



OYO STATE AfCFTA SUB-NATIONAL STRATEGY

**FOR THE IMPLEMENTATION OF THE
AGREEMENT ESTABLISHING THE AfCFTA**





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ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area	MDA	Ministries, Departments and Agencies
ATO	African Trade Observatory	MOTIIC	Ministry of Trade, Industry, Investment and Cooperative
AU	African Union	MSME	micro small and medium enterprise
AUC	African Union Commission	NTB	non-tariff barriers
CoO	certificate of origin	OSACO	Oyo State AfCFTA Coordination Office
e-CoO	electronic certificate of origin	PAPSS	Pan-African Payments and Settlements System
ECOWAS	Economic Community for Western African States	RoO	Rules of Origin
FDI	foreign direct investment	S-NIC	Sub-national Implementing Committee
GDP	gross domestic product	SME	small and medium enterprise
GTI	Guided Trade Initiative	TWG	Technical Working Group
HS	Harmonized Commodity Description and Coding System (Harmonized System)	UN	United Nations
ICT	information and communications technology	UNECA	United National Economic Commission for Africa
IGR	Internally Generated Revenue	WCO	World Customs Organization
IMC	Inter-Ministerial Committee	WTO	World Trade Organization
IT	information technology		



EXECUTIVE SUMMARY

This blueprint will serve as a guiding sub-national strategy for implementing the African Continental Free Trade Area (AfCFTA) for Oyo State in Nigeria. Oyo State seeks to become the first sub-national entity implementing the Agreement Establishing the AfCFTA (“the Agreement”). Oyo State will, therefore, facilitate firms to engage in trade in goods and services with other AfCFTA State Parties. Through the implementation of the Agreement, Oyo State aims to optimize opportunities to attract investment and build an export-led economy.

According to the UN Office of the Special Adviser on Africa, the African continent presents a market with a population of 1.3 billion people and a gross domestic product (GDP) estimated at \$3.4 trillion. Beyond the domestic market and 393.4 million potential consumers across ECOWAS Member States, businesses in Oyo State have duty-free, quota-free access to at least thirty-three additional AfCFTA State Parties as of May 2025. Access to external markets at preferential tariffs is an incentive that entrepreneurs can leverage to enhance competitiveness.

The overarching objective of this Strategy is to promote industrialization in Oyo State, thereby diversifying the export markets for its entrepreneurs, scaling up productivity of its industries, and opening up linkages to value chains across Africa and beyond. It draws on development agendas at the Federal level, the African Union, the UN Sustainable Development Goals, and Oyo State’s Omituntun 1.0 (2019–2023) and Omituntun 2.0 (2023–2027).

Oyo State seeks to optimize developmental aspirations in international, continental, and national initiatives to build an environment that will attract industrialization and other investments. These will enable the State to create jobs and wealth for its citizens, mitigate poverty, and create opportunities for vulnerable groups such as persons living with disabilities, women, and youths. The rise of micro, small, and medium enterprises (MSMEs) and the private sector generally will help achieve Oyo State’s developmental targets. Various instruments developed under the Agreement provide the framework for investment opportunities in AfCFTA State Parties. These include legal frameworks for trade in goods, trade in services, investment, competition policy, intellectual property protection, digital trade, and others.

Economic growth and diversification require human capital, increased productivity, infrastructure, technological innovation, investment, international trade, and macroeconomic stability. To sustain a Strategy of this nature, capacity and skills



development, mentorships, internships, and technical attachments will be critical to support research, development, and innovation at the industry level. The implementation of this Strategy, therefore, assumes a strong partnership between the public and private sectors in empowering MSMEs and vulnerable groups to participate in value chains beyond Oyo State.

Potential MSMEs that can produce exportable products will require handholding. Through support by public sector agencies or the Oyo State AfCFTA Trading Company (once established), MSMEs must be guided to produce goods that meet regulatory requirements in their targeted markets. Access to finance is a key enabler for MSMEs. The private sector can collaborate with government by offering mentorship and skills development as well as contract production for MSMEs. The public and private sectors can also collaborate with research institutions to support the production of diversified, competitive products for international markets.

Additionally, this Strategy will promote a highly consultative process among all stakeholders. Deliberate efforts must be made for women- and youth-led entrepreneurs as well as cross-border traders to participate in Oyo State's implementation of the AfCFTA. Stakeholders in private sector associations (manufacturers, farmers, chambers of commerce), civil society, academia, NGOs—especially consumer groups—and the general public will form critical groups that add value to this Strategy's outcomes.

The implementation, monitoring, and evaluation of this Strategy will be overseen by an Oyo State AfCFTA Sub-national Implementation Committee (S-NIC) as recommended by the Decision of the AU's 31st Ordinary Summit of Heads of State and Government. The Committee will oversee the implementation of an Action Plan as a key component of this Strategy. The Committee will require a full-time, multi-agency Secretariat reporting to the institutional governance framework. The terms of reference (ToRs) for this Committee will consolidate sub-strategies designed to achieve Oyo State's development goals. Oyo State will mobilize resources through its partnerships and development partners to sustain the implementation of this Strategy.



1.1 Overview of the African Continental Free Trade Area

The AfCFTA is a flagship project of the African Union (AU)'s Agenda 2063, "The Africa We Want!". The Agreement Establishing the AfCFTA was signed by 44 Heads of State and Government in March 2018 in Kigali, Rwanda. To date, 54 of the 55 AU Member States have signed the Agreement, and 48 have ratified it, thereby becoming State Parties. Nigeria ratified the Agreement on 6 December 2020.

Overall, the establishment of the AfCFTA aims to boost intra-African trade. The United Nations Economic Commission for Africa (UNECA) estimated that intra-African trade accounted for only 15%, meaning African countries traded more with partners outside the continent. Projections indicate that by 2045, the AfCFTA could increase intra-African trade by 35%.¹

Legal Framework

The negotiations of the AfCFTA legal framework took place in three phases, focusing on the liberalization of trade in goods and trade in services. A separate protocol on the movement of persons was also signed in Kigali during the March 2018 10th Extra-Ordinary Summit where the Agreement was signed. Facilitating the movement of persons was recognized as a key prerequisite for the successful implementation of the AfCFTA.

The following legal instruments were negotiated in the three phases:

a) Phase One: The Agreement and Protocols on trade in goods, trade in services, and dispute settlement mechanisms;

b) Phase Two: Protocols on investment, intellectual property, and competition policy; and

c) Phase Three: Protocol on e-commerce/digital trade, as well as women and youth in trade.

The Agreement entered into force on 30 May 2019, following the deposit of 22 instruments of ratification at the AU Headquarters in Addis Ababa, Ethiopia. In July 2019, the 12th Extra-Ordinary Summit of Heads of State and Government convened in Niamey, Niger,

¹ Source: [UNECA \(2023\), https://www.uneca.org/eca-events/stories/study-explores-compatibilities-between-afcfta-and-climate-policies](https://www.uneca.org/eca-events/stories/study-explores-compatibilities-between-afcfta-and-climate-policies)



where leaders launched the operational phase of the AfCFTA through the adoption of five instruments, namely:

- a) AfCFTA Rules of Origin;
- b) Tariff concessions;
- c) Online mechanism for monitoring, reporting, and elimination of non-tariff barriers;
- d) Pan-African Payments and Settlement System (PAPSS); and
- e) African Trade Observatory (ATO).

Some critical elements necessary for the full operationalization of trade under the AfCFTA have been established. These include schedules of tariff liberalization by State Parties; a mechanism for reporting and monitoring non-tariff barriers (NTBs); and schedules of commitments for trade in services in the five priority sectors: financial, communications, tourism, business, and transport services.

Articles 3 and 4 of the Agreement outline the general and specific objectives of the AfCFTA.

General objectives in Article 3 of the Agreement include:

- a) create a single market for goods, services, facilitated by movement of persons to deepen the economic integration of the African continent and in accordance with the Pan African Vision of an “An integrated, prosperous and peaceful Africa” enshrined in Agenda 2063;
- b) create a liberalized market for goods and services through successive rounds of negotiations;
- c) contribute to the movement of capital and natural persons and facilitate investments building on the initiatives and developments in the State Parties and RECs;
- d) lay the foundation for the establishment of a Continental Customs Union at a later stage;
- e) promote and attain sustainable and inclusive socio-economic development, gender equality and structural transformation of the State Parties;
- f) enhance the competitiveness of the economies of State Parties within the continent and the global market;
- g) promote industrial development through diversification and regional value chain development, agricultural development and food security; and
- h) resolve the challenges of multiple and overlapping memberships and expedite the regional and continental integration processes.**

According to Article 4, the Agreement outlines the specific objectives that State Parties are expected to:

- a) progressively eliminate tariffs and non-tariff barriers to trade in goods;
- b) progressively liberalize trade in services;
- c) cooperate on investment, intellectual property rights and competition policy;
- d) cooperate in all trade-related areas;



- e) cooperate on customs matters and the implementation of trade facilitation measures;
- f) establish a mechanism for the settlement of disputes concerning their rights and obligations; and
- g) establish and maintain an institutional framework for the implementation and administration of the AfCFTA.

Despite the setback caused by the COVID-19 pandemic, **on** January 2021, the 13th Extra-Ordinary Summit of AU Heads of State and Government launched the start of trading under the AfCFTA. The AfCFTA Secretariat facilitated the exchange of goods under the Guided Trade Initiative (GTI), demonstrating the political will of AU Member States to participate in AfCFTA trade. Trading in goods mapped according to the guidelines in Annex II will initially be exported to AfCFTA State Parties through a dedicated GTI pilot for Oyo State.

About the GTI

The GTI was established in accordance with the decision of the 7th Ministerial Directive of the AfCFTA Council of Ministers responsible for Trade, which was adopted by Heads of State and Government in February 2022. The initiative is an interim solution to kick-start meaningful trade among State Parties that have met the minimum requirements for commencing trade under the Agreement, to test the readiness of the private sector, and to test the operational, institutional, legal and trade policy environment under the AfCFTA.

The main purpose of this research is to document and provide practical information on how a few specific trade relationships that have taken place in the early stages of the GTI evolved and were managed. It also helps to draw lessons from the experiences of the participants that can enable other State Parties to navigate the AfCFTA implementation processes more effectively and ultimately catalyze increased intra-African trade under the AfCFTA in the years to come.

The study documented export / import processes in the participating countries analyzed to gain a better understanding of the effectiveness of import and export procedures, regulatory and institution structures put in place to support the implementation of the AfCFTA agreement. It also identified key challenges encountered and successes achieved and drew lessons and recommended remedial actions where necessary.

Source: Study on GTI is accessible on <https://repository.uneca.org/handle/10855/50169>

1.2 The Vision of Oyo State

The vision of the Oyo State is *"to move the state "from poverty to prosperity "by harnessing economic growth and development for social solidarity across generations".*

The key aspects of the vision include:

Poverty to Prosperity (P2P)



The overarching theme of the vision is the transformation of Oyo State from poverty to prosperity (Governor Seyi Makinde, 2019).

Social Solidarity

The vision aims to link economic growth and development with social solidarity so that benefits are equitably shared across and between generations.

Youth Empowerment

The state emphasizes the strength and potential of its young people as its most valuable resource and envisions them as the builders of the future.

Economic Development

A core component focuses on leveraging economic growth and development to enhance the State's economic position and improve the well-being of its citizens.

Education

The Oyo State Universal Basic Education Board (SUBEB) is committed to improving and expanding access to high-quality basic education for all children.

Infrastructure and Growth

The vision emphasizes infrastructure and overall development as drivers of economic growth and for improving living standards.





CHAPTER 2: RATIONALE FOR A SUB NATIONAL STRATEGY

The need to develop national strategies for the implementation of the AfCFTA was incorporated into a Decision of the Assembly of Heads of State and Government of the AU at the 31st Ordinary Session, held in July 2018 in Nouakchott (Assembly/AU/Dec. 692/(XXXI)). Such a Decision, among others, urged each AU Member State to create an AfCFTA national implementation committee comprising both public and private sector stakeholders to monitor the practical implementation of these strategies within their jurisdictions.

With the above in mind, the strategic thrust of this Sub-National Strategy (“the Strategy”) is to consolidate the milestones attained under Omituntun 1.0 and Omituntun 2.0, thereby enhancing the investment climate to attract both domestic and foreign investors to Oyo State. The goal is to open additional markets for goods and services produced in Oyo State, while incentivizing industries to scale up productivity in response to emerging market demands.

Emerging demand for goods and services from Oyo State will stimulate productivity in the primary sector, supplying inputs to agribusinesses and other manufacturers. Increased productivity in the primary and secondary sectors will, in turn, boost demand for services such as consultancy, freight forwarding, logistics, and financing.

2.1 General Objective

The overarching objective of this Strategy has three components, namely to identify:

- a) Oyo State’s priority sectors and products and services with strong export potential to other Nigerian States and African countries, and to outline concrete steps for actualizing such exports;
- b) key issues for implementation, including AfCFTA-related risks and opportunities, and an analysis of the regional context with respect to potential regional and global value chain integration; and
- c) actionable strategic interventions to inform the design of policies and initiatives that will support the Strategy.

In essence, this Sub-National Strategy is guided by the overall objective of producing goods and services in Oyo State that can access African markets by leveraging the opportunities created by the AfCFTA. The goods produced in the State are expected to enter African markets duty-free and quota-free, as provided under the Agreement,



alongside other existing regional and bilateral trading arrangements. This trade will, in turn, attract investments in services with export potential to other Nigerian States and beyond Africa.

2.2 Specific Objectives

For the attainment of the goal and general objective, the Government of Oyo State has outlined specific short-term and medium-to-long-term objectives. More specific support interventions are needed to strengthen value chains, enhance the productivity of high-priority products, and capture available market opportunities. These interventions include activities such as boosting on-farm productivity, establishing post-harvest and cold-chain infrastructure, deploying advanced tools for monitoring and evaluation, and enhancing multimodal logistics to guarantee last-mile connectivity for timely harvesting, crop collection, and transportation to both domestic and foreign markets.

In so doing, a three-wave action plan is required to guide the implementation of the Strategy.

a) Quick-Win Actions (within 3 months): highly visible and impactful actions that do not require regulatory or major structural changes;

i) Strategic Objective 1: Consolidate milestones achieved through Omituntun 1.0 and Omituntun 2.0.

ii) Strategic Objective 2: Identify readily accessible markets for goods produced in Oyo State, taking into account the applicable AfCFTA Rules of Origin (RoO) and tariff reductions under the Protocol on Trade in Goods.

iii) Strategic Objective 3: Mobilize financial and technical support.

iv) Strategic Objective 7: Publicize potential business opportunities arising from the implementation of this Strategy.

a) Short-term Actions (3 to 12 months): actions that involve minor regulatory or structural changes to support the growth of priority products and tap into emerging market opportunities.

i) Strategic Objective 4: Strengthen national quality infrastructure to enable producers to adjust procurement and production processes in line with AfCFTA regulatory requirements.

ii) Strategic Objective 5: Build the productive capacity and export readiness of the MSME sector in both goods and services, in line with the Protocols on Trade in Goods and Trade in Services.

b) Medium- to Long-term Actions (12 months to 5 years): actions that involve major regulatory or structural changes to ensure sustainability.



i) Strategic Objective 6: Enhance the technical competence of both public and private sectors on trade policy issues.

2.2.1 Short Term Objectives

In the short term, the State should:

- a) consolidate the gains achieved through Omituntun 1.0 and Omituntun 2.0;
- b) mobilize financial and technical support for the implementation of this Strategy;
- c) identify readily accessible markets for goods produced in Oyo State, considering the applicable AfCFTA Rules of Origin and tariff reductions in each market; and
- d) publicize potential business opportunities arising from the implementation of this Strategy.

2.2.2 Medium – Long Term Objectives

In the medium-to-long term, the State should:

- a) strengthen the national quality infrastructure to enable producers to adapt procurement and production processes in line with AfCFTA regulatory requirements;
- b) build the productive capacity and export readiness of the MSME sector across both goods and services sectors; and
- c) enhance the technical competence of institutions in both the public and private sectors on trade policy issues.

2.3 Expected Deliverables / Benefits to the Oyo State

A successful implementation of this Strategy will contribute to the State's aspirations to achieve higher levels of economic growth and development. It will, among other benefits, deliver the following:

- a) Access to new markets and an expanded market share beyond the ECOWAS region for goods and services exported from Oyo State;
- b) Increased foreign exchange earnings, thereby boosting the State's reserves;
- c) Accelerated creation of new and sustainable jobs;
- d) Increased attraction of domestic and foreign investors;
- e) Significant progress in the State's industrialization drive;
- f) Creation of a broader tax base to enhance the State's Internally Generated Revenue (IGR); and
- g) Overall reduction in economic inequalities across genders and regions within the State.

2.4 The Guiding Principles

In implementing this Strategy, the following guiding principles, aligned with the aspirations of Omituntun 2.0, shall apply:

- a) Consolidation: Building on the progress of regional integration achieved within ECOWAS;
- b) Integrity: Upholding the agreed modalities for AfCFTA trade in goods and services;
- c) Transparency: Benchmarking trade policy options against international best practices;
- d) Inclusivity: Ensuring equitable participation in trade by local and foreign entrepreneurs;
- e) Mutual accountability: Subjecting the Strategy to monitoring, evaluation, and periodic review with the support of Nigeria's AfCFTA National Implementation Committee (NIC); and
- f) Sustainability: Ensuring adequate funding to support the successful implementation of the AfCFTA Strategy by promoting increased domestic resource mobilization.





CHAPTER 3: SITUATIONAL ANALYSIS

3.1 External Analysis

Like any other entity, Oyo State must conduct an external analysis of its foreign trade to assess the macro and industry-specific factors that can impede its success in trade and business operations. This will support the identification and optimization of potential opportunities while mitigating threats in the domestic, regional, and global markets.

By conducting external analysis, Oyo State can achieve a clearer understanding of the global environment relating to market access, product pricing, and marketing. This output will inform the formulation, execution, and evaluation of its AfCFTA Strategy. Oyo State businesses can apply such information to adapt to and navigate the complexities of international markets. Their success in maintaining a competitive edge will demonstrate that the State has established strategic planning and risk management to ensure the sustainability of domestic firms and strengthen their capacity to engage in foreign trade under the AfCFTA and in global markets.

PESTEL Analysis:

A PESTEL framework considers the Political, Economic, Social, Technological, Environmental, and Legal factors prevailing in the global environment that may directly affect the business climate.

In examining these factors, it is essential to highlight the following implications:

a) **Political:** Trade policies, tariffs, political stability and regulations in target markets.

The AfCFTA Agreement aims to eliminate at least 90% of tariffs among State Parties. However, State Parties have adopted different timelines, ranging from five to thirteen years, to reach that target. National policies also guide State Parties by setting aside 10% of tariff lines that will not be liberalized, or whose liberalization will be delayed and negotiated at a later stage. This management of tariff liberalization may maintain tariff barriers in some products of interest to Oyo State.

In addition, regulations such as standards, and food safety or health measures may be invoked by targeted State Parties to protect their local industries. These non-tariff measures can rapidly escalate into non-tariff barriers in a free trade area. Bilateral engagements may have to be instituted to lower such non-tariff barriers. Political



instability in some markets may also hinder trade. Regional and global peace are pre-requisite for international trade to prosper.

In this Strategy, the mapping of products to be exported from Oyo State forms part of the measures aimed at mitigating the political threats.

- b) **Economic:** Economic growth, exchange rates, inflation, interest rates and globalization trends.

International trade thrives where the underlying economic fundamentals remain stable over time. Economic growth assumes that industries across all sectors continue to expand while new ones emerge. With stability and growth in place, international trade can serve as a catalyst for industrialization, enabling economies to scale up production in response to rising demand from external markets.

- c) **Social:** Cultural norms, consumer behavior, demographics and social trends in the target market.

These social factors influence consumer patterns. As such, the Strategy must identify appropriate platforms for marketing goods and services to consumers in targeted markets. This must also align with the preferences of the populations in different markets.

- d) **Technological:** Technological advancements, infrastructure and their impact on production, distribution, and communication.

Technological advancements and infrastructure have a direct impact on production, distribution, and communication of goods and services. The adequacy and viability of these factors serve as enablers of modern-day trade. The rise of e-commerce has accelerated trade in goods. Oyo State has made efforts to strengthen its hard infrastructure, especially the road network, as part of its preparation for economic growth.

The successful implementation of this Strategy depends on sustained improvements in technology and infrastructure within Oyo State.

- e) **Environmental:** Environmental regulations, sustainability concerns, and their impact on operations.

Global priorities emphasize environmental sustainability.

Oyo State has achieved significant progress through environmental initiatives. Such initiatives play a crucial role in attracting investors to the State.



- f) **Legal:** Laws and regulations relating to trade, labour, intellectual property, and product standards.

Trade-related regulations, such as those for standards, food safety / health, labour, and intellectual property, may be invoked by targeted State Parties to protect **domestic** industries and consumers. These non-tariff measures can rapidly escalate into non-tariff barriers in free trade areas.

Bilateral engagements with targeted trading partners should be undertaken to lower the risk of non-tariff barriers arising from existing national laws.

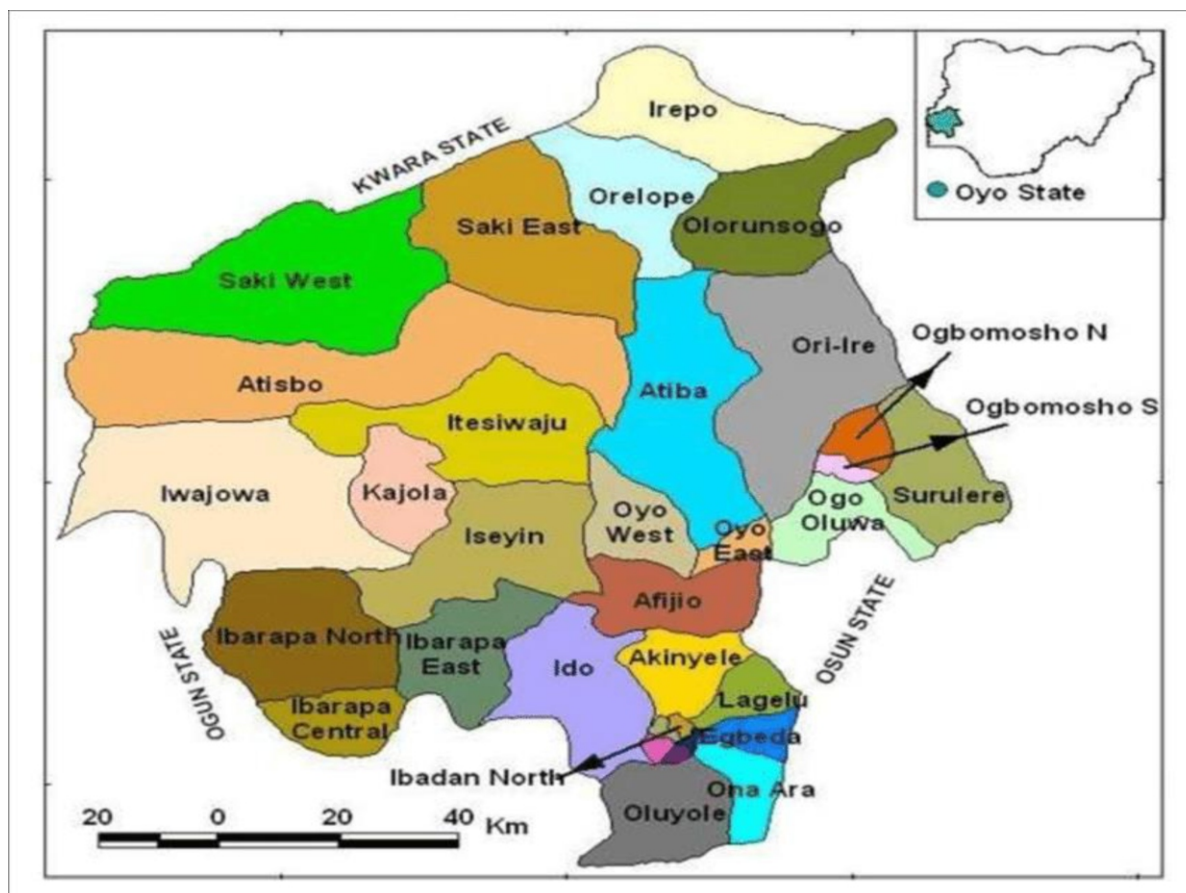
In addition to the PESTEL analysis, there is a need for the Oyo State to undertake industry analyses. The competitiveness of each targeted or potential industry should be evaluated continuously. This includes evaluating the market share that a local product will attract, competition from similar goods from other sources, as well as the threat of new entrants or substitutes. Global trends, such as geopolitical changes and emerging markets, also influence trading partners' preferences. Dedicated market research for gathering specific data on target markets, populations of potential customers, and other factors that may affect consumption patterns should be carefully considered.

3.2 Internal Analysis

3.2.1 Background to Oyo State

Oyo State is one of the 36 States making up the Federal Republic of Nigeria. It lies in the southwestern part of Nigeria and measures about 28,454 square kilometers. The population is estimated at around 8 million. Its economy is characterized by a large number of enterprises with a moderate annual turnover. The average turnover is about USD5,000 to USD100,000 according to data from the MSMEs and medium firms, excluding multi-national companies. As a result, historically, Oyo State heavily depended on allocations from the Federation Account as it had limited capacity for its own IGR. This improvement has been observed since 2019, despite the disruptions caused by the COVID-19 pandemic during 2020–2022. Since 2019, the State has taken steps, including adopting technology, to identify the untaxed bases in both the formal and informal sectors without increasing tax rates or introducing new taxes. It also focused on raising a monthly IGR of N7.5 billion to enable it to rely on the IGR for most of its expenditure on personnel costs.

Map of Oyo State in Nigeria



3.2.2 Oyo State Development Agenda (Omituntun)

In its introduction of the Oyo State Road Map to Sustainable Development, dubbed Omituntun 1.0 (2019–2023), the Government stated: “The state is also noted for its cottage industries, consisting of cotton spinning, weaving, dyeing, leatherworking (sheep and goat skins), wood carving, and mat making. Industries in the State include food and beverages, brewery, publishing, tobacco-processing, wood- and steel-furniture, among others. Oyo State is a peaceful state, reputable for its hospitality and good neighborliness. The state is also blessed with a lot of natural resources (solid minerals, vast arable land, good weather conditions, and water). However, minimal effort has been made to explore these abundant resources.”

Achievements of Omituntun 1.0

In the State’s review of Omituntun 1.0 (2019–2023), it highlighted that it leveraged agriculture and infrastructural development to expand the economy. This led to the growth



of the IGR from a monthly average of about N2 billion in 2018 to N3.9 billion in 2022 – an increase of 90.24%. Infrastructural developments have also mitigated the threats previously posed by deficits in this area on investments.

During Omituntun 1.0, the domestic investments amounted to more than N457.76 billion, with an additional foreign investment of US\$7.74 million. Shell Nigeria Gas was also drawn to establish a gas plant in Oyo State. These levels of investment demonstrated the confidence that businesses had in the State and represented one of the successes of Omituntun 1.0.

Omituntun 2.0 (2023 - 2027)

The State has since launched Omituntun 2.0 (2023–2027) to consolidate the gains in the previous development agenda, with a target to build a N10 trillion economy by 2027. New strategies for sustainable development while maintaining current tax rates will be explored. The introduction of the Oyo State's Strategy for the Implementation of the AfCFTA comes at this critical moment to boost investments in the State.

The Oyo State Roadmap for Sustainable Development 2023–2027 (Omituntun 2.0) has four pillars: Economy, Education, Healthcare, and Security. The Economy pillar caters for Agriculture; Infrastructure; Tourism; Solid Mineral Exploitation; Internally Generated Revenue (IGR); and Ease of Doing Business. The second, third, and fourth pillars cater for Education, Healthcare, and Security, respectively.

The above four pillars are further supported by enablers from cross-cutting sectors including Energy; Water Supply; Environment; Lands, Housing, and Urban Development; Youth Empowerment and Sports Development; Social Inclusion; Women and Child Rights. The Rule of Law aspect is also an overarching enabler.

3.2.3 State's Promises under Omituntun 2.0

Through consolidation of achievements in the foundation built under Omituntun 1.0, the Oyo State Government aimed to build a N10 trillion economy by 2027 from a N4.05 trillion economy in 2023 under Omituntun 2.0. The State introduced new strategies for sustainable development, and the implementation of the AfCFTA is expected to reinforce achievements of Omituntun.

The State aims to continue expanding the domestic tax net to enhance its domestic mobilization capacities for IGR. It will also aim to improve the business environment for the private sector to thrive. Some strategic highlights of the targets the State Government set for itself, which align with the Strategy for the Implementation of the AfCFTA, include:



Agriculture

There is a clear reflection of a regional value chain approach, in the context of strong regional integration. Priorities for policy intervention in this area should include:

- a) Completion of all outstanding agriculture and agri-business projects initiated under Omituntun 1.0;
- b) Continuing to create an enabling environment that will attract local and foreign agri-business investments; and
- c) Reinforcing institutional, policy, and legal frameworks that support the sustainability of private sector investments in Oyo State.

The State aimed to complete the construction of the Akufo, Eruwa, and Ilora Agri-business Industrial Hubs within Omituntun 2.0 and attract local and international agri-business investment into these hubs.

Youths who had already been trained in agri-business will continue receiving enterprise support, while more youths and other young aspiring entrepreneurs will be empowered at a rate of 1,675 persons each year. Additionally, by 2027, a total of 30,000 farmers are expected to be included in the State's biometric register. To guarantee the sustainability of investments in agri-businesses, the State undertook plans **to** provide capacity development for 50 agricultural extension officers and agri-business advisory officers in each of the 33 local government areas through digital extension services by 2025.

Infrastructure

The State was to complete the road projects from Omituntun 1.0 and extend and rehabilitate more roads through the Oyo State Road Maintenance Agency (OYSROMA) on an ongoing basis. A Federal highway has also been rehabilitated to enhance transportation routes in Oyo State.

The private sector participants will be engaged in the resuscitation of such infrastructure as the Agbowo Shopping Complex in Ibadan; Pacesetter Juice Factory, Oko; and the Eruwa Cashew Farm Plantations, for completion by 2027. A project for the upgrading of the Ibadan Airport to international standards was also scheduled for implementation in Omituntun 2.0.



The State further aimed to collaborate with the Nigeria Railway Corporation to develop an intra-city rail train system linking Omi Adio–Dugbe–Sango–Olodo–Erunmu and using the old rail line as a guide.

Environmental Management

Implementation of the Ibadan Urban Flood Management Project (IUFMP) saw the completion of the building of drains, culverts, and bridges in 17 communities, as well as the rehabilitation of the Eleyele Water Dam. This provided protection to 20,476 buildings, with 122,856 beneficiaries, from the risk of flooding.

A Waste Management Audit led to the appointment of a new Waste Management Task Force, with a mandate to execute the new waste management architecture. 330 ad hoc Environmental Health Officers were engaged for the sensitization and enforcement of environmental laws. Other projects aimed at reducing flood risk in Oyo State were planned under Omituntun 2.0.

3.3 SWOT Analysis

An assessment of the State's strengths, weaknesses, opportunities, and threats in its implementation of the AfCFTA Strategy can help it optimize its strengths and opportunities, while applying mitigation measures for the weaknesses and threats.

Table 1: SWOT Analysis in the implementation of the AfCFTA Strategy

Strengths	Weaknesses
• Abundance of natural resources • Arable land mass • Expanding infrastructure (airport, road, rail) • Political stability (peace) and autonomy • Positive credit rating (Fitch, 2024²) • Stable and low tax rates • Strong development foundation from Omituntun 1.0 and 2.0 • Sustainable domestic revenue mobilization • Potential for economic diversification	• Limited economic diversification • Weak productive supply capacity • Export capacity constraints • High dependence on imports • Inadequate research and development capacity • Fragmented supply base • Infrastructure gaps • Cumbersome trade procedures

² <https://www.fitchratings.com/research/international-public-finance/fitch-affirms-oyo-state-long-term-idr-at-b-outlook-positive-08-11-2024>

Strengths	Weaknesses
• Expanding infrastructure and energy supply for industrial development • Leverage on Federal institutional capacity in the implementation of the AfCFTA Strategy • Established institutions of higher education • High level of State and private sector cooperation in implementation of development projects • Agency collaboration to facilitate investments and trade	• Bureaucratic regulatory and administrative processes • Limited access to capital / finance • Inadequate storage facilities

Opportunities:	Threats:
• Access to an ECOWAS and AfCFTA markets • Access to a sea port and proximity to Lagos (Federal capital) • Capacity for bilateral trade engagements with AfCFTA State Parties • Capacity for establishment of AfCFTA SEZs • Excess labour for the primary sector • Increasing interest from foreign investors • Potential for export opportunities for agri-business products • Potential for renewable energy • Potential to attract tourist flows • Potential to participate in regional / continental value chains	• Conflicts, political tensions and insecurity in the region • Food insecurity, droughts, and water scarcity (impact of climate change) • Fluctuations in global demand and prices of commodities • High costs of production and logistics • Lack of adequate skills for industrial development • Limited foreign exchange to support high levels of imports of capital goods and services • Uncertainty in global geopolitics • Vulnerability of MMSEs and infant industries





CHAPTER 4: STRATEGIC PRIORITIES

4.1 Strategic Context

The strategic context of this Strategy is developed along the merits of the hub and spoke system, state-anchored clusters, the Marshallian concept, as well as the integration of the SEZ-based clusters with an anchor firm approach. Full leverage on the merits of these concepts will create wider opportunities for diversification of the economy in Oyo State and the development of sustainable value chains.

In an effort to optimize the benefits **of** the merits of the above concepts, production of agricultural produce and value-added industrial products should be scaled up to take full advantage of the agri-processing opportunities in Oyo State. This requires strengthening the backwards and forwards linkages of the different components along the value chains, including:

- a) Agricultural produce;
- b) Agro-business / industrial products;
- c) Services: internal / inward tourism / cultural offerings; and
- d) Other services for export to other States in Nigeria and AfCFTA State Parties.

In the medium-to-long term, an Oyo State AfCFTA Trading Company should take over the strategic management of the AfCFTA Strategy to accelerate export volumes. The Company can be formulated as a dedicated project for Oyo State in the medium term.

4.2 The Hub and Spoke System Explained

The agro-based multi-tenancy clusters can be developed as part of the hub-and-spoke farming approach around them. The hub-and-spoke system will be based on groups of larger agri-businesses competing in the same market, surrounded by smaller supply farmers. Spokes will branch off from the hub; in this example, spoke farms serving as tenants within the hub or residing within a designated radius of the hub farm, or any reasonable distance depending on their geo-spatial value impact.

The hub farm or lead farmer:

- a) supplies resources and expertise to spoke farms, providing the materials and support necessary to ensure sustainable farming practices are prioritized;
- b) guides spoke farmers through the farm management processes, providing educational materials, and responding to their needs as they arise;



- c) at the end of the season, the hub buys the produce from each farmer and pays competitive prices; and
- d) the hub will have substantial links to suppliers, competitors, and customers to execute the sales and distribution of this produce.

4.3 State-Anchored Clusters

The already established state-owned agro-enterprises can be an alternative state-anchor or aggregator to the envisaged Oyo State AfCFTA Trading Company. They would provide value chain programs or services for crop production to address two major interrelated challenges:

- a) Food price dilemma: how to keep farm prices high enough to provide production incentives for farmers, while at the same time keeping them low enough to ensure poor consumers' access to staple food; and
- b) Food price instability and insecurity: this is a major challenge, driven up by several factors, including climate change, low stocks, and unstable commodities markets.

This Strategy will stimulate productivity in the agriculture sector, given the ease of compliance with the AfCFTA RoO. In an effort to meet the export demand, the sector will directly contribute to food security, as export volumes should ordinarily be in excess of domestic demand. With the benefits of value addition, Oyo State will benefit from products of higher nutritional value. Affirmative dedication of support for women and youths will guarantee inclusivity in the agro-sector.

4.4 Benefits of the Marshallian Concept

In this approach, cluster development becomes dependent on the growth of large and mainly anchor firms or lead farmers, who will act as marshals within the clusters. This cluster-based approach will provide increased efficiency for the marginalized small producers so that they can be integrated into formal value chains, in the following manner:

- a) demand-driven production;
- b) small producers will focus on the core business of production;
- c) processing location centers, e.g., agro-processing centers, to facilitate export market demand;
- d) transport players handle logistics; and
- e) anchor tenants marshalling the establishment of rural collection and distribution centers, sorting or grading, packaging, storage, and sourcing markets.



The Marshallian concept will help to ensure that different value chain actors, stakeholders, or even other State agencies, can run and operate in shared environments and on premises with basic infrastructure (ICT, drainage systems, utilities, internal roads, etc.). In addition, this will help to lower the barrier of entry by providing farmers with seeds, animals, veterinary care, fencing, and watering or feeding systems necessary to begin crop and livestock farming. In addition, a single enterprise or several large enterprises may act as hubs, surrounded by smaller and dominated suppliers.

4.5 Integration of the SEZ-Based Clusters with Anchor Firm Approach

In hindsight, the tenancy cluster model can work better when applied for greenfield hub farms. Therefore, new hub farms should be identified within designated SEZs and leased to anchor firms or lead farmers, who will in turn masterplan them and sub-lease partitioned pieces of land to potential entrepreneurs for the production of priority products using the most advanced, efficient, and latest technologies.

To ensure the success of economic zone-based clusters, a complementary anchoring programme will be required, which is based on four stages designed to target lead firms or anchor enterprises within the value chains.

- a) Stage 1: analyze the value chains and select anchor firms or lead farmers for priority sectors and products (e.g., processors, wholesalers, distributors, etc.) in the end markets;
- b) Stage 2: Enter strategic collaborations and partnerships with the identified anchor firms or lead farmers to develop and implement joint supplier development programs to tackle the key barriers facing SMEs to integration and upgrading into value chains;
- c) Stage 3: Identify and strengthen the value chain actors within the clusters. The programmes, as developed in stage 2 above, should differentially target market types and systems with tailored strategies to help strengthen vertical linkages and enhance their capacity, productivity, and quality of their produce; and
- d) Stage 4: Foster the provision of financial services as a cross-cutting catalytic element of the programme.

This process should involve working with financial institutions to develop new products and services specifically for anchor firm clients.



CHAPTER 5: PRIORITY SECTORS, PRODUCTS AND MARKETS

5.1 Priority Products

To truly capitalize on Oyo State's comparative advantages, the agro-based multi-tenancy clusters model should focus on meeting the challenges of connecting supply and demand at the opposite ends of the value chains. Therefore, while formulating cluster development initiatives, it is crucial to aim at aiding the ease of aggregation and coordination of commodities, and enhancing farming methods by adopting cutting-edge agricultural technology in key products that hold significant export potential under the AfCFTA.

Priority will be given to the development of the agri-business and agriculture sectors, as well as tourism, as follows:

Crops Production

- a) Cassava: with increasing demand for cassava derivatives in various industries, this crop presents enormous processing and export opportunities.
- b) Maize: a versatile crop used in food production and animal feed; maize has a growing market across Africa.
- c) Yams: as a staple food in many African countries, yams from Oyo State could find new markets under AfCFTA.
- d) Cashew nuts: the global demand for cashews continues to rise, offering lucrative export possibilities.
- e) Shea butter: with Nigeria producing more than 50% of 350,000 tonnes of shea nuts among West African states, Oyo State has the potential to produce at least 20,000 tonnes per year for use in the cosmetics, food, and confectionery industries.

Livestock Production

While crop production is the dominant agricultural sector in Oyo State, livestock and fishing can also contribute significantly to the success of this Strategy.

Tourism

By taking advantage of AfCFTA, Oyo State can attract international tourists by showcasing its cultural heritage, historical sites, and natural attractions. This can be achieved through attracting student groups and tech-based businesses from neighboring countries.



5.2 Development of Value Chains

The current constraints in the value chain call for measures to augment the current Omituntun 2.0 initiatives along a holistic and coordinated approach to drive reforms that will enable the successful implementation of this Strategy. As highlighted in Chapter 4, the merits of the hub-and-spoke system, state-anchored clusters, the Marshallian concept, as well as the integration of the SEZ-based clusters with an anchor firm approach, can aid the development of value chains in Oyo State.

Other reinforcing approaches to be adopted by the State to position SMEs for growth into formal value chains, and to ease the aggregation and coordination of priority sectors and products for quick results, include:

a) **Exchange-based market reforms**

An exchange-based market reform system is required to differentially target market types and market systems with tailored strategies to promote domestic production capabilities. This can be done through the establishment of a commodity exchange, which will provide increased efficiency for the marginalized smallholder producers in the rural areas so that they can be integrated into formal value chains.

While there are several entities that can facilitate commodity trading, particularly in agricultural products, there is no established or widely recognized "commodity exchange" in Oyo State, in the same way as a formal stock exchange. A commodity exchange is uniquely positioned to play a catalytic role as a parallel market for value chain clusters. A call for action is for the State to adopt an inclusive market system development with a pyramidal structure of reforms, with the commodity exchange at its apex. At the heart of the envisaged commodity exchange should be a warehouse receipt system, in which:

- i) exchange-certified warehouses are developed in strategic locations across the State for secure storage;
- ii) stored commodities are tested and certified for compliance with international quality standards; and
- iii) independently tested and certified commodities are issued with warehouse receipts.

These receipts can be used by commodity producers or traders as collateral to obtain funding from financial institutions.



At the base of the pyramid, local depots can be established, to which typical small-scale producers can bring their produce and find:

- i) qualified persons to weigh and test their products; and
- ii) small-scale traders or aggregators will compete with each other to buy the farmers' output.

b) Integration of Economic Zone-Based Clusters

Oyo State is actively developing SEZs to boost industrial and commercial activity. These zones include the Moniya Industrial Park, an Ibadan Commercial Hub, and agro-industrial zones. These SEZs can be uniquely positioned as industrial nodes within the commodity exchange ecosystem to:

- i) act as catalysts for regional value chains, attract foreign direct investment, and foster industrial development, while the AfCFTA provides larger market access and reduces trade barriers, thereby amplifying these benefits; and
- ii) be placed at the center of implementation of the strategy, where experimenting, manufacturing, innovation, and learning can happen behind protective barriers, and the final product can then be exported to the targeted markets.

Beyond the agro-based sector, there is an opportunity to include other value chains, for example, in automobiles and pharmaceuticals.

5.3 Targeted Market Opportunities

The market access target in the AfCFTA has been agreed upon with an understanding that State Parties will eliminate at least 90% of tariffs. Policy space has been accorded by the State Parties in setting aside 10% of tariff lines for sensitive and other products to be excluded from tariff liberalization. This approach to tariff liberalization may retain tariff barriers in some products of interest to Oyo State.

In this Strategy, the mapping of products to be exported from Oyo State is most critical to direct efforts and all resources towards the production of products with potential duty-free access to State Parties' markets. In this context, the Strategy provides a framework for advisory services to manufacturers / producers to comply with AfCFTA RoO. Nigeria and other State Parties' Designated Competent Authorities will have to be engaged for the registration of originating products to be accorded preferential treatment in the importing countries.



As such, the targeting of markets for products from Oyo State, and Nigeria at large, will be an outcome of the work of the designated TWGs successfully mapping the products that would, from time to time, enjoy reduced tariffs in State Parties. Oyo State has to leverage or initiate processes with the Federal Government to conclude reciprocal exchanges of tariff concessions with the targeted State Parties.

A similar approach will be required to identify the markets in State Parties where trade in services would be open for service operators from Nigeria.

5.4 Role of Private Sector

The role of the private sector in the AfCFTA has received significant emphasis at many forums engaging on the prospects for Africa under the AfCFTA. In one such engagement, UNECA shared its views that the private sector was crucial to the AfCFTA. The private sector has a role in driving industrialization, economic development, and job creation through its significant contributions to production, investment, and employment. The success of the AfCFTA's implementation will largely depend on the private sector making the following key contributions, according to the UNECA publication.

Driving economic transformation

The private sector is vital for sustainable economic development and job creation, as it accounts for the majority of production, investment, and employment in Africa.

Catalyst for growth

The AfCFTA aims to increase intra-African trade significantly, a process largely reliant on the private sector's ability to produce and export high-quality goods and services.

Fostering industrialization

The private sector, in partnership with governments, is expected to lead industrial development and integrate Africa into continental and global value chains, boosting the region's economic capabilities.

This Strategy advocates for public-private sector engagements, partnerships, and all forms of collaboration for the implementation of the AfCFTA in Oyo State. While the government can strive for a more conducive business environment, including sacrifices through tax concessions, it is the private sector that can ensure optimal benefits for the citizens of Oyo State. Furthermore, the private sector should take initiatives to support MSMEs, youth, women, and other vulnerable groups to actively participate in the AfCFTA.



CHAPTER 6: IMPLEMENTATION FRAMEWORK

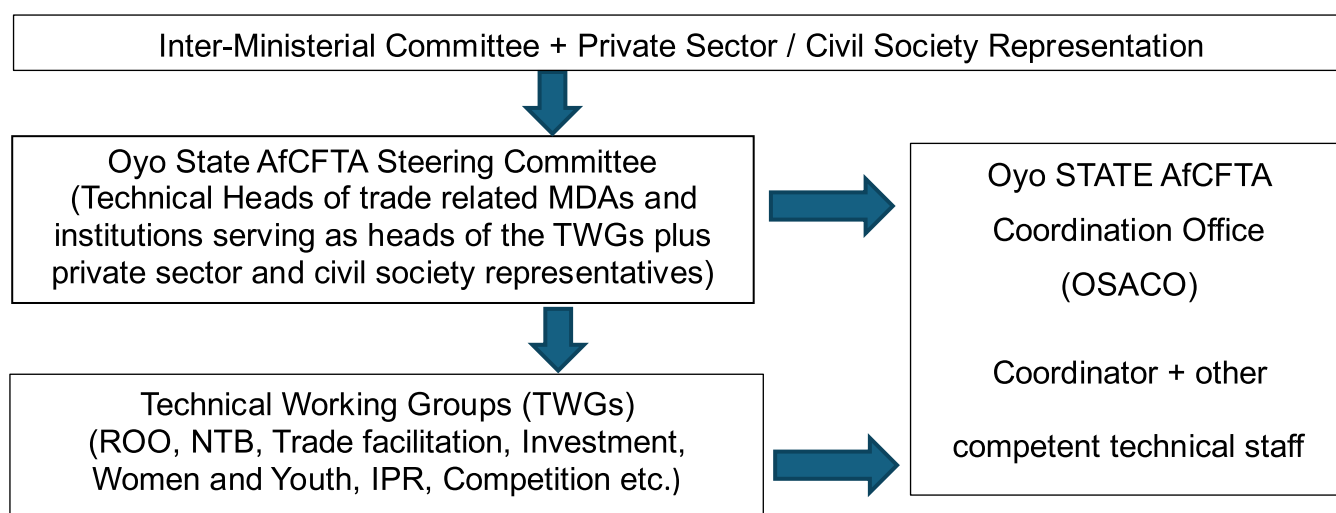
6.1 Implementation Mechanism and Structure

At the State level, there is a need to establish vibrant structures to serve as a pivot for the implementation of the AfCFTA, around which the entire state programme will revolve. The effective functioning of these bodies and the smooth operationalization of the entire AfCFTA programme should be guided by carefully defined mandates geared towards strengthening the entire process and promoting the vision of the State. There shall, therefore, be established an Oyo State AfCFTA Sub-national Implementation Committee (S-NIC). The ToRs for the S-NIC are detailed in Annex III.

The S-NIC shall comprise the following structures:

- Inter-Ministerial Committee (IMC)** – providing leadership and overall policy guidance for the smooth implementation of the AfCFTA;
- Oyo State AfCFTA Steering Committee** – providing technical guidance and monitoring of the implementation of the entire AfCFTA Programme in Oyo State;
- Technical Working Groups (TWGs)** – these serve as specialized sub-committees focused on key areas such as trade facilitation, NTBs, private sector engagement, capacity building, and completion of policies that are aligned with the various Protocols and Annexes of the Agreement. Each TWG shall comprise technical experts and stakeholders from relevant sectors to ensure focused and actionable outcomes; and
- Dedicated Secretariat** – a semi-autonomous and fully resourced Secretariat to enhance AfCFTA operations. The Secretariat shall be responsible for coordinating all AfCFTA activities and operations.

Proposed Oyo State AfCFTA Implementation Structure





Roles and Responsibilities of the Various Structures

Inter-Ministerial Committee (IMC)

The Inter-Ministerial Committee is the policy oversight body responsible for ensuring State policy development, guidance, and compliance with the AfCFTA.

The main function of the IMC is to ensure that participation in the AfCFTA is in line with State and Federal Government development strategies and policy objectives. It provides political leadership and guidance on critical issues and ensures that **the State's** commitments in respect of the AfCFTA are executed to their fullest. It ensures the Governor is kept abreast of AfCFTA matters and receives periodic reports on the AfCFTA from the State Minister of Trade and Industry.

Oyo State AfCFTA Steering Committee

The Oyo State AfCFTA Steering Committee shall be made up of the Chairpersons of the Technical Working Groups mandated for boosting trade in Nigeria and between Oyo State and other AfCFTA State Parties. The AfCFTA Steering Committee shall provide strategic guidance and direction for implementation, and advisory inputs for policy alignment to the IMC. It shall also review the programs of the Coordinating Office and provide guidance in the implementation process. The Steering Committee reports to the IMC.

Technical Working Groups (TWGs)

The TWGs provide technical expertise and support for the implementation of the Agreement, focusing on specific thematic areas related to trade and economic integration. These groups are essential for developing and implementing sector plans and programmes, and for ensuring that the AfCFTA's objectives are effectively translated into practical measures.

Oyo State AfCFTA Coordination Office (OSACO)

(OSACO) shall be a focal point for coordinating the State government's strategic programmes in response to the AfCFTA. It will serve also as a liaison office between the MOTIIC and other stakeholders in Oyo State, Nigeria and beyond, on AfCFTA matters. It shall operate as a semi-autonomous body with oversight of its activities by the AfCFTA Steering Committee and the IMC.



6.2 Defined Implementation Plan

Strategic Objective 1: Consolidate the milestone achievements attained under Omituntun 1.0 and Omituntun 2.0

Table 2: Consolidation of Omituntun Initiatives

Strategic Initiatives / Activities
1. Identify completed projects under Omituntun 1.0 and 2.0 for enhancements and delivery of high economic and social impact. This calls for a detailed review of milestones in each element of the Economy Pillar (agriculture, infrastructure, tourism, etc.), as well as other sectors such as energy and environment, in relation to trade under the AfCFTA.
2. Mobilize support for investment in agro-processing clusters
3. Acceleration of ongoing projects for delivery of high economic impact in 2025. Requisite resources for ongoing projects have to be mobilized to guarantee delivery of set targets.

Strategic Objective 2: Identify readily open markets for goods produced in the Oyo State considering the applicable AfCFTA RoO and tariff reduction in each market (Protocol on Trade in Goods)

Table 3: Initiatives to identifying readily open markets

Strategic Initiatives / Activities
1. Engage in economic diplomacy to improve trade relations (refer to Chapter 7 for details of economic diplomacy).
2. Identify the top 10 products at the Federal as well as at Oyo State levels that can be exported against each of the AfCFTA RoO criteria during 2025 using market intelligence.
3. Obtain information on regulatory requirements in importing markets through the export promotion agencies in Oyo State and at the Federal level.
4. Assess the competitiveness of logistics for exports from Oyo State
5. Negotiate the exchange of e-Certificate of Origin with trading partners



Strategic Initiatives / Activities
6. Build capacity for the application of the AfCFTA RoO, HS and use of the AfCFTA e-Tariff
7. Establish customs cooperation / mutual administrative arrangements with customs authorities in destination markets for trade facilitation and the enforcement of risk management.

Strategic Objective 3: Mobilize financial and technical support

Table 4: Initiatives to mobilizing financial and technical support

Strategic Initiatives / Activities
1. Establish partnerships with the private sector and development partners for financing targeted at the needs of SMEs
2. Strengthen capacity for the mobilization of the IGR (including tourism and other service levies)
3. Promote access to finance by the export-oriented the productive sectors as well as MSMEs

Strategic Objective 4: To strengthen the national quality infrastructure required for producers of goods to adjust procurement and production processes of materials in order to adhere to the regulatory requirements applicable in the AfCFTA markets.

Table 5: Initiatives to strengthening the national quality infrastructure

Strategic Initiatives / Activities
1. Build institutional capacity of accreditation bodies in the State
2. Oyo State Standards Bureau to engage standards authorities in destination markets
3. Build capacity for manufactures to adhere to applicable standards

Strategic Objective 5: To build the productive capacity and export-readiness of the MSME sector for both the merchandise and services sectors (Protocols on Trade in Goods and Trade in Services)



Table 6: Initiatives to build the productive capacity and export-readiness of the MSME sector

Strategic Initiatives / Activities
1. Build capacity of farmer / producer organizations and associations in export procedures
2. Strengthen the capacity of Research and Development
3. Develop and implement an import substitution strategy and its action plan
4. Initiate mechanism to provide trade finance to the manufacturers and the MSME sector with capacity to export their products
5. Participation at inter-State and international trade exhibitions

Strategic Objective 6: To raise the technical competence of both the public and private sectors in trade policy issues

Table 7: Initiatives to raise the technical competence of both the public and private sectors in trade policy issues

Strategic Initiatives / Activities
1. Conduct outreach and capacity building in value chain programmes
2. Identify State agencies to be trained in trade policy diplomacy
3. Training of Trainers for institutional capacity building and sustainability
4. Put in place policy frameworks for economic development and diversification

Strategic Objective 7: To publicize potential business opportunities arising from the implementation of this Strategy



Table 8: Initiatives to publicize potential business opportunities

Strategic Initiatives / Activities
1. Set up institutional framework for the implementation of this Strategy AfCFTA
2. Establish communications, stakeholder engagements targets for the implementation of this Strategy
3. Mandate the national AfCFTA Implementation Committee to align, monitor and evaluate the milestones achieved under this Strategy to the Omituntun 2.0
4. Sensitization of stakeholders on the opportunities created under the AfCFTA
5. Implement a “OYO STATE PRIDE MARK” brand through: a) Annual Oyo State AfCFTA Forum (every April) b) Hosting exhibitions and cultural festivals c) Public – private sector engagements d) “Buy Oyo State Product” campaigns
6. Stakeholder awareness programme to be undertaken in partnership with Federal AfCFTA IC and other development partners (AfDB, Afreximbank, UN Agencies, GIZ, private sector etc.)

6.3 Monitoring and Evaluation

The need for a robust framework for successful implementation and monitoring of the AfCFTA in Oyo State cannot be overemphasized. This is more evident in terms of ensuring effective coordination, compliance, and evaluation at the state level. Oyo State's strategic location and economic structure, coupled with its leadership, has made it a strategic player in the implementation of the AfCFTA in Nigeria and beyond. It is against that backdrop that the State requires a well-structured institutional framework geared towards promoting its vision and harmonizing efforts with other players in order to maximize the benefits of AfCFTA.

The successes of this Strategy will be monitored through the Logical Framework attached as Annex I. AfCFTA implementation oversight structures of Oyo State will provide strategic and technical guidance, as well as the allocation of requisite resources for the implementation of this Strategy in alignment with commitments made at the Federal Government level regarding trade arrangements.



Annex II provides a sample guideline on how the product mapping can be initiated based on the AfCFTA legal instruments, the HS, and the tariffs gazetted by the respective State Parties. Manufacturers / producers will have to avail details of their products to a TWG on Product Mapping for appropriate advice to be given to them to comply with RoO. Each State Party's Designated Competent Authority will have to be engaged for the registration of the originating products to be accorded preferential treatment in the importing countries.

The following recommendations are designed to secure the sustainability of this Strategy in the immediate, short, and medium- to long-term.

Quick Win Actions

These are interventions to be undertaken in a period of up to three months. They are visible and impactful actions which require no regulatory or major structural changes to support the strategic objectives outlined in Chapter 4. These include leveraging the achievements attained under Omituntun 1.0 and Omituntun 2.0 (Strategic Objective 1). Specific projects that have been completed or are in ongoing phases will be accelerated to deliver targeted outcomes.

Pursuant to the objectives in the AfCFTA Protocol on Trade in Goods, the State has to identify readily open markets for goods produced in Oyo State, considering the applicable AfCFTA RoO and tariff reduction in each market (Strategic Objective 2). Annex II to this Strategy provides a guideline on the scope of methodology to be used in evaluating the readiness of markets in the AfCFTA State Parties. The exercise will require a meticulous assessment of producers' potential capacity to meet demand in the ready markets, as well as full compliance with the AfCFTA RoO. Non-tariff measures such as standards and import permits would have to be complied with as may be applicable in the importing countries.

Immediate financial and technical support (Strategic Objective 3) has to be dedicated to these quick-win actions. As provided in Strategic Objective 7, there is a need to publicize potential business opportunities arising from the implementation of this Strategy so as to attract both domestic and foreign investors. Media engagements about the implementation of this Strategy would be crucial for public and investor awareness.

It is also recommended that Oyo State participates at the 2025 IATF in Algeria to showcase the potential for tourism and other investments in Oyo State.



Short-term Actions

These actions should be achievable in a period of 3 to 12 months. They may require minor regulatory or structural changes to secure SMEs' support for growth in priority products and market opportunities, as well as scaling up productivity by established manufacturers.

A strong national quality infrastructure is required for producers of goods to adjust procurement and production processes of materials in order to adhere to the regulatory requirements applicable in the AfCFTA markets (Strategic Objective 5). To make products from Oyo State competitive in African markets, there is a need to strengthen the laboratories for metrology. This will give assurance to buyers in foreign markets about the compliance of goods sourced from Oyo State.

Under Strategic Objective 5, the Strategy recommends that enterprises be supported to scale up productivity in pursuit of emerging markets in the AfCFTA. The MSMEs also have to build productive capacity and export-readiness. Dedicated capacity building, based on the findings of the product mapping, has to be given to all enterprises with the capacity to export to AfCFTA markets. Another initiative would be to raise the technical competence of both the public and private sectors in trade policy issues (Strategic Objective 6). This will provide enterprises with adequate guidance from State and private sector agencies such as the chamber of commerce and academia.

In addition to existing trading arrangements in ECOWAS and AfCFTA, it is recommended that the State engages in more economic diplomacy. The State can advance its economic objectives by securing early access to AfCFTA markets that will, in turn, help in attracting foreign investment given the opportunities that would have been created.

New trade negotiations, investment treaties, and foreign aid can be initiated by the Government in liaison with businesses and other stakeholders. The State can set targets for bilateral trade engagements (guided by product mapping and aimed at breaking trade barriers) with at least three countries in the short term.

Medium- to Long-term Actions

The medium- to long-term actions in this Strategy require the State to embark on more innovative initiatives to ensure self-reliance and sustainability.



New Projects

Project 1: Setting up an Oyo State AfCFTA Trading Company

Taking a private sector approach, Oyo State can explore setting up an AfCFTA Trading Company. This company will be responsible for harnessing trade promotion measures with a goal to increase trading by Oyo State firms in AfCFTA markets. Oyo State should solicit appropriate support from development partners in setting up and operationalizing its AfCFTA Trading Company in the short to medium term.

A consolidated products basket resulting from the product mapping exercise would be the basis for focusing trading efforts in AfCFTA markets. A disaggregation for products produced in different States in Nigeria would be ideal.

Project 2: AfCFTA SEZs

Another project can focus on scoping the requisite infrastructure for an AfCFTA SEZ. The gaps in the existing economic zones should be addressed so that some of the zones can be upgraded into AfCFTA SEZs.

Project 3: Shea butter

Shea nuts provide essential ingredients in major industries in Oyo State, such as cosmetics, pharmaceuticals, and food and confectioneries. A project to consolidate the value chain from small-scale farmers (women and youth picking the nuts) to the processing and export of shea products has to be explored. Oyo State has the potential of producing up to 20,000 metric tonnes of shea nuts. Shea butter products already have a reputation in international markets.

Project 4: “Made in OYO” Pride Mark

Strategic Objective 7 aims at the State publicizing potential business opportunities arising from the implementation of this Strategy. The State can secure technical assistance from development partners for the establishment of a “MADE IN OYO” pride mark as a project to market the range of products available in Oyo State. Hackathons for the branding of products made in Oyo State can help in spreading awareness about the AfCFTA, especially in the early days of rolling out the AfCFTA Strategy.



Project 5: Setting up an Oyo State “One-Stop-Shop” Portal

There is a need for a “One-Stop-Shop” about the business opportunities and product range in Oyo State. This requires adequate infrastructure for the ease of doing business to be put in place. The starting point would be a portal with information on the State. At strategic sites, including borders, information desks can be set up to provide information about business opportunities in the State. Marketing across all media options will complement the “One-Stop-Shop.”

In collaboration with the Federal Government, Oyo State can initiate the establishment of a federal trade information portal similar to the ones in Rwanda and Uganda. These portals are accessible on:

<https://rwandatrade.rw/> (short video:

<https://player.vimeo.com/video/262518079?h=cc229ab62c>), and

<https://ugandatrades.go.ug/> (short video accessible on the tab “How does it work?”) respectively.

Other initiatives to publicize the business opportunities and products produced in Oyo State can include:

- a) Annual Oyo State AfCFTA Forum (every April) hosting exhibitions, public – private sector engagements and engagements with development partners; and
- b) Oyo State participating in trade fairs and exhibitions in targeted AfCFTA State Parties.



CHAPTER 7: COMMUNICATION STRATEGY

7.1 Overview

Communication is central to the successful implementation of the Oyo State AfCFTA Strategy. Consistent with the current phase of AfCFTA implementation, communication must serve as a bridge between policy and practice, ensuring that stakeholders clearly understand the objectives, progress, and impact of AfCFTA. Strategic communication transforms commitments into action by fostering awareness, transparency, and stakeholder engagement.

The communications strategy will ensure that there is a comprehensive and timely dissemination of information to all stakeholders about the AfCFTA. Continuous sharing of relevant information will sustain stakeholder interest, attract investment, and encourage participation in the opportunities arising from the implementation of the AfCFTA.

Communication efforts will draw on multiple platforms, including traditional and digital media, public dialogue, and community-based outreach, to ensure accessibility and visibility. The content will be tailored to the needs of specific audiences, recognising that women, youth, MSMEs, business associations, and the wider public require different approaches. Audience segmentation will therefore be guided by demographic factors such as age, gender, economic activity, region, and levels of understanding, so that messages remain relevant, inclusive, and impactful.

7.2 Objectives

The objectives of the Communications Strategy will be guided by the desire to:

a) Support development goals

The Communications Strategy will contribute to the broader developmental agenda of Oyo State by promoting its role in AfCFTA implementation. Effective communication will highlight how integration into continental markets supports industrialisation, job creation, and inclusive growth at the sub-national level.

b) Inform and educate stakeholders

A central objective is to provide consistent, accurate, and timely information on the scope and benefits of the AfCFTA. This will ensure that the trading community, MSMEs, youth, women, and other stakeholders are well-informed and able to take advantage of the opportunities created under the Agreement.

c) Build brand awareness and reputation



The strategy will strengthen awareness of products and services originating from Oyo State, positioning them within AfCFTA markets and reinforcing Nigeria's role in continental trade. By building visibility and credibility, communication will enhance the reputation of Oyo State's goods and services and promote the "Made in Oyo" identity.

d) Foster engagement and dialogue

The Communications Strategy will deepen engagement between government, business, and trade stakeholders by promoting dialogue and collaboration. This will create trust, encourage private sector participation, and ensure that stakeholders remain active partners in the State's AfCFTA journey.

7.3 Principles and Protocols

The Communications Strategy will be guided by principles that ensure credibility, alignment, and impact during the current phase of AfCFTA implementation. These principles will frame how Oyo State communicates with its stakeholders and the wider public.

a) Transparency

All communication will be clear, factual, and timely, ensuring that stakeholders receive accurate information about AfCFTA implementation and opportunities.

b) Inclusivity

The strategy will promote equitable participation by deliberately targeting women, youth, MSMEs, and vulnerable groups to ensure that the benefits of AfCFTA are widely shared.

c) Credibility and consistency

Messages will maintain coherence with AfCFTA's continental identity and protocols, safeguarding the integrity of both the State and the Agreement while promoting trust among stakeholders.

d) Engagement and dialogue

Communication will not only transmit information but also create space for two-way dialogue, encouraging feedback from stakeholders and strengthening collaboration.

e) Alignment with development goals

Annex I: Logical Framework

The successes of the Strategy will be monitored through this Logical Framework that seeks to highlight the key performance indicators for the execution of specific activities. The expected results and means of verification are also outlined for purposes of monitoring and evaluation.

Strategic Goal and Activities	Timeline (Months)	Purpose	Expected Results	Proof of Execution	Means of Verification
Goal 1: To consolidate the achievements attained under Omituntun 1.0 and Omituntun 2.0					
Identify completed projects / initiatives	1 – 3	Enhancement and delivery of high economic outcomes	Outline of enhancement measures to be implemented	List of targeted projects / initiatives	Assessment reports for Economic transformation as planned in Omituntun 1.0 and 2.0
Acceleration of on-going projects	1 – 3	Completion and implementation of outstanding work	Outline of project acceleration measures to be implemented		
Goal 2: Identify readily open markets for goods produced in the Oyo State considering the applicable AfCFTA Rules of Origin and tariff reduction in each market (Protocol on Trade in Goods)					
Engage in economic diplomacy to improve trade relations	1 – 6	Mapping of products for the targeted markets	Bilateral trade agreements with up to 5 countries in 2026	Draft / Final Agreements in place	List of new bilateral engagements and agreements



Strategic Goal and Activities	Timeline (Months)	Purpose	Expected Results	Proof of Execution	Means of Verification
List the top 10 products at Federal Government as well as at Oyo State levels that can be exported against each of the AfCFTA RoO criteria (market intelligence)	1 – 6		Mapped products per AfCFTA RoO criteria aligned to productive capacities of companies in Nigeria in general and Oyo State.	Handbook of goods eligible for export in AfCFTA that fulfill standards in importing countries	Increase in exports from Oyo State using the AfCFTA Certificate of Origin
Obtain information of regulatory requirements in importing markets through the Export Promotion Agencies in the Oyo State and at Federal level	1 – 3	To guarantee full compliance with regulations in destination countries	Information supplied to producers in Oyo	Producers' access to regulatory information in selected markets	Surveys for exporters
Assess the competitiveness of logistics for exports from Oyo State	1 – 3	To assess the level of ease of accessing the targeted markets	Shipping costs evaluated Trade procedures streamlined	Catalogue of logistics providers and related costs	Surveys for exports sector players
Negotiate the exchange of e-Certificate of Origin with trading partners	1 – 12	Mitigation of origin fraud Increase in exports using the AfCFTA Certificate of Origin	e-CoO mechanism operationalized during 2026	Number of registered exporters for e-CoO	% ratio of exports using the e-CoO



Strategic Goal and Activities	Timeline (Months)	Purpose	Expected Results	Proof of Execution	Means of Verification
Build capacity for the application of the AfCFTA RoO, HS and use of the AfCFTA e-Tariff	1 – 18	Enhanced competitiveness due to duty free access and reduced border delays	Trade officials and logistics agents trained	Number of training sessions and trained persons	Training reports / certification
Establish customs cooperation / mutual administrative arrangements with customs authorities in destination markets for the trade facilitation and enforcement of risk management	1 – 18	To facilitate cooperation in combating cross-border customs offences	Accelerated joint risk management at borders Increased trade facilitation capacities	MAAs executed as agreed during 2026 / 2027	Number of MAA agreement being implemented
Objective 3: To mobilize financial and technical support for the implementation of this Strategy					
Establish partnerships with the private sector and development partners for the implementation of this Strategy	1 – 6	Increased funding for this Strategy and sustainability of infrastructure	Donor fund mobilization Rehabilitation of tourist sites	Number of financial agreements / place	Increased funding for export trade and infrastructure development
Strengthen capacity for the IGR (including tourism and other service levies)	1 – 6	Reduced external borrowing for project implementation	Increase in monthly IGR	State funding X% of activities in this Strategy	% ratio of external funding



Strategic Goal and Activities	Timeline (Months)	Purpose	Expected Results	Proof of Execution	Means of Verification
Promote access to finance by the export-oriented MSMEs and other productive sectors	1 – 18	Increased production for the export market	Policy framework for loans and credit guarantee schemes put in place	Number of exports deals supported by the Scheme	Surveys for accessibility and utilization of the scheme
Objective 4: To strengthen the national quality infrastructure required for producers of goods to adjust procurement and production processes of materials in order to adhere to the regulatory requirements applicable in the AfCFTA markets.					
Build institutional capacity of accreditation bodies in the State	1 – 18	Public and industry awareness of standards required for quality goods	Capacity to implement technical regulations provided in State statutes	Conformity assessment institutional capacity enhanced	Number of certified products
Agreement with Standards Bureau to engage standards authorities in destination markets	1 – 18	Increase in quality of products exported from Oyo State in conformity with set standards	Signed MoUs with standards agencies in other State Parties	Mutual recognition arrangements signed by Nigeria	Number of signed MoUs with standards agencies in other State Parties
Build capacity for manufactures to adhere to applicable standards	1 – 18	Adjustment of production processes In conformity with industry standards	Certification of firms / products	Number of certified firms and products in the State	Market surveys
Objective 5: To build the productive capacity and export-readiness of the MSME sector for both the merchandise and services sectors (Protocols on Trade in Goods and Trade in Services)					



Strategic Goal and Activities	Timeline (Months)	Purpose	Expected Results	Proof of Execution	Means of Verification
Implementation of Project 2: evaluation of gaps in the requisite infrastructure in the existing economic zones that can be upgraded into the AfCFTA SEZs.	1 – 18	Scoping for Requisite Infrastructure for an AfCFTA SEZ	Policy framework and budget validated by the Government	Blueprint for infrastructure development policy framework	Approved project proposals
Build capacity in export procedures	1 – 6	To promote compliance with trade regulations	Enhanced knowledge of trade procedures	Number of trained persons in export-readiness courses	Reports for conducted courses
Develop an import substitution strategy	1 – 30	Reduced exchange used on imports of finished goods	Awareness of local alternatives for imported products	Number of local substitutes for imports	Number of local substitutes on local market
Initiate mechanism to provide trade finance to the manufacturers in the MSME sector with capacity to export their products	1 – 12	To facilitate MSMEs accessing trade finance	Access to funding at financial institutions	Number of firms / MSMEs accessing trade finance	Amounts disbursed to MSMEs



Strategic Goal and Activities	Timeline (Months)	Purpose	Expected Results	Proof of Execution	Means of Verification
Participation at inter-State and international trade exhibitions	Annually	To promote Oyo State exhibitors at trade fairs	Trade deals concluded for goods and services produced in Oyo State	Number of Oyo State exhibitors at trade fairs	Reports from Trade Promotion Agency
Objective 6: To raise the technical competence of both the public and private sectors in trade policy issues					
Conduct awareness programmes	Quarterly	To create public awareness	Media reports and publications	Number of workshops, media sites and handles	Number of publications / surveys
Capacity building in trade policy diplomacy: - Identify State agencies for institutional capacity enhancement - Training of Trainers for institutional capacity building and sustainability - Put in place policy frameworks for economic development and diversification	On-going	To create successful conclusion of trade deals with trade partners	Trained trade negotiators	Number of trained officials	Number of trade deals concluded with trade partners



Strategic Goal and Activities	Timeline (Months)	Purpose	Expected Results	Proof of Execution	Means of Verification
Objective 7: To publicize potential business opportunities arising from the implementation of this Strategy					
Set up institutional framework for the implementation of this Strategy AfCFTA	1 – 3	To provide oversight on the implementation of the strategy	Oyo State AfCFTA oversight structure with clear ToRs established	Membership of the structures approved by IMC	Meetings and directions of the IMC and other structures
Sensitization of stakeholders on the opportunities created under the AfCFTA	On-going	To increase appetite for trading under the AfCFTA by the business community	Implementation of the Oyo State AfCFTA Communication Strategy	Number of media and other stakeholder engagements	Public surveys
Implement a “OYO STATE PRIDE MARK” brand through: - Annual Oyo State AfCFTA Forum (every April) - Hosting exhibitions and cultural festivals - Public – private sector engagements - “Buy Oyo State Product” campaigns	1 – 30	To promote a brand for products manufactured in Oyo State	Products adequately marked: “MADE IN OYO STATE”	Number of products displaying the “MADE IN OYO STATE” brand	Market surveys



Annex II: Guide to Product Mapping for Preferential Market Access

This is a sample guideline on how the product mapping can be initiated based on the AfCFTA legal instruments, and the tariffs gazetted by the respective State Parties. Manufacturers / producers will have to avail details of their products to the TWG on Product Mapping for appropriate advice to be given to them in order to comply with RoO. Each State Party's Designated Competent Authority will have to be engaged for the registration of the originating products to be accorded preferential treatment in the importing countries.

Product mapping will focus on the top 10 potential products in Nigeria in general and, separately, also on specific products produced by firms located in the Oyo State.

HS Code (ECOWAS CET)	Product Description	RoO Criterion Applicable	Target Markets	Remarks
0714.10.00.00	Manioc (Cassava)	Must be wholly obtained in Oyo State or Nigeria	All AfCFTA State Parties that have reduced tariffs below 50% of the MFN rates	SPS requirements may be a hindrant
1106.20.11.00	Cassava flour	The cassava must have been wholly obtained in Nigeria	Confirm the level of tariff reduction in the targeted market (below 50% of the MFN rate)	Health regulations in country of import may apply



HS Code (ECOWAS CET)	Product Description	RoO Criterion Applicable	Target Markets	Remarks
Chapter 33 – Cosmetics Chapter 34 - Soaps	All cosmetics and soaps	Either: Change of Tariff Heading OR Non-originating materials can be used up to 60% of the ex-works price OR A chemical process per Introductory Note 8 to the Appendix IV may apply	Confirm the level of tariff reduction in the targeted market (below 50% of the MFN rate) Example: SACU has reduced most tariff lines in these Chapters by 50% for AfCFTA originating goods as at 2025	Rules of Origin here are the most flexible to facilitate trade in the AfCFTA





Annex III: Terms of Reference for the Sub-National Implementation Committee

1. Background and Justification

Nigeria established its National Action Committee (NAC) on AfCFTA in December 2019 to coordinate government, private sector, and stakeholder readiness interventions. Several countries have formalized National Implementation Committees (NICs) including technical working groups, and Secretariat to operationalize their AfCFTA Strategies and Action Plans.

Oyo State, as an economic sub-national entity, requires its own sub-national implementation committee to ensure effective coordination, value-chain targeting, private sector engagement, and integration of state-level efforts into Nigeria's broader trade objectives.

The Inter-Ministerial Committee (IMC) of Oyo State shall constitute the highest body of the S-NIC. It will serve as the central decision-making and oversight body for AfCFTA implementation at the state level, exercising functions similar to those that would otherwise rest with the State Executive Council for AfCFTA-related matters.

2. Purpose

The purpose of the Oyo State AfCFTA IMC is to provide a legally constituted platform to:

- a) coordinate state-level AfCFTA readiness and implementation;
- b) engage and support the private sector to leverage AfCFTA for imports and exports;
- c) liaise with relevant stakeholders within and outside Oyo State; and
- d) develop trade-related policy recommendations and execute decisions through the Oyo State AfCFTA Steering Committee.

3. Objectives and Functions

The IMC shall have the following functions in pursuit of the objectives of the AfCFTA Strategy. The IMC may delegate some of its functions to the Oyo State AfCFTA Steering Committee.

3.1 Oversight and Strategy Development



- a) Provide leadership in adapting and executing AfCFTA-related strategies and action plans at the state level;
- b) Recommend and approve priorities, including targeted export sectors, trade facilitation projects, and regulatory reforms, through the Oyo State AfCFTA Steering Committee; and
- c) Issue directives for implementing trade-related policy measures across relevant MDAs.

3.2 Stakeholder Engagement and Consultation

- a) Facilitate inclusive consultation across government MDAs, private sector actors, academia, civil society, unions, and labour groups.
- b) Engage the private sector to identify trade barriers and facilitate solutions to support imports and exports under AfCFTA.
- c) Organize capacity-building sessions for businesses on AfCFTA rules of origin, market access, and trade facilitation measures.
- d) Promote gender and youth mainstreaming in all consultations and planning activities.

3.3 Coordination and Implementation Monitoring

- a) Ensure coordinated implementation of state-level AfCFTA initiatives across all MDAs.
- b) Monitor and evaluate progress against the state's AfCFTA strategy and action plan.
- c) Review progress reports and provide direction for corrective actions where required.
- d) Maintain an oversight role in the resolution of trade bottlenecks affecting the private sector.

3.4 Resource Mobilisation and Communication

- a) Mobilise financial, technical, and human resources to support AfCFTA implementation in Oyo State.
- b) Approve and coordinate state-wide resource allocations related to AfCFTA.
- c) Facilitate partnerships between the private sector and development partners.
- d) Develop and implement a communication strategy to ensure effective dissemination of AfCFTA-related information.



4. Structure and Membership

4.1 Chairperson and Leadership

The Chairperson of the Oyo State AfCFTA S-NIC shall be appointed by the Governor of Oyo State. The Governor may appoint a senior government official such as the Commissioner for Commerce, Trade, or Industry to serve as Chairperson of the S-NIC. The Vice Chairperson shall be elected by the members of the IMC from among senior state officials serving in the IMC.

4.2 Inter-Ministerial Committee (Core Members)

The Ministers of State shall be the core members of the S-NIC and constitute the IMC. The IMC shall be the central authority for AfCFTA-related decisions in Oyo State.

The composition of the IMC may include:

- a) State Ministries responsible for: Trade, Industry, Agriculture, Finance, Planning, Transport, ICT, Justice, Gender /Social Welfare etc.
- b) Agencies: Oyo State Customs Liaison Office, Export Promotion, Standards Body, SMEs Development Agencies etc
- c) Private sector: Oyo Chamber of Commerce, industry associations, and major exporters / importers
- d) Academia and research institutions (e.g. University of Ibadan)
- e) Civil society organisations and labour unions (e.g. Nigeria Labour Congress)
- f) Any other MDAs, institutions or persons as may be approved by the Governor.

Responsibilities of the IMC

The IMC shall be responsible for:

- a) providing policy oversight, strategic guidance, and approval of AfCFTA-related initiatives in Oyo State;
- b) directing and coordinating the activities of MDAs in the implementation of the AfCFTA implementation;
- c) serving as the decision-making body for private sector engagement, resource mobilisation, and trade facilitation measures;
- d) reviewing and approving quarterly and annual performance reports; and
- e) approving members or agencies recommended for the Steering Committee.



4.3 Oyo State AfCFTA Coordination Office – (OSACO)

The Oyo State AfCFTA Secretariat shall be established in the OSACO.

The Ministry of Trade, Industry, Investment and Cooperative (MOTIIC), as the sector ministry for the AfCFTA, is responsible for all technical and sector specific policy matters about the AfCFTA. In line with this role, an Oyo State AfCFTA Coordination Office (OSACO) shall be established by the Ministry as a focal point for coordinating the State government's strategic programmes in response to the AfCFTA. The OSACO will serve also as a liaison office between the MOTIIC and other stakeholders in Oyo State, Nigeria and beyond, on AfCFTA matters. It shall operate as a semi-autonomous body with oversight of its activities by the AfCFTA Steering Committee and the IMC.

Functions of the OSACO

The functions of the OSACO are to:

- a) facilitate the development of State Strategies and Implementation Plans to ensure enhanced benefits of the AfCFTA by the State and by extension the Federal Republic of Nigeria;
- b) support businesses in Oyo state to harness the benefits of the AfCFTA.
- c) coordinate the smooth collaboration of State institutions and TWGs involved in the implementation of AfCFTA;
- d) serve as a centre for information to Oyo State stakeholders on the State programmes and policies designed to give stakeholders full advantage in accessing the AfCFTA;
- e) collaborate with other key stakeholders in monitoring and evaluation of the State's AfCFTA Action Plan and programme;
- f) facilitate State and central government support for the functioning of the Oyo State AfCFTA Secretariat; and
- g) perform any other functions as may be assigned by the IMC or the Steering Committee.

Structure of OSACO

The OSACO shall be headed by a Coordinator, supported by technically competent staff defined by state legislation and in a meritocratic form. This is crucial, as the AfCFTA requires crucial technical knowledge to move the process forward



Collaboration and Coordination

Oyo State will align with the Federal level structures and trade policies on AfCFTA to achieve its objectives. The need for constant engagement with the federal government, especially with regards issues of harmonizing tariffs, addressing cross-border trade challenges, and promoting infrastructure development remains paramount to the Oyo State.

Oyo State seeks to work actively with the Federal Government structures established for the AfCFTA but also seeks to leverage external resources including from the ECOWAS commission, the AfCFTA Secretariat and other key partners to strengthen its trade capacity and improve connectivity with other States in Nigeria and beyond. Coordination between Oyo State AfCFTA Steering Committee and other structures in Nigeria will be essential to ensure policy coherence and avoid duplication of efforts.

4.4 Technical Working Groups (TWGs)

TWGs shall be specialized sub-committees focused on key areas within the various Protocols and Annexes of the Agreement. Each TWG shall comprise technical experts and stakeholders from relevant sectors to ensure focused and actionable outcomes.

The Steering Committee may establish TWGs on key thematic areas such as:

- a) NTBs;
- b) Trade in goods;
- c) Trade in services;
- d) Capacity building;
- e) Value chain / product exports;
- f) Trade facilitation and infrastructure;
- g) Gender, youth and labour inclusion;
- h) Investment and business environment;
- i) Private sector engagement and market access; and
- j) Drafting policies for consideration by the Steering Committee and IMC.

5. Private Sector Engagement Framework

The Oyo State AfCFTA Steering Committee shall develop and implement a structured mechanism to engage and support the private sector. This will include:



- a) Trade Helpdesk: Establishing a dedicated AfCFTA helpdesk to provide guidance to businesses on market access, tariffs, rules of origin, and trade documentation.
- b) Regular Consultative Forums: Organizing quarterly consultative forums with the private sector to identify challenges and propose solutions.
- c) Business-to-Business (B2B) Matchmaking: Facilitating linkages between Oyo State businesses and partners across Africa under AfCFTA.
- d) Issue Resolution Mechanism: Creating a platform for resolving trade-related bottlenecks faced by businesses through collaboration with relevant government agencies.
- e) Capacity Building: Conducting training sessions for SMEs, exporters, and importers on AfCFTA compliance and trade opportunities.
- f) Feedback Loop: Establishing a structured process for private sector feedback to inform decisions of the Inter-Ministerial Committee.

6. Meeting Frequency and Tenure of Office

- a) The S-NIC shall meet at least quarterly, with the Steering Committee, TWGs and other sub-committees meeting as may be required.
- b) The S-NIC will remain active throughout strategy development, implementation, monitoring, and evaluation phases.

7. Reporting Lines

- a) The Oyo State S-NIC shall report to the Governor.
- b) The Oyo State AfCFTA Steering Committee shall report to the IMC.
- c) The OSACO shall report to the IMC through the Steering Committee.
- d) The TWGs shall report to the Steering Committee.

8. Resource and Logistics Support

The Oyo State Government shall provide budgetary support for the S-NIC's operations. Supplementary financial and technical support may come from development partners, including the deployment of technical experts or staff secondments.

9. Revision and Amendment

The ToRs may be reviewed annually or as required by the IMC.

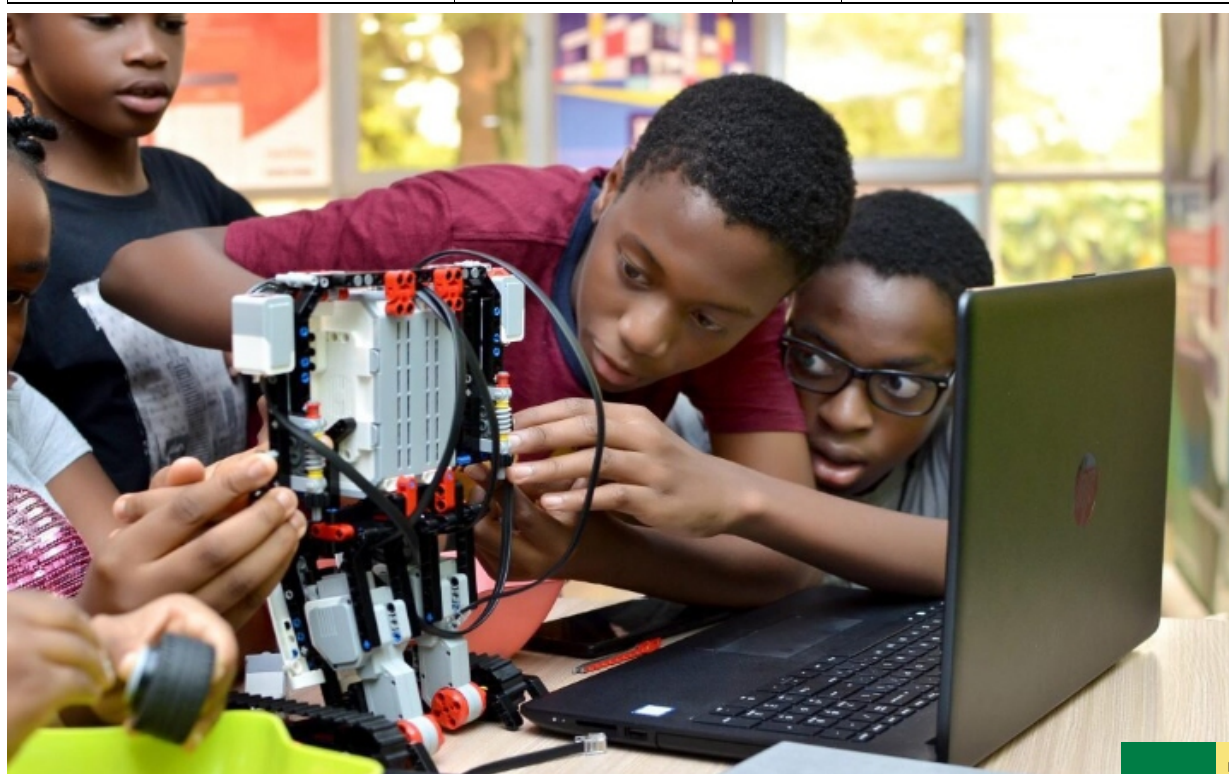
Annex IV: Communications Strategy Monitoring and Assessment Matrix

Objective 1: To support the developmental goals of Oyo State			
Strategic Actions	Tools	Frequency	Indicators of Achievement
Craft and disseminate coherent messages about the AfCFTA Prevent redundancy of information being shared Create alignment in AfCFTA messages with the development vision of Oyo State	Websites, print media, flyers, radio and television, social media	Continuous	Messages crafted and disseminated Improved awareness and enquiries about AfCFTA among stakeholders
Organize sensitization workshops for different categories of stakeholders	Workshops and seminars Radio and television shows Visit to producers' workplaces	Quarterly	Number of engagements held per year Number of persons in attendance Number of firms visited
Presentation of developments in trade under the AfCFTA private sector business engagements, such as annual general meetings	Presentation Question and Answer	Continuous	Number of presentations made at private sector meetings in a year



Objective 2: To consistently inform and educate the trading community about the benefits of the AfCFTA.

Strategic Actions	Tools	Frequency	Indicators of Achievement
Translate sensitization materials into all local languages in Nigeria	Websites, newspapers, flyers, radio and television	Continuous	Number of languages into which sensitization materials have been translated
Publication of AfCFTA information on the MOTIIC website with linkages to other related websites	Website	Continuous	Updated MCTI website Number of linked websites Number of log ins to the websites
Run documentaries, segments and columns dedicated to AfCFTA on various media	Television, radio, newspaper, social media	Monthly	Number of columns and segments Publicized in a year
Set up focal points and information desks on AfCFTA in all relevant ministries / agencies, borders, departments, and private sector business membership organizations	Access to One-Stop-Shop Mobile phones	Continuous	Number of focal points and information desks set up in a year



Objective 3: To build brand awareness and reputation of products and services produced in Oyo State, and Nigeria at large.

Strategic Actions	Tools	Frequency	Indicators of Achievement
Organize regular hackathons to promote the “MADE IN OYO STATE” brand	Competitions by youth	Annually	Publication of outputs / awards
Identify AfCFTA champions from among local celebrities	Public shows Media appearances	On-going	Number of appearances by AfCFTA Champions in public events / media
Sponsor radio and television programmes “MADE IN OYO STATE” brand	Radio, television, social media	Monthly	Number of radio and television programmes Sponsored
Influence behaviour and perception about potential of boosting intra-Africa trade under the auspices of the AfCFTA.	Radio, television, social media	Monthly	Number of radio and television programmes Sponsored

Objective 4: To foster engagement and relationships between the Government of Oyo State, the business communities and all stakeholders about the implementation of the AfCFTA.

Strategic Actions	Tools	Frequency	Indicators of Achievement
Strengthen coordination between the Government and the private sector on AfCFTA issues	Public-private sector dialogue	Continuous	Number of meetings held in a year
Solicit inputs and provide feedback from stakeholders before and after AfCFTA events at regional and continental levels	Meeting calendar	As the events are planned	Number of stakeholder engagements





OYO STATE SUB-NATIONAL STRATEGY FOR THE IMPLEMENTATION OF THE AGREEMENT ESTABLISHING THE AfCFTA

GALLERY

PICTURES FROM THE CONSULTATIVE FORUM FOR THE AfCFTA IMPLEMENTATION STRATEGY
HELD ON 18TH DECEMBER, 2024 AT THE INTERNATIONAL CONFERENCE CENTRE,
UNIVERSITY OF IBADAN, OYO STATE, NIGERIA





OYO STATE SUB-NATIONAL STRATEGY FOR THE IMPLEMENTATION OF THE AGREEMENT ESTABLISHING THE AfCFTA





OYO STATE SUB-NATIONAL STRATEGY FOR THE IMPLEMENTATION OF THE AGREEMENT ESTABLISHING THE AfCFTA





GALLERY

PICTURES FROM THE VISIT OF THE AfCFTA SECRETARY-GENERAL TO OYO STATE
ON THE 7TH JUNE, 2025 AT INTERNATIONAL INSTITUTE OF TROPICAL AGRICULTURE (IITA),
IBADAN, OYO STATE, NIGERIA





OYO STATE SUB-NATIONAL STRATEGY FOR THE IMPLEMENTATION OF THE AGREEMENT ESTABLISHING THE AfCFTA

