	Review of Tariffs	2009 - 2010			FMF & FIRS			
	Elimination of multiple taxation	2009 - 2010			FMF & FIRS			
	Minimization of check-points	2009 -			Min of Police Affairs & NP			



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
		2010						
	Support for the establishment of International Financial Centre	2009 - 2010			CBN Fed Min of Commerce & Industry	OPS and Federal Ministry of Justice	Budgetary Appropriation	Funds; Skilled Personnel; Infrastructure and Training
	Establishment of trade & competition Commission	2009 - 2010			NEPC		OPS & Development Partners	
	Review of National export strategy that addresses strengths, weakness, opportunities and threats	2009 - 2010						
Establishment of export houses; borders markets; Establishment of Commercial desks in Missions abroad;	Market survey/export study on where to locate the export houses				Federal Ministry of Commerce & Industry,	OPS, NCS, States & LGs	Budget Appropriation & Development	Funds; Skilled Personnel and Infrastructure
	Establishment of Export assistance centers	2009 -			NEPC,	CBN		



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
Export incentives in Foreign Missions; Free Trade zones; and EPF – Export Processing Funds		2010			NEPZA	Federal Ministry of Agriculture; NEXPORTRADE; ECOWAS Commission Federal Ministry of Commerce & Industry	Partners	
	Establishment of Overseas commercial representatives	2009 - 2010						
	Acquisition of land/permit to construct the border market along with all facilities required for the border market	2009 - 2010						
	Visit/meetings with the state governments that share borders with our neighbouring west African/ Central Africans countries to locate strategic areas for the border market	2009 - 2010						
Participatory process in	Establishment of office of	2009			Federal	NEXIM; BOI;	Budgetar	Funds;



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
Trade policy formulation; Harmonization of Trade related policies; streamlining of function export promotion and investment promotion agencies; sanctity of accountability; Transparency and Due Process etc Encourage BTA, PTA, MTAs	Trade Advocate in the Ministry of Commerce	- 2010			Ministry of Commerce & Industry	FMF; NPC and Development Partners NIPC NEPC; ECOWAS Commission and OPS & Civil Societies	y Appropriation, Financial Institutions, OPS & Development Partners Regional Economic Communities	Skilled Personnel & Equipment
	Convert Presidential Committee on Trade Malpractices (PCTM) into Trade compliance Commission	2009 - 2010						
	Strengthening of the National Focal Point (NFP);	2009 - 2010						
	Set up of Inter-Ministerial/agencies Committee to streamline the functions of export /investment promotion agencies	2009 - 2010						
Processing of agriculture products; Manufacturing	Conduct National supply base study on Nigeria Exports				Federal and State Ministry of Commerce	CBN	Budgetary Appropriation	Funds; Infrastructure ; Skilled



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
products; Improving storage facilities; Improving packaging and quality control mechanism	Overseas market Research				& Industry	SON & NAFDAC	tion OPS	Personnel and Training
	Create market linkage platforms					NEPC		
	Credit Scheme for tradable agricultural/manufacturing products Survey areas to establish model processing factories					Federal Ministry of Agriculture, FPIs OPS		
	functional/model laboratory equipment for standardization and certifications of quality control							
Specialization in production of products	Re-introduction of Export processing				Federal and State Ministry	Development Partners	Budgetary	Funds; Infrastructure



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
that have competitive advantages and absolute advantage; marketing and branding as well as policy incentives to encourage specialization in production of export products	factories/scheme				of Commerce & Industry OPS		Appropriation; Development Partners and OPS	; Security and Skilled Personnel
	Organization of Trade Missions							
	Sensitization workshop on Commerce 44 Initiative							
	Establishment of more Industrial Clusters and strengthened the existing ones							
	Establishment of common facilities centres							
	Price stabilization scheme to guarantee Minimum price for commodity producers							
	Identify areas of products and areas of advantage							



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STRATEGY	INITIATIVES	TIME LINE/MILESTONES			IMPLEMENTING AGENCIES	COLLABORATING AGENCIES	FUNDING SOURCES	RESOURCE REQUIREMENTS
		Short	Medium	Long				
	with a desk at FMC							
Establishment of National Trade Institute	Adoption of the initiative by FMC&I				Federal Ministry of Commerce & Industry	Tertiary Institutions Development	Budgetary OPS, Development Partners	Funds, Skilled personnel, infrastructure and training
	Approval of the establishment of national Trade Institute by FEC							
	Setup implementation committee							

4.3. Implementation Monitoring Framework and Tools



Nigeria Vision 2020 Program

STATUS	INITIATIVES/ACTIVITIES/PROJECTS	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMPLETION	ISSUES	RISKS	MITIGATION
	<ul style="list-style-type: none"> Establishment of trade facilitation centre; Establishment of inland container depot Procurement of scanner Establishment of web portal 	<p>NPC, NASS, TMG</p> <p>NPC, NASS, TMG</p> <p>NPC, NASS, TMG</p>	<p>Half-yearly</p> <p>Half-yearly</p> <p>Half-yearly</p>	<ul style="list-style-type: none"> Nos of trade facilitation centres establish & operational Nos of inland containers established & functional Nos of scanners Improved capacity on the use of scanners & web portals 	<p>85%</p> <p>40%</p> <p>50%</p>	<p>None</p>	<p>Change in government budget shortage</p>	<p>Legislative backing</p>
	<ul style="list-style-type: none"> Establishment of state facilitation office of Nigeria(TFOC) similar to OSIC Redesigning of export import 	<p>NPC, NASS, TMG</p>	<p>Half-yearly</p> <p>Half-yearly</p>	<ul style="list-style-type: none"> Nos of established & functional TFOC 			<p>Conflicts in MDAs</p>	<p>Consensus building</p>



Nigeria Vision 2020 Program

STATUS	INITIATIVES/ACTIVITIES/PROJECTS	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMPLETION	ISSUES	RISKS	MITIGATION
	documentation			<ul style="list-style-type: none"> Nos of meetings of key MDAs held on the redesigning process Launch of a reviewed import export documentation process 	60%		ownership	engaging MDAs
	<ul style="list-style-type: none"> Enhance the ongoing tax reforms 	NPC, NASS, TMG	Quarterly	<ul style="list-style-type: none"> Launch of a reformed tax policy document Media publicity on the new tax policy 	90%	None		
	<ul style="list-style-type: none"> Construction of multimodal 	NPC,	Quarterly	<ul style="list-style-type: none"> Budget content 				



Nigeria Vision 2020 Program

STATUS	INITIATIVES/ACTIVITIES/PROJECTS	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMPLETION	ISSUES	RISKS	MITIGATION
	<ul style="list-style-type: none"> infrastructure Budgetary provisions for implementation 	NASS, TMG		<ul style="list-style-type: none"> & size Actual budget implementation 	40%		Conflicts between local & international routes	Joint trade agencies demarcation
	<ul style="list-style-type: none"> Equip the police force for improved capacity 	NPC, NASS, TMG	Bi-monthly	<ul style="list-style-type: none"> Nos & type of police equip procured Nos of police /community groups establ Percentage of crime reduction 	70%	None		
	<ul style="list-style-type: none"> Reduce multiplicity of check points 	NPC, NASS,	Monthly	<ul style="list-style-type: none"> Establishment of one stop 			Increase in	Strengthen



Nigeria Vision 2020 Program

STAT US	INITIATIVES/ACTIVITIES/PROJECTS	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMPLETION	ISSUES	RISKS	MITIGATION
		TMG		point for security agencies	90%		cross border smuggling	border security
	<ul style="list-style-type: none"> Recapitalization of BOI, NACRDB Launching of campaign for patronage of made in Nigeria 	NPC, NASS, TMG	Quarterly	<ul style="list-style-type: none"> Nos of business organization that access credit at single digit interest rate Legislation to ban piracy & counterfeiting Nos of stakeholder workshops on counterfeiting At least 50% Increase in 	50%	Poor quality of products & packaging may thwart the camp	Poor public confidence	Govt to make at least 60% contribution Leaders, policy makers &



Nigeria Vision 2020 Program

STATUS	INITIATIVES/ACTIVITIES/PROJECTS	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMPLETION	ISSUES	RISKS	MITIGATION
				productivity and demand for made in Nigeria		align		public facilities to utilize made in Nigeria
	<ul style="list-style-type: none"> Research on improved production & marketing strategies Dissemination of modern trade & commerce technique 	NPC, NISER,	Quarterly	<ul style="list-style-type: none"> Nos of researches and their outcome Nos of users of research findings At least 30% increase in production & marketing 	50%	High level of illiteracy	Many may not understand its usage	Grass root type of dissemination & trainings



Nigeria Vision 2020 Program

STAT US	INITIATIVES/ACTIVITIES/PROJECTS	MONITRI NG AGENCY	MONITRI NG FREQUEN CY	KPI	% COMPLETI ON	ISSU ES	RISKS	MITI GATI ON
	<ul style="list-style-type: none"> Establishment of model processing factories all tiers of govt Inauguration of national food safety committee Survey for the location of model processing factories on agriculture 	NPC, NASS, TMG	Bi-monthly	<ul style="list-style-type: none"> Launch of national trade information network Nos of fruit processing factories estab Increase in quality & standard 	60%	None		
	<ul style="list-style-type: none"> Meeting with major stakeholders on evolving a distinct distribution mechanism 	NPC, NASS, TMG	Quarterly	<ul style="list-style-type: none"> established distribution network Middle men eliminated 	60%	None		
	<ul style="list-style-type: none"> Capacity building in logistics & SS chain management Study on factors responsible for high cost of distributive trade Stakeholder & development 	NISER, NPC, TMG	Quarterly	<ul style="list-style-type: none"> Nos of public & private sector trained on supply chain management 	55%		Protests from	Awar eness



Nigeria Vision 2020 Program

STATUS	INITIATIVES/ACTIVITIES/PROJECTS	MONITORING AGENCY	MONITORING FREQUENCY	KPI	% COMPLETION	ISSUES	RISKS	MITIGATION
	partner meeting			<ul style="list-style-type: none"> Dissemination of study Participation of development partners with financial assistance 			middle men	building & incorporation of middlemen in the management process
	<ul style="list-style-type: none"> Establishment of labs at each geo-political level for weights & measures Training of weights & measures officers Strengthening the weights & measures dept 	NISER, NPC, TMG	Quarterly	<ul style="list-style-type: none"> Nos of labs estab & functional No of officers trained & working At least 60% 	65%	None		



Nigeria Vision 2020 Program

STAT US	INITIATIVES/ACTIVITIES/PROJECTS	MONITRI NG AGENCY	MONITRI NG FREQUEN CY	KPI	% COMPLETI ON	ISSU ES	RISKS	MITI GATI ON
	<ul style="list-style-type: none"> Procurement of measurement calibration 			percentage change in compliance to measurement calibration				

5.0 APPENDICES

i. Tables and Diagrams

Table 1: Foreign Trade Cargo Handled At Nigerian Ports, 1982-1993 ('000 Tonnes)

Years	LOADED		UNLOADED		Unloaded as Proportion of Loaded (Per cent)
	Quantity	Index (1986=100)	Quantity	Index (1986=100)	
1982	n.a	-	18,551	188.3	-
1983	60,697	92.1	16,083	163.3	26.5
1984	62,184	94.3	11,633	118.1	28.7
1985	68,154	103.4	13,565	137.7	19.9
1986	65,931	100.0	9,850	100.0	14.9
1987	n.a.	-	n.a.	-	-
1988	n.a.	-	n.a.	-	-
1989	75,429	114.4	6,749	68.5	8.9
1990	77,994	118.2	6,043	61.3	7.7
1991	78,594	119.2	8,064	81.9	10.3
1992	68,954	104.6	10,999	111.7	16.0
1993	94,232	127.8	10,942	111.1	13.0

Source: F.O.S. Annual Abstract of Statistics, 1987

Table 2: Indices of Average World Prices (CIF) of Nigeria's Major Agricultural Commodities in Naira and U.S. Dollars (Per Tonne) 1995=100

Year	All Commodities		Cocoa		Coffee		Cotton		Groundnut Oil		Palm Kernel		Palm Oil		Rubber		Soya Bean	
	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1985	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
1988	35	87	31	77	44	11	64	17	32	95	42	11	47	11	75	18	72	17
1989	38	71	31	63	62	95	96	14	68	n.t	70	10	59	90	10	15	12	18
1990	38	54	32	46	52	74	12	17	94	n.t	58	81	51	72	99	14	97	13
1991	56	64	51	58	60	69	14	16	11	n.t	92	10	75	86	n.t	n.t	11	13
1991	8		1	9	11	1	18		18		1	6	1				74	3
1994	94	62	83	55	84	55	18	12	12	n.t	n.t	n.t	15	10	n.t	n.t	20	13

92	6		4		8		80	2	46			53	0			47	2
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Source: Annual Report and Statement of Accounts for the year ended 31st December, 1992

Table 3: Trade Contribution to the Nigerian Economy From 1990 to 2006

Year	Wholesale, retail trade, repair of motor vehicles, motorcycles and personal and household goods; hotels and restaurants
1990	11967000000
1991	12339000000
1992	12716000000
1993	13090000000
1994	13095000000
1995	50259015734
1996	50704929109
1997	51485310931
1998	53032599906
1999	54372431706
2000	55272906909
2001	56684863173
2002	60365122425
2003	63823233983
2004	70034320961
2005	78614773405
2006	30641687748

Source: UN 2008 Data Statistics



ii. List of Abbreviations

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