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EXPORT BUSINESS DEVELOPMENT SERVICES MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)

August 2013

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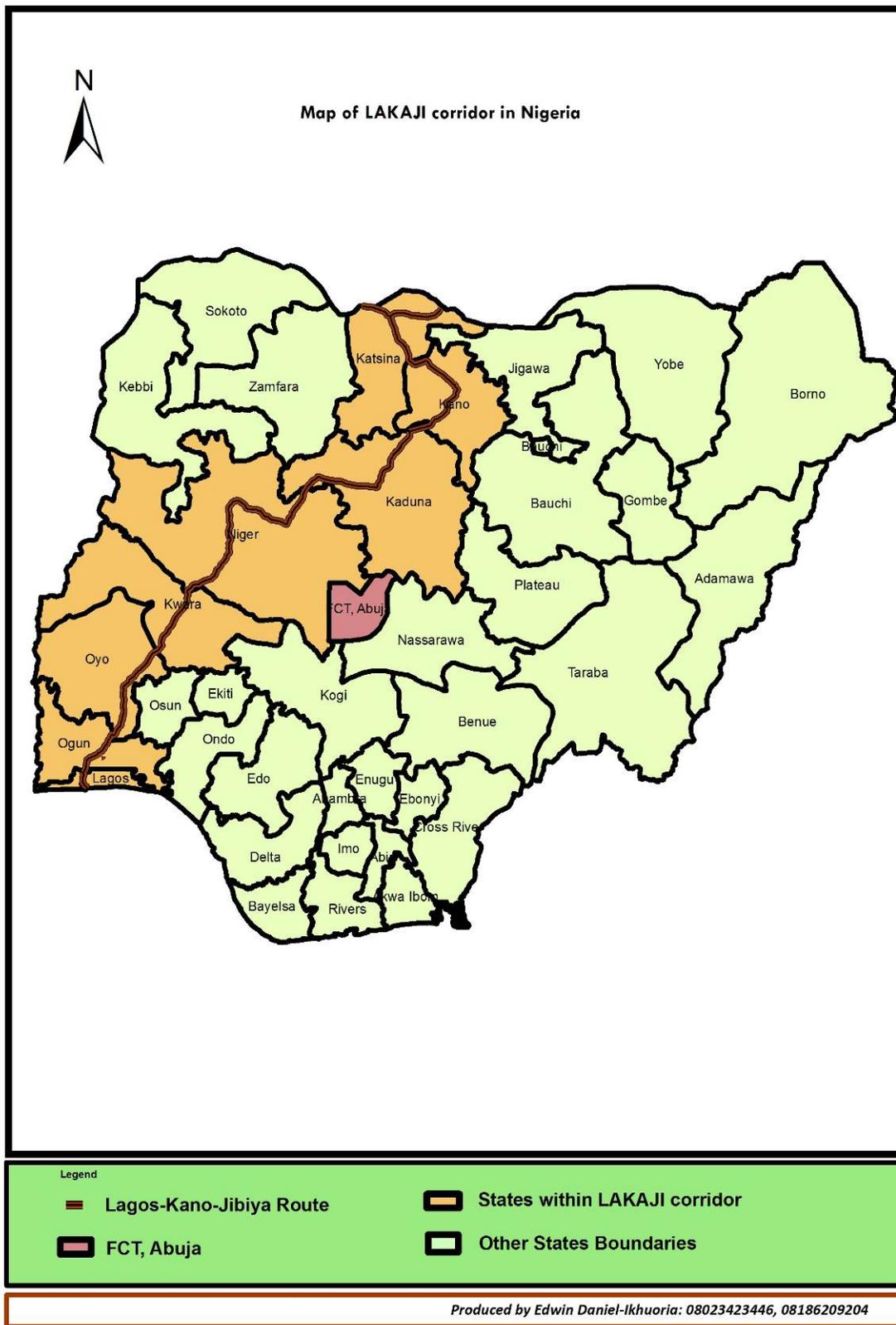
NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)

AUGUST 2013

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NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013



LIST OF ABBREVIATIONS

ANE	Association of Nigerian Exporters
BDS	Business Development Services
BDSP	Business Development Service Provider
BOI	Bank of Industry
CBN	Central Bank of Nigeria
DFID	United Kingdom Department for International Development
ECOWAS	Economic Community of West African States
EEG	Export Expansion Grant Scheme
FACAN	Federation of Associations of Commodities Association of Nigeria
FCT	Federal Capital Territory
FGD	Focus Group Discussion
FGN	Federal Government of Nigeria
ICAN	Institute of Chattered Accountants of Nigeria
ITF	Industrial Training Fund
LAKAJI	Lagos–Kano–Jibiya Corridor
MANEG	Manufacturers’ Association of Nigeria Export Promotion Group
MDA	Government Ministry/Department/Agency
NACCIMA	National Association of Chambers of Commerce Industry, Mines, and Agriculture
NAFDAC	National Agency for Food and Drug Administration and Control
NBA	Nigerian Bar Association
NEPC	Nigerian Export Promotion Council
NEPZA	Nigeria Export Processing Zones Authority

NEXIM	Nigeria Export Import Bank
NEXTT	Nigeria Expanded Trade and Transport Program
NGO	Non-Governmental Organization
NIM	Nigeria Institute of Management
NIRSAL	Nigeria Incentive-Based Risk Sharing System for Agricultural Lending
RAR`	Risk Assessment Report
SCPZ	Staple Crop Processing Zone
SME	Small and Medium-sized Enterprise
SMEDAN	Small and Medium Enterprise Development Agency
SPSS	Statistical Package for Social Sciences
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development

CONTENTS

EXECUTIVE SUMMARY	7
I. BACKGROUND AND METHODOLOGY	9
I.1 CONTEXT	9
I.2 PARADIGM SHIFT IN THE APPROACH TO EXPORT SECTOR SUPPORT: FROM DIRECT SERVICE PROVISION TO CATALYZING DEMAND AND SUPPLY OF BDS	9
I.3 MARKET ASSESSMENT AS PRECONDITION FOR EFFECTIVE IMPLEMENTATION OF EXPORT BDS CAPACITY BUILDING	10
I.4 OBJECTIVES OF THE ASSESSMENT	11
I.5 METHODOLOGY	11
I.6 BDS ASSESSED	11
I.7 FIELD DATA COLLECTION AND MANAGEMENT	13
I.7.1 Consumer Survey	14
I.7.2 Discussions with Groups of Exporting Firms	14
I.7.3 BDS Suppliers Survey	14
I.7.4 Survey of Key Informants Regulators	14
2. ANALYSIS AND FINDINGS	16
2.1 BDS SUPPLY	16
2.1.1 Number and Quality of BDS Institutions	16
2.1.2 Number and Size of Assignments Undertaken by BDS Providers	19
2.1.3 Regional Spread of BDS Providers along the LAKAJI Corridor	20
2.1.4 Focus Value Chains that BDS Providers Support	21
2.1.5 Level of Public/Donor BDS Supply Subsidies	22

2.1.6	Projected Demand and Supply of BDS in the Agro Export SME Sector	25
2.2	BDS DEMAND	27
2.2.1	Number and Size of Exporting or Near-Exporting Firms Using BDS	27
2.2.2	Number and Value of Contracts of Export-Led Firms	29
2.2.3	Transaction Volume, Value, and BDS Market Size for Agro Commodity–Based Export SMEs along the LAKAJI Corridor	30
2.3	REGULATORY AND SYSTEM-WIDE FEATURES FOR THE EXPORT BDS SECTOR IN NIGERIA	32
2.3.1	Identification and Assessment of Regulators, Consultant Networks, and Associations	33
2.3.2	Assessment of Private Sector Networks in BDS Service Provision	33
2.3.3	Prevailing Certification Programs	37
2.3.4	Training Institutions Focused on Export Service Providers	38
2.3.5	Delivery and Coordinating Role of Government Export Promotion Institutions and Private Value Chain Platforms	39
3.	OVERALL CONCLUSIONS AND RECOMMENDATIONS FROM FINDINGS	42
3.1	CONSTRAINTS IN SME EXPORT MARKET IN NIGERIA RELATIVE TO DEMAND AND SUPPLY GAPS FOR BDS	42
3.2	GENDER ISSUES IN AGRO EXPORTS AND CROSS-BORDER TRADE	43
3.3	YOUTH PARTICIPATION IN AGRO-COMMODITY EXPORTS AND CROSS-BORDER TRADE	43
3.4	STRENGTHS AND WEAKNESS OF THE EXPORT BDS MARKET IN NIGERIA	44
3.4.1	Strengths and Weaknesses of the BDS Demand Side	45
3.4.2	Strengths and Weaknesses of the BDS Supply Side	45
3.5	RECOMMENDATIONS MATRIX FOR POSSIBLE INTERVENTIONS	46
ANNEX I: DATABASE OF BDS PROVIDERS		49

ANNEX 2: DATABASE OF EXPORT OR NEAR-EXPORT FIRMS ALONG THE LAKAJI CORRIDOR	57
ANNEX 3: LIST OF RESPONDENTS	68
ANNEX 4: LIST OF REVIEWED LITERATURE	74
ANNEX 5: QUESTIONNAIRES	76

EXECUTIVE SUMMARY

Development Associates was subcontracted by CARANA Corporation to carry out an assessment of the supply, demand, and system-wide opportunities as well as gaps in export-related Business Development Services (BDS) to agricultural value chains along the Lagos–Kano–Jibiya (LAKAJI) Corridor in Nigeria. This report provides an account of the findings of the study and baseline information for the USAID-funded Nigeria Expanded Trade and Transport Program (NEXTT). The NEXTT project aims to support the Nigerian government’s efforts to expand trade domestically, within the Economic Community of West African States (ECOWAS) sub-region and beyond, and improve its efficiency so that trade, particularly in agricultural products, can foster the inclusive economic growth and development of Nigeria.

The goal of the mapping assessment was to identify supply, demand and system-wide opportunities and gaps for Export-related BDS to agricultural value chains along LAKAJI Corridor.

The methodology adopted to assess the export BDS market in Nigeria combined desk research, field surveys, key informant interviews, and a Focus Group Discussion (FGD). The field survey entailed face-to-face interviews of 50 respondents and 11 key informants drawn from the 3 sets of actors along the LAKAJI Corridor, namely BDS users, BDS suppliers, and regulatory bodies and associations/networks.

The mapping and assessment provided insight on the level of development of the agro export sector. Small and Medium-Sized Enterprises (SMEs) revealed strengths and weaknesses. Some of the conclusions drawn on the strengths of the demand side of the market include a high level of awareness of BDS among export led firms, good retention rate, a positive perception of BDS, high revenue in the export sector, a good referral system, and high satisfaction level among BDS users. In terms of weaknesses on the demand side, however, inadequate information about the types of services, prevailing perception that BDS are expensive, inadequate knowledge of benefits of BDS, mismatch between BDS demand and supply, inaccessibility and very low participation of women- and youth-led firms continue to afflict the sector.

The study was limited by the unavailability and inaccessibility of records from the relevant government agencies on the size of the BDS market. On the supply side, the observed strength of the sector includes a relatively large base of BDS suppliers along the corridor that are experienced and have strong local content for services in their offerings. From our initial probe alone, we enumerated over 50 such suppliers and there could be several folds more in the BDS ecosystem. Similar inferences can be drawn for the demand side, which was guesstimated to run into scores of thousands of exporting or near-exporting firms using BDS suppliers—given the flexibility of market entry and sheer numbers of direct and indirect actors.

Some observed market weaknesses included the reluctance of suppliers to reach certain market segments, for example, rural-based firms, inadequate market information available to suppliers, proliferation of free services, a lack of standards in BDS supply, few women- and youth-led BDS providers, limited diversification of products/service by providers, and a weak monitoring and mentoring system for improving service delivery. All the observed strengths and weaknesses formed the basis of developing an intervention matrix that could be used to support the BDS ecosystem for enhanced growth in the export sector. Some specific services were highlighted as deserving greater attention, such as access to finance and mentoring, on the basis of the gap existing between supply and demand for BDS among agro export-led firms along the corridor.

Coordination is impossible without greater and improved information flow. The study found that one of the key challenges to the coordination of export promotion efforts is access to information, not only for private sector actors but for development agencies as well. For example, obtaining data on the volume of commodity exports to carry out basic trend analyses can be quite challenging if not near impossible. Access to such information would not only better inform policy direction and response but can be invaluable to refining donor agencies' interventions. Therefore, a key recommendation for the project is to work to address the information asymmetry through advocacy, capacity building, and communications.

BDS inaccessibility due to general remoteness of export-led firms, particularly in agricultural production, is a challenge that can lead to quick wins if surmounted. The main intervention to address would involve developing a grant system for BDS suppliers to target women- and youth-led export firms—particularly in rural areas. Proposed complementary interventions include the development of a risk-sharing plan with suppliers for the costs of product development and advertising to attract new consumer segments in rural locations as well as supporting national networks (Federation of Associations of Commodities Association of Nigeria (FACAN), Association of Nigerian Exporters (ANE), National Association of Chambers of Commerce Industry, Mines, and Agriculture (NACCIMA), etc.) and associations to increase women- and youth-led firms' participation in their networks' activities.

The mapping assessment also revealed a lack of consumer satisfaction with the prevailing BDS offerings. The proposed intervention is to work with selected BDS providers to tailor their services to prevailing demands in the export sector.

There are currently no standards in BDS delivery, and this report proposes that the project work with regulators and other development partners to set standards and accreditation schemes for BDS suppliers.

A prevailing perception among users or potential users of BDS in the export sector is that the services are too expensive. The intervention proposed is for the project to collaborate with selected BDS providers to develop payment plan options and target associations and value chain groups as a means to bring down costs.

I. BACKGROUND AND METHODOLOGY

I.1 CONTEXT

The Federal Government of Nigeria (FGN), through its Transformation Agenda, is working to diversify the Nigerian economy and cushion the potential ill-effects of the country's overdependence on oil exports. With agriculture being the mainstay of the Nigerian economy, key policy objectives of the government's drive include the development of an export-oriented agricultural sector that will result in a diversified economy and increased growth of the value-added agro-processing sector that leverages on

foreign direct investment and economies of scale. Paramount amongst the expected outcomes of this ongoing drive are job creation (particularly for the country's youth and women, who are most affected by the rising unemployment rates) and an increase in the number of value-added non-oil exports and expanded trade with regional and international trading partners. It is in this backdrop that the NEXTT project was conceived, with the primary aim of supporting the FGN in its drive to expand exports, increase value addition in the non-oil sector, and create jobs.

“Potential exporters lack adequate information on export documentation and procedures. There is also low knowledge and capacity among Nigerian enterprises regarding international quality standards and opportunities”

There are, however, prevailing challenges. Exporting is a high-cost, unpredictable business in Nigeria. Potential exporters lack adequate information on required export documentation and procedures. There is also little knowledge and low capacity among Nigerian enterprises regarding international quality standards and opportunities for marketing products abroad. Poor access to finance and an inefficient transport and power infrastructure remain major impediments.

I.2 PARADIGM SHIFT IN THE APPROACH TO EXPORT SECTOR SUPPORT: FROM DIRECT SERVICE PROVISION TO CATALYZING DEMAND AND SUPPLY OF BDS

In supporting the export sector in developing countries like Nigeria, direct service provision aimed at expanding the volume and competitiveness of exports by external agents such as governments and donors has been the norm. However, this has proven to be unsustainable in the long run, as a distorted market with perpetual dependence on external assistance is more often than not the unintended outcome. Exit of government and donor support has always left

SMEs in the sector stranded, as they are not willing or prepared to pay for services that will enhance their competitiveness.

BDS provision for SMEs therefore has to occur in well-developed, market-based conditions to ensure effective outreach and sustainability. This paradigm shift would lead to a healthy private sector and competitive business services market, providing a wide range of BDS to a large number of SMEs. This would shift the focus of public intervention away from direct provision and subsidies at the level of the BDS transaction and toward the facilitation of a sustained increase in the demand and supply of services. The private sector and Non-Governmental Organizations (NGOs) have to assist in providing BDS to SMEs in less developed countries and governments and donor agencies have to act as facilitators for ensuring effective market conditions; any subsidies and financial assistance should be provided on a short-term basis.

I.3 MARKET ASSESSMENT AS PRECONDITION FOR EFFECTIVE IMPLEMENTATION OF EXPORT BDS CAPACITY BUILDING

In growing the non-oil export sector of the Nigerian economy, a critical component requiring intervention is improving the efficiency and capacity of Business Development Service Providers (BDSPs) for the export sector. This would enable exporters to satisfy export requirements both for destination markets and home authorities. These challenges relate, among other things, to ancillary components of international trade like use of information technology, quality certification, market information, tax administration, export financing, and management practices. While pockets of BDSPs for the export sector exist, they focus mainly on highlighting the opportunities and processes involved in the export business.

It is important to understand the current environment for entry, operation, and scope for delivering BDS (supply) as well as the relevance, appreciation, and expressed need by users (demand) in the export sector. Currently, regulators have no programs for certifying BDSPs. Certification can create a niche for existing operators in the sector. Nonetheless, there are a few existing partnerships between regulators and some private firms aimed at delivering value-added services that enhance efficiency of export companies. A gap analysis to identify the extent of supply and the extent of demand for BDS in the export sector is therefore required to be able to facilitate the operation of an effective market for BDS provision to the export sector. This will enhance the growth of the export sector as a whole in a sustainable manner, driven by market realities.

BDS market assessment can reveal fundamental issues of profitability, costs, and hindrances to efficient service delivery that may have stifled growth in the supply side. It can also shed light on expectations and value appreciation that stimulate demand of these services from users. The mapping and assessment exercise aimed to include all major actors in the export sector, including regulators, notable BDS providers along the LAKAJI Corridor, and the service recipients—exporters and potential exporters.

1.4 OBJECTIVES OF THE ASSESSMENT

The goal of the assessment was to extensively map out the supply, demand, and system-wide opportunities and gaps in the Nigerian BDS landscape for agro-allied export-led firms. The research aimed to inform evidence-based recommendations that will improve the BDS system in Nigeria—with a view of positioning it to contribute to new agro-allied exports, as well as linking service development priorities to export and value chain development strategies. The assessment also aimed to develop a baseline of BDS firms that can be built upon to champion growth in the export BDS sub-sector. The study also surveyed the levels of involvement of youth- and female-led BDS providers and female-led export firms in the BDS ecosystem and explored how system-wide interventions can be tailored to increase the value of exports from youth- and women-led export firms from Nigeria.

1.5 METHODOLOGY

The methodology adopted to assess the export BDS market in Nigeria combined desk research, key informant interviews, FGDs, and field surveys. In order to gain an understanding of global practices and contextualize their relevance in Nigeria, the desk research involved a review of existing literature on interventions in the export sector—with particular emphasis on the development of the agro-allied BDS market in the country.

An initial field activity involved the compilation of an inventory of BDS providers and export firms in the export sector along the LAKAJI corridor from multiple secondary sources and through visits to public and private institutions involved in their administration. Afterward, a market survey captured data from a sample of the BDS firms, export or near export firms, and regulators. The market survey was delivered to three sets of actors in the export subsector. The assessment enabled the development of a baseline for the export market in Nigeria while quantifiably assessing the levels of various components in the BDS supply and demand sub-system.

1.6 BDS ASSESSED

While there are many different types of business services, the assessment focused on particular services that are deemed necessary for the agro-allied export sector. These services are broadly categorized into five main functional categories for ease of assessment in the supply and demand frameworks.

i. Management

- Finance and Accounting: outsourced services related to financial matters, bookkeeping, and drafting of financial reports for the enterprise owner. Access to finance was included in this broad category, but information from the field indicated that it is a service provided separately.

- **Business Management Training:** all types of training activities, generally offered in a classroom setting, related to various aspects of business establishment and operation such as entrepreneurship, general management, marketing (including exports), production, and financial issues.

ii. Marketing

- **Advertising/Trade Promotion:** activities to publicize the image of a certain enterprise and the advantages of its products/services—in various media—to ensure that more products/services are bought by the customers/clients or activities to advise entrepreneurs how to conduct such campaigns.
- **Market Research:** study of factors such as demand, supply, and customer behavior by outsourced professionals.
- **Effective Preparation for and Participation in Trade Shows and Trade Show Advisory:** logistic and advisory services delivered by outsourced professionals to arrange the attendance of enterprises at trade fairs to promote product image, to seek partners, or to sell their products and services.

iii. Trade, Logistics, and Investments

- **Export Brokerage and Facilitation:** outsourced professionals serve as intermediaries to establish introductory contacts with potential customers or partners and facilitate negotiations; seek potential new buyers, marketing agents, and suppliers; identify potential foreign investment partners; review investment proposals; and conduct initial due diligence on potential foreign partners.
- **Professional Education in Global Trade, Logistics, and Supply Chain Management:** a wide range of training to develop the recipient's knowledge of international trade, regulations, financing, and supply chain processes and procedures, culminating with certification.
- **Export Consulting and Coaching:** services related to enhancing the capacity of firms to export and follow export procedures while developing the capacity of firms' staff to undertake such services in the long run.
- **Business Strategy and Process Improvement:** these include services related to process re-engineering within firms and business strategy development to facilitate problem solving and foster growth.
- **Outsourcing:** these include services related to carrying out tasks on behalf of firms either as part of their supply chain or as part of coordinated operations decentralized for easy management and efficiency.

iv. Operational improvement

- **Product Development:** outsourced professionals prepare outlines, designs, and technical specifications of a conceived product.
 - **Technical Training and Advisory Training:** activities and advice delivered by professionals in order to improve the quality of the products and processes and to minimize harmful effects of business activities on the environment. These are usually related to productivity improvement and cost reduction.
 - **Technology Advisory Services:** this service, generally one-to-one advice, involves the selection of the best technology for the enterprise and transfer of new technology processes. It also involves instructing the enterprise on how to use the new technology.
 - **Group Formation and Administration:** services related to enhancing networking between firms, professional bodies, and individuals to enhance pooling and resource mobilization. Services offered to local business associations and cooperative groups fall into this category.
- v. Information and Communication**
- **Management Information System Software:** outsourced professionals design software and adapt applications that can efficiently enhance information management on administrative matters and other business activities of certain enterprises. For example, this can involve purchasing accounting or management software.
 - **Business Automation:** through this service, certain aspects of the operations of a business are shifted from manual processes to automated ones through technology acquisition and process redesign. Particularly for export-led businesses, the critical service of developing technologies for sorting, grading, and preservation of commodities as an integral part of operations is usually sought after.

1.7 FIELD DATA COLLECTION AND MANAGEMENT

In order to make inferences about the export BDS market, sample businesses in the commodity export sector were drawn from the demand and supply side surveys. Based on the total number of active businesses and BDS providers in the export sector compiled from various sources (including business associations, government agencies, and referrals from sector operators), the LAKAJI corridor was divided into three major zones. These zones were based on initial mapping of active SMEs within the agro commodity export sector along the LAKAJI corridor. A total of 25 private BDS providers, 10 regulators/networks, and 25 export-led firms were interviewed. While only 60 respondents were used for the analysis, more than 200 questionnaires were dispatched and interviews scheduled. Most businesses were unavailable for interviews during the time frame of the study. As such, 50 sample businesses and 10 key informants for the regulators provided the information used in the assessment.

1.7.1 Consumer Survey

The BDS consumer data analysis was based on their awareness, usage, and perceptions of the BDS they were exposed to. Key characteristics of the consumer side were investigated and BDS providers' level of reach and retention was also analyzed to understand the significance of key drivers of market development in Nigeria. The respondents, BDS clients, were interviewed using questionnaires and the responses were analyzed using data management software, Statistical Package for Social Sciences (SPSS), to obtain a descriptive analysis of variables investigated.

1.7.2 Discussions with Groups of Exporting Firms

The findings from the quantitative analysis of the consumer surveys were deepened with a focused group discussion held in Lagos involving over 45 participants, including current users and non-users of BDS. Questions relating to their reasons for use or non-use were obtained to examine the level of significance of the responses observed from the survey. This helped authenticate the initial findings from the survey data collected.

The group discussion started by establishing a common understanding and working definition of BDS and its relevance to the export sector. Examples of the varied BDS available were provided and participants were thereafter grouped into two categories: current BDS users and non-users. No participant fell into the third category: previous users that have stopped using BDS. About 30% of the 45 Lagos Chamber of Commerce and Industry members present were current users of BDS, while 70% indicated that they had never used BDS. Pre-set questions were posed to the two groups for individual and collective responses. Given time constraints, the two discussion groups ran concurrently, with respondents supplementing oral contributions with written answers.

1.7.3 BDS Suppliers Survey

A suppliers' diagnostic was carried out on the basis of responses from the interview of 25 BDS providers active in the export sector. Their service offerings and portfolio were examined in relation to the current demand. An analysis of some of the market attributes for developing a functioning market was also carried out to determine market gaps. The respondents were also interviewed using questionnaires and the responses were analyzed using data management software (SPSS) for a descriptive analysis of the variables investigated.

1.7.4 Survey of Key Informants Regulators

Since the assessment of the export BDS market cannot be conclusive without examining the entry, operations, and exit conditions for operators, key informants of relevant government agencies and associations were interviewed to get perspectives on the regulatory environment and the level of development of the sector. These interviews were conducted using

questionnaires aimed at eliciting information on the regulatory framework for the export sector in general and the BDS sector in particular.

2. ANALYSIS AND FINDINGS

2.1 BDS SUPPLY

2.1.1 Number and Quality of BDS Institutions

BDS provision to the export sector in Nigeria is largely unregulated, and obtaining absolute numbers of service providers along the LAKAJI corridor is impracticable. Nonetheless, there are scores of reputable BDS providers along the corridor encompassing private enterprises, governmental bodies, NGOs, and business associations. For this study, a list of BDS providers was compiled from multiple sources including the survey instruments, online directories, referrals from actors in the sector, existing Development Associates networks, and pointers from the NEXTT team. **Annex I** provides a list of 51 BDS providers that can serve as a startup database for the NEXTT project. The listed includes 25 operators who responded to the study and other reputable ones along the corridor who did not respond to the study.

Gender and Age Attributes of BDS Suppliers: Figures 1 and 2 provide an illustration of gender and age attributes of BDS suppliers. Figure 1 shows that 69% of the BDS firms are led by men while only 19% of the firms are led by women.

Figure 1: Gender Distribution of BDS Suppliers

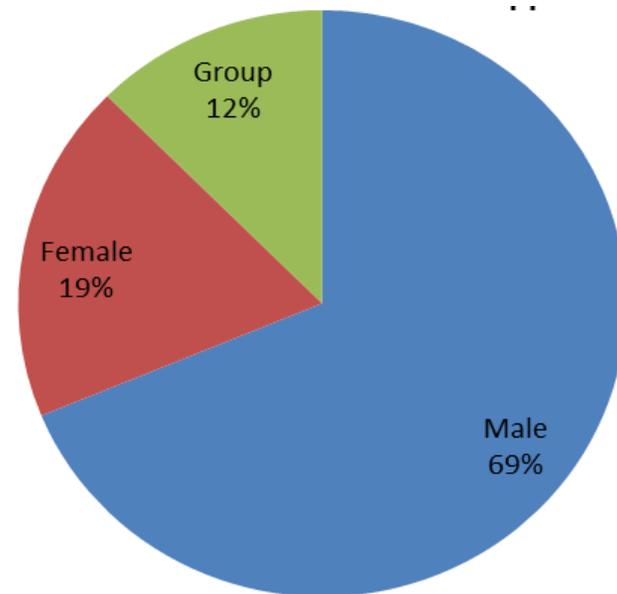
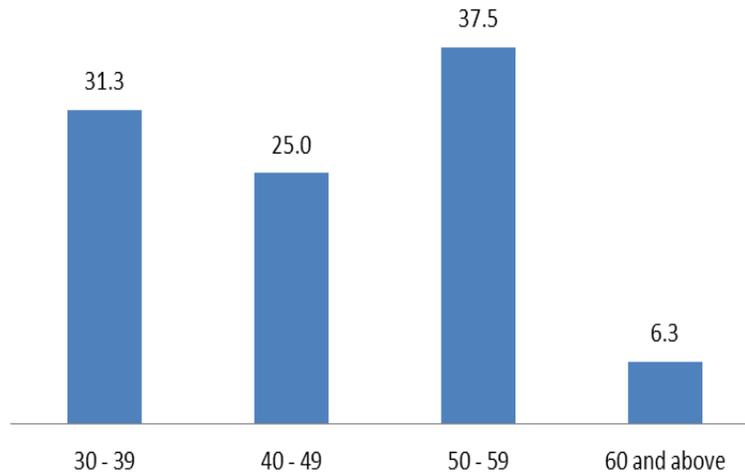


Figure 2: Percentage Distribution of BDS Suppliers by Age Categories of Managers/Owners



The proportion of female BDS suppliers in the BDS ecosystem along the LAKAJI corridor may nonetheless be less than the aforementioned percentage, as a conscious effort was taken to target as many female respondents as possible.

The age distribution of respondents (Figure 2) suggests that young people between ages 18 and 29 are largely excluded from this niche of economic activity. Most managers/owners of BDS firms are within the 50–59 age category (37.5% of respondents). A number of younger managers in the 30–39 age category were also found to be involved in BDS delivery, with a share of more than 30%, and the middle age group of 40–49 represents 25% of the service providers interviewed. There is a general balance in the distribution between these three groups—in line with the overall population characteristics.

Figure 3 illustrates how long the firms have been in operation, and Figure 4 provides the education levels of managers/owners of BDS firms.

Figure 3: Percentage Distribution of BDS Firms by Length of Operation

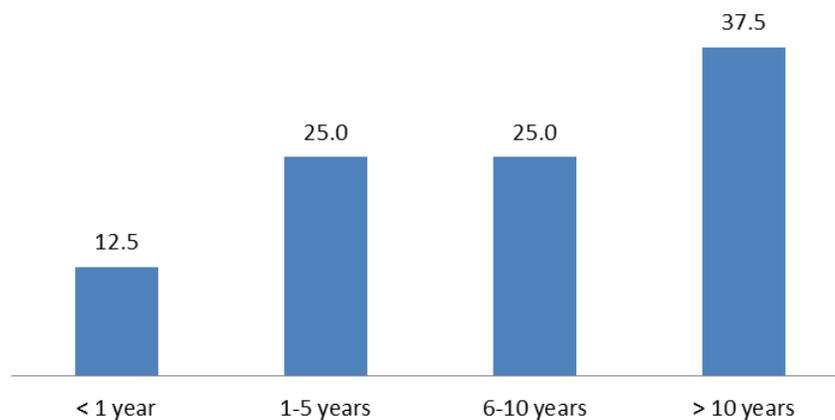
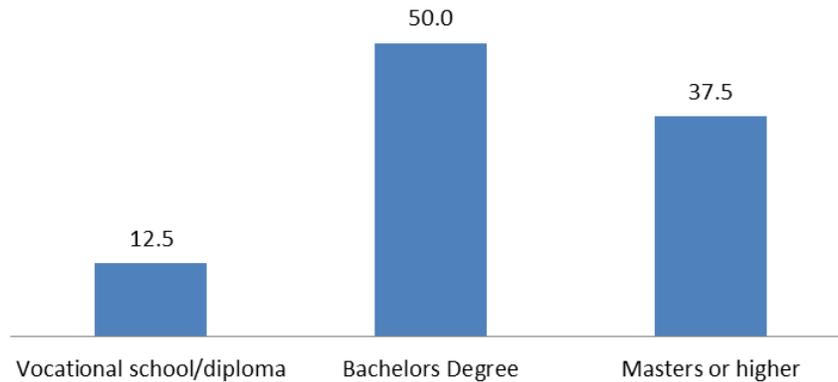


Figure 4: Percentage Distribution of BDS Firms by Level of Education of Managers/Owners

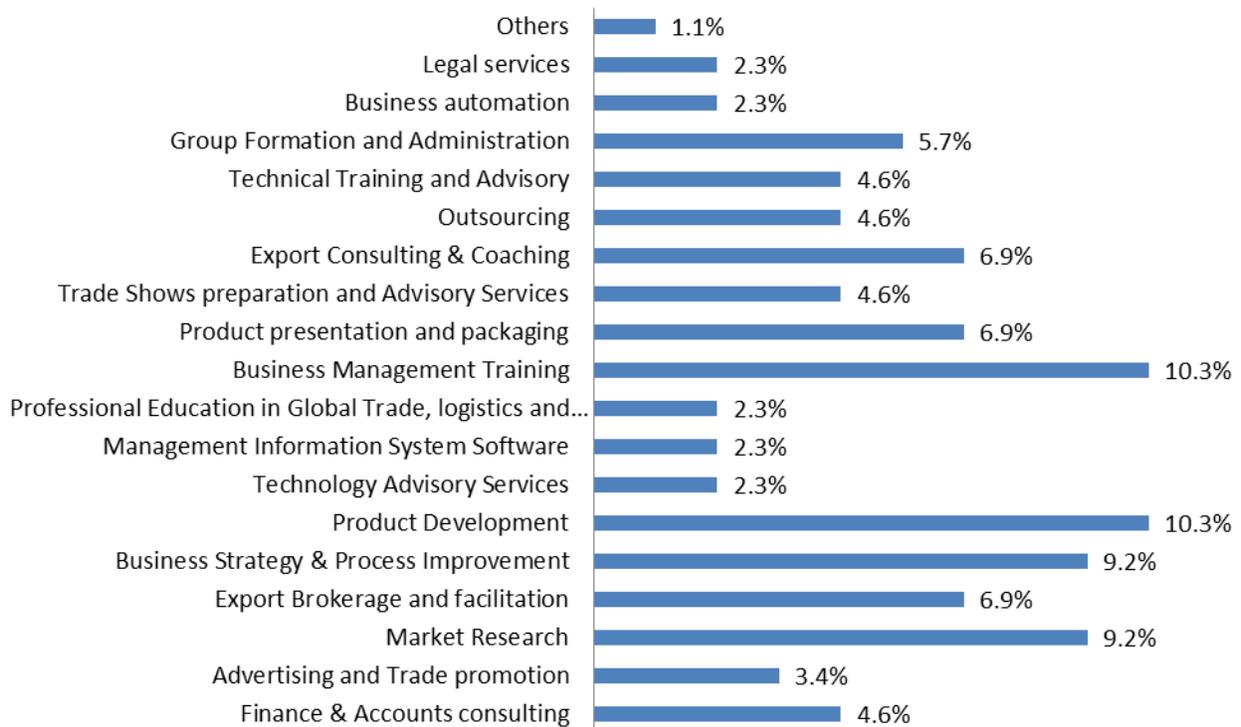


Functional Categories of BDS offered by suppliers:

The basket of services offered by actors in the industry was also investigated to determine the level of development of the BDS sector. This included asking the BDS suppliers what type of services they offered to their clients. The various responses received show that business management and product development returned as the most provided service, representing 10.3% of services provided each. This is closely followed by market research and business strategy and process improvement, with 9.2% each. Ranking third are product presentation and packaging as well as export coaching and consulting with 6.9% each.

The profile of services offered show that while export specific services are available, they are not the primary focus of most BDS firms interviewed. A few, however, take export-specific businesses as areas of specialization while still delivering other kinds of BDS to whichever sector requires them, thus broadening their client base. The current market is not favorable to the creation of a niche for specific firms, as most BDSPs consider it too small to specialize. BDS specialization for the export sector is a critical component to be further analyzed. Figure 5 provides a breakdown of services offered.

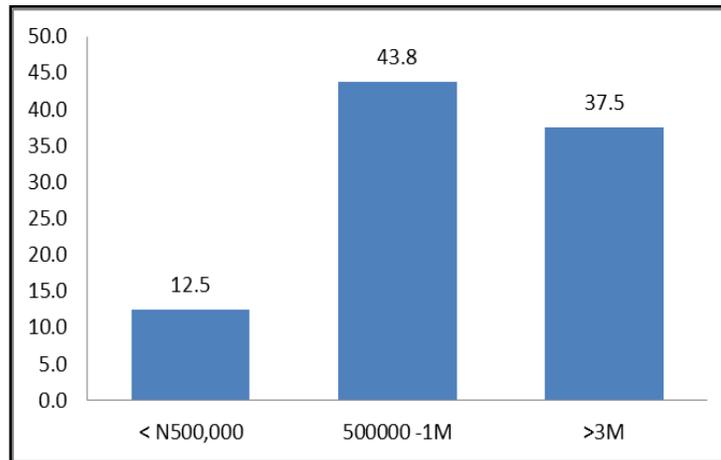
Figure 5: Percentage Distribution of Offered BDS



2.1.2 Number and Size of Assignments Undertaken by BDS Providers

Monthly turnover of private BDS suppliers was captured in the survey using their total sales of services as a proxy. The majority (43.8%) show that their monthly sales hover between N500,000 and N1 Million. This is followed by another 37.5% who report sales of over N3 Million within a regular month. No respondent reported sales in the N1 Million–N3 Million range. Of the respondents, 12.5 % indicated that their sales were below N500,000 in any given month. Figure 6 illustrates the distribution of BDS firms by turnover.

Figure 6: Percentage Distribution of BDS Firms by Turnover



The turnover of private BDS firms is an indicator of the transaction levels in the Nigerian BDS sector for SMEs. It also indicates that there is opportunity for expansion and reach that will optimize the level of patronage and volume of transactions for the SME sector and particularly for exports. Over 80% of respondents stated that their sales exceed N500,000 (above USD 3,000) per month—with almost half of them earning above N3 million (about USD 20,000) per month. While the earnings are not from the export sector alone, they indicate that the market size as a whole is reasonable to warrant more investments and expect good returns.

2.1.3 Regional Spread of BDS Providers along the LAKAJI Corridor

The spatial distribution of the listed BDS providers along the corridor is provided in Table I. While the list of suppliers provided (**Annex I**) is not exhaustive, it is a reliable startup database and provides an indication of the spread of BDSPs along the LAKAJI Corridor. Multiple sources were used to verify the compiled list. The Ogun and Kwara states do not have any listed BDS providers on the compiled list. This, however, does not infer that these states do not have BDS providers; the study team was simply unable to get information on any verifiable operators within the study's time frame.

Overall, BDS providers (private and public) are largely concentrated in urban centers. The Lagos axis of the LAKAJI Corridor has the highest numbers of private BDS providers, followed by the central segment of the corridor, the Niger–Federal Capital Territory (FCT) – Kwara axis. It must be noted, however, that while the FCT is actually not on the corridor, it is close in proximity to the corridor and maintains a significant number of reputable private BDS suppliers as well as several export-related public sector institutions, among them the Nigerian Export Promotion Council (NEPC), the National Agency for Food and Drug Administration and Control (NAFDAC), the Standards Organization of Nigeria, Nigeria Export Import Bank

(NEXIM), Bank of Industry (BOI), the Federal Ministries of Trade and Agriculture, and relevant NGOs.

Table 1: Geographic Distribution of Recorded Private BDS Providers

States along LAKAJI	Number of Recorded BDS Firms
Lagos	15
Ogun	N/A
Oyo	2
FCT	17
Kwara	N/A
Niger	1
Kaduna	5
Kano	4
Katsina	7
Total	51

The northern axis of the corridor (Kaduna–Kano–Jibiya) follows closely the central axis in terms of total number of private BDS suppliers. Kaduna and Kano are major centers of commerce along the LAKAJI corridor, while Katsina is the gateway to the Republic of Niger. Additionally, the level of agro-related food production and marketing is very high on this segment of the corridor, which is renowned for its production of livestock, grains, groundnut, soya beans, vegetables, and other staple foods.

With specific reference to the objectives of NEXTT, public sector agencies and relevant business associations that provide BDS have good coverage along the LAKAJI corridor, and collaboration for potential interventions will be invaluable. For example, State Chambers of Commerce and public agencies like the Small and Medium Enterprise Development Agency (SMEDAN), the NEPC, Nigerian Customs Services, and the Industrial Training Fund (ITF) have outposts in most states along the corridor

2.1.4 Focus Value Chains that BDS Providers Support

From the analysis of the survey instruments and organizational experience, BDS providers in Nigeria do not usually focus on one specific commodity or segment of the value chains, rather their operations cut across commodities, segments of value chains, and even sectors. As illustrated in Figure 5 above, the range of service offerings by private BDS suppliers can apply to varied value chains. Based on interactions during this study and organizational experience, Table 2 provides an illustration of the comparative advantage of commodities along the corridor.

Table 2: Geographic Distribution of Commodities along the LAKAJI Corridor

Segment of LAKAJI Corridor	Common Commodities
NORTH	Sesame seeds
	Sorghum/Millet
	Groundnut
	Cotton
	Gum Arabic
	Shea
	Leather products
CENTRAL	Soybean
	Ginger
	Shea
	Rice
	Cassava
SOUTH	Cocoa
	Cashew
	Oil palm
	Cassava

2.1.5 Level of Public/Donor BDS Supply Subsidies

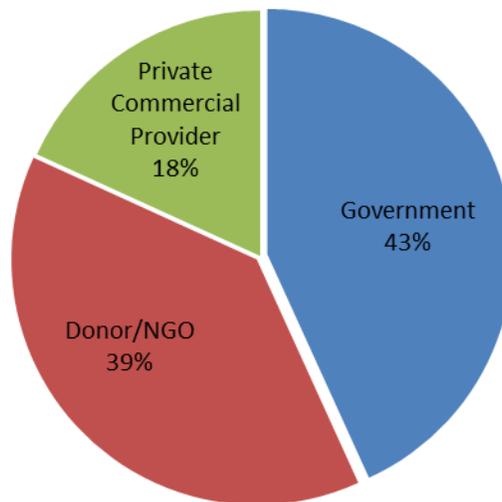
There is a significant level of public/donor BDS supply that is subsidized in Nigeria, but this is very difficult to accurately quantify and/or disaggregate by subsidy amounts to male, female or youth-led firms—as there are several ad hoc, free, or highly subsidized initiatives from public/donor institutions contributing to the BDS ecosystem, albeit with varying efficiencies, reach, and results. Gender and age are hardly taken into consideration, particularly by public agencies; therefore, exclusion of women and young people in many economic activities remains pervasive.

With regard to suppliers of BDS generally for the export sector, this study found that the government (both at state and federal levels) is a leading provider of BDS that are usually free. Almost 45% of firms interviewed stated that the government has been their main provider of various types of BDS, particularly for export promotion. This is seen in several programs of government institutions like the NEPC, SMEDAN, the Raw Materials Research and

Development Council, and many others. This claim was confirmed by interviewed government actors who indicate that they deliver services either directly to or in partnership with other stakeholders to improve quality and competitiveness as well as market penetration for exporters.

Donors and NGOs come next in rank, also providing free services to exporting firms through various programs and interventions designed as part of overall export expansion strategies or value-addition capacity building. Only about 20% of respondents stated that their services were supplied by private commercial providers, some of whom are not based in Nigeria.

Figure 7: Service Providers



Consequently, export-led firms in the SME category are often not willing to pay for services that have been provided for free in the past. For those who are willing to pay, the costs are considered too high. This makes the particular benefits to be derived from the services a critical selling point for suppliers to promote subscription and retention. The quality of delivery and after-sale services are value propositions that will distinguish services paid for and services delivered for free. Commercial service providers will need their capacity to be built to be able to compete for the patronage of SMEs in the face of the free services being provided.

Table 3: Examples of Agencies and Initiatives Contributing to BDS Supply Subsidies in Nigeria

Government Agency/Program/Initiative
<p>SMEDAN provides various BDS, including training and capacity building in areas such as book keeping and accounts management, preparation of business plans, quality control, computer (or IT) appreciation, access to finance, access to improved work space (through industrial parks) and mentoring. SMEDAN provides information on raw materials; machinery; equipment; the market; and the activities of government agencies such as SON, NAFDAC, CAC, and FIRS. Information is available from SMEDAN's head office, its Business Support Centre, and its website.</p>
<p>The mandate of the ITF is to set and regulate training standards and offer direct training intervention in industrial and commercial skills training and development using a corps of highly competent professional staff, modern techniques, and technology.</p>
<p>The BOI has focused some of its efforts on agro-entrepreneurs and on working closely with them by providing access to expensive pieces of machinery and assistance in processing their value chains. The bank facilitates access to short- and long-term financing.</p>
<p>The Ministry of Finance's YouWin initiative was created to attract youth talent and has more recently expanded its objectives to focus more directly on women. The program accepts business plans from applicants and provides funding that ranges from 1 million Naira (\$6, 410) to 10 million (\$64,100) to help develop their business plans. It caters to all value chains. The YouWin initiative launched YouWin Women—a women-only component to promote female entrepreneurs.</p>
<p>From time to time, the NEPC organizes specific, tailor-made courses and trainings in partnership with other actors. These courses and trainings are subsidized or paid for by the agency as part of their export promotion efforts. Trade shows and market research are two critical services that are delivered to the exporting community. Many times, exporters register their interest and pay the prescribed fees for participation. The aim, however, is not for profit but for covering costs of logistics, which is also usually subsidized.</p>
<p>NEXIM carries out sensitization campaigns to enlighten the public on its activities, which is a form of service provision, exposing the export sector participants to existing opportunities. Collaborations have also taken place in the past to build the capacity of exporters to leverage the bank's services so these exporters can expand their businesses as well as promote youth participation and improve access to finance to export businesses. Their capacity-building efforts for the export subsector is also noteworthy, given that market research and export advice are constant services rendered to its customers</p>
<p>Federal Ministry of Agriculture – Staple Crop Processing Zone (SCPZ) initiative. The goal of the initiative is to improve existing investment frameworks for agriculture by focusing on attracting private sector agribusinesses to set up processing plants in zones of high food production and to process commodities into food products.</p>
<p>Export Expansion Grant Scheme (EEG) is designed to stimulate export-oriented activities with the goal of contributing to the growth of the non-oil export sector. The scheme rewards participating companies by offering better tariffs on certain amounts of exports made.</p>

The **Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL)** objective is to cater to the agricultural value chain and the agricultural financing value chain so that banks can lend with confidence to the sector by offering them strong incentives and technical assistance. None of the respondents indicated that they had benefitted from the system. NIRSAL is designed to invest USD 500 million of the Central Bank of Nigeria’s (CBN) money in the following ways:

Donor Programs

USAID: Conduct African Growth and Opportunity Act trainings and exposure visits.

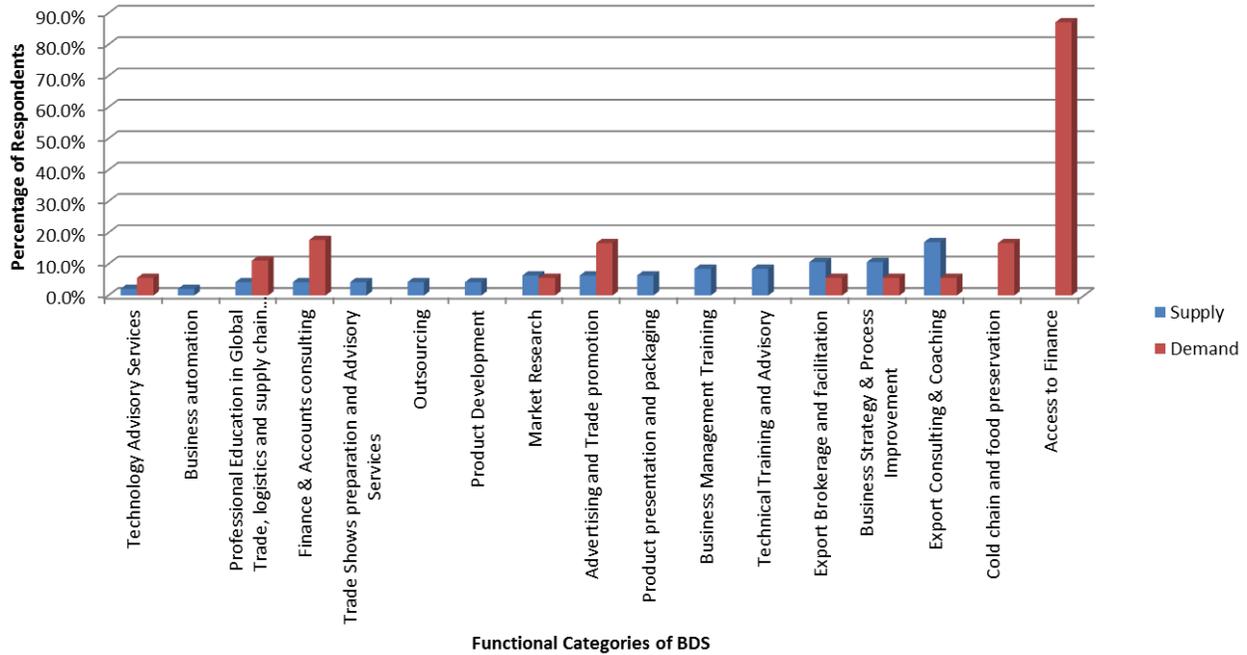
United Kingdom Department for International Development (DFID)–Growth and Employment in States: Provide support to meat and leather sector. For example, DFID provides capacity building in processing and packaging of meat/leather.

ECOWAS/United Nations Industrial Development Organization (UNIDO)–West Africa Quality Program: The overall objective of this regional program was to strengthen regional economic integration and trade by creating an environment that facilitates compliance with international trade rules and technical regulations. Of particular importance was compliance with the World Trade Organization agreements on Technical Barriers to Trade and Sanitary and Phytosanitary measures.

2.1.6 Projected Demand and Supply of BDS in the Agro Export SME Sector

From the analysis and findings of this study, several services stand out as required for the sector to be led to growth. To understand the difference between the expectations of the demand side and the supply side of BDS for the export sector, consumer respondents were asked to list the services that they would procure in the next year if they were available, while suppliers were asked to list the services that they expect to be in demand in the next year by exporters of agro commodities in the SME sector. The proportion of responses for each functional category of the various BDS listed was analyzed, and the graph below (Figure 8) summarizes the responses received.

Figure 8: Demand and Supply Projections for BDS in the Next Year



On top on the list is access to finance (fund sourcing), which has been highlighted by respondents and unanimously agreed on during FGDs. It stands out as the most important service needed by SME exporters in the agro commodity sector. While the consumers of BDS in the export sector have indicated that they will procure access to finance, finance and accounts consulting, advertising and trade promotion, and cold chain and food preservation services (in that order) in the next year, BDS suppliers have indicated that they mainly expect demand for export consulting and coaching, export brokerage and advertising, and trade promotions over the same period. Since there are really no specialized BDS providers for the export sector, suppliers are expecting more demand from various sectors of the economy and are not necessarily targeting services to the needs of the export sector. As such, their expectations may not have depended solely on clients in the export sector.

The very high proportion of respondents from the consumer side that indicated sustained demand for access to finance services in the next year is an indication of a grossly underserved market. In Nigeria, these services are usually supplied by the formal financial sector, dominated by commercial banks that provide these services at high costs (time, interests, and procedure) and with requirements that almost exclude SMEs from getting the much needed funds to drive their businesses. This is further discussed in the conclusions and recommendations section.

A closer examination of the consumers' projection and the suppliers' expectations in the BDS market shows that there is really no disparity between expected services from the demand and supply side. This is because the general perception is that banks are the general providers of access to finance services, while the BDS providers help to prepare these firms to be able to

meet the necessary conditions for accessing the funds required for SMEs expansion. The study discovered that if there are specialized firms dealing with fund sourcing for SMEs, they are not known by the consuming public. The few consumers that have used these services in the past have used providers contracted outside Nigeria. There is an opportunity for developing a key service provision in this direction that will particularly enable SMEs in the export sector to seek out and receive such specialized services.

Access to Finance and Mentoring—A key BDS requirement

Access to finance refers to the availability of financing—in the form of credit, deposits, payments, or insurance—to individuals or enterprises. While this BDS mapping assessment did not specifically seek to investigate access to finance comprehensively, the frequency of its citation as a very significant impediment to SME growth by most of the consumers of BDS interviewed, as well as findings of several relevant financial services surveys (such as the *Access to Financial Services in Nigeria 2012 survey*; *Financial Services Landscape in Nigeria EFlNA, 2010*; and *EFlNA Access to Financial Services in Nigeria 2010 Survey*) point to the fact that financial exclusion is widespread in Nigeria. The BDS suppliers' survey, FGDs, and key informant interviews carried out during this mapping assessment also corroborated the high demand for access to finance services—over 90 percent of BDS consumers interviewed indicated interest in procuring fund-sourcing services.

Therefore, a key recommendation is that the project considers developing intervention(s) focused on contributing to the improvement of the prevailing access to finance landscape for its target beneficiaries. Interventions can include, on one hand, capacity building for BDS suppliers to develop access to finance portfolios that are accessible, affordable, and purposeful, and on the other hand, link capacity building with mentoring consumers to minimize the high default rates often associated with credit facilities in Nigeria.

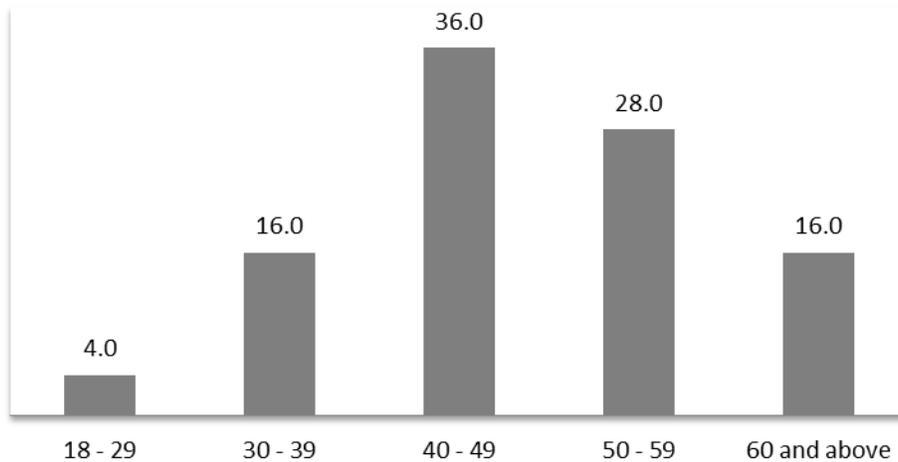
2.2 BDS DEMAND

2.2.1 Number and Size of Exporting or Near-Exporting Firms Using BDS

For the purpose of this assessment, a list of export-led firms was compiled from multiple sources including direct beneficiaries of USAID's Nigeria Expanded Export Programme (which ended in 2011), NEXIM, CBN's list of top 100 Exporters in Nigeria (2011), NEXTT contacts, Development Associates' existing networks, and referrals from contacts made during the study, including an FGD with members of the Lagos Chambers of Commerce. The assessment team worked with the available contacts generated from the aforementioned sources. It is worth highlighting that this component of the study could have been greatly enriched with data from official sources. Unfortunately, these data could not be achieved since accessing relevant information from the official Pre-shipment Inspection Agency, Cobalt International Services, and associated Government Ministries/Departments/Agencies (MDAs)—notably the Ministry of Finance and the CBN—proved difficult.

The database generated for this component of the study (**Annex 2**) comprises 133 firms. The actual number of exporters could be much higher.

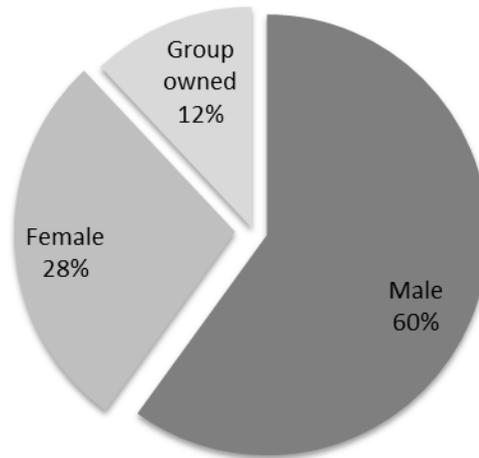
Figure 9: Percentage Distribution of Respondents by Age



Of the respondents, 28% fell within the 50–59 age range. The 30–39 and 60 and above categories each represented 16% of the respondents, while only 4% of all respondents fall within the 18–29 age category. Cumulatively, only 20% of all responding firms had managers under 39 years old, while about 80% were managed or owned by people 40 years old or above. This reveals that youths are generally not involved in the export business, while they constitute the highest proportion of the unemployed in the country. This finding is important since value creation in the agro-related export sector has a huge potential for development if the available young and healthy population are mobilized and directly involved in the export business.

The male domination of the sector showcases the necessity to push for female-led firms, especially early on among the youth population, to be more engaged in the export business and harness existing opportunities as well as increase their productivity. Youth participation in the agro export sector is examined in the concluding section of this report.

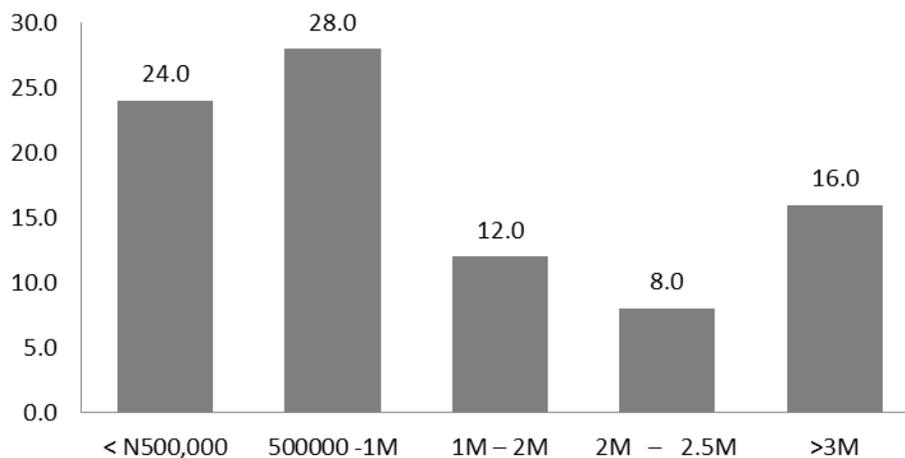
Figure 10: Percentage Distribution of Export-led Firms by Gender of Respondents



2.2.2 Number and Value of Contracts of Export-Led Firms

Analysis revealed that the monthly turnover of 28% of the firms surveyed fall within the N500,000–N1 Million per month category, while another 24% of respondents indicated that their transaction level per month was less than 500,000. Cumulatively, firms whose transactions are in excess of N1 Million per month represent the majority of the respondents, constituting 36% of the total number of respondents. Their profitability, however, was not investigated. The volume of transactions in the export firms indicate that they are purely small and micro enterprises that are struggling to carry out export businesses with minimum capital bases. In relation to cost, this could determine the extent of cost burden they are willing to undertake in their businesses to be able to remain competitive, particularly for meeting international standards.

Figure 11: Percentage Distribution of Export-led Firms by Monthly Turnover



Regional Spread of BDS Users

A startup database of export-led firms along LAKAJI (firms, agencies, and networks) is compiled from this assessment in Annex 2. Obtaining data from official sources was not feasible within the timeframe. From the survey responses, interactions with BDS users and institutional experience the Lagos axis of the LAKAJI corridor is the busiest in terms of location of export firms; this axis has the commercial capital of the country. The closeness of Lagos to the coast's shipping/air ports and, perhaps most importantly, the availability of a large domestic market for products makes it a choice location for export-led businesses. In addition, Oyo and Ogun states are located in the southwestern part of the country. Oyo state has the largest city in West Africa in terms of land area and is also a border state with Benin republic. A significant number of agro-related businesses are located in this state, specifically as a center of aggregation of commodities for onward transportation to Lagos. The lower cost of business operations in Oyo in contrast to Lagos as well as the lower labor costs in the area has contributed to the establishment of several factories that produce and transport goods to the Lagos market or as exports. It is less than two hours from the main port city of Lagos.

The Kaduna–Kano–Jibiya segment of the corridor is also a very important leg of the corridor. Kaduna and Kano are major centers of commerce, while Katsina is the gateway to the Niger Republic from the north central axis of Nigeria. As such, a substantial amount of small-scale, food-related, cross-border trade occurs in this axis. The level of agro-related food production and marketing for domestic consumption is highest in this axis with livestock, grains, and other related staples produced in this region.

The FCT is also beginning to emerge as a thriving center of commerce due to several commercial initiatives in and around the FCT as well as the centrality of the FCT in terms of access to other parts of the country. Although the FCT does not lie squarely within the LAKAJI corridor, its proximity to Niger and Kaduna states enables a large amount of spillover from these two states.

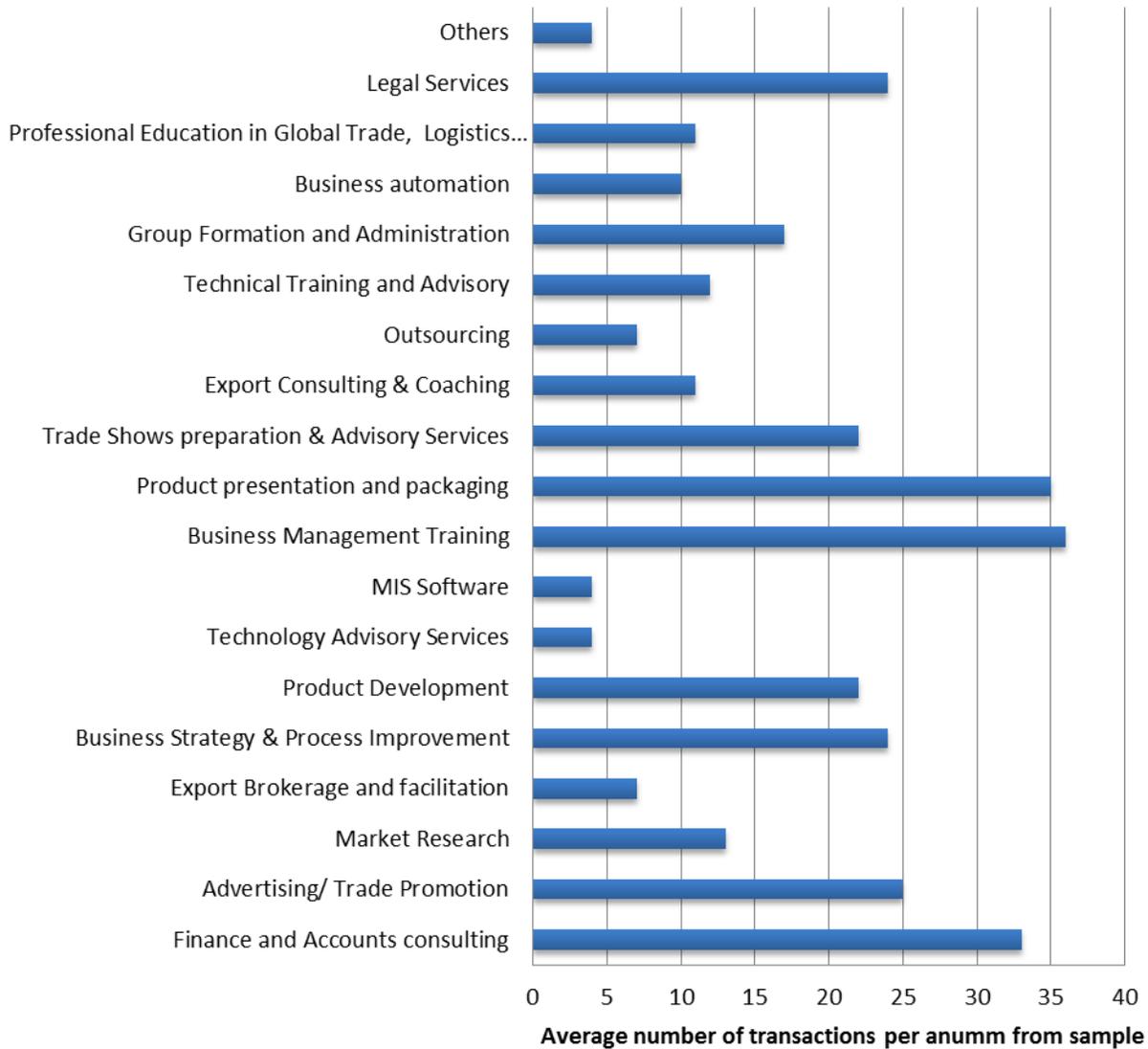
2.2.3 Transaction Volume, Value, and BDS Market Size for Agro Commodity–Based Export SMEs along the LAKAJI Corridor

The analysis showed that export-led firms in the sector under review used some form of BDS for an average of approximately four times per annum. When this number is used to generalize for the total number of active firms in this sector along the LAKAJI corridor as compiled for this assessment (200), it could be estimated that the transaction volume for overall BDS is 800 transactions per annum among 200 firms.

Considering the volume per functional category, it could be seen that business management training, product presentation and packaging, and finance and accounts consulting dominate the volume of transactions in the order. Legal services and business strategy and process improvement also have high volume, with an average of 24 transactions per annum for each among the respondents. Product development, trade show advisory, and group formation or networking comes next in terms of the volume of transactions that are being used by export-led firms. It could also be seen from the graph that Management Information System software

procurement and installation and technology advisory services have the least volume of transaction. When this is viewed against the background of global trends in precision production techniques, developing countries generally are lagging behind in the use of technology for accomplishing production and processing tasks. It reflects the level of development of technology adoption and the attention paid to that aspect of BDS provision.

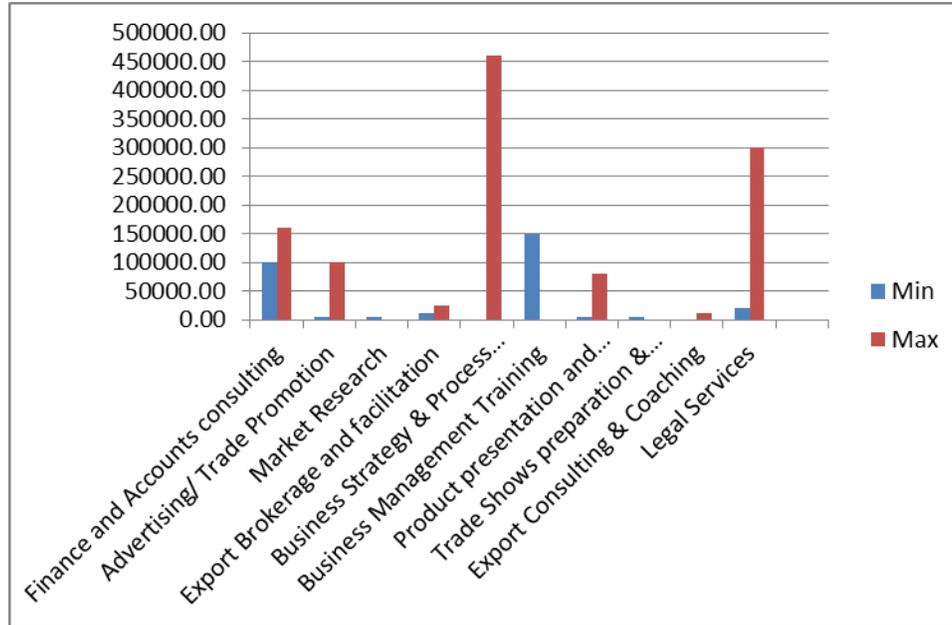
Figure 12: Transaction Volume for BDS in the last 12 months by Functional Category



Despite the huge number of free services available through federal and state government agencies and donor/NGO interventions, the value transactions for various types of BDS in the last 12 months reported by respondents indicate that the market is developing. When respondents were asked to give the value of BDS transactions with regard to specific services received within the last 12 months, the values ranged from N5000 (about USD 40) to

N460,000 (USD 3,000) as amounts paid for specific services they purchased. Finance and accounts consulting ranged from N100,000 to N160,000, while others like market research or advertising involved as low as N5000 in the last 12 months. For business strategy and process improvement, a respondent paid for the services outside of Nigeria in U.S. dollars with an equivalent sum of about N460,000 (this is viewed as an exception). However, when legal services are considered, some respondents have paid as much N300,000 per service delivered.

Figure 13: Transaction Value for BDS in the last 12 months by Functional Category



To get an indication of the size of the BDS market for SMEs in the agro commodities export sector in Nigeria, the total number of export-led firms would have to be estimated. Though the information is not readily available in terms of the total number of registered export-led SMEs operating in the agro sector, the average transaction value that consumers have paid for services from the sample interviewed is in the neighborhood of N155,000 per year (about USD 1,000). This makes the BDS market size for 200 active exporting SMEs along the LAKAJI corridor to be N31,000,000 (about \$200,000) per annum. Since this is just an estimate of the export BDS market size along the LAKAJI corridor for SMEs in the agro commodity sector, it does not reflect the total BDS market size for exports generally.

2.3 REGULATORY AND SYSTEM-WIDE FEATURES FOR THE EXPORT BDS SECTOR IN NIGERIA

This section covers the interaction between various government and private sector institutions, the BDS suppliers, and consumers to determine the level of regulation of the sector in terms of content and quality of services. This section also provides a synopsis of system-wide opportunities for developing the BDS sector by enhancing the delivery of value-added services

through the networks examined. Various institutions were appraised and key informants from the institutions were interviewed to give insights into their operations and their current roles in the performance of the BDS sector for enhancing agro exports in Nigeria.

2.3.1 Identification and Assessment of Regulators, Consultant Networks, and Associations

Several regulatory agencies exist in Nigeria whose mandates include activities in the export sector as well as in BDS. They are mainly government agencies with some private bodies that have been mandated by the government to administer certain services on their behalf.

The government agencies interviewed are those involved in some form of export-related regulation:

- NEPC
- Nigeria Customs Service
- Nigeria Export Processing Zones Authority (NEPZA)
- NAFDAC
- SON
- Federal Ministry of Trade and Investment
- CBN
- NEXIM
- BOI

The following are contracted private sector organizations who work for the FGN:

- Cotecna Inspection Nigeria Limited
- COBALT Services International
- SGS Inspection Services Nigeria Limited

2.3.2 Assessment of Private Sector Networks in BDS Service Provision

Various private sector organizations involved in self-regulation and membership services have undertaken a form of BDS provision in the past and are still delivering such services as the need and agenda can accommodate. Generally, these organizations have complained about funding to be able to deliver more services to their members. They still remain a veritable platform for increased information dissemination and group bargaining for increased reach. A rapid assessment of the nature of these organizations and the opportunities they present for enhancing service delivery is discussed below.

Federation of Associations of Commodities Association of Nigeria (FACAN)

FACAN is a national network consisting of commodity associations and maintains its headquarters in Abuja. The association works along commodity value chains not solely specific

to producers/farmers. It was inaugurated in 2011 by the federal Ministry of Commerce and Industry with the purpose of promoting commodity exports and value addition. As such, many of the commodity groups that exist across the country form part of the federating units of FACAN.

The focus of FACAN is the coordination of commodity associations who mainly work at promoting value addition and exports for the specific commodity they focus on at the federal level. Their BDS are mainly members focused on and involved in advocacy work that cuts across producing and processing activities. A substantive part of the services rendered involves organization of exhibitions and promotion of investments in the various value chains depending on the commodity of focus. For these activities, they solicit and mobilize funds both from members and from the government as well as donor agencies that are interested. Some commodity based associations currently within the FACAN network include:

1. Nigeria Cassava Growers Association
2. Rice Farmers Association of Nigeria
3. Cocoa Association of Nigeria
4. National Sesame Seed Association of Nigeria
5. National Soya-bean Association of Nigeria
6. National Ginger Association of Nigeria
7. Potato growers, Processors, and Marketers Association of Nigeria
8. Artisan Fishermen Association of Nigeria
9. National Cotton Association of Nigeria
10. National Coffee and Tea Association of Nigeria
11. National Shea Products Association of Nigeria
12. National Palm Produce Association of Nigeria
13. National Cashew Association of Nigeria
14. Federation of Bee Keepers Association of Nigeria
15. National Association of Gum-Arabic Processors and Marketers Association of Nigeria
16. National Rubber Association of Nigeria
17. Cattle Breeders and Dealers Association of Nigeria
18. Sheep and Goats Farmers Association of Nigeria
19. Jatropha Productivity Stakeholders Association of Nigeria
20. National Banana/Plantain Association of Nigeria
21. Poultry Association of Nigeria
22. Organic Agriculture Foundation of Nigeria
23. Castor Growers, Processors and Marketers of Nigeria
24. Groundnut Farmers Association of Nigeria
25. Wheat Farmers Association of Nigeria
26. Rubber Farmers Association of Nigeria
27. Kolanut/Bitter Kola Producers and Marketers Association of Nigeria
28. Tomatoes and Vegetables Producers and Marketers Association of Nigeria
29. Yam Growers Association of Nigeria
30. Mushroom Producers Association of Nigeria

31. Onions Producers and Marketers Association of Nigeria
32. National Association of Sorghum Farmers of Nigeria
33. Hides and Skin Association of Nigeria
34. National Union of Fishermen and Dealers Association of Nigeria
35. Association of Fish Farmers and Aqua-culturists of Nigeria
36. Millet Farmers Association of Nigeria
37. Catfish Association of Nigeria
38. Organic Agriculture
39. Processors Association of Nigerian
40. Sorghum Association
41. Maize growers association?

All the commodity associations in the list are national in outlook, with membership across producing states for the commodities they represent or promote. The leadership of FACAN is structured on elective positions with an executive secretary who heads the secretariat. The secretariat is located within the Federal Ministry of Trade and Investments, indicative of a close working relationship with the government. In terms of opportunities for service development, this network covers a wide range of commodity associations particularly dealing with production and processing of various commodities. **A partnership with such a network can enhance group penetration of specific services that can improve the businesses of their members.**

Association of Nigerian Exporters (ANE)

The ANE is an apex Organized Private Sector body for the development and promotion of exporting in all its ramifications and represents the aspirations of Nigerian exporters. It currently represents the private export sector on the boards of government agencies and committees responsible for export development and promotion, including the NEPC, NEXIM, NEPZA, States' Export Promotion Committees, Nigeria Committee on Trade Procedures, and the Presidential Committee on Export-oriented Companies; its membership is nationwide.

The ANE exists to promote export business while raising, maintaining, and regulating the standards of export practice for its members in Nigeria, including promotion of professional ethics and efficiency in export administration and practice. It also collates and circulates export statistics and information to increase public knowledge base, disseminate and exchange information and ideas on export matters, and advise the federal and state governments on matters related to export practice in Nigeria and elsewhere.

To achieve these objectives, ANE currently undertakes what could be described as BDS for its members and as statutory services for its non-members. But the regularity and consistency of delivery is yet to be ascertained. Members usually pay for these services on a cost recovery basis. The association has been known to draw resources and partners with government and donor institutions for delivering services according to the specific needs and season for the their members. Some of these services include policy advocacy, training, product development,

market development, information dissemination, linkages, investment promotion, and brokerage. In terms of opportunities, since the association covers a wide range of export sectors, the network can be partnered to develop sector-specific BDS products that enable a wider dissemination of standards and global practices. Its strength mainly revolves around mobilizing its members to adopt international standards and practices, and this adoption can enhance the production of competitive products and adequate promotion of Nigerian exportable products/services through trade missions, exhibitions, and trade fairs worldwide.

National Association of Chambers of Commerce Industry, Mines, and Agriculture (NACCIMA)

This is the oldest private sector organization in Nigeria, with its headquarters in Lagos. As with other private sector organizations in Nigeria, membership benefits and advocacy for the business environment in Nigeria drives their activities. Most members of export-specific business groups are also members of this umbrella body. Their memberships range from SMEs to very large corporations.

The NACCIMA offers programs and services to serve the business needs of its members, including educating and informing members on investment opportunities and organizing seminars, workshops, and training programs for corporate members, business/professional associations, and affiliate city chambers. The association is also actively involved with the government through various governmental relations and advocacy activities and serves on the board of several governmental agencies and committees.

Apart from the above, it conducts research on economic and social issues affecting business and the economy and ensures that members adhere to business codes and ethics by issuing attestation letters and providing referrals for members. Its specific strength lies in the ability for the association to authenticate businesses since it has been in the practice of business inspection for conferring *country of origin* status for goods produced in Nigeria for exporters. This places them in a unique position of determining the authenticity of businesses in terms of production activities and capacities. Opportunities exist for harnessing its network for information dissemination on activities of BDS through their existing channels and regular forums.

Manufacturers' Association of Nigeria Export Promotion Group (MANEG)

The MANEG is a sectoral group of the Manufacturers' Association composed of all the exporters of the Association from all the sectoral groups. MANEG is managed by an executive committee, consisting of experienced persons of high position in the export units of their companies. The network boasts to be the largest group of manufacturing export-led companies in Nigeria, with the largest non-oil exports of products manufactured in Nigeria.

With its headquarters in Lagos, the group mainly covers manufactured products, whether agro based or non-agro based. Most of their members are companies involved in the transformation

of raw materials to finished goods and exporting them out of Nigeria, mainly within the ECOWAS sub region and the rest of Africa. A few of their members export beyond Africa. In terms of BDS, the following are included in their role in coordinating stems from the membership services (among other things):

1. Non-oil export development and advocacy
2. Non-oil export facilitation
3. Assistance to access export incentives such as the EEG and ECOWAS Trade Liberalization Scheme
4. Support in the design and implementation of international trade fairs, exhibitions, missions and contact programs
5. Assistance in processing product standard certifications: SON, MANCAP, etc.
6. Referral services
7. Focal point for accessing ECOWAS Commission's ECOBIZWORLD Trade and Investment Opportunities: business-to-business linkages
8. Implementing multilateral new export programs such as UNIDO Export Consortia Programme Nigeria and International Trade Centre Geneva Export-led Poverty Reduction Programme
9. Major partners in NEXPORTRADE Houses Ltd., *a PPP mutual trade houses company, partnering for Exports/Imports in ECOWAS and African countries*
10. Interface on regional and multilateral export opportunities
11. Access to credible importers in ECOWAS countries and globally

From the list of services that MANEG delivers to its members, opportunities exist in working to increase the reach of BDS deemed crucial for its membership. While the focus of the NEXTT project is mainly agro exports, value addition services and networking to access technologies for high-end products could be developed by linking other SME exporters in the agro sector to already established regional exporters from the group to form local supply chains that can enhance backward integration.

2.3.3 Prevailing Certification Programs

There is no agency that has claimed the responsibility for qualifying, monitoring, and certifying BDSPs in the country. This leaves a very fluid environment for anybody to enter the market and conduct business without any quality control. The sector totally relies on self-regulation and reputation building to keep and maintain a high standard of service delivery. This situation does not allow easy reference that can identify and create a niche for exporters to fall back on whenever the need for high-quality service is required. There are some self-styled export training institutions operating in the country but without any local authority overseeing their activities.

BDS provision is currently a free-for-all market in Nigeria. As long as you have a product or service and can convince people to patronize, no one is monitoring content or quality as a specific mandate.

Global certification for various BDS is absent and international accreditation for some services are still based on individual firms' connections to international bodies like the Chartered Institute of Supply and Logistics in the United Kingdom and other professional bodies who do not directly monitor such standards in Nigeria; membership through proxy organizations like Multimix Export Academy remain the only means of certifying professional members and practice.

For accounting, legal services, and other services, Nigeria has several professional membership-based organizations, such as the Nigerian Bar Association (NBA), Institute of Chartered Accountants of Nigeria (ICAN), Chartered Institute of Bankers of Nigeria, and the Nigeria Institute of Management (NIM), whose professional members are engaged by BDS providers either to work full time or on contracts to deliver specific services. For over 90% of the BDS firms interviewed, their professional staff belong to these organizations. The environment and quality of professional service delivery is as such dependent on the individual firms rather than any centrally administered standard for compliance to set minimums.

The private sector organizations and networks that are involved in some form of self-regulation involving SMEs in the export sector include:

- FACAN,
- ANE,
- Manufacturers Association of Nigeria (Export Group),
- NACCIMA, and
- All city Chambers of Commerce Industry, Mines, and Agriculture in the LAKAJI corridor.

As such, the BDS sector is a free-for-all market. As long as you have a product or service and can convince people to patronize, no one is monitoring content or quality as a specific mandate. However, since reputation of providers is always at stake when services are delivered, the referral system seems to work well in screening out low-quality providers of services. One bad service delivery usually leads to a spread of information within the sector, especially through membership associations.

2.3.4 Training Institutions Focused on Export Service Providers

Apart from training offered by export-related organizations like the Nigeria Customs Service and individual consultancies like the Multimix Export Academy, as well as exposure and sensitization efforts by institutions like the NEPC and NEXIM, the study could not locate any renowned institution of learning focused specifically on providing training for export service providers. It is worth noting nonetheless that the Nigerian Customs Service, in collaboration with the World Customs Organization, is offering various export-related modules on export services via e-Learning on its official website; more information on these modules can be obtained. The site also has a registration platform for training customs agents.

2.3.5 Delivery and Coordinating Role of Government Export Promotion Institutions and Private Value Chain Platforms

Coordinating the efforts of the various export promotion institutions and private sector value chain platforms in the country is indeed a recurring challenge and the performance of the coordinating MDAs remains to be evaluated. While meaningful and genuine strides have been made in fostering and improving Nigeria's non-oil export performance, actualizing the nation's full potential is still some distance away.

With respect to inclusion of women and young value chain actors, coordination seems to be a major lapse. The study did not find any export promotion programs or initiatives specifically targeting women and young people. For example, most young respondents were not aware of evolving initiatives like the SCPZ and ongoing programs like the EEG. Therefore, there is a felt need to create a platform that will bring representatives from the Ministries of Youth, Women Affairs, Trade, Agriculture, and Finance; donor agency; and youth and women groups together to have a dialogue and map out concrete ways to move forward on inclusion.

Coordination is impossible without information flow. This study found that one of the key challenges hindering the coordination of export promotion efforts is access to information by not only private sector actors but even development agencies. For example, obtaining data on volume of commodity export to carry out a trend analysis can be quite challenging if not near impossible. Such information will not only inform policy direction or response but can be invaluable to honing interventions of donor agencies. It is worth mentioning that the Nigeria Trade Hub portal (www.nigeriatradeshub.gov.ng) by the Nigeria Customs Service is a very positive step in the right direction in bridging the information gap.

NEXTT can use its platform to promote access to information, as this will benefit actors in the sector greatly. There seems to be a prevailing political will in export promotion and the project team must seize the moment to make quick wins. It is noteworthy that the research team obtained a completed survey response from the Ministry of Trade's office, a very positive indicator of the prevailing political will.

For most of the regulators who responded to the study, the services they deliver are quite known among users since it is mandatory by law for these exporters to pass through these channels in the exporting business. But a conscious effort should be made to target women and youth in their activities.

Table 4: Function Matrix for Regulators in the Export Sector in Nigeria

Name of Organization	Core Regulatory function	BDS Delivery	Type of Certification
NEPC	<ul style="list-style-type: none"> • Provides license for exporters • Monitors returns and manages the EEG • Provides information • Sanctions defaulting exporters 	Yes	Export license and certificates
Nigeria Customs Service	<ul style="list-style-type: none"> • Export control and inspections • Trade Statistics • Tax and fees administration 	No	Clearance for exports
NEPZA	<ul style="list-style-type: none"> • Regulation confined to export processing zones 	No	License to produce within zones
NAFDAC	<ul style="list-style-type: none"> • Controls food- and drug-related exports • Controls acceptable levels of food chemicals 	No	Food and drug certification for health concerns
SON	<ul style="list-style-type: none"> • Monitors standards for manufactured goods 	No	Quality certification and instrument calibration
Federal Ministry of Trade and Investment	<ul style="list-style-type: none"> • Develops export promotion policies • Administers trade policies 	Yes	Trademarks administration
SMEDAN	<ul style="list-style-type: none"> • Promotes SME development 	Yes	None
CBN	<ul style="list-style-type: none"> • Foreign exchange provider and receiver • Monitors trade statistics 	No	None
NEXIM	<ul style="list-style-type: none"> • Trade finance provider • Ensures compliance of standards for clients • Export promotion • Youth-specific programs 	Yes	None
BOI	<ul style="list-style-type: none"> • Manufacturing financing 	No	None
COBALT SERVICES International	<ul style="list-style-type: none"> • Export inspection in line with transaction requirements • Trade statistics compilation 	No	Clean Certification of Inspection
SGS Inspection Services Nigeria Limited	<ul style="list-style-type: none"> • Inspection services and risk management 	No	Risk Assessment Report (RAR)
Cotecna Inspection Nigeria Limited	<ul style="list-style-type: none"> • Inspection services and risk management 	No	RAR
FACAN	<ul style="list-style-type: none"> • National umbrella for private sector commodity associations • Self-regulation of members • Promotion of value addition and marketing of commodities • Promotion of commodity exports • Interface with Federal Ministry of Trade and Industry • Information dissemination 	Yes	
ANE	<ul style="list-style-type: none"> • Membership registration and services • Self-regulation of members 	Yes	Membership certificate

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

	<ul style="list-style-type: none"> • Export promotion • Interfaces with Ministries of Trade and Industry and core partner of the NEPC 		
NACCIMA	<ul style="list-style-type: none"> • Membership services • Administers <i>country of origin</i> status on exporters • Information dissemination 	Yes	Membership certificate and Certificate of <i>country of origin</i> for goods produced in Nigeria
Manufacturers Association of Nigeria (Export Group)	<ul style="list-style-type: none"> • Membership services • Trade and export promotion 	Yes	Membership certificate
All city Chambers of Commerce Industry, Mines, and Agriculture in the LAKAJI corridor	<ul style="list-style-type: none"> • Performs the functions of NACCIMA at city levels 	Yes	Same as in NACCIMA

While most of the agencies are involved with export control, no agency is specifically responsible for regulating the provision of BDS for the export sector.

3. OVERALL CONCLUSIONS AND RECOMMENDATIONS FROM FINDINGS

Having mapped the existing conditions of the BDS market for SMEs in the agro export sector in Nigeria, some conclusions can be drawn from the sector, particularly as the BDS market affects the objective of expanding exports in Nigeria with the LAKAJI corridor in view. In order to outline the major conclusions from the findings, it is necessary to discuss the binding constraints for export competitiveness and expansion in Nigeria as it relates to the SME sector and the observed BDS demand and supply gaps.

3.1 CONSTRAINTS IN SME EXPORT MARKET IN NIGERIA RELATIVE TO DEMAND AND SUPPLY GAPS FOR BDS

Efficient commodity export in developing countries is limited by several supply side constraints for. Usually, the issues of lack of market access for commodities originating from developing countries have dominated trade discourse. However, even when tariff lines are dismantled in the face of trade liberalization, there are still many issues that constrain the development of the export sector. High on the list is the issue of quality of agro commodities exported from Nigeria. The quality and competitiveness in terms of prices in the international market have hindered the expansion of exports. While sanitary and phytosanitary conditions imposed by importing countries have been considered too rigid for certain classes of goods originating from developing countries, genuine cases of very bad quality of products have been cited to show how the issues of health cannot be compromised by importing countries. In order to address the issues of quality and price, steps must be taken to address root causes of high costs and low-quality products. These together form the binding constraints for agro exports from Nigeria.

To address the quality of products, issues of processing technologies and preservation techniques have to be addressed. These processes require investment in infrastructure that is usually not affordable by SMEs and is also not publicly available. Improvisation is the resulting action by export-led firms and the quality still remains low. Even for high-quality goods, the presentation and packaging of these commodities for destination markets usually falls short of the minimum standard of the importing countries. Hence, either technical barriers artificially created to limit agro imports in destination countries or very clear standards that are not met lead to outright rejection or poor prices of exported goods with losses incurred.

Further, the issue of quality has to do with inadequate information on the requirements of the destination countries. This leads to improper planning for and preparation of exports and the resulting bad experiences of exporters at the point of delivery abroad. Access to the proper technologies that follows global standards and the tastes for consumers abroad are yet to be fully appreciated in the country among SME exporters.

The issue of prices generally has to do with the cost of production. Most agricultural commodities for export have a high cost of production with respect to inputs used and method of production. It could be observed that intermediate processing of agricultural goods dominates the agro export sector. This sector requires substantial investments to be able to meet certain international standards.

Central to all of these constraints are proper training/experience and access to finance for procuring the necessary technology/machinery to operate at a scale of production that can be profitable. On the basis of the above, certain services are beneficial for the export sector to grow at the expected rate for it to make a meaningful contribution to employment generation and poverty reduction. The services on offer and the services being demanded as shown in the findings of preceding sections have to properly align with the current constraints in the export sector to allow for its development.

3.2 GENDER ISSUES IN AGRO EXPORTS AND CROSS-BORDER TRADE

The gender segmentation of trade is in part due to a similar segmentation of agricultural production, manufacturing, education, and artisanal training. Some of the important gender issues in cross-border trade are gender inequalities in access to and control of means of production; land, labour, and capital; and the challenges of combining productive and reproductive activities together. Specific gender issues in cross-border trade have been identified:

- Inefficient Financial Services
- Poor Security
- Low-level Business Management Skills
- Limited Market Information
- Inadequate Public and Private Transportation
- Customs and Other Payments
- Cultural Issues

3.3 YOUTH PARTICIPATION IN AGRO-COMMODITY EXPORTS AND CROSS-BORDER TRADE

The low level of participation of youths follows almost the same trend with women participation but for very different reasons. Youths mainly are constrained by their access to

financial capital and skills/experience to be able to undertake the necessary tasks required for export business. These constraints becomes more evident where agro exports are concerned because of a generally lack of interest in agribusiness. Nigeria has particularly seen a huge outflow of young people from agribusiness as they view it as drudgery, largely subsistent, and characterized by inefficiency and very little profitability, especially for the urban dwellers. Rural youths who engage in agribusiness do so largely on a subsistence scale. While subsistence farms provide a source of food and a relatively small income, they generally fail to produce enough to make re-investment possible. In addition, subsistence agricultural is currently plagued by high post-harvest losses of products arising from lack of appropriate technologies (for processing, packaging, storage, and marketing) and lack of proper handling of agricultural products, especially perishable ones. Many young people are thus naturally inclined to seek employment in high yielding, less strenuous (physically demanding) occupations that are usually perceived to come with higher education levels.

For many youths who have acquired tertiary education and are ready to launch into ventures for profit, the business environment works against their participation, particularly with respect to startup capital. Fund sourcing again becomes the most critical component in terms of services that would be required to induce more youth participation.

Several programs have been launched by the FGN to encourage young entrepreneurs to enter into the export business and other businesses for that matter. The NEXIM-NDE collaboration on youth training and skills acquisition for export business is one of such programs. Youths have been trained and connected with existing export firms to practically learn the business and practice the trade; after the training, they are able to apply for loans to carry on their export business. The extent of success of this program is yet to be appraised by external observers even though the program promoters and funders have positive feedback. This, however, shows that affirmative action on the part of government exists and can be built upon.

The current YOUWiN Programme of the Federal Ministry of Finance through the business plan competition is also targeted at the same segment of the population and provides funding for business ideas of the winners of the competition. The implementation is still on-going, and early results show a marked increase in youth entrepreneurship in the country. What remains to be seen is the sustainability component of the various programs.

3.4 STRENGTHS AND WEAKNESS OF THE EXPORT BDS MARKET IN NIGERIA

An analysis of the strengths and weaknesses of the export BDS market was carried out using information garnered from the study and the findings are presented below.

3.4.1 Strengths and Weaknesses of the BDS Demand Side

Strengths of the BDS Demand Side	Weaknesses of the BDS Demand Side
<ul style="list-style-type: none"> ➤ High level of awareness of BDS among export-led firms ➤ High reach rates ➤ Good retention rate ➤ Positive perception of BDS ➤ High turnover in the export sector ➤ Good referral system ➤ High satisfaction level for BDS users 	<ul style="list-style-type: none"> ➤ Inadequate information about services available ➤ Cost perception for BDS provision ➤ Inadequate knowledge of benefits of BDS ➤ Gap in BDS demand and supply ➤ Inaccessibility ➤ Very low women- and youth-led firm participation

3.4.2 Strengths and Weaknesses of the BDS Supply Side

Strengths of the BDS Supply Side	Weaknesses of the BDS Supply Side
<ul style="list-style-type: none"> ➤ A large base of BDS suppliers exist ➤ Good education level of BDS suppliers ➤ Experienced BDS suppliers ➤ Local content service offerings ➤ Reasonable market size ➤ Flexible market entry 	<ul style="list-style-type: none"> ➤ Reluctance to reach certain market segments ➤ Inadequate market information available to suppliers ➤ Proliferation of free services ➤ Lack of standards in BDS supply ➤ Low women- and youth-led BDS providers ➤ Limited diversification of products/services ➤ Weak monitoring and mentoring system for improving service delivery

3.5 RECOMMENDATIONS MATRIX FOR POSSIBLE INTERVENTIONS

Within the framework of the strengths and weakness observed, some opportunities for interventions and recommendations on a system-wide level that can improve the BDS ecosystem in the export sector for the LAKAJI corridor have been developed. It is anticipated that these could lead to the development of new exports resulting from a more functional BDS market. These are recommendations that need to be further developed in terms of concept and context of the NEXTT project. The proposed interventions are in order of priority, which can be adjusted to suit the project’s ongoing activities.

	Market Weakness/Opportunity	Possible Interventions	Specific Activities
1	Information asymmetry in the export sector	<ol style="list-style-type: none"> 1. Advocate for improved information access. 2. Develop a BDS listing/bulletin with business associations along the corridor. 3. Open a BDS consumers’ information center with agencies responsible (e.g., the NEPC). 4. Assist suppliers in improving their marketing strategy to increase their reach. 	<ol style="list-style-type: none"> a) Create a BDS information portal for Nigeria, to be domiciled in the NEPC, which gives the relevant information for specific services and the suppliers. Such a portal can provide opportunities for registration, updates, and potential accreditation and rating. b) Facilitate a platform for inter-agency coordination and promoting access to information of government and private sector programs. c) Conduct seminars on marketing strategy, customer sourcing, and other specific BDS management strategies to increase their reach. d) Starting with the current list of BDS providers, update and publish a directory of BDS suppliers in LAKAJI through publicly placed advertorials and government collaboration.
2	BDS inaccessibility due to general remoteness of export-led firms, particularly in agricultural production; suppliers do not want	<ol style="list-style-type: none"> 1. Provide suppliers with information on the viability of new consumer segments, such as women, 	<ol style="list-style-type: none"> a) Disseminate research findings or business case for currently excluded market segments, particularly focusing on women and youth. b) Develop a grant system for BDS suppliers to target

	to go into remote locations for targeting new consumer segments, such as women, microenterprises, or other rural-based production sectors	<p>microenterprises, or other rural-based production sectors.</p> <p>2. Subsidize some of the costs in targeting new consumer segments.</p>	<p>women- and youth-led export firms.</p> <p>c) Develop a risk-sharing plan with suppliers for the costs of product development and advertising for new consumer segments in based rural locations.</p> <ul style="list-style-type: none"> • Support national networks (FACAN, ANE, NACCIMA, etc.) and associations to increase women- and youth-led firm participation in their networks' activities. • Collaborate with national institutions like the NEPC, NEXIM, and CBN to recognize performing women- and youth-led firms in the export sector.
3	Service products do not give the benefits and features that consumers want—consumers are not very satisfied with service offerings	<p>1. Work with BDS suppliers to make their service offerings more responsive to the demand in the export sector.</p>	<p>a) Provide grants and technical assistance for suppliers to diversify services.</p> <p>b) Assist suppliers to develop and commercialize new features that consumers want, for example, access to finance.</p> <p>c) Network with suppliers from other countries to adapt and franchise appropriate products.</p> <p>d) Assist suppliers with developing monitoring and mentoring system for customers.</p>
4	Lack of standards in BDS supply delivery and certification	<p>1. Assist regulators to develop and maintain standards and recognition for BDS supply.</p> <p>2. Assist regulators to develop consumer complaints mechanism for BDS transaction received.</p> <p>3. Assist regulators to network with global players for BDS standardization</p>	<p>a) Conduct trainings to build the capacity of regulators and associations on establishment and enforcement of service standards.</p> <p>b) Build capacity of regulators to establish and provide rating systems for various categories of BDS providers in association with global rating agencies.</p> <p>c) Work with current professional associations like NBA, ICAN, NIM, and others to build capacity in their professional services for the export sector.</p>

		and certification.	Develop, monitor, and enforce compliance of practitioners in the sector with global standards of service delivery.
5	Consumers perceive BDS as too expensive	I. Collaborate with BDS providers to manage the cost of service delivery.	<ul style="list-style-type: none"> a) Assist suppliers to develop payment options for services (e.g., payment in installments, on credit). b) Promote third-party paid-for services (e.g., where advertisers pay for part or all of a service in which their products are advertised in the course of such service delivery). c) Help consumers purchase services in groups to lessen the cost burden per individuals (associations, cooperatives, etc.).

ANNEX I: DATABASE OF BDS PROVIDERS

Government Agencies/Networks/Associations Interviewed							
	ID#	NAME	POSITION	ORGANIZATION	ADDRESS	TEL.	EMAIL
1	300	CHUKWU OBIORAH	AD FINANCE	NAFDAC	HEAD QTRS, ZONE 7, ABUJA	8055215944	
2	301	DESMOND ODUILO	DIRECTOR	FED MIN OF INDUSTRY, TRADE & INVESTMENT	OLD SECR. AREA 1, ABUJA	8063774399	directortradeng@yahoo.com
3	302	ADSHINA BOLANLE	MKTG MANAGER	ABUJA CHAMBER OF COMMERCE	USENI INTL TRADE FAIR COMP. PIKWOYI, ABUJA	8037046238	secretariat@abuccima.com
4	303	JAMIL AHMED	STANDARD OFFICER II	SON	61, IBB WAY, KASTINA	8032922550	_jamijiks@gmail.com
5	304	RAPAHEL MATHIAS I.	ADMIN	SHIPPERS COUNCIL OF NIG	26, HASSAN USMAN KASTINA RD, KASTINA	8060097377	igbo1973@yahoo.com
6	305	AMINA AHMED	COORDINATOR	WISA KASTINA	16A KTAPU QUARTER, NAGOGO RD KASTINA	8053582771	aminaabdulahi92@yahoo.com
7	306	A.L. BAKIN KASUWA	PRINCIPAL TRADE PROMOTION OFFICER	NEPC	HED QUARTERS, ABUJA	8033063029	bk.aminubk@nepc.gov.ng
8	307	L.D MANI	CHAIRMAN/ALH	ASRAN KISTINA	120, NOGOGO RD, KASTINA.	8035890917	lawadaudamani@yahoo.com
9	308	TAYO OMIDIJI	HEAD, STRA PLANNING	NEXIM BANK	975, ZONE A0,CBD	23494603630	omidiji@neximbank.com

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

10	309	AMINA ABDULMALIK	ASST CHIEF TRDE PROM. OFFICER	NEPC	OLD SECTARIAT COMP. MINNA	8126284233	aminamaleek@yahoo.com
11	310	JIBRIN A.S	ASSIT DIR.	CBN (NIRSAL)	HEAD OFFICE ,CBD ABUJA	946237831	asjibrin@cbn.gov.ng
12	311	FRIDAY AGENYI	RESEARCH OFFICER	LAGOS CHAMBER OF COMMERCE AND INDUSTRY	NO.1 IDOWU TAYLOR STREET COMMERCE HOUSE VICTORIA ISLAND LAGOS	8027162135	fredaddy2003@yahoo.com
Other Relevant Government Agencies/Networks/Associations (did not respond to survey)							
13	----	REUBEN BAMIDELE	---	UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)	BOI BUILDING 2ND FLOOR, ABUJA	08033930400	
14		BELLO YAKASAI	PROJECT MANAGER	GEMS I DFID/GEMS MEAT AND LEATHER SUPPORT SECTORS PROJECT	86 LAMIDO ROAD, KANO	08039397766	belabsy@yahoo.com
15		ALPHA YAYAKAMARA	STATION REPRESENTATIVE	INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE	SABO BAKINZUWO ROAD PMB 3112, KANO	08060522204	iita-kano@cgiar.org
16		CAROLA JACOBI-SAMBOU OR MR CHRISTIAN WIDMANN	COUNTRY DIRECTOR	GIZ NIGERIA	22, HAILE SELASSIE STREET, ASOKORO, ABUJA NIGERIA	+234 (0) 7044369589	giznigeria@giz.de christian.widmann@giz.de

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

17				COMMERCIAL AGRICULTURE DEVELOPMENT PROJECT (FED MIN OF AGRIC)	NO 6 LORD LUGARD STREET, AREA 11, GARKI, ABUJA		nco@cadpnigeria.org
18		ABDULSALAM K. USMAN HENRY OKEZIE		AGOA DESK, TRADE DEPARTMENT	FEDERAL MINISTRY OF COMMERCE AND INDUSTRY	08036693261	
19				SMALL MEDIUM ENTERPRISE DEVELOPMENT ASSOCIATION OF NIGERIA (SMEDAN)	35, PORT HARCOURT CRESCENT, AREA 11, GARKI, ABUJA.		
20		SANI DAHIRU	CEO	KADUNA BUISNESSCHIOOL, KADUNA, MANAGEMENT CONSULTING.		08065879967	director.general@kbsedu.org >
21		MRS. OLUYEMISIIRANL OYE		AFRICAN WOMEN ENTREPRENEUR PROGRAMME (AWEP)	WASINMI VILLAGE, ADO AWAIYE, ISEYIN-OYO		
22				FEDERAL MIN OF IDUSTRY, TRADE AND INVESTMENT.	OLD SECT AREA 1, GARKI, ABUJA.	08063774399	directortradeng@yahoo.com

Private BDS Suppliers Interviewed

	ID#	NAME	POSITION	ORGANIZATION	ADDRESS	LOCATION	TELEPHONE	EMAIL
1	225	AKINNWEK OMI OLALEKAN E.	CEO	MC AKINS CONSULTING LTD.	23, HILL CRESCENT KARU, ABUJA	ABUJA	2.34804E+12	mcakinsconsult@gmail
2	200	ADAMU	ED	DIAMOND DVPT.	SUITE	ABUJA	8037862512	agarba@ddinigeria.org

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

		GARBA		INITIATIVE	D6,RUKAYAT PLAZA, PLOT 93,OBAFEMI AWO. WAY.JABI			
3	201	EMEM AKPAN	PROJECT MANAGER	QUICK PROJECTS LIMITED	19 ALLEN AVENUE, IKEJA, LAGOS.	LAGOS	18197782	info@quickprojectsng.com, eakpan@quickprojectsng.com, vicdike@quickprojectsng.com
4	202	MRS TOKI MABOGUNJE	PRINCIPAL CONSULTANT	TOKI MABOGUNJE &CO. (TMC)	27, OGUNDANA STREET, OFF ALLEN AVENUE, IKEJA LAGOS	LAGOS	01-8911534	toki@tmc.com.ng, info@tmc.com.ng
5	203	DR. STEVE OLUSEGUN OGIDAN	MANAGING CONSULTANT/C. E.O	SUCCESSORY NIGERIA LIMITED	NM 20, CONSTITUTION ROAD, KADUNA, NIGERIA	KADUNA	8036791619	ogidan@successory.org
6	204	IGHARO THADDEUS NDUKA	FINANCE AND COMMERCIAL MANAGER	NEXPOTRADE HOUSES LIMITED	1 ADEYEMI BERO CRESCENT ILUPEJU INDUSTRIAL ESTATE, ILUPEJU LAGOS.	LAGOS	8070892155	nexportrade@gmail.com
7	205	MR. OBIORA MADU	C.E.O	MULTIMIX ACADEMY LIMITED	26, COMMERCIAL AVENUE, SABO, YABA, LAGOS, NIGERIA	LAGOS	8033071166	eximschool@yahoo.com, omadu@multimix-academy.com
8	206	MRS. NGOZI ANIT.	MANAGING DIRECTING	FINGER N NATURE FARMS LTD.	11, TUNDE ADEBAYO CRESCENT, ALAKUKO	LAGOS	8032401690	naturefriend4u@yahoo.com

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

9	207	KACHIKWU JON	C.E.O	JON INTERBIZ LIMITED	TRUDY NIGERIA	75, OJUELEGBA ROAD SURULERE LAGOS.	LAGOS	08033045912, 08171380248	jontudy2001@yahoo.com
10	208	DAVE AYENI	CHAIRMAN/C.E.O	DPC (NIG) LTD		2A JIDE AYO CLOSE	LAGOS	8064724892	ddavieo@yahoo.com
11	209	BAMIDELE AYEMIBO	MANAGING DIRECTOR	3T CONSULTING LIMITED	IMPEX	NO.10 OLUKOLE STREET OFF OLUFEMI STREET, OFF OGULANA DRIVE, SURULERE, LAGOS	LAGOS	8036522946	bayemibo@3timpex.com
12	210	ABUBAKAR ABBA UMAR	MANAGING CONSULTANT/AL HAJI	ABBADINA INVESTMENT COMPANY NIGERIA LIMITED		SUITE 4, 1ST FLOOR ABDULLAHI YARO HOUSE, 3A ALI AKILU WAY KADUNA	KADUNA	8036465434	abbadinainvestment@outlook.com
13	211	SULAIMAN ADEKUNLE	CEO	S.A.ADEKOLA & SON LTD.		105, IWO RD, AGODI, IBADAN	OYO	8033302467	
14	212	OYEWOLE THOMAS .O	CHIEF OPPERATING OFFICER	RAYMOND CONSULT	TITUS	BK 458, FLAT 3, ABESAN ESTATE. LAGOS.	LAGOS	8033962942	thomayo123@yahoo.com
15	213	MR. KUNLE ABBASE	C.E.O	PINNACLE LOGISTICS LTD	INT'L	4, STELLA SHOAKE STREET ISOLO	LAGOS	8037208023	pinnacleinternationallogistics@yahoo.com

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

16	213	KELECHI ONYEAKA	DPTY. NATL. COORDINATOR.	YOUTH INNITATIVE FOR SUSTAINABLE AGRIC.	4, LUGARD STR. AREA II	ABUJA	8034697964	onyekakelechhi@yahoo.com
17	214	BRR. NKIRU NNAEMEGO	CEO	FRESH& YOUNG BRAINS DEVPT.INNTIVE	48, YAOUNDE STR.ZONE 6. ABUJA.	ABUJA	8053647180	fbinaija@gmail.com
18	216	UMOH JAMES E.	PRICIPAL CONSULTANT	JOPRENEK NIG. LTD.	SUITE G09, MILIPAT PLAZA.ABUJA .	ABUJA	8033144645	ujekanem@yahoo.com
19	218	SHIABU SHEHU M	CENTRE MANAGER	KISTINA BIZ. SUPPORT CENTER .	61,IBB WAY ,KANO KASTINA	KATSINA	8036519536	smedanktbsc@yahoo.com
20	219	ZAKARIA MUSA	MANAGING PARTNER	PRODEV SYNERGY LTD.	SIUTE B7, 1ST FLOORPEACE PLAZA.UTAK O.	ABUJA	8033354420	musazak2001@yahoo.com
21	220	IBRAHIM MAIGARI AHMADU	CEO	CYBERIA INFO SOLUTIONS	3, DALLJI RD, MALALI GRA,KADUNA	KADUNA	8033046539	cyberianigeria@yahoo.com
22	221	TALATU HAJIA DR.	CHAIRPERSON	IBRANNA NIG LTD.	WTC QTRS. KASTINA	KATSINA	8034645397	ibranna524@yahoo.com
23	222	HUSSAINA SALIHU	HEAD INNOVATION ENTERP.REG.	KADUNA BIZ SCH.	17, G0BARAU ROAD BY NNPC,ZONE OFFICE KADUNA	KADUNA	7034988595	info@kbs.edu.ng
24	223	BRDGET ONEHI	MGR BDS DEPT.	EDP/OICI_ INTERNATI ONAL	WOMEN MULT CENTER		8101699992	nwaeze_brdget@yahoo.com
25	224	IBRAHIM SAHANUN	ADMIN STAFF	NIGER INSURANCE	104, IBB WAY KANO RD,	KATSINA	8034399686	ibrahimsahnum@yahoo.com

					KASTINA			
Other Relevant BDS suppliers (who did not respond to survey)								
		NAME		ORGANIZATION	ADDRESS	LOCATION	TELEPHONE	EMAIL
26		DR. MRS. JUMOKEFAMILONI		INTERNATIONAL CENTRE FOR LEADERSHIP & ENTREPRENEURSHIP DEVELOPMENT, (ICLED)	11, IDOWU ADELAKUN CLOSE, MAGODOGRA PHASE II, LAGOS.			jmkicled82@gmail.com .
28		KOLA AWE		XPT LOGISTICS (EXPORT LOGISTICS)				kolaawe@yahoo.com
29		OLUWASEUN		OCTAVE PARTNERS			08024305301	osobakin@octavepartners.com
30				INDUSTRIAL FLEXIBLE PACKAGING	14A INDEPENDENCE ROAD, BOMPAI, KANO			
31		ABDIELKUDE		GLOBAL COMMUNITY PRIME INITIATIVE	SAMARUKAT AF, ZANGONKAT AF LGA, KADUNA STATE		2348025437113	primer25@gmail.com
32		KOLA MASHA		DOREO PARTNERS, NIGERIA	3B BAAJIKI CLOSE, LEKKI PHASE, LAGOS		07084530691/08055000350)	info-lagos@doreopartners.com
33		SAMUEL ADEBIYI		R & S CONSULTING LTD. (EXPORT DEVELOPMENT &			08022234051	samuel.adebiyi@yahoo.com

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
 BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

				BDS)				
34				CHEVY CHASE LIMITED (FINANCIAL CONSULTING)	PC 19 ADEOLA HOPEWELL STREET, (BANKER'S HOUSE, 5TH FLOOR), VICTORIA ISLAND, LAGOS		01-2703553-4	ChevychaseLtd@yahoo.ca
35		MR. GABRIEL IDAHOSA		UHY MAAJI & CO.	LISA COURT 1, ILAKA STREET, OFF COKER ROAD, ILUPEJU, LAGOS.			G.idahosa@uhy-ng-maaji.com

ANNEX 2: DATABASE OF EXPORT OR NEAR-EXPORT FIRMS ALONG THE LAKAJI CORRIDOR

S/N	Name of Organization	Address	State	Products/services	Contact Person	Direct Contacts
1	Sychamos Investment	Alkafia house, off Abeokuta Rd, Abada Ibadan	Oyo	Garcinia Kola	Oyetunji Balogun	balowsg@yahoo.com 0803784741
2	Greener Pasture Intl Ltd	5,Lagere str. Ile lfe	Osun	Chili pepper, Cassava prdts, & Fresh Banana	A B Joshua	Billo202000@yahoo.com
3	Mr.Alex O Osuocha	Blk. 497, Sirasso Crescent Wuse Zone 7	FCT	Sliced Ginger	Mr. Alex O	Alexosuocha2yahoo.com
4	Cadron Enterprises Nig.	10, Sufianu Street,Olodi-Apapa.	Lagos	Kola, pepper garlic & ginger	C A Omoragbon	Cadron12@hotmail.com
5	Lufol Enterprises	25,Femi Orobote Street Okota	Lagos	Pineapple, Cocoa, & tubers.	Afolabi Oluwowe	interafo@yahoo.com 234-1-2694378
6	Paraclete & Newman Ltd	31, Alaba Rd, OJO	Lagos	Cocoa powder, Garcinia Kola	Onuohah Paraclete	Paraclete_ng@yahoo.com
7	Sohtech Nig. Ltd.	111, Rd, E close, Festac	Lagos	Cassava Chips	David Ezechukwu	Kingdavid242@yahoo.com
8	Olusquare Intl co.	42,Oluyombo str. Ikosi	Lagos	Coconut, Ground nut, Sugar Cane.	Obadina Raphael	Raphael@hotmail.com
9	Grant Concept	Blk I suit 40,Mammy mkt Ojo	Lagos	Garcinia Kola	Tella O O	Impex-grant@yahoo.com 234-01803317476
10	Ikeja Cooperative Ltd	2, Kudirat Abiola Way, Ikeja.	Lagos	Pepper, ginger and Onions.	Mr. Dele	ikejacooperative@yahoo.com
11	Devine Intercontinental Services	Plot 9&10 olugede Estate new garage ,Ibadan	Oyo	Cassava chips, Cocoa& palm Oil	Clement	opaclem@yahoo.com

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

12	Sencom Nig. Ltd	48, Ipodo Str. Ikeja	Lagos	Chili pepper, Gallstone & Bitter Kola	Andy MoMoh	andmomoh@yahoo.com
13	Global Community Prime Initiative	Samaru Kataf, Zangon Kataf LGA, Kaduna State	Kaduna State	Agro-produces varied	Abdiel Kude	Contact Tel & Email: 2348025437113; primer25@gmail.com
15	Sabainah Farmers Nig Ltd.	6 Rev Ogundere Ave. Oluyyole Estate. Off Ring Raod	Oyo	Cassava and Cocoyam	Mr. Ogunderu	
16	Abainta ventures Ltd.	P O 2184, Apapa	Lagos	Bitter Kola	Ibkwem .O.s	234-8030 23417598958.
17	African Pride Development Nigeria Ltd	Suit BES New Banex Plaza	Abuja	Cashew Nut, Dried Ginger, Shea	Moji damisa	Africapridedev-ltd@yahoo.com 08037877513/080517443?
18	Obidi Inc	12 Main Avenue, Ikeja	Lagos	Cassava	Anthony Obidi	08033009066 Anthonyobidi2002@yahoo.com
19	Sunnyfem Intl Ltd	3 Sidu Ajibwu str.off Gain Str. Ikeja	Lagos	Crude palm Oil,Cashew Nut, and palm Kernel	Nsong Essien	23414962755 Fax-23414962755 Essien3@tiscali.com
20	Nig Voice Group	46,Ildiroko Rd,opp Mr. Biggs Sango	Ogun	Bitter Kola, Cassava & Snail	Mr. Kevin Odigbo	2348035249901 info@nigeriavoice.com
21	Prime Geobuk Ventures	43, Shipeolu Str. Palm grove	Lagos	Sesame seed, Cassava chips, Bitter Kola	Okomadu George	+2348033078099 Fax-234012907056 lisonto@yahoo.com
22	Positive Response	Plot 408, Amino Kano crescent Wuse 2	FCT	Moringa Olefera Seeds	Umar Usman	23480368994496 umrabdul@yahoo.com
23	Alsaheed	12, Ashimowu Bakari Str.	Lagos	Cassava chips, Coconut	Saheed	2348033743475

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

		Itire				Alsaheed222yahoo.com
25	Importers Cooperative Nig Ltd	1862, Sururele	Lagos	Grains of Paradise, grains of Salin etc.	Tony Egwu	2348035390508 Importers-ng@yahoo.com
26	Agbeloba Poultry Farmers Association of Oyo	Ring Rd. Ibadan	Oyo	Feeds and Fishes		08033512654 08076876661
27	S A Adkola & Sons Ltd	105, Iwo Rd, Fable shopping complex, Agodi, Ibadan	Oyo	Ginger, Kola		08033302467
28	Yol Agric Venture Ltd.	25, Sowonula Str. Agege	Lagos	Bitter Kola		080234141102
29	Pinnacl Intl Logistic Ltd	4, Stella shoake Str. Isolo	Lagos	Freight Services (Air & water) Palm kernel	Abbase Kunle	08037208023 Pinnacinternationallogistics2yahoo.com
31	Oyo State Finance & Investment Co Ltd	11, Bale Oyewole Rd, Jericho GRA, Ibadan	Oyo	Support services	Mr. Adio	08035531631 osico@yahoo.com
32	Cornerstone Resource Agro-Farm	4, Akimbola Jalodo Str. Ogbomoso south	Oyo	Livestock Feed, Fish etc	Adedokun Adebamiji	08054455681 larrrender@yahoo.com
33	Radiant Agro Allied ventures	Plot 46, New Oluyole, OLuyole	Oyo	Packaging cartons	Radiant	080233069439
S/N Name of company Phone number/Email Exported product Destination of Export Frequency of export/Quantity TA Request						
34	Prosel Ultimate Ltd	08033443976,08122255191,proselultimate@yahoo.com	Cashew nut, Sesame seed Shea butter, cocoa beans	UK, Belgium, Holland, Germany	Monthly/500mt	Access to finance, Mkt intelligence, Registration
35	Danialoitte Ltd	08033915521 danialotte@yahoo.com	Charcoal	Germany, Poland, Netherland.	Monthly/2mt	Mkt information, Training from NEEP, Expansion on product
36	Uthal dev ltd	08033339888,01-8798000,info@uthadev.c	Shea butter	Europe	Monthly/23mt	Technical assistance

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

		om				
36	Neslag & Enterprises int'l ltd	08062695389,gpfi2005@yahoo.com	Shea butter	On demand	Monthly	Mkt intelligent buyer linkages, technical Assistance
37	Mona Matthews	08023055212 monamattews@yahoo.com	Leather shoe and Matching clutch bags	Chad ,dubai,south africa	Other/40pairs	Technical assist, access to finance, mkt requirement
38	Paddy venture ltd	08026612391 domicpato@yahoo.com	Wood,charcoal and vegetables	Germany,Belgium	Other/40mt	Technical assist,access to finance,mkt intelligent
39	Global integrated ltd	08136916005,08021159913oyafewamattew@yahoo.com	Charcoal sesame seed honey,cassava,gum,Arabic	Netherland,germany,poland	Weekly/20mt	Tehchnical information,finance, mkt Interlligent
40	Elzelmultilink service&Invest ltd	08033843955 07040425681 elzekmsi@yahoo.com	Charcoal,sesame seed, and ginger	uk	Monthly/1 container	Buyer needed
41	Jigov&TBInt'l nig ltd	08054763656,07042273226 folumide@yahoo.com	Dry slip ginger, wood pallet, soya beans leather.	germany, Europe,asia	Monthly/20mt	Export finance, equipment,
42	Jolly Bross Nig Ltd	08033772607,08023219267 jollybross@yahoo.com	Africa food,palmjuice and sheabutter	London,Netherland		B2B,Access to finance,technical assist
43	Bj Export &chemical processing co nig	08033012514,07025425885, zac@bjexport.com	Bulk&customestic packet,black soap shampoo	USA,Holland,spain Italy	Monthly/20mt	Mkt expansion,cheaper export finance
44	Jontudy intrebiz nig ltd	08033045912,01-8702567,jontudy2001@yahoo.com	Processed food,peppersoup ,palmoil	USA,Holland,spain and Italy	Monthly/20mt	Access to finance,Mkt Intelligent,registration of company
45	Homeland natural Food	08023254577,johnffowler@yahoo.com	Dry ginger, peppersoup,and lru	UK,USA	Quarterly/50mt	Technical assist, Mkt intelligent

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

46	Jasbee consult ltd	08023945154,07042381959 shikacen@yahoo	Sheabutter,and nut spices,cassava	USA,Canada,Europe and asia	Monthly/22mt	Organic certification,fair trade label
47	Meena Agro oil ltd	08075165441 sbzexcool@yahoo.com	Sheabutter and cassava	USA,Canada china	Monthly/22mt	Organic certification,trade label
48	Lead ifekan nig ltd	08036474472 ifekan@yahoo.com	Agriculture	West African		
49	Frijay Consult Ltd	08033048820,0803331476,frijayconsult@yahoo.com	Agro food product	Usa,Italy,europe	Monthly/2mt	Letter of credit,working capital,loan
50	Locked-on energy system ltd	08064704294,ositaduka@ymail.com	Agriculture	West africa		
51	Machia Trust ltd	08033030254,nnacheta28@yahoo.com	Agriculture	West afrca		
52	Beloxxi industries Ltd	08034444040 obiezeude@beloxxigroup.com	Agriculture	West africa	Infrequently	
53	Kelvin Amorighoye	08064074536, Princeton@yahoo.com		Agriculture		
54	Grace foods	08033601987, gloryj90@yahoo.com	Agriculture	international	Quaterly	Access to fin
55	F.B Int'l service	08030966540, f.b.intlsev@gmail.com	Agriculture	n/a	No	Mkt intelligent
56	Shea Radiance-Agrobotanicals	funlayo@shearadiance.com 44381207602	Agriculture	Quaterly	Technical Assistance	
57	Boniwal resources Nig Ltd	08038418938 boniwalltd@gmail.com	Hard-wood,Dried yam flour	Monthly		
58	Sheabutter producer,coop society	08055518487, sheabutterassociation@yahoo.com	Hardicrafts	Dublin,uk	Monthly	Mkt expansion,Access to finance and Trade show
59	Agro Trader Ltd	08068069056,08077490195, info@agrotraders.net	Cocoabeans,cash ewnut, sheanut sesame seed	Europe	Monthly	Access to finance,Introducing new customers

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

60	AGC Ltd	08037240122,01-8501694,ndidi@ariellaglobal.com,info@ariellaglobal.com	Sheabutter based cosmetics	Usa,Lesotho,chna,uk	Others	Access to finance,B2B,organic certification,target mkt study,Assistance with trade
61	Enlargement partners Ltd	08066590349,enlargementpartners@gmail.com	Agriculture	N/A	Financing letter of credit	
62	Hayloft Ltd	08055529463,07092628625,pradojeep@yahoo.com	Agriculture	Quarterly		
63	Nexportrade houses Ltd	08034026012,08026593607,nexportrade@gmail.com	Manufacturers	African countries	Others	B2B,Marine survey
64	Koladex Nig Ltd	08037219356,07027693033, koladltd@yahoo.com	Sheabutter,Dry pepper,shanut,sesame seed	Chana,uk,Malaysia	Monthly	Letter of credit, Loan
65	Maatasumran Int'l Ltd	08023313833,anoopuma@hotmail.com	Agriculture	International	Seasonal	Access to finance
66	Finger & Nature Farm Ltd	08032401690,08033316364,naturefriendly4u@yahoo.com	Agriculture	N/A	N/A	Assistance on how to go about it
67	Pecuniary Development Ltd	08032275380,pecuniarydevelopmentltd@yahoo.com	Agriculture		Monthly	Access to Finance
68	Ben-Monic Nig Ltd	08033106739,08024059947, benmonic2006@yahoo.com	Agriculture	International	Infrequently	Access to Finance
69	Valid Capital Solution Ltd	08023126484,08033721975,validcapital@ymail.com	Ginger,cassava chips,pellet,brown rice hibiscuss&gum Arabic.	Europe	Monthly	Buyer Identification,B2B. Assistance with trade mission.
70	World Export Import Ltd	08060644447,weximoil@gmail.com	Agriculture	International	Weekly	Access to Finance
71	Fortified Export Resources	08032239003,081391317	Agriculture	International	Monthly	Access to Finance

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

	Ltd	79 aarijaje@yahoo.com info@fortifiedexport.com				
72	Poli-G Nig Ltd	08034881370,08098881370, bosfawe@poli-g.com	Cashew Nuts	Germany,Holland,India.	Monthly	Mkt Intelligent,Access to finance,working Capital.
73	Patience please Nig Ltd	08030782615 info@ptorlowei.com ptorlowei@hotmail.com,	Lingerie,swimwear,cocktail dresses, Bridal	Belgium,frances, Germany,swizerland	Quaterly	Biz-Biz, Mkt Intelligent
74	Golden solution logistics Ltd	08059888806, golden solution@hotmail.co	Gari,Dry fish, Palmoil	Not yet	Not yet	B2b,Mkt intelligent
75	Franmoni farms&foods Ltd	08030758860,dynafood@yahoo.com	Agricultural product	Dubai,Ghana,uk,usa	Others	B2B,Mkt intelligent,Access to finance.
76	Calen household Nig Ltd	08055261979,calenhus@yahoo.com	Cosmetics,soaps deodorant	Individual	Not yet	
77	Miners	07035675521,xlrufusar@yahoo.com	NOT YET			
78	God'splefav	08057435525.leigo93@yahoo.com	Agro allied product, textile			
79	KIS Technology	01-9598095 ,tozian@yahoo.com	lct	weekly		
80	Owummy Investment Global	08025747586,shally1584@yahoo.com	Agriculture			
81	Wilbah invest, Ltd	08034070412,wilbah@yahoo.uk.co	Agriculture			
82	Dolaks int'l ltd	08072907082,07027087459,dannyfoluso@yahoo.com	Honey,Raw materials,lead,gold ,coconutmilk	Usa and Russia	Not applicable	Access to finance
83	Cross river coop, catfish,shrimps&prawns Association	08030718768,08023788712,crccpsa@gmail.com.	Aquaculture	Access to finance		
84	Sholizza	08033943221,sholizaltd@yahoo.com	Apparel			
85	Baba Danjuma&Company	08061613196,benedictog	Agriculture			

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

	ltd	uche@yahoo.co.uk				
86	Voc Royal resources nig ltd	08037255082,08080408244,vocroyal2000@yahoo.com	Food stuffs e.g spices,crayfish, chill pepper,ogbono etc	Not yet	FDA.Mkt interlligent.technical assistance	
87	Zagano nig ltd	08023224264,07037479152,tiaga77@yahoo.com	Dried/smoke catfish	No	B2B,Technical assistance,Mkt intelligent	
88	Unique A food venture	08035763259,08033462996,uniquefoods@yahoo.com	Plantain chips	no	Noy yet	Technical assistance
89	Simcop nig ltd	08059819125,simcop1@yahoo.com	Sheabutter	Usa	Anytime	Organic certification
90	08025800338,08036971217,jummyhoney@yahoo.com	Pure honey, honey with garlic,honey with ginger.	india	Once	Access to finance,Technical assistance	
91	Ress nig ltd	08023906697,maryinusaaudu@yahoo.com	Ground ginger	Not yet	no	
92	Basuma industry coy ltd	08036168976,basumaindustryco@yahoo.com	Spices	Dubai	Bi-monthly	FDA registration
93	Klapo ventures ltd	08023224817,dapoadkoje@yahoo.com	Agriculture	Not yet	infrequently	Certification
94	Credologic Enterprises	08036212057,echukwura@gmail.com	Agriculture	infrequently	Certification	
95	Flymasters Global Placement	08028521316,07038012721,olawunmiadebiyi@yahoo.com	Agriculture	n/a	n/a	B2B
96	Whanu Ltd	08023249849,whanushoes@yahoo.com	Footwear	Not yet	infrequently	Certification
97	De -Lace Int'l nig ltd	08037861515,delace24@yahoo.com	Apparel and home Decoration	Zambia,Liberia,UAE	Monthly	Access to finance.
98	Credit eye int'l service	08025543812,ezeemma@yahoo.fr	Agriculture	N/a	N/A	

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

99	Taiken Nig Ltd	08023205858,melitaogiri@yahoo.com	Agriculture	N/A	Infrequently	
100	Bio-Organics Nutrient Sys Ltd	08060586999,ingene@bioorganicsng.com,senoritaifeoma@yahoo.co.uk,bio@hyperia.com	Vitamins and Minerals 4 human and animal Nutrition	Not yet	Not yet	B2B,Mkt intelligent,Access to finance,Advisory services.
101	cosmopolitan service sys ltd	08033023661,08037120667,itadex@yahoo.com	Food items,African Textiles	Uk,Usa	Quarterly	B2B,Labelling,Access to finance
102	Davos premier company ltd	08064724892,070740732420,ddavieo@yahoo.com	Raw tomatoes to processed tomatoes	N/A	Monthly	Technical assistance,Access to finance
103	Treasure Multi-Agro Industry Ltd	08033834831,01-7233969,treasuresagroinv estltd@yahoo.com,ewelike2002@yahoo.com	Palm Oil	Not yet	Monthly	Technical assistance,B2B,Buyer indentificatn, Trade mission, trade show
104	Lifemate Funitures	08034914146,axtine75@hotmail.com	Handicrafts	Not yet	Informed on training program	
105	Citygold Integrated bizz Ltd	08052454452,citygoldbiz@yahoo.com	Handicrafts	Not yet	Quarterly	Technical Assisstance
106	Mercyfuljudge enterprises Ltd	08052626010,merciful.jo9@gmail.com	Agriculture	Not yet	infrequently	Access to finance
107	Gogward Global solution nig ltd	8034619388,katchynwosu@yahoo.com	Agriculture	Not yet	Letter of credit	Access to finance
108	Kumofarm nig Ltd	08023547923,kumofarm@yahoo.com,	Agriculture	Not yet	n/A	Access to finace,B2B,Technical Assistance
109	Muri food beverages	080834453280,muritalang@yahoo.com	Agriculture	Saudi,senegal.,dubai,burkina faso	Others	Access to finance,Technical assistance
110	Daralkuchi Int'l Ltd	08036527346,08023337983,zainabkuchill@hotmail.com	Agro allied,shea butter	Japan	Quarterly	Access to finance
111	A&Shine Int'l Ltd	08033501498,07084349122,ashineltd@yahoo.com	Honey	Dubai,Saudi,togo	Others	Labelling

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

112	Cute creations.	08033262761, charityibanga@yahoo.com	Garments	Not yet	N/a	Technical Assistance
113	Equality Int'l Ltd	08055120894, equalityinternationaltd@yahoo.com	Agriculture	Germany, India, Belgium	Weekly	B2B, Letter of credit
114	Pearllike Nig Ltd	08069530567, 08023076676, ajobola80857@gmail.com	Agriculture	Not yet	N/a	Finance
115	Virgin Enterprise Ltd	08037052367, kselvan99@yahoo.com	Agriculture	Uk, Usa	Weekly	Access to finance
116	Mebdol Ctrus Coy	08034096723, 08029309190, famurewa.o@visceraenergy.com	Garments	NON YET	Not yet	Access to Finance
117	Global Nitrate Ltd	08023221868, globalnitrate@yahoo.com	Agriculture	NON YET	Not yet	Expansion, Training
118	Lifejoy Export Nig Ltd	07030059558, nkechieke79@yahoo.com	Agriculture	Not yet	Non yet	Access to finance, Technical assistance
119	Lin-Marard Nig Ltd	08036796711, 23464968060, rimamarki@yahoo.com	Textile, Beads, Accessories.	Not yet	Not yet	Access to Finance, B2B.
120	Pisti Project Ltd	07056731188, 07029176377, mhonnies@yahoo.com	Sheabutter, Liquid soaps.	Not yet	Not yet	Access to finance
121	Sabaru Tanners co -op soc Ltd	08036933562, 07064209417, Redoliveconcept@yahoo.com	Vegetable tanned leather	Not yet	Not yet	Mkt Intelligent, Trade fair show
122	Skypath Ltd	08035570001, 064-625595, skypathLtd@yahoo.com	Sesame seed, hibiscus flower, cashewnut, ginger.	Not yet	Not yet	Mkt Intelligent, Access to Finance.
123	Hafaisham Nig Ltd	08058537027, 08035209813, info@hafaisham.com	Sesame seed, hibiscus flower, Galic,	UAE	Others	Access to Finance
124	Multiple fortune Impact Ltd	08023267649, 07063932324, mfilimited@yahoo.com	Agriculture	Not yet	Not yet	Access to finance
125	Equity Refined Water	08036074765,	Bottled Water	Not yet	Not yet	Access to finance,

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

		danbarmo@yahoo.com				Mkt intelligent.
126	Kiu-Premier Company Nig Ltd	08038224007, kiupremier2hotmail.com	Sheabutter	Not yet	Not yet	Access to finance
127	Makzulo Nig Ltd	08099651022,080590598 81, zuloson@yahoo.com	Sesame seed,Ginger,Gallic,Hibiscus	Dubai,West African,Paraguay.	Not yet	Access to finance, B2b,
128	Kebbi Invest, company Ltd	08067696187, muhammedkardi@yahoo.com	Agriculture	Not yet	Not yet	
129	Bahilata Partner Ltd	08067187528,080358963 70, bahilata@yahoo.com	Agriculture	Not yet	Not yet	Access to finance
130	A.A.Danbaba Farms Nig	08039432102,	Agriculture	Not yet	Not yet	Technical assistance,Access to finance
131	Kogijo Construction coy Ltd	08036072810,smagaji62@yahoo.com	Agriculture	Morrocco	Monthly	Access to finance
132	Obie Royal Nig Ltd	08035664174, obieroyal@yahoo.com	Solid Mineral	Yes	Not yet	Access to finance
133	Earthlink Consultant	08036932783, abubakarnew@yahoo.com	Handicrafts	Not yet	Not yet	Access to finance

ANNEX 3: LIST OF RESPONDENTS

I. List of Government Agencies/Networks/Associations Interviewed

	ID#	NAME	POSITION	ORGANIZATION	ADDRESS	TEL.	EMAIL
1	300	CHUKWU OBIORAH	AD FINANCE	NAFDAC	HEAD QTRS, ZONE 7, ABUJA	8055215944	
2	301	DANIELODUILO	PRODUCE OFFICER	MIN OF TRADE & COMMERCE	OLD SECR. AREA I, ABUJA		
3	302	ADSHINA BOLANLE	MKTG MANAGER	ABUJA CHAMBER OF COMMERCE	USENI INTL TRADE FAIR COMP. PIKWOYI, ABUJA	8037046238	secrariat@abuccima.com
4	303	JAMIL AHMED	STANDARD OFFICER II	SON	61, IBB WAY, KASTINA	8032922550	_jamiijks@gmail.com
5	304	RAPAHIEL I. MATHIAS	ADMIN	SHIPPERS COUNCIL OF NIG	26, HASSAN USMAN KASTINA RD, KASTINA	8060097377	_igbo1973@yahoo.com
6	305	AMINA AHMED	COORDINATOR	WISA KASTINA	16A QUARTER, NAGOGO KASTINA KTAU RD	8053582771	aminaabdulahi92@yahoo.com
7	306	A.L. BAKIN KASUWA	PRINCIPAL TRADE PROMOTION OFFICER	NEPC	HED QUARTERS, ABUJA	8033063029	bk.aminubk@nepc.gov.ng
8	307	L.D MANI	CHAIRMAN/ALH	ASRAN KISTINA	120, NOGOGO RD, KASTINA.	8035890917	lawadaudamani@yahoo.com
9	308	TAYO OMIDIJI	HEAD, STRA PLANNING	NEXIM BANK	975, ZONE A0,CBD	23494603630	omidiji@neximbank.com
10	309	AMINA ABDULMALIK	ASST CHIEF TRDE PROM. OFFICER	NEPC	OLD SECTARIAT COMP. MINNA	8126284233	aminamaleek@yahoo.com
11	310	JIBRIN A.S	ASSIT DIR.	CBN	HEAD OFFICE ,CBD ABUJA	946237831	asjibrin@cbn.gov.ng
12	311	FRIDAY AGENYI	RESEARCH OFFICER	LAGOS CHAMBER OF COMMERCE AND INDUSTRY	NO.1 IDOWU TAYLOR STREET COMMERCE HOUSE VICTORIA ISLAND LAGOS	8027162135	fredaddy2003@yahoo.com

2. List of BDS Suppliers Interviewed

ID. #	NAME	POSITION	ORGANIZATION	ADDRESS	LOCATION	TELEPHONE	EMAIL
1 225	AKINNWEKOMI OLALEKAN E.	CEO	Mc AKINS CONSULTING LTD.	23, HILL CRESCENT KARU, ABUJA	ABUJA	2.34804E+12	mcakinsconsult@gmail
2 200	ADAMU GARBA	ED	DIAMOND INITIATIVE DVPT.	SUITE D6, RUKAYAT PLAZA, PLOT 93, OBAFEMI AWO. WAY, JABI	ABUJA	8037862512	agarba@ddinigeria.org
3 201	EMEM AKPAN	PROJECT MANAGER	QUICK LIMITED PROJECTS	19 ALLEN AVENUE, IKEJA, LAGOS.	LAGOS	18197782	info@quickprojectsng.com, eakpan@quickprojectsng.com, vicdike@quickprojectsng.com
4 202	MRS TOKI MABOGUNJE	PRINCIPAL CONSULTANT	TOKI MABOGUNJE & CO. (TMC)	27, OGUNDANA STREET, OFF ALLEN AVENUE, IKEJA LAGOS	LAGOS	01-8911534	toki@tmc.com.ng, info@tmc.com.ng
5 203	DR. STEVE OLUSEGUN OGIDAN	MANAGING CONSULTANT/C.E.O	SUCCESSORY NIGERIA LIMITED	NM 20, CONSTITUTION ROAD, KADUNA, NIGERIA	KADUNA	8036791619	Ogidan@successory.org
6 204	IGHARO THADDEUS NDUKA	FINANCE AND COMMERCIAL MANAGER	NEXPOTRADE HOUSES LIMITED	1 ADEYEMI BERO CRESECENT ILUPEJU INDUSTRIAL ESTATE, ILUPEJU LAGOS.	LAGOS	8070892155	nexportrade@gmail.com
7 205	MR. OBIORA MADU	C.E.O	MULTIMIX ACADEMY LIMITED	26, COMMERCIAL AVENUE, SABO, YABA, LAGOS, NIGERIA	LAGOS	8033071166	eximschool@yahoo.com , omadu@multimix-academy.com
8 206	MRS. NGOZI ANIT.	MANAGING DIRECTING	FINGER N NATURE FARMS LTD.	11, TUNDE ADEBAYO CRESCENT, ALAKUKO	LAGOS	8032401690	naturefriend4u@yahoo.com
9 207	KACHIKWU JON	C.E.O	JON TRUDY INTERBIZ	75, OJUELEGBA ROAD	LAGOS	08033045912,	jontudy2001@yahoo.com

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

				NIGERIA LIMITED	SURULERE LAGOS.		08171380248	
10	208	DAVE AYENI	CHAIRMAN/C.E.O	DPC (NIG) LTD	2A JIDE AYO CLOSE	LAGOS	8064724892	ddavieo@yahoo.com
11	209	BAMIDELE AYEMIBO	MANAGING DIRECTOR	3T IMPEX CONSULTING LIMITED	NO.10 OLUKOLE STREET OFF OLUFEMI STREET, OFF OGULANA DRIVE, SURULERE, LAGOS	LAGOS	8036522946	bayemibo@3timpex.com
12	210	ABUBAKAR ABBA UMAR	MANAGING CONSULTANT/ALHAJI	ABBADINA INVESTMENT COMPANY NIGERIA LIMITED	SUITE 4, 1ST FLOOR ABDULLAHI YARO HOUSE, 3A ALI AKILU WAY KADUNA	KADUNA	8036465434	abbadinainvestment@outlook.com
13	211	SULAIMAN ADEKUNLE	CEO	S.A.ADEKOLA & SON LTD.	105, IWO RD, AGODI, IBADAN	OYO	8033302467	
14	212	oyewole THOMAS .O	CHIEF OPERATING OFFICER	RAYMOND TITUS CONSULT	BK 458, FLAT 3, ABESAN ESTATE. LAGOS.	LAGOS	8033962942	thomayo123@yahoo.com
15	213	MR. KUNLE ABBASE	C.E.O	PINNACLE LOGISTICS LTD INT'L	4, STELLA SHOAKE STREET ISOLO LAGOS	LAGOS	8037208023	pinnacleinternationallogistics@yahoo.com
16	213	KELECHI ONYEAKA	DPTY. COORDINATOR. NATL.	YOUTH INNITIATIVE FOR SUSTAINABLE AGRIC.	4, LUGARD STR. AREA II	ABUJA	8034697964	onyeakakelechhi@yahoo.com
17	214	BRR. NKIRU NNAEMEGO	CEO	FRESH& YOUNG BRAINS DEVPT.INNTIVE	48, YAOUNDE STR.ZONE 6. ABUJA.	ABUJA	8053647180	fbinaija1@gmail.com
18	216	UMOH JAMES E.	PRICIPAL CONSULTANT	JOPRENEK NIG. LTD.	SUITE G09, MILIPAT PLAZA.ABUJA.	ABUJA	8033144645	ujekanem@yahoo.com
19	218	SHIABU SHEHUM	CENTRE MANAGER	KISTINA BIZ. SUPPORT CENTER .	61,IBB WAY ,KANO KASTINA	KATSINA	8036519536	smedanktbsc@yahoo.com
20	219	ZAKARIA MUSA	MANAGING PARTNER	PRODEV SYNERGY LTD.	SIUTE B7, 1ST FLOORPEACE PLAZA.UTAKO.	ABUJA	8033354420	musazak2001@yahoo.com

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

21	220	IBRAHIM MAIGARI AHMADU	CEO	CYBERIA SOLUTIONS INFO	3, DALLJI RD, MALALI GRA, KADUNA	KADUNA	8033046539	cyberianigeria@yahoo.com
22	221	TALATU HAJIA DR.	CHAIRPERSON	IBRANNA NIG LTD.	WTC QTRS. KASTINA	KATSINA	8034645397	ibranna524@yahoo.com
23	222	HUSSAINA SALIHU	HEAD INNOVATION ENTERP.REG.	KADUNA BIZ SCH.	17, G0BARAU ROAD BY NNPC, ZONE OFFICE KADUNA	KADUNA	7034988595	info@kbs.edu.ng
24	223	BRDGET ONEHI	MGR BDS DEPT.	EDP/OICI_ INTERNATIONAL	WOMEN MULT CENTER		8101699992	nwaeze_brdget@yahoo.com
25	224	IBRAHIM SAHANUN	ADMIN STAFF	NIGER INSURANCE	104, IBB WAY KANO RD, KASTINA	KATSINA	8034399686	ibrahimsahnum@yahoo.com

3. List of Export-led firms Interviewed

	ID #	NAME	POSITION	ORGANIZATION	ADDRESS	LOCATION	TELEPHONE	EMAIL
1	101	GARBA DIKKO	MANAGING DIRECTOR	KDFOOD PROCESSING CO.LTD	EI ROAD KAWO INDUSTRIAL ESTATE KADUNA	KADUNA	8023083549	kadunafoods@yahoo.com
2	102	YAKUBU HARUNA (ALHAJI)	C.E.O	ADABARA INTEGRATED SERVICES LTD	PLOT 4 POWERLINE STREET, BECKLEY ESTATE ABULE-EGBA LAGOS	LAGOS	8060404631	yakubuaruna76@yahoo.com
3	103	CELESTINE NWANKWO	MANAGING DIRECTOR	CEGU LOGISTICS LTD	46, AKINSOJI STREET FADEYI LAGOS.	LAGOS	8033610805	royalcele@yahoo.com
4	104	EDWIN OBASEKI	MANAGING DIRECTOR	MONTOSA (NIG). LTD	10, ALAO STREET AJAO ESTATE	LAGOS	8023626898	
5	105	BALA MONDAY	CHAIRMAN	ALBARKA MULTI-PURPOSE COOP SOCIETY	SABONGIDA KADUNA STATE	KADUNA		

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

6	106	ADEDOKUN ADEBANJI	C.E.O	ADEBANJI RESOURCES AGRO FARM	4, AKINBOLA JOLODO STREET, OGBOMOSHO SOUTH, OYO STATE	OYO	8054455681	lavvender@yahoo.com
7	107	COL. ABAYOMI DABRI	MANAGING DIRECTOR	YODAFARMS & AGRO ALLIED INDUSTRIES LTD	PLOT 3 BLOCK 3 GBEDIGBE PIG ESTATE, IKORO LAGOS	LAGOS	8033235884	aadabiri@yahoo.com
8	108	CYNTHIA UMORU	MANAGING DIRECTOR	HONEYSUCKLES	LAGOS	LAGOS	8053895786	
9	109	IBIDUN MUDASHIRU	MANAGING DIRECTOR	AGRILINE LTD	276, MURTALA MUHAMMED WAY, ALAGOMEJI YABA, LAGOS	LAGOS	8023127275	tunslaq-nig@yahoo.com
						ABUJA		
12	112	PRINCE LEKE EDWARDS 'O'	C.E.O	PELE HACEZION FARMS	LENNWA VILLA FARMS, SAGAMU OGUN STATE	OGUN	806094044	leeds-serv@yahoo.com
13	113	MRS. OMOSHOLA SHOWALE	MANAGING DIRECTOR	QUEENSLAND VENTURES (QVL FOODS)	2B OYATOGUN STREET OKERAN OGBA LAGOS STATE.	LAGOS	8062472657	omosholashowale@yahoo.com
14	114	OLASUMBO ADELEKE	MANAGING DIRECTOR	HAYLOFT LIMITED	SUITE A58 PRIMAL-TEK PLAZA, 62/64 EGBEDA-IDIMU ROAD, MOKOLA BUS-STOP, EGBEDA.	LAGOS	08185806603, 08055529463	sales@sheablossom.com.ng , pradojeep@yahoo.com
15	115	MARIAM MAKUN	DIRECTOR, SOCIAL DEVELOPMENT	ALHERI WOMEN CO-OP SOCIETY	BOSSO LOCAL GOVERNMENT MAIKUNKELE, P.M.B 26 MINNA	NIGER	8072523855	mamadomarya@yahoo.com
16	116	ABDULLAHI ADAMU	CHAIRMAN	KUWAIT YOUTH COOPERATIVE SOCIETY	ANGUWAN MA'AJI BARWA WARD WUSHISHI	NIGER	7036991940	adamuabdullahi2222@gmail.com
17	117	EDIRIN UWHERAKA	SALES REPRESENTATIVE	FRIJAY CONSULT LTD	16-18 FOLARIN ABABEBO STREET, IJAIYE-OJOKORO, LAGOS	LAGOS	8062970318	frijayconsult@yahoo.com

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

18	118	DR. MRS. LADI SHAMBO	PRESIDENT/MANAGING DIRECTOR	DJIMEDS VENTURES LTD	NO.4 ZARIA ROAD, MINNA NIGER STATE	NIGER	8035895412	djimedproducts2012@yahoo.com
19	119	SADIQ IBRAHIM GUMI	EXECUTIVE CHAIRMAN/C.E.O	GIC FARMS	DEBODE VILLAGE OFF MARARABAN WALJIO, KACHIA LGA, KADUNA, NIGERIA	KADUNA	8033711655	sadiggumi007@yahoo.com
20	120	ABUBAKAR AHED	CHAIRMAN	USA-SANGA MULTIPURPOSE COOPRATIVE SOCIETY LTD	FADAN KARSHI, SANGA LGA KADUNA STATE	KADUNA	8021111151	
21	121	HAJIYA AINA RAMIN GARI	CHAIRPERSON	SABON TITI RAFINDADI (KATSINA) MULTIPURPOSE COOPERATIVE SOCIETY	SABON TITI DARMA QUARTERS KATSINA	KATSINA	7035242273	
22	122	JABIR MAMMAN	CHAIRMAN	NORTHERN GATE (KATSINA) MULTIPURPOSE COOPERTAIVE SOCIETY LTD	CENTRAL MARKET KATSINA	KATSINA	8039654902	
23	123	KABIR GARBA HANAU	FACILITATOR	KAGADAMA BENISEED PRODCUERS ASSOCIATION	KAGADAMA, TASHAR ICCE BATSARI LGA, KATSINA STATE	KATSINA	8036254150	
24	124	HURERA RABE	CHAIRPERSON/MRS	ALHERI FARIN YARO MULTIPURPOSE COOPERATIVE SOCIETY LTD	FARIN YARO QUARTERS KATSINA	KATSINA	7061937269	
25	125	SANI LAWAL	CHAIRMAN/MR	BURDUGAU COMMUNITY DEVELOPMENT COOPERATIVE SOCIETY LTD	BURDUGAU KANKARA LGABURDUGAU KANKARA LGA	KATSINA	7064897117	

ANNEX 4: LIST OF REVIEWED LITERATURE

1. Consumer Research Co. Ltd. "MSEs Business Service Demand in Thailand (2000)," for the International Labour Organization, FIT Project: 2000.
2. Ghosh, Sandeep "Awareness and Usage of BDS in Thailand," for the International Labour Organization, FIT Project: 2001.
3. Ghosh, Sandeep "Awareness and Usage of BDS in Indonesia," for the International Labour Organization, FIT Project: 2001.
4. FAIDA-SEP "PMF Market Development Indicators Survey Report," February, 2001.
5. Indochina Research Ltd. "Project FIT in Cambodia," for the International Labour Organization, FIT Project: November, 2000.
6. Lang, Hans and Muhammad Matondang, Taylor Nelson Sofres "Use and Demand for Commercial Non-financial Services among MSE in Semarang, Indonesia," for the International Labour Organization, FIT Project: March, 2001.
7. Market Access for Rural Development (CECI/MARD) "Market Survey Report Business Development Service CECI/MARD," January, 2001.
8. Mercy Corps "Small and Medium Enterprise and Business Development Service Market Survey," Baku, Azerbaijan: June, 2001.
9. Miehlsbradt, Alexandra O. "Business Development Services in Nepal – Report on BDS Markets Assessment," for GTZ Private Sector Promotion Project, Nepal: 2001.
10. Munasinghe, Chintha "Performance Measurement Framework for Business Development Services Outreach and Market Development Survey Report," for Support for Small Enterprise Development SEEDS (Guarantee) Ltd. Sri Lanka and ITDG South Asia: January, 2001.
11. Onwualu, A. P., 2009, Beyond Oil: Diversification Options. Presented At The Leadership Newspaper Conference Held At International Conference Centre, Abuja, Nigeria, 28th April, 2009
12. Onwualu, A. P., 2012, Agricultural Sector and National Development: Focus on Value Chain Approach. Presented at the 5TH Edition of the Annual Lecture of Onitsha Chamber of Commerce. 24th May, 2012
13. Onuba, I., 2012, Non-oil Export Trade, Punch, April 16, 2012
14. ORG-MARG QUEST "Awareness and Usage of Business Development Services by the Private Sector of Urban Bangladesh," for the Business Development Services Programme (BDSP) Swisscontact – Bangladesh: 2001.
15. Osuntogun, A., C. C. Edordu, B. O. Oramah. Potentials for Diversifying Nigeria's Non-oil Exports to Non-traditional Markets AERC Research paper 68. African Economic Research Consortium, Nairobi, November, 1997.
16. Pentax Management Consultancy Services Limited "MSEs Business Service Demand in Ghana," for the International Labour Organization, FIT Project: 2000.

17. Plunkett, D. J. and J. D. Stryker 2002. "Regional interventions to improve cross-border trade and food security in West Africa." Agricultural Policy Development Programme, USAID AFR/SD, December.
18. Rivera, Cecilia "Performance Measurement Framework for Business Development Services Market Survey Report," DESIDE Program Swisscontact Peru: January, 2001.
19. Shrestha, Binod K. "A Report on Outreach and Market Development Survey of Business Development Services (Business Management Training)," IEDI, Nepal: February, 2001.
20. Swisscontact, Philippines "Performance Measurement Framework Outreach and Market Development Survey Report," February, 2001.
21. Udoh, F., 2012. Diversifying the Economy through Non-oil Exports. Leadership Newspapers, 13 – 05 – 12.

ANNEX 5: QUESTIONNAIRES

QUESTIONNAIRE FOR BDS DEMAND:

Dear Respondent: We are conducting an assessment to examine the BDS market for the export sector in Nigeria and since your business falls within this sector, it has been randomly selected to get your inputs. The assessment is been done for a USAID funded project, Nigeria Expanded Trade and Transportation Program (NEXTT). We have some questions to ask you that will take a few minutes of your time. Please be assured that your responses are strictly for research purposes and will be treated with strict confidentiality.

Respondent Name:

Position/Title:

Name of Company/Organization:

Address:

Telephone # _____ **Email:** _____

Interviewer's Name:

Instructions: Please tick or provide answers as appropriate. If filling questionnaire electronically please **DOUBLE CLICK** on box and select "checked" as appropriate. If submitting online please email completed questionnaire to: bdsexportnigeria@gmail.com

SECTION I: BUSINESS DETAILS

1. **Who owns the business?** (If the respondent is not the owner) _____

2. **Gender of owner:** Male Female

3. **What is your current role in the business?**

4. **Age Group:** 18 – 29 30 – 39 40 – 49 50 – 59 60 +

5. **Level of Education:**

No formal education Primary level Secondary level Vocational school/diploma

Bachelors Degree Masters or higher Other (specify) _____

6. **When did this business start? Date:** _____

7. **How was the company/group formed?**

Registered Not-registered: Family run

Not-registered: Group of people Others (specify) _____

8. **What is your main product?** *(If a business is involved with more than one product, choose the one that provides the most income)*

9. **In what export sector are you operating?**

Manufacturing Intermediate processing Trading Service

10. **What is the average turnover of this business in a month? (Please note that this is not profits)**

- Below N500,000 500000 - 1M 1M – 2M
 2M – 2.5M 2.5M - 3M Above 3M

11. **Do you keep records of business transactions?** Yes No

12. **On what primary basis do you compete with others in your industry? (Please choose only one)**

- Price Quality Customization of product/service
 Uniqueness of product/service Reliability Consistency of delivery/after sales service
 Others (Specify) _____

SECTION 2: AWARENESS OF SERVICES

13. **Which of these services have you heard or read about? Please select appropriate box(es)**

a)	Finance and Accounts consulting	<input type="checkbox"/>	j)	Business Management Training	<input type="checkbox"/>
b)	Advertising/ Trade Promotion	<input type="checkbox"/>	k)	Product presentation and packaging	<input type="checkbox"/>
c)	Market Research	<input type="checkbox"/>	l)	Trade Shows preparation and Advisory Services	<input type="checkbox"/>
d)	Export Brokerage and facilitation	<input type="checkbox"/>	m)	Export Consulting & Coaching	<input type="checkbox"/>
e)	Business Strategy & Process Improvement	<input type="checkbox"/>	n)	Outsourcing	<input type="checkbox"/>
f)	Product Development	<input type="checkbox"/>	o)	Technical Training and Advisory	<input type="checkbox"/>
g)	Technology Advisory Services	<input type="checkbox"/>	p)	Group Formation and Administration	<input type="checkbox"/>
h)	Management Information System Software	<input type="checkbox"/>	q)	Business automation	<input type="checkbox"/>
i)	Professional Education in Global Trade, Logistics and Supply Chain Management	<input type="checkbox"/>	r)	Legal services	<input type="checkbox"/>
s)	Other (please specify) _____				

14. On a **scale of 1-4**, rank the services **you have ticked** in order of importance with respect to **meeting the minimum requirements of your business?**

1 = Extremely Important; 2 = Quite Important; 3= A little Important; 4= Not Important

	Rank		Rank
Finance and Accounts consulting		Business Management Training	
Advertising/ Trade Promotion		Product presentation and packaging	
Market Research		Trade Shows preparation and Advisory Services	
Export Brokerage and facilitation		Export Consulting & Coaching	
Business Strategy & Process Improvement		Outsourcing	
Product Development		Technical Training and Advisory	
Technology Advisory Services		Group Formation and Administration	
Management Information System (MIS) Software		Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management		Legal services	
Other (please specify & rank)			

15. On a scale of 1-4, rank the services **you have selected (in Q13)** in order of **importance with respect to making your business more competitive?**

1 = Extremely Important; 2 = Quite Important; 3= A little Important; 4= Not Important

	Rank		Rank
Finance and Accounts consulting		Business Management Training	
Advertising/ Trade Promotion		Product presentation and packaging	
Market Research		Trade Shows preparation and Advisory Services	
Export Brokerage and facilitation		Export Consulting & Coaching	
Business Strategy & Process Improvement		Outsourcing	
Product Development		Technical Training and Advisory	
Technology Advisory Services		Group Formation and Administration	
Management Information System (MIS) Software		Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management		Legal services	
Other (please specify & rank)			

16. **Are you aware of where you could buy or receive the service(s) you have selected?**

(Please indicate "Yes" or "No" beside service as appropriate)

	Yes/No		Yes/No
Finance and Accounts consulting		Business Management Training	
Advertising/ Trade Promotion		Product presentation and packaging	
Market Research		Trade Shows preparation and Advisory Services	

Export Brokerage and facilitation		Export Consulting & Coaching	
Business Strategy & Process Improvement		Outsourcing	
Product Development		Technical Training and Advisory	
Technology Advisory Services		Group Formation and Administration	
MIS Software		Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management		Legal services	
Other (please specify & indicate "Yes" or "No" as appropriate)			

17. On a scale of 1-3, how well do you know about the service(s) you have ticked?

1 = Very well; 2 = Somewhat; 3= Not well

	Rank		Rank
Finance and Accounts consulting		Business Management Training	
Advertising/ Trade Promotion		Product presentation and packaging	
Market Research		Trade Shows preparation and Advisory Services	
Export Brokerage and facilitation		Export Consulting & Coaching	
Business Strategy & Process Improvement		Outsourcing	
Product Development		Technical Training and Advisory	
Technology Advisory Services		Group Formation and Administration	
MIS Software		Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management		Legal services	
Other (please specify & rank)			

SECTION 3: USAGE OF SERVICES

18. Please select the service type (s) that you have used (first column)

Please fill in the year service was **first used**; year of **most recent usage**; and select the **frequency of usage** of service in the **last 2 years**. **Note: DOUBLE CLICK** to check appropriate box if filling electronically)

Service Type	Year of first usage (e.g. 2009)	Year of most recent usage (e.g. 2009)	Number of times used in last 2 years			
			1	2-5	6-10	>10
<input type="checkbox"/> Finance and Accounts consulting			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Advertising/ Trade Promotion			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Market Research			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Export Brokerage and Facilitation			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Business Strategy & Process Improvement			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Product Development			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Technology Advisory Services			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> MIS Software			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Business Management Training			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Product presentation and packaging			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Trade Shows preparation & Advisory Services			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Export Consulting & Coaching			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Outsourcing			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Technical Training and Advisory			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Group Formation and Administration			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Business automation			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Professional Education in Global Trade, Logistics and Supply Chain Management			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Legal Services			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
 BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

<i>Other (please specify & provide info requested)</i>						
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 4: IMPORTANCE OF THE SERVICES USED

19. On a **scale of 1-4**, rank the services **you have used** in order of importance with respect to **meeting the minimum requirements of your business?**

1 = Extremely Important; 2 = Quite Important; 3= A little Important; 4= Not Important

	Rank		Rank
Finance and Accounts consulting		Business Management Training	
Advertising/ Trade Promotion		Product presentation and packaging	
Market Research		Trade Shows preparation and Advisory Services	
Export Brokerage and facilitation		Export Consulting & Coaching	
Business Strategy & Process Improvement		Outsourcing	
Product Development		Technical Training and Advisory	
Technology Advisory Services		Group Formation and Administration	
Management Information System (MIS) Software		Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management		Other (please specify & rank) _____ _____ _____	

20. On a **scale of 1-4**, rank the services **you have used** in order of importance with respect to **making your business more competitive?**

1 = Extremely Important; 2 = Quite Important; 3= A little Important; 4= Not Important

	Rank		Rank
Finance and Accounts consulting		Business Management Training	
Advertising/ Trade Promotion		Product presentation and packaging	
Market Research		Trade Shows preparation and Advisory Services	
Export Brokerage and facilitation		Export Consulting & Coaching	
Business Strategy & Process Improvement		Outsourcing	
Product Development		Technical Training and Advisory	
Technology Advisory Services		Group Formation and Administration	
MIS Software		Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management		Legal Services	
Other (please specify & rank)			

What is the most important service for your business?

SECTION 5: PURCHASE AND PAYMENT

21. Please select the appropriate box for each service that you have used to indicate whether paid or got it free. If you paid for the service, please state how much you paid for the last usage. Please also indicate your level of satisfaction for each service used. (DOUBLE CLICK in appropriate box to select and state the amount paid and your satisfaction rating in appropriate columns).

Service Type	Paid every time	Paid sometimes	Free	If you paid for service, how much did you pay for last usage? (Naira)	Satisfaction Rating 1= Very satisfied 2= Somewhat Satisfied 3= Not Satisfied
Finance and Accounts consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Advertising/ Trade Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Market Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Export Brokerage and facilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Business Strategy & Process Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Product Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Technology Advisory Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
MIS Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Business Management Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Product presentation and packaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Trade Shows preparation & Advisory Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Export Consulting & Coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Outsourcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Technical Training and Advisory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Group Formation and Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Business automation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Professional Education in Global Trade, Logistics and Supply Chain Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Legal Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

NIGERIA EXPANDED TRADE AND TRANSPORT (NEXTT)
 BDS MAPPING ASSESSMENT OF THE LAKAJI CORRIDOR IN NIGERIA AUGUST 2013

Other (please provide information)					
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

22. How do you usually pay for the services used?

Upfront Installments Barter Retainership As invoiced

Other (Please specify)

SECTION 6: REASONS FOR USING THE SERVICE(S)

23. Why did you decide to use this particular service type?

(Please select appropriate box for service(s) that you have used)

Service Type	Reasons for using service			
	Business Growth	To address specific problem	It was Free	Referral by colleague/ friend)
Finance and Accounts consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advertising/ Trade Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Export Brokerage and facilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Strategy & Process Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology Advisory Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MIS Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Management Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product presentation and packaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade Shows & Advisory Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Export Consulting & Coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical Training and Advisory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Group Formation and Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Business automation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional Education in Global Trade, Logistics and Supply Chain Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please provide information)				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any further information as needed

24. What is the most important reason for your decision to use Business Development Services?

25. If your preferred service(s) is not available to you, what would you do?

26. What kind of improvement would the service(s) you have used need to make it more beneficial for your business?

Service Type	Suggestion for Improvement
Finance and Accounts consulting	
Advertising/ Trade Promotion	
Market Research	
Export Brokerage and facilitation	
Business Strategy & Process Improvement	
Product Development	
Technology Advisory Services	
MIS Software	
Business Management Training	
Product presentation and packaging	
Trade Shows & Advisory Services	
Export Consulting & Coaching	

Outsourcing	
Technical Training and Advisory	
Group Formation and Administration	
Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management	
Legal Services	
Other services	

SECTION 7: SERVICE PROVIDER

27. Who was the provider of the service you used the last time?

(Please provide information for each service used)

Service Type	Details of the service provider?				Name & Contact of service Provider
	Govern-ment	Dono r / NGO	Private commerca l provider	Other (please specify)	
Finance and Accounts consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Advertising/ Trade Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Market Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Export Brokerage and facilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Business Strategy & Process Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Product Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Technology Advisory Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
MIS Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Business Management Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Product presentation and packaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Trade Shows & Advisory Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Export Consulting & Coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Outsourcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Technical Training and Advisory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Group Formation and Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Business automation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Professional Education in Global Trade, Logistics and Supply Chain Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Legal services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<i>Other (please provide information)</i>					
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

28. How did you find out about the service provider(s) you have used?

- Advertisement Friends/family Business Associates

Other (specify)

29. On a scale of 1-4, rank the reason (s) you usually use in selecting a service provider for your business

1 = Extremely Important; 2 = Quite Important; 3= A little Important; 4= Not Important

Reasons	Rank
Service provider is the only one I know	
Service provider is the cheapest	
Service is free	
Service provider has good reputation	
Service provider was highly recommended by friends/colleagues	
Advertisement convinced me	
Service provider is the closest to my business	
Others (specify)	

Which of the reasons is the most important to you?

30. Have you ever changed the service provider for any of the services used?

- Yes No

If **Yes**, what was the reason?

Not satisfied with the service provided Availability of other service providers to choose from

Others (please specify)

31. How did your expenditure on service(s) purchased during the last year (2012) compare to the previous year (2011)?

<input type="checkbox"/> Significantly more	<input type="checkbox"/> A little more	<input type="checkbox"/> Same/unchanged	<input type="checkbox"/> A little less	<input type="checkbox"/> Significantly less
---	--	---	--	---

32. How do you project your expenditure on service(s) purchased in this year (2013) compared to last year (2012)?

<input type="checkbox"/> Significantly more	<input type="checkbox"/> A little more	<input type="checkbox"/> Same/unchanged	<input type="checkbox"/> A little less	<input type="checkbox"/> Significantly less
---	--	---	--	---

33. Which service(s) will you most likely purchase in 2013 and 2014?

[Note: Questions 34 and 35 are for Business Development Service(s) that *the respondent is aware of but has not used*]

34. For the Business Development Services that you are aware of but have not used, list the 3 most important reasons why you have not used them:

1.

2.

3.

35. List alternative ways that you have obtained Business Development Services without hiring a professional service provider [eg use of family member, friend, government, NGO etc]

1.

2.

3

36. Let's imagine that you are capable of getting the service, how likely are you to buy it in the next 1 year?

Service Type	Likelihood of Buying in next 1 year			
	Definitely will buy	Probably will buy	Probably will not buy	Definitely will not buy
Finance and Accounts consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advertising/ Trade Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Export Brokerage and facilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Strategy & Process Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology Advisory Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MIS Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Management Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product presentation and packaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade Shows & Advisory Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Export Consulting & Coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical Training and Advisory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Group Formation and Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business automation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional Education in Global Trade, Logistics and Supply Chain Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please list and tick appropriate box)				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. Please list any other important services or information that you think would make your business more competitive?

-
1. _____
-
2. _____
-
3. _____
-

Submission Note:

If submitting online please email completed questionnaire to: bdsexportnigeria@gmail.com

QUESTIONNAIRE FOR BDS SUPPLIERS:

Dear Respondent: We are conducting an assessment to examine the BDS market for the export sector in Nigeria and since your business falls within this sector, it has been randomly selected to get your inputs. The assessment is been done for a USAID funded project, Nigeria Expanded Trade and Transportation Program (NEXTT). We have some questions to ask you that will take a few minutes of your time. Please be assured that your responses are strictly for research purposes and will be treated with strict confidentiality.

Respondent Name:

Position/Title:

Name of Company/Organisation:

Address:

Telephone # _____

Email: _____

Interviewer's Name:

Instructions: Please tick or provide answers as appropriate. If filling questionnaire electronically please **DOUBLE CLICK** on box and select "checked" as appropriate. If submitting online please email completed questionnaire to: bdsexportnigeria@gmail.com

SECTION I: BUSINESS DETAILS

- Who owns the business?** (If the respondent is not the owner) _____
- Gender of owner:** Male Female
- What is your current role in the business?**

(Note: Interviewer: Owner/Manager/Relative of owner = proceed ; Others = terminate and reschedule to meet someone in a decision making capacity)

4. **Age Group:** 18 – 29 30 – 39 40 – 49 50 – 59 60 +

5. **Level of Education:**

- No formal education Primary level Secondary level Vocational school/diploma

Bachelors Degree Masters or higher Other (specify) _____

6. **When did this business start?** _____

7. **How was the company/group formed?**

Registered Not-registered: Family run

Not-registered: Group of people Others (specify) _____

8. **What is your most significant competitive advantage over your competitors?** [*Please choose only one option*]

Price Quality Customization of product/service
 Uniqueness of product/service Reliability Consistency of delivery/after sales service
Others (Specify) _____

SECTION 2: ORGANISATIONAL STRUCTURE

9. **How many staff do you currently employ?**

Professional _____ Support _____

10. **What is the average experience of professional staff in BDS service provision?**
_____ (Years)

11. **Do you, your staff or your business belong to any professional association(s)?** Yes
 No

If Yes, please provide the name(s) of the association and its/their location(s):

12. **Is there any professional certification or licensing required for your business operations?** Yes No

If Yes, who requires/issues the license or certification?

Government Agency Business Professional Association

International accreditation agency Business Membership Association

Other (please specify)

SECTION 3: PRODUCTS AND SERVICES

13. **What services do you offer?** Please select appropriate box(es)

a)	Finance and Accounts consulting	<input type="checkbox"/>	j)	Business Management Training	<input type="checkbox"/>
b)	Advertising/ Trade Promotion	<input type="checkbox"/>	k)	Product presentation and packaging	<input type="checkbox"/>
c)	Market Research	<input type="checkbox"/>	l)	Trade Shows preparation and Advisory Services	<input type="checkbox"/>
d)	Export Brokerage and facilitation	<input type="checkbox"/>	m)	Export Consulting & Coaching	<input type="checkbox"/>
e)	Business Strategy & Process Improvement	<input type="checkbox"/>	n)	Outsourcing	<input type="checkbox"/>
f)	Product Development	<input type="checkbox"/>	o)	Technical Training and Advisory	<input type="checkbox"/>
g)	Technology Advisory Services	<input type="checkbox"/>	p)	Group Formation and Administration	<input type="checkbox"/>

h) Management Information System <input type="checkbox"/>	q) Business automation <input type="checkbox"/>
i) Professional Education in Global Trade, Logistics and Supply Chain Management <input type="checkbox"/>	r) Legal services <input type="checkbox"/>
s) Other (please specify) _____	

14. How are the service offered by your firm developed?

- Developed privately and promoted Supported by external actors
 Jointly developed with external actors Other (please specify) _____

15. How do you price your services offered?

- Per hour Per service delivered Depends on client
 Standard pricing for various services according to regulation Other (please specify) _____

16. What is the average turnover of this business in a month? (Please note that this is not profits)

- Below N500,000 500000 -1M 1M – 2M
 2M – 2.5M 2.5M - 3M Above 3M

17. According to turnover, please rank the main three services delivered:?

	Rank		Rank
Finance and Accounts consulting		Business Management Training	
Advertising/ Trade Promotion		Product presentation and packaging	
Market Research		Trade Shows preparation and Advisory Services	
Export Brokerage and facilitation		Export Consulting & Coaching	
Business Strategy & Process Improvement		Outsourcing	
Product Development		Technical Training and Advisory	

Technology Advisory Services		Group Formation and Administration	
Management Information System (MIS) Software		Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management		Legal services	
Other (please specify & rank)			

18. From your experience, please tick the **3 main services** that will likely be demanded in the next 12 months?

Finance and Accounts consulting	<input type="checkbox"/>	Business Management Training	<input type="checkbox"/>
Advertising/ Trade Promotion	<input type="checkbox"/>	Product presentation and packaging	<input type="checkbox"/>
Market Research	<input type="checkbox"/>	Trade Shows preparation and Advisory Services	<input type="checkbox"/>
Export Brokerage and facilitation	<input type="checkbox"/>	Export Consulting & Coaching	<input type="checkbox"/>
Business Strategy & Process Improvement	<input type="checkbox"/>	Outsourcing	<input type="checkbox"/>
Product Development	<input type="checkbox"/>	Technical Training and Advisory	<input type="checkbox"/>
Technology Advisory Services	<input type="checkbox"/>	Group Formation and Administration	<input type="checkbox"/>
MIS Software	<input type="checkbox"/>	Business automation	<input type="checkbox"/>
Professional Education in Global Trade, Logistics and Supply Chain Management	<input type="checkbox"/>	Legal services	<input type="checkbox"/>
Other (please specify & rank) _____			

SECTION 4: MARKET CHARACTERISTICS

19. From which export sector are your major clients?

- Manufacturing Intermediate processing Trading Service Across sectors

20. How best would you describe the ownership structure of your clients:

- 100% Private owned businesses
 Governmental organizations
 Non-governmental organizations
 International organizations

Other (please specify) _____

21. How do you get your customers?

- Market research Recruitment by staff Referrals
 Walk-ins Websites Media
Others (please specify)

22. Do you have an established system of monitoring Customer satisfaction? Yes No

If yes, please indicate your approach used to gather information about customer satisfaction

- Survey after service delivery
 System for monitoring complaints
 Random customer interviews
 Number of returning clients
Others (please specify) _____

23. Can you state the expected benefits from your services to your customers?

- Increased sales Business contacts Legal certification
 Prestige Problem solving Increased efficiency or cost reduction
 Access to new markets Information about suppliers Other(Please specify) _____

24. From your experience with customers in the export sector, what are the issues faced by your customers? [Please rank your answer on a scale of importance]

1 = Extremely Important; 2 = Quite Important; 3= A little Important; 4= Not Important

	Rank		Rank
Lack of planning and measurement		Weak financial management and control	
Weak marketing skills		Poor product presentation and packaging	
Lack of access to markets		Lack of training for managers and employees	
Access to finance		Lack of access to up-to-date technologies for business	
Other (please specify and rank)			

25. Please list any other important services or information that you think would improve the development of the export sector in Nigeria

1.

2.

3.

Submission Note:

If submitting online please email completed questionnaire to: bdsexportnigeria@gmail.com

INTERVIEW GUIDE FOR GOVERNMENTAL & NON- GOVERNMENTAL AGENCIES

Dear Respondent: We are conducting an assessment to examine the BDS market for the export sector in Nigeria and since your institution's operations falls within this sector, it has been randomly selected to get your inputs. The assessment is been done for a USAID funded project, Nigeria Expanded Trade and Transportation Program (NEXTT). We have some questions to ask you that will take a few minutes of your time. Please be assured that your responses are strictly for research purposes and will be treated with strict confidentiality.

Respondent Name:

Position/Title:

Name of Organization:

Address:

Telephone # _____ **Email:** _____

Interviewer's Name:

Instructions: Please tick or provide answers as appropriate. If filling questionnaire electronically please **DOUBLE CLICK** on box and select "checked" as appropriate. If submitting online please email completed questionnaire to: bdsexportnigeria@gmail.com

SECTION I: AGENCY DETAILS

1. What is core mandate of this agency in relation to the export sector? (more than one option is allowed)

- Tax /revenue collection and monitoring
- Regulate businesses in the sector
- Licensing entry of businesses
- Licensing operators (individuals)
- Certification of products/individual/businesses
- Business promotion/Trade facilitation
- Information dissemination
- Product research and development
- Financing
- Promoting value addition

Others (specify) _____

2. If Regulation is part of your core mandate, what type of regulation is your agency mostly involved in?

- Price regulation
- Financial reporting/regulation
- Other (please specify)
- Product quality and standardization
- Membership regulation

3. How long has this agency operated in the export sector? _____
(Years)

4. How aware are businesses of the mandate of this agency:

- Very aware Somewhat aware Somewhat unaware Very unaware

5. **Are there other agencies or organizations carrying out the same or similar functions?** Yes No

If yes, please provide name(s) _____

SECTION 2: REQUIREMENTS FOR LEGAL OPERATIONS

6. **Is there a minimum requirement for businesses/individuals to enter your regulated sector?**

Yes No

7. **Which aspects are minimums required? [More than one option is allowed; Please state the minimum]**

Age/experience of promoter

Educational qualification

Office accommodation or factory

Licensed staff

Capital

Others _____

(specify)

8. **How do you monitor your licensed/certified businesses?**

Spot checks

Regular returns and submissions

Complaints from their customers

Standard audit procedures

Through other agencies

Other (specify) _____

9. **Does this agency require mandatory continuous professional development training for businesses or individuals in the export sector?** Yes No

10. **Does this agency certify private institutions offering professional services for businesses or individuals in the export sector?** Yes No

If yes, is certification connected with any global standards? Yes No

[Please specify global certification standards if Yes]

11. Does this agency or in collaboration with other organizations provide professional services to businesses in the export sector? Yes No.

12. If Yes for Q 11, what services are provided

a) Finance and Accounts consulting <input type="checkbox"/>	j) Business Management Training <input type="checkbox"/>
b) Advertising/ Trade Promotion <input type="checkbox"/>	k) Product presentation and packaging <input type="checkbox"/>
c) Market Research <input type="checkbox"/>	l) Trade Shows preparation and Advisory Services <input type="checkbox"/>
d) Export Brokerage and facilitation <input type="checkbox"/>	m) Export Consulting & Coaching <input type="checkbox"/>
e) Business Strategy & Process Improvement <input type="checkbox"/>	n) Outsourcing <input type="checkbox"/>
f) Product Development <input type="checkbox"/>	o) Technical Training and Advisory <input type="checkbox"/>
g) Technology Advisory Services <input type="checkbox"/>	p) Group Formation and Administration <input type="checkbox"/>
h) Management Information System Software <input type="checkbox"/>	q) Business automation <input type="checkbox"/>
i) Professional Education in Global Trade, Logistics and Supply Chain Management <input type="checkbox"/>	r) Legal services <input type="checkbox"/>
s) Other (please specify)	

13. Are the services offered paid for? Yes No

14. If yes for Q 13, how do you price your services offered?

<input type="checkbox"/> Per hour	<input type="checkbox"/> Per service delivered
<input type="checkbox"/> Depends on client	<input type="checkbox"/> Standard pricing for various services according to regulation
Others (specify)	

15. What is the average revenue accruing from these services in a year? (Please note that this is not profits)

Service Type	Estimated Revenue per year (Naira)
Finance and Accounts consulting	
Advertising/ Trade Promotion	
Market Research	
Export Brokerage and facilitation	
Business Strategy & Process Improvement	
Product Development	
Technology Advisory Services	
MIS Software	
Business Management Training	
Product presentation and packaging	
Trade Shows preparation & Advisory Services	
Export Consulting & Coaching	
Outsourcing	
Technical Training and Advisory	
Group Formation and Administration	
Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management	
Legal Services	
Others (please specify)	

16. According to turnover, please rank the **3 main services delivered?** (Note: please use 1st, 2nd and 3rd)

	Rank		Rank
Finance and Accounts consulting		Business Management Training	
Advertising/ Trade Promotion		Product presentation and packaging	
Market Research		Trade Shows preparation and Advisory Services	
Export Brokerage and facilitation		Export Consulting & Coaching	
Business Strategy & Process Improvement		Outsourcing	
Product Development		Technical Training and Advisory	
Technology Advisory Services		Group Formation and Administration	
Management Information System (MIS) Software		Business automation	
Professional Education in Global Trade, Logistics and Supply Chain Management		Legal services	
Other (please specify & rank)			

17. From your experience, please tick the 3 main services that will likely be demanded in the next 12 months?

Finance and Accounts consulting	<input type="checkbox"/>	Business Management Training	<input type="checkbox"/>
Advertising/ Trade Promotion	<input type="checkbox"/>	Product presentation and packaging	<input type="checkbox"/>
Market Research	<input type="checkbox"/>	Trade Shows preparation and Advisory Services	<input type="checkbox"/>
Export Brokerage and facilitation	<input type="checkbox"/>	Export Consulting & Coaching	<input type="checkbox"/>
Business Strategy & Process Improvement	<input type="checkbox"/>	Outsourcing	<input type="checkbox"/>
Product Development	<input type="checkbox"/>	Technical Training and Advisory	<input type="checkbox"/>
Technology Advisory Services	<input type="checkbox"/>	Group Formation and Administration	<input type="checkbox"/>
MIS Software	<input type="checkbox"/>	Business automation	<input type="checkbox"/>
Professional Education in Global Trade, Logistics and Supply Chain Management	<input type="checkbox"/>	Legal services	<input type="checkbox"/>
Other (please specify & rank)			

SECTION 4: MARKET CHARACTERISTICS FOR INSTITUTIONAL PLAYERS

18. From which export sector are your major clients?

- Manufacturing Intermediate processing Trading Service Across sectors

19. How best would you describe the ownership structure of your clients:

- 100% Private owned businesses
- Governmental organizations
- Non-governmental organizations
- International organizations

Other (please specify) _____

20. How do you get clients for services offered?

<input type="checkbox"/> Mandatory for licensed businesses	<input type="checkbox"/> Recruitment by staff	<input type="checkbox"/> Referrals
<input type="checkbox"/> Walk-ins	<input type="checkbox"/> Websites	<input type="checkbox"/> Media
<input type="checkbox"/> Market research	Others (please specify)	

21. Do you have an established system of monitoring client satisfaction for services used? Yes No

If yes, please indicate your approach used to gather information about customer satisfaction

- Survey after service delivery
- System for monitoring complaints
- Random customer interviews
- Number of returning clients

Others (please specify) _____

22. Can you state the expected benefits from your services to your customers?

- Increased sales Business contacts Legal certification
 Prestige Problem solving Increased efficiency or cost reduction
 Access to new markets Information about suppliers Other(Please specify) _____

23. From your experience with customers in the export sector, what are the issues faced by users of your services? [Please rank your answer on a scale of importance]

1 = Extremely Important; 2 = Quite Important; 3= A little Important; 4= Not Important

	Rank		Rank
Lack of planning and measurement		Weak financial management and control	
Weak marketing skills		Poor product presentation and packaging	
Lack of access to markets		Lack of training for managers and employees	
Access to finance		Lack of access to up-to-date technologies for business	
Other (please specify and rank)			

24. Please list any other important services or information that you think would improve the development of the export sector in Nigeria

1.

2.

3.

Submission Note:

If submitting online please email completed questionnaire to: bdsexportnigeria@gmail.com