



# **KEBBI INVESTMENT PROMOTION AGENCY (KIPA)**

## **CORPORATE PLAN**

**DECEMBER 2024**

## **Foreword**

It is my honour to present the Corporate Strategy Document for the Kebbi State Investment and Promotion Agency (KIPA), a comprehensive framework designed to position Kebbi State as a premier destination for sustainable investment. This strategy reflects our firm commitment to driving economic growth, improving the business environment, and promoting sectoral diversification to ensure long-term development.

Developed through extensive consultation with key stakeholders, this document sets out actionable priorities that will enhance the ease of doing business, attract targeted investments, and foster sector-specific innovation. It is focused on measurable outcomes and aligns seamlessly with Kebbi's broader economic development objectives, laying a solid foundation for a prosperous future.

I would like to express my sincere gratitude to the Government of Kebbi State for its unwavering support, and to the KIPA team for their dedication and hard work. Together with our partners, we are confident that this strategy will unlock Kebbi's full economic potential, creating sustainable opportunities for businesses and citizens alike, while delivering tangible benefits for the state's growth and development.

Signed  
Director General, Kebbi State Investment Promotion Agency  
December 10, 2024

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## 1. Executive Summary

Kebbi Investment Promotion Agency (KIPA) is an agency set up by the Kebbi State government mainly for investment attraction and facilitation, and for the coordination of all investment promotion activities in the state, The agency has continued to build a strong foundation capable of securing investment in Kebbi state, through the effort of the Director General, Dr Kabir Kamba, It has become necessary to consolidate the efforts into a corporate road map. The Agency has deemed it necessary to develop a corporate and operational plan for the period 2025-2027.

KIPA aims to establish itself as the catalyst for investment in the State, striving to make Kebbi the top investment choice in Nigeria. This involves identifying, promoting, and facilitating the exploration of opportunities for the private sector, particularly in climate-smart investments, which will generate jobs and enhance the prosperity and welfare of Kebbi State's citizens.

The Agency is embarking on a renewed strategy of establishing appropriate internal structures to support its operations and mandate delivery. This will position it adequately to drive its goals and objectives for the various target sectors and building on the state's economic development. This will involve increasing the inflow of investments, supporting the growth of some existing investments, as well as facilitating the commissioning of new investment projects.

An assessment of the investment climate, priority sectors and the operating structures of the Agency formed the basis for developing a 3-year IPA corporate plan. KIPA intends to leverage existing and potential opportunities within priority sectors, in addition to building on the State's strengths and the Agency's capabilities, to achieve its defined corporate objectives and goals.

### **Vision**

Making Kebbi State the Most Increasingly Preferred Investment Destination in Nigeria

### **Mission**

Promoting Investment In A Favourable Business Environment.

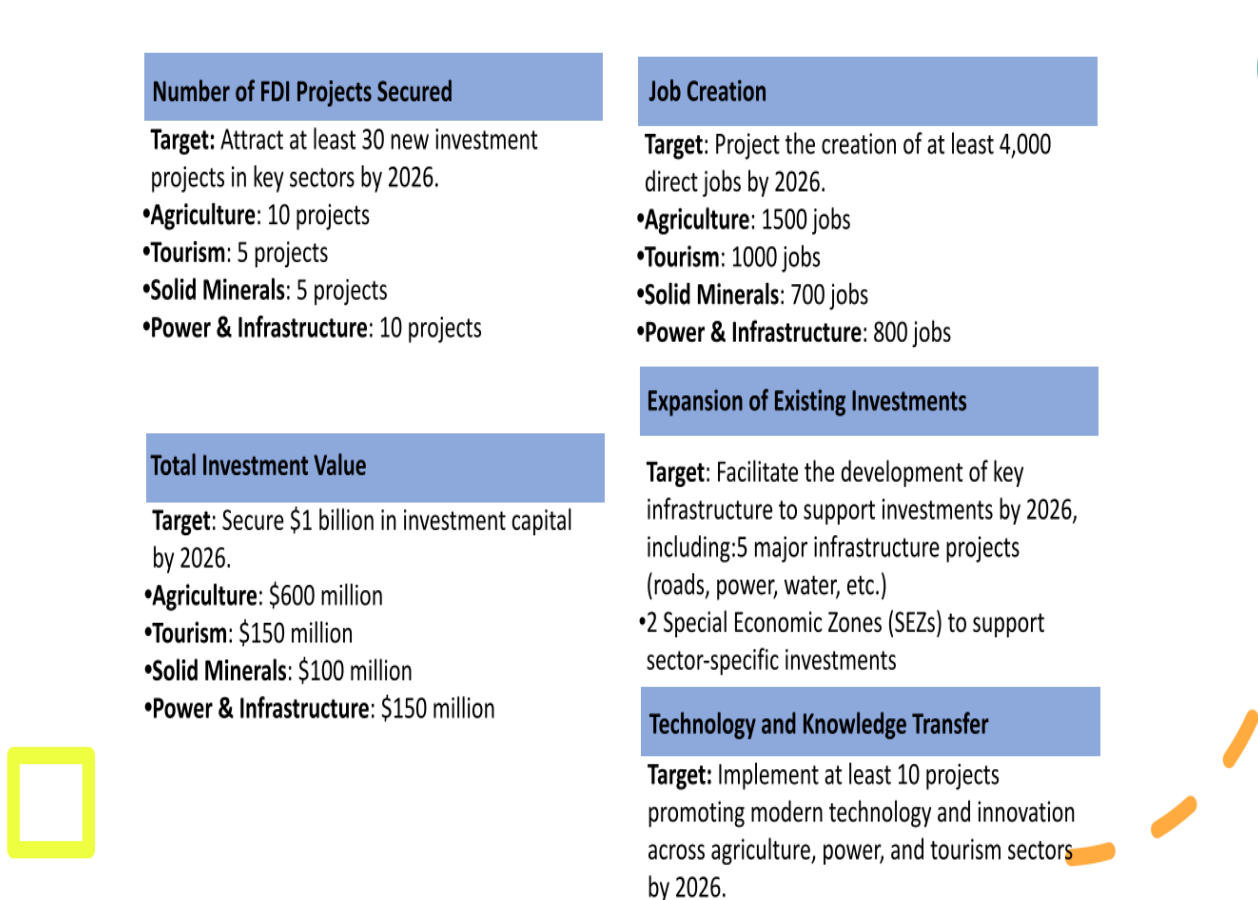
**KIPA's strategic objectives is focused on:**

- Investments that provide high-quality employment for the citizens of Kebbi State.
- Investment providing technology and knowledge transfer.
- Investments with high expansion and growth potential.
- Investments in line with Sustainable Development Goals (2015-2030).
- Investments supporting technology transformation across various sectors.

**Figure: KIPA' Strategic Pillars**



**Figure: Key Performance Indicators**



Kebbi State’s Corporate Plan aims to position the state as a top investment destination by focusing on **policy advocacy, marketing & promotion, and investor support**. The plan seeks to attract \$1 billion in investments, create 4,000 direct jobs, and facilitate the expansion of existing investments. Strategic pillars will enhance regulatory frameworks, raise global awareness, and provide seamless support for investors. With a focus on agriculture, tourism, solid minerals, and infrastructure, the plan will drive economic growth and sustainable development in Kebbi by 2026.

## 2. Introduction and Strategic Context of Investment Promotion in Kebbi State

The primary purpose of this corporate plan is to provide a clear, actionable framework for stimulating economic growth and creating jobs in Kebbi State. By aligning the state's investment promotion activities with both national and international development agendas, this plan outlines a strategic roadmap to attract investment, boost private sector development, and improve the business climate. Through targeted interventions, Kebbi aims to unlock new economic opportunities, leverage key sectors, and enhance the investment ecosystem.

### **National Development Plan (2021–2025)**

The National Development Plan (NDP) 2021–2025 focuses on economic diversification, job creation, and industrialization to ensure inclusive growth. It prioritizes reducing dependency on oil by encouraging investments in agriculture, manufacturing, technology, and renewable energy. Kebbi's corporate plan is strategically aligned with these national priorities by creating an enabling environment that attracts both local and international investments. Kebbi aims to position itself as a key player in Nigeria's economic transformation, leveraging its agricultural potential and emerging industrial sectors.

### **President Tinubu Administration's Economic Vision**

The administration of President Bola Ahmed Tinubu is leading a comprehensive economic transformation aimed at ensuring the long-term prosperity of Nigeria. Building on the National Development Plan (NDP) 2021–2025, which focuses on diversification, inclusivity, and sustainability, the Tinubu administration is implementing key reforms to foster economic growth and attract both domestic and foreign investments. This vision is not only aligned with national development goals but also complements the aspirations of Kebbi State to become a leading investment hub in the region. The focus on diversifying the economy and creating job opportunities resonates with Kebbi's priorities, especially in sectors like agriculture, renewable energy, and infrastructure.

### **Key policies include:**

- **Economic Reforms:** The removal of fuel subsidies and unification of exchange rates have made Nigeria a more attractive investment destination.
- **Infrastructural Development:** Increased focus on infrastructure, agriculture, and food security to support economic diversification.

- **International Partnerships:** Strategic international agreements are fostering foreign direct investment, aligning with Kebbi's goals to attract global capital.

## Investment Priorities for Kebbi State

Kebbi is well-positioned to capitalize on national economic goals. The state's abundant natural resources, strategic location, and commitment to development make it an attractive destination for investment in the following priority sectors:

### 1. Agriculture and Agro-Processing

- **Agricultural Potential:** Kebbi's fertile land makes it a good attraction for agribusiness growth, particularly in value-added activities such as agro-processing.
- **Job Creation & Industrial Growth:** The state is focusing on driving job creation and industrial growth through strategic investments in agribusiness and agro-processing.

### 2. Renewable Energy

- **Energy Transition:** Kebbi presents significant opportunities for renewable energy investments, supporting Nigeria's transition to sustainable energy solutions.
- **Green Energy Projects:** The state is positioning itself as a key player in renewable energy, especially in solar and wind energy, to meet national sustainability goals.

### 3. Infrastructure Development

- **Industrial Infrastructure:** There is a major focus on developing infrastructure, including roads, power generation, and industrial parks, to support investment in various sectors.
- **Connectivity & Logistics:** Investments in transportation and logistics infrastructure will improve the ease of doing business and facilitate the movement of goods across the state and beyond.

### 4. Tourism

- **Cultural and Eco-Tourism:** Kebbi has a rich cultural heritage and numerous natural attractions, offering vast potential for eco-friendly and sustainable tourism development.
- **Tourism Infrastructure:** Focused efforts on improving tourism-related infrastructure, such as resorts, cultural centers, and eco-lodges, will make the state a destination for both domestic and international tourists.

### 5. Solid Minerals

- **Mineral Resource Potential:** Kebbi is rich in solid mineral resources, providing opportunities for sustainable mining investments.



- **Value Addition & Local Processing:** The state aims to attract investments that focus on the extraction and local processing of minerals, creating jobs and boosting local economies.

### **KIPA's Role in Delivering the Vision**

Kebbi's investment promotion efforts are pivotal in driving the state's economic aspirations. The state's investment agency works to:

- Streamline investment processes and provide robust support for investors.
- Promote Kebbi's unique value propositions in agriculture, renewable energy, and other priority sectors.
- Align state-level initiatives with federal economic reforms to maximize impact.

Through these efforts, Kebbi State aims to contribute to the realization of the NDP 2021–2025 and President Tinubu's economic vision, positioning the state as an attractive investment and growth in northern Nigeria.

### **Supporting Nigeria's Ease of Doing Business Initiatives**

KIPA's corporate plan aligns with Nigeria's national efforts to improve the Ease of Doing Business, as part of the broader drive to attract investments and stimulate economic growth. The federal government, through the National Economic Council (NEC), has been implementing reforms to remove regulatory barriers and simplify business processes. Kebbi, with KIPA at the forefront, plays a critical role in adapting these reforms to the state level, ensuring a business-friendly environment.

In recent years, Nigeria has made significant strides in improving its position in the World Bank's Doing Business report, moving from 146th in 2019 to 131st in 2020. Kebbi has embraced these national reforms by streamlining local business registration processes, reducing bureaucratic red tape, and implementing investor-friendly policies. These efforts have been supported by improvements in infrastructure, such as transport and power, which further enhance the ease of doing business in the state.

The Presidential Enabling Business Environment Council (PEBEC) Secretariat, a key government transformation office, collaborates with subnational governments to track the progress of the Ease of Doing Business through its annual Subnational Surveys. These surveys focus on essential economic factors such as infrastructure, transparency, regulatory frameworks, labour skills, and the overall business environment. Kebbi is committed to

monitoring its progress in these areas, ensuring it remains competitive and attractive for investors.

Kebbi State ranked 6<sup>th</sup> and 4<sup>th</sup> in the 2021 and 2023 Subnational baseline survey respectively, thereby indicating improving economic realities.

**Figure: Kebbi’s performance in the PEBEC Subnational Ease of Doing Business Survey**

		'21	'23	
<b>Infrastructure</b>	<b>Rank</b>	1	1	↔
	<b>Score</b>	7.15	6.56	↓
Electricity		7.02	6.36	↓
Transport		7.02	6.54	↓
Logistics		-	6.74	
Telecom and internet		-	7.11	
<b>Transparency and Accessibility of Information</b>	<b>Rank</b>	6	3	↑
	<b>Score</b>	6.98	6.67	↓
Investment promotion		7.07	6.44	↓
Accessing key information		6.89	5.82	↓
<b>Skills and Labour</b>	<b>Rank</b>	26	7	↑
	<b>Score</b>	5.52	6.38	↑
Skills and labour		5.52	6.38	↑
<b>Secure and Stable Environment</b>	<b>Rank</b>	9	2	↑
	<b>Score</b>	6.82	6.88	↑
Security and Safety		6.82	6.88	↑
<b>Regulatory Environment</b>	<b>Rank</b>	7	1	↑
	<b>Score</b>	6.32	6.37	↑
Business registration		-	7.50	
License renewal		-	6.96	
Contract enforcement		4.84	6.14	↑
Land and property acquisition		7.26	7.05	↓
Paying taxes		6.77	6.42	↓
<b>Economic Opportunity</b>	<b>Rank</b>	-	1	
	<b>Score</b>	-	5.90	
Funding		-	5.92	
Forex		-	5.80	
Newrange of customers		-	7.32	

Source: 2023 PEBEC Subnational Baseline Report

Overall, the business climate in Kebbi improved between 2021 and 2023. The subnational’s overall satisfaction score increased from 6.49 in 2021 to 6.74 in 2023. It also ranked 4<sup>th</sup> nationally and 3<sup>rd</sup> in the North-West region of the country. However, it saw disparate improvements across indicators and sub-indicators in its Ease of Doing Business (EoDB) performance.

### Nigeria’s Investment Landscape

Kebbi’s economy is undergoing a transformative shift towards diversification, with key sectors such as agriculture, renewable energy, manufacturing, and infrastructure driving growth. The state boasts abundant natural resources, including vast tracts of fertile land, which offer significant opportunities for agribusiness. Kebbi is particularly well-known for its agricultural production, with crops such as rice, maize, and sorghum, all of which present opportunities for value-added agro-processing industries. The state's strategic location and robust

agricultural base position it as a potential hub for both local and international investment in the agriculture sector.

While the technology sector in Kebbi is still in its development lifecycle and verge of expansion. The increasing digitalization of government services, along with the growth of mobile technology, will fuel this sector's growth. With an emerging digital economy, Kebbi is well-positioned to become a key player in Nigeria's technology landscape in the coming years.

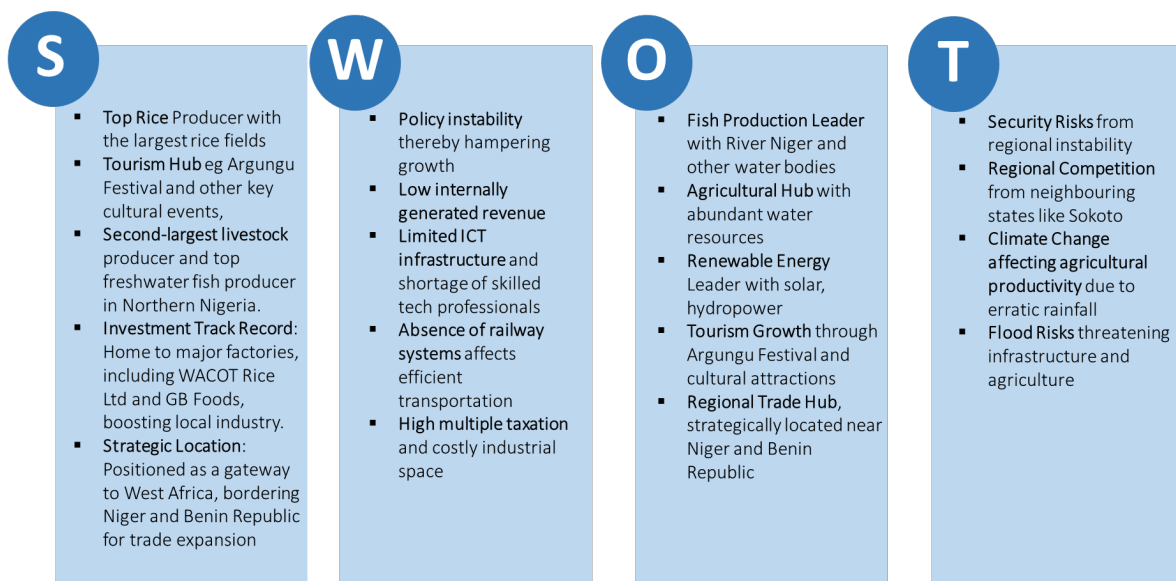
Kebbi also holds significant potential in renewable energy, particularly in solar power. The state's high levels of sunshine offer a unique opportunity to invest in solar energy solutions, contributing to Nigeria's transition to sustainable energy. With the right investments, Kebbi could become a leading region in renewable energy generation, supporting both local energy needs and broader national goals for energy independence.

### Foreign Direct Investment Trends

Foreign Direct Investment (FDI) trends indicate a growing focus on agriculture, renewable energy, and infrastructure, which are key areas of interest for Kebbi. In 2022, Nigeria received an influx of \$4.7 billion in FDI, with agriculture attracting a large share. Kebbi is strategically placed to capitalise on these global investment trends by offering a conducive environment for business through investor-friendly policies, improved infrastructure, and regulatory reforms that build investor confidence.

Kebbi's integration into the African Continental Free Trade Area (AfCFTA) is another key factor that enhances its attractiveness as an investment destination. AfCFTA offers access to a market of over 1.2 billion people, creating expanded opportunities for intra-African trade, particularly in agricultural products, renewable energy, and manufacturing. With its vast agricultural potential and emerging sectors, Kebbi stands to gain significantly from increased regional trade, making it an attractive destination for foreign investment.

### SWOT Analysis



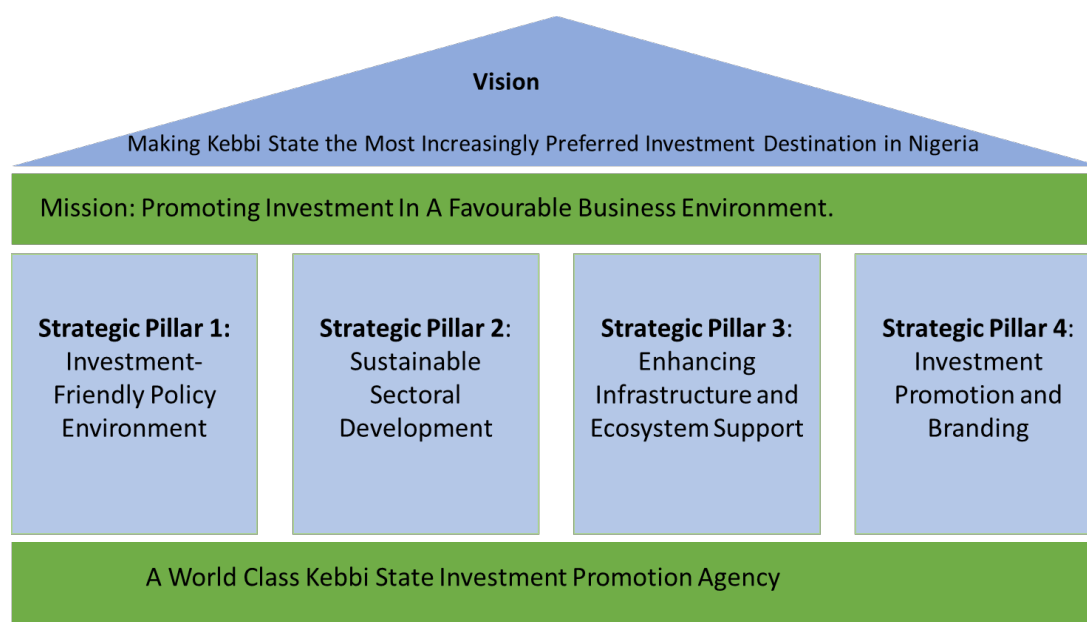
## Strategic Role of KIPA

KIPA (Kebbi Investment Promotion Agency) plays a crucial strategic role in the economic development of Kebbi State. As the primary agency responsible for attracting and facilitating investment, KIPA bridges the gap between the public and private sectors. By identifying and promoting key sectors with growth potential, KIPA helps diversify the state's economy, create jobs, and drive sustainable development.

- The State Government drives investment attraction and facilitation economic growth by attracting investments into key sectors, offering essential support like regulatory guidance, incentives, and facilitation to make Kebbi State a top investment destination.
- By focusing on sectors with high growth potential, KIPA helps reduce reliance on a single industry, enabling a more diverse and resilient economy for the state.
- KIPA fosters a conducive business environment by removing obstacles, improving market access, and encouraging local and international investments to stimulate sustainable private sector growth.

## 3. Pillars

The overarching goal of KIPA is to ensure that the private sector plays a pivotal role in transforming Kebbi State's economy and driving sustainable growth over the long term. The purpose of the agency is to support the achievement of the primary objective outlined in the State's Comprehensive Development Framework, which is to 'sustainably secure the socio-economic well-being of the people'.



**KIPA's core mandate include:**

- Serves as one-stop investment hub for current and potential investors.
- Regulate and foster an investor-friendly environment through interdisciplinary collaboration.
- Establish Investment Promotion Zones (IPZs) in the state, especially through public-private partnerships.
- Encourage and promote investments, with a focus on Foreign Direct Investments (FDIs).
- Drive economic development and expand the state's economic base.
- Diversify foreign exchange sources and increase export earnings.
- Promote innovation, adoption of new technologies, and generate new employment opportunities.

**Operationalisation of the Strategic Pillars**

KIPA's three-year operational plan is designed to set a robust foundation for Kebbi State's economic growth by prioritizing strategic actions that align with its economic development objectives. The operational plan focuses on creating visible progress, fostering partnerships, and building the institutional capacity required to attract investments and transform the state's economy.

**Strategic Pillar 1:** Investment-Friendly Policy Environment, KIPA will implement policies that enhance investor confidence, streamline regulations, and create frameworks for long-term economic stability.

**Strategic Pillar 2:** Sustainable Sectoral Development, the focus will be on agriculture, tourism, solid minerals, power, and infrastructure—leveraging Kebbi's unique strengths to attract targeted investments that catalyze growth in these sectors.

**Strategic Pillar 3:** Enhancing Infrastructure and Ecosystem Support, KIPA will advocate for key infrastructure projects and ecosystem improvements, focusing on catalytic investments that provide the most immediate benefits to prioritized sectors.

**Strategic Pillar 4:** Investment Promotion and Branding, KIPA will establish Kebbi as a top-of-mind investment destination through targeted outreach, investor engagement, and high-impact branding initiatives.

**Targets**

The operational plan outlines ambitious yet realistic goals for KIPA's first three years, focusing on delivering measurable results while building a strong institutional foundation.

### **Inward Investment Targets**

#### **30 new investor projects, including:**

- Agriculture: 10
- Tourism: 5
- Solid Minerals: 5
- Power: 6
- Infrastructure: 4

#### **\$1,000,000,000 in capital investments, allocated as:**

- Agriculture: \$600 million
- Tourism: \$150 million
- Solid Minerals: \$100 million
- Power: \$75 million
- Infrastructure: \$75 million

#### **4,000 direct jobs created, distributed as:**

- Agriculture: 1,500
- Tourism: 1,000
- Solid Minerals: 700
- Power: 400
- Infrastructure: 400

### **Activity Targets**

To achieve these goals, KIPA will:

- Engage with 400 potential investors, focusing on regional, domestic, and select international markets.
- Generate 80 business leads with confirmed interest in investing in Kebbi State.

- Facilitate 20 engagements with existing investors to encourage expansion and reinvestment.
- Achieve 85% implementation of key initiatives in the operational plan by the end of 2026.

## **Sectoral Focus & Key Drivers**

KIPA's investment promotion efforts will focus on the following sectors:

### **Agribusiness: Unlocking Kebbi State's Agricultural Potential**

Kebbi State stands out as a critical hub for agribusiness in Nigeria, leveraging its natural endowments, strategic location, and supportive policies to drive sustainable economic growth. Agriculture remains the backbone of the state's economy, engaging over 80% of its population and providing the foundation for several agro-related industries. With vast arable land, an extensive network of rivers, and favourable climatic conditions, the state is primed for both subsistence and commercial agriculture.

In recent years, the agribusiness sector has witnessed significant growth, spurred by government initiatives and private sector investments. These efforts have facilitated year-round farming through large-scale irrigation schemes, increased food production, and positioned Kebbi as a major player in Nigeria's agricultural value chain. Despite these advancements, there are still untapped opportunities across various subsectors of agriculture, creating a compelling case for new investments.

#### **1. Rice Production and Processing**

##### **Drivers:**

- Vast arable lands suitable for rice cultivation.
- Extensive irrigation supported by river networks.
- Government and private-sector support for mechanized farming.
- Growing demand for rice as a staple food in Nigeria and beyond.

##### **Investment Opportunities:**

- Large-scale industrialized rice farming and processing.
- Establishment of irrigation schemes via Public-Private Partnerships (PPPs).
- Development of post-harvest storage and export facilities.

## **2. Livestock Production**

### **Drivers:**

- Leading livestock producer in Nigeria with extensive cattle rearing and poultry farming.
- High demand for meat, dairy, and by-products like hides, wool, and eggs.
- Availability of natural feed resources and grazing lands.

### **Investment Opportunities:**

- Modern dairy processing facilities.
- Expansion of value-added meat production and packaging.
- Development of the hides and skin export industry.

## **3. Onion Production**

### **Drivers:**

- One of Nigeria's largest onion-producing regions, particularly in Aliero, Maiyama, and Gwandu.
- Increasing domestic and international demand for onions.
- Favourable climate for year-round onion farming.

### **Investment Opportunities:**

- Processing and preservation facilities to reduce post-harvest losses.
- Development of distribution channels for local and export markets.
- Packaging and value-added products for regional and global markets.

## **Tourism**

Kebbi State, a multi-ethnic region, boasts a rich tapestry of culture, history, and captivating landscapes. These assets create immense potential for tourism development, underpinned by its vibrant cultural festivals, historical relics, and archaeological treasures. The state is home to globally recognized cultural celebrations such as the Argungu International Fishing and Cultural Festival, listed as a UNESCO Intangible Cultural Heritage, as well as the Rigata Festival, Uhola Festival, and Huttungo Festival. These events, alongside historical sites and adventure opportunities, position Kebbi State as a tourism hub in Northern Nigeria.



The growing global interest in culture, history, and adventure presents a prime opportunity for the state to attract domestic and international tourists. However, challenges such as inadequate infrastructure, limited promotion, and the absence of a strategic tourism master plan hinder the sector's full potential. With targeted investments and strategic planning, Kebbi State can transform its tourism sector into a robust driver of economic growth and cultural preservation.

#### **Drivers of the Tourism Sector in Kebbi State**

- **Rich Cultural Festivals:** Events like the Argungu and Uholo festivals attract diverse audiences, showcasing the state's traditions and fostering cultural exchange.
- **Historical and Archaeological Sites:** These include the battlefields of famous jihad wars, the tomb of Sheikh Abdullahi Gwandu, and the Girmace shrine, which highlight the state's historical significance.
- **Adventure and Wildlife:** Opportunities for game hunting and exploring rich forest reserves cater to adventure enthusiasts.
- **UNESCO Recognition:** The Argungu Festival's global recognition enhances Kebbi's visibility as a cultural tourism destination.

#### **Investment Opportunities in the Tourism Sector**

- **Development and Management of Tourist Sites:** Partnering with stakeholders to upgrade facilities, create guided experiences, and ensure sustainable tourism.
- **Festival Management:** Enhancing the organization, marketing, and branding of cultural festivals to attract global audiences.
- **Hospitality Sector Expansion:** Establishing eco-friendly resorts, hotels, and lodges to accommodate the influx of tourists.
- **Infrastructure Development:** Investing in roads, transportation, and communication networks to improve accessibility.
- **Heritage Conservation:** Supporting the preservation of historical sites and relics for cultural sustainability.
- **Technology Integration:** Leveraging digital tools for marketing, booking systems, and virtual tours.

#### **Solid Minerals**

Kebbi State is blessed with a wide range of solid minerals, making it one of Nigeria's most endowed states in terms of mineral resources. With key minerals such as gold, gemstones, limestone, iron ore, coal, and others, the state has the potential to harness these resources

for economic growth. The federal government's focus on the solid minerals sector, coupled with Kebbi's untapped potential, presents significant opportunities for development. However, the sector remains underdeveloped, largely relying on artisanal mining. With proper investment and infrastructure development, Kebbi can transform its solid minerals sector into a major economic driver.

### **Key Drivers**

- **Rich Mineral Deposits:** The state has abundant reserves of high-value minerals like gold, iron ore, limestone, and coal.
- **Federal Government Support:** The sector benefits from federal incentives aimed at attracting investors to mining projects.
- **Export Potential:** Kebbi's mineral resources can cater to both domestic industries and international markets.
- **Growing Industrial Demand:** The demand for minerals such as limestone, coal, and gold is increasing in industries like manufacturing, energy, and construction.

### **Investment Opportunities**

- **Industrial Mining Plants:** Establishment of mining and processing plants for gold, limestone, iron ore, and coal.
- **Gemstone Market Hub:** Setting up a trading hub for gemstones, along with a value addition center for processing and enhancing gemstone quality.
- **Gold and Coal Mining:** Modernizing gold and coal extraction methods for both domestic consumption and export.
- **Limestone-Based Industries:** Developing cement and other industries around limestone production.
- **Environmental Solutions:** Investing in sustainable mining practices and technologies to minimize environmental damage.

## Solid Minerals in Kebbi State

S/N	Solid Mineral	Type	Location (s)	Industrial Linkage
1	Bauxite Clay	Industrial	Suru	Alluminium and Ceramic Industry
2	Bentonite Clay	Industrial	Gwandu	Drilling Chemicals Industry
3	Beryl	Gemstone	Sakaba	Beryllium
4	Clay	Industrial	Suru, Maiyama, Argungu	Ceramics industry
5	Coal	Industrial	Birnin-Kebbi	Energy industry
6	Columbite	Industrial	Fakai, Sakaba	Steel industry
7	Crystal Quartz	Gemstone	Sakaba	
8	Feldspar	Industrial	Sakaba	Fertilizer
9	Garnet	Gemstone	Sakaba	
10	Gold	Precious Stone	Fakai, Ngaski, Yauri, Sakaba, Zuru	Jewellery and Dentistry
11	Iron ore	Metallic	Argungu, Suru, Kalgo, Aleiro, Gwandu, dandi, Sakaba, Danko/Wasagu	Steel industry
12	Kaolin	Industrial	Yauri, Koko Besse, Bagudo	Paint industry
13	Lapi Dolite	Lithium Mineral	Shanga	
14	Lead Sulphide	Metallic	Danko/Wasagu	
15	Limestone	Industrial	Jega, Gwandu, Dandi	Cement
16	Manganese	Industrial	Fakai, Bagudo, Danko Wasagu	Steel and Power Industry
17	Marble	Industrial	Shanga	
18	Phosphate	Industrial	Maiyama, Gwandu	Fertilizer
19	Potash	Industrial	Bunza, Dandi	Fertilizer
20	Salt	Industrial	Bunza, Danko/Wasagu	
21	Talc	Industrial	Fakai	Paint Industry
22	Tantalite	Industrial	Sakaba	
23	Topaz	Gemstone	Dandi	
24	Tourmaline	Gemstone	Shanga	

### Power

Kebbi State faces challenges in power supply, with a large portion of energy consumption being met by privately owned generators. However, the state is well-positioned to address these energy needs through renewable energy sources. With abundant resources like high solar irradiation, numerous river systems, and the potential for biomass energy from crops like sugar cane and maize, Kebbi offers significant opportunities in the renewable energy sector. This sector is crucial not only for providing reliable energy but also for driving job creation, skill development, and economic growth across various industries in the state.

### Key Drivers

- **High Solar Irradiation:** Kebbi has excellent potential for solar power generation, making it an ideal location for solar energy investments.
- **Hydropower Potential:** The state is home to many river systems and dams, which can be harnessed for hydroelectric power generation.
- **Agricultural Biomass:** The state's production of sugar cane and maize presents opportunities for biomass energy production, contributing to renewable energy solutions.
- **Renewable Energy Demand:** Growing energy needs across industries like agribusiness, tourism, and manufacturing create a strong demand for sustainable power solutions.

### **Investment Opportunities**

- **Independent Power Projects (IPP):** Establishing IPPs through Public-Private Partnerships (PPP) for diversified renewable energy generation.
- **Hydropower Development:** Investment in the development of hydroelectric power plants to tap into the state's hydropower potential.
- **Solar Power Projects:** Investment in large-scale solar power farms to provide electricity to both local communities and neighbouring states.
- **Biomass Energy Production:** Utilizing agricultural by-products for the generation of renewable energy, especially in biofuels like ethanol.
- **Energy Storage and Distribution:** Investment in technologies and infrastructure for energy storage and distribution to improve the reliability of renewable energy sources.

### **Infrastructure**

Kebbi State presents a significant opportunity for infrastructure development, particularly in sectors such as telecommunications, power, and transportation. As the state seeks to modernize its economy and improve its business environment, targeted investments in these infrastructure areas can lead to transformative growth. Adequate infrastructure is essential for supporting various industries, ensuring efficient connectivity, and enhancing the overall quality of life for the state's residents. With growing urbanization and industrialization, the state is poised to become a key player in regional economic development through strategic infrastructure investments.

## **Key Drivers**

- **Telecommunications Growth:** The increasing demand for reliable communication services drives investments in telecommunications infrastructure, improving connectivity within the state and to other regions.
- **Energy Needs:** The development of reliable power infrastructure is essential for the growth of other sectors, such as agribusiness, manufacturing, and services.
- **Transportation Networks:** Enhanced roads, railways, and airports can improve the state's connectivity, enabling easier movement of goods and people, fostering trade, and boosting tourism.
- **Urbanization and Industrialization:** As urbanization grows, the need for modern, efficient infrastructure becomes crucial to support population growth, businesses, and industries.

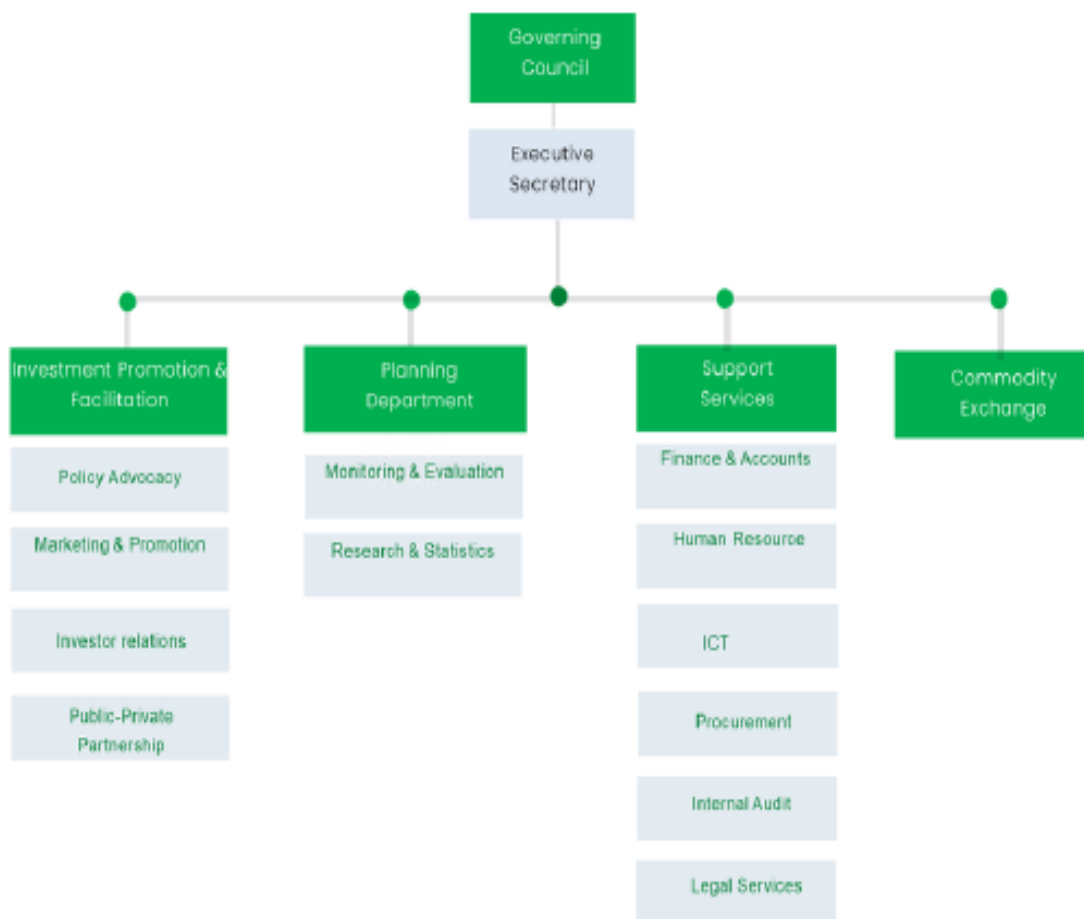
## **Investment Opportunities**

- **Telecommunications Infrastructure:** Investments in expanding mobile networks, broadband internet, and rural connectivity to enhance communication and support digital economy initiatives.
- **Power Infrastructure:** Establishing energy generation, distribution, and transmission infrastructure to meet local and regional power demands, including renewable energy projects such as solar and hydroelectric plants.
- **Transportation Networks:** Developing and upgrading road infrastructure, improving airport facilities, and expanding railway lines to increase connectivity and facilitate economic growth.
- **Public-Private Partnerships (PPP):** Leveraging PPP models to fund and manage large-scale infrastructure projects, including transportation, power, and telecommunications, to ensure sustainable development.
- **Smart City Initiatives:** Investing in technology-driven urban infrastructure, including smart grids, traffic management systems, and waste management solutions, to support the growing population and urban demands.

This operational plan positions KIPA to deliver meaningful progress, enabling Kebbi State to achieve sustainable economic growth while building the agency's reputation as a trusted investment partner.

## Governance and needs assessment

KIPA understands the need for the right governance structure to achieve the results it seeks, it therefore instituted the following governance structure:



The key departments and their functions include:

- Commodity Exchange Department
- Support Services Department
- Planning Department
- Investment Promotion Department

### Commodity Exchange Department

- **Facilitate Commodity Trading:** Organize and regulate the buying and selling of agricultural and other commodities to ensure a transparent and efficient market.
- **Market Development:** Promote the growth and expansion of the commodity exchange, including the development of new trading instruments and services.

- Regulate Trading Activities: Ensure adherence to trading rules and regulations, preventing fraud, manipulation, and unfair practices in the commodity market.
- Price Discovery: Enable fair price discovery mechanisms for commodities, providing accurate and timely information to producers, traders, and consumers.

### **Support Services Department**

- The department includes the ICT Unit, Human Resource Unit, Finance and Accounts Unit, Procurement Unit, Internal Audit, and Legal Services.
- Provision and maintenance of a modern customer relationship management (CRM) system.
- Identify, engage, and create a database of prospective and potential investors (domestic and international) for available investment opportunities in the state.
- Conduct training and recruitment exercises to build institutional capacity.
- Provide support to the Agency in performing its core duties.

### **Planning department**

The functions of the department will include the following:

- Analyse the investment trends around the world.
- Assess the performance and impact of foreign investors.
- Evaluate the response of investments to incentives.
- Design policy based on empirical evidence.
- Identify and promote investment opportunities.
- Understand the influence of foreign investment on the performance of domestic companies.
- Create and continuously update a repository of business directories.

The Planning department comprises of 2 units with distinct roles of Monitoring & Evaluation and Research & Statistics. It is important to have a robust data information and statistics system, this will aid market intelligence and other research agendas.

### **Investment Promotion department**

The department will consist of units such as Policy Advocacy, Marketing & Promotion, and Relations. Its core functions include:

- Supporting the implementation of investment projects and providing ongoing aftercare services.
- Advising the Board on critical promotion areas, offering insights and recommendations.
- Providing guidance to policymakers on necessary changes and the implementation of policies.
- Leading image branding initiatives to improve the perception and visibility of Kebbi State.

## Critical Success Factors for Investment Promotion Agencies



Adequate for it to function efficiently and effectively within and outside location to generate leads.



Quality of website is one of the main factors determining the overall quality of an IPA.



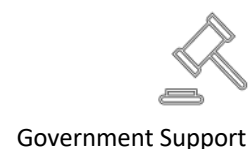
The level of skills and expertise with sufficient experience to engage investors, network, review briefs, etc.



Robust database capabilities, investor management tools and use of tech to drive processes for efficiency.



Clearly defined investment promotion strategy taking into consideration long term goals and linked to the State's comprehensive development framework overall.



Appropriate legislative backing and committed support by executive government and senior public sector stakeholders.



Good practice in the provision of at least the basic functions of image building, investment generation, investor servicing and facilitation.



Robust M&E framework that adequately tracks project delivery, outcomes and impact.



## 4. IPA Corporate Plan and Development Process

The IPA corporate plan serves as a practical roadmap for positioning Kebbi State as a competitive destination for investment. Its development was guided by consultations with key stakeholders, sector experts, and in-depth analyses of Kebbi’s investment opportunities.

The corporate plan outlines actionable strategies to attract foreign and domestic investment, build investor confidence, and align efforts across state agencies to create an enabling environment for business growth. It identifies priority sectors, practical initiatives, and measurable targets to ensure Kebbi maximizes its economic potential.

### Corporate Objectives

The plan is expected to position KIPA as a leading investment promotion agency in the North and Nigeria with the attraction of investments worth \$1 Billion and creation of 4,000 additional direct jobs in the State.

Pillars	Corporate Priorities	Objectives	Objectives description
Strategic Pillar 1	Investment Friendly Policy Environment	Create transparent regulatory framework	Ensure clear, consistent, and easily understandable regulations to foster trust and reduce barriers for investors.
		Simplify business registration and licensing	Streamline and digitalize processes to make it easier, quicker, and cheaper for businesses to register and obtain necessary licenses.
		Ensure policy stability	Provide predictable policies that maintain consistency over time, protecting investors from sudden regulatory change
		Promote investment in key sectors	Target key growth sectors like agriculture, energy, and tourism for focused investment efforts, boosting economic diversification.
		Improve investor protection and dispute resolution	Strengthen legal frameworks to safeguard investments and establish efficient, impartial dispute resolution mechanisms for investors.

Strategic Pillar II	Sustainable Sectoral Development	Foster sector-specific innovation	Drive cutting-edge innovation across priority sectors (e.g., agriculture, tourism, energy) to enhance productivity and competitiveness.
		Promote sustainable resource utilization	Implement practices that promote environmental sustainability while optimizing the use of natural and human resources for long-term growth.
		Enhance value-added processing	Strengthen industries' capacity to add value locally, boosting economic output and creating high-quality jobs in key sectors.
		Facilitate sectoral diversification	Support the growth of a diversified economy by investing in multiple high-potential sectors, reducing dependence on any single industry.
		Advocate for infrastructure development	Champion the expansion of critical infrastructure to support sectoral growth, ensuring efficient connectivity and service delivery across key sectors.
Strategic Pillar III	Enhancing Infrastructure and Ecosystem Support	Facilitate digital connectivity initiatives	Partner with stakeholders to promote projects that expand digital and telecommunications infrastructure for businesses.
		Promote renewable energy solutions	Facilitate partnerships with private investors to introduce sustainable energy solutions for businesses.
		Support transport and logistics improvements	Engage with key partners to promote the development of transportation and logistics systems that enhance investor access.

Strategic Pillar IV	Investment Promotion and Branding	Launch strategic investment campaigns	Design and implement targeted investment promotion initiatives highlighting Kebbi State's competitive advantages.
		Attract high-value investors	Focus on engaging domestic and foreign investors in priority sectors through tailored outreach and strategic partnerships.
		Strengthen state branding	Develop a compelling brand identity for Kebbi State, showcasing its economic potential and investment-friendly environment.
		Leverage digital platforms for promotion	Utilise digital marketing, social media, and investment forums to showcase opportunities and attract global attention.

## 4. Implementation of Strategic Priorities

### I. Investment Friendly Policy Environment

Objectives	Key initiatives/ Input	Expected output/KPI	Expected outcome	Impact	Owner Department	Start period	Completed by	Frequency
Create transparent regulatory framework	Simplify and digitize regulatory processes	- Review report completed by Q2, 2025 - Simplified guidelines published - Online platform launched	Transparent, streamlined compliance framework	Increased investment inflow and trust	Planning department	Q1, 2025	Q4, 2025	One-off
Simplify business registration and licensing	Streamline application processes	- Average processing time reduced by 35% annually - Customer satisfaction score to improve by 30% annually	Accessible and efficient registration systems	Boosted investor confidence and ease of doing business	Planning department	Q1, 2025	Q4, 2026	As required
Ensure policy stability	Establish policy monitoring	- Bi-annual policy reviews conducted	Consistent and predictable policies	Increased investor trust and long-term investments	Planning department	Q1, 2025	Q4, 2026	Bi-annual
Promote investment in key sectors	Sector-specific investment forums	- Organize 2 targeted investment forums annually - Achieve 50% participation from key sector players	Increased sectoral investments	Diversified economic growth in priority sectors	Planning department	Q1, 2025	Q4, 2027	Annually
Improve investor protection and dispute resolution	Establish an investor support desk	- Operational investor support desk within 6 months - Resolve 50% of investor complaints within 30 days	Enhanced investor confidence	Increased investment inflows and retention	Planning department	Q1, 2025	Q4, 2027	Monthly

II. Sustainable Sectoral Development

III.

Objectives	Key initiatives/Input	Expected output/KPI	Expected outcome	Impact	Owner Department	Start period	Completed by	Frequency
Foster sector-specific innovation	Launch innovation hubs and incubators	- Establish 2 innovation hubs - Support 20 of startups annually	Increased number of innovative solutions	Enhanced sectoral competitiveness and growth	Investment promotion Department	Q1, 2025	Q4, 2026	Continuous
Promote sustainable resource utilization	Implement eco-friendly policies and technologies	- Adoption of 60% sustainable practices - Improve process efficiencies by 20% annually	Improved resource efficiency	Increased long-term resource availability	Investment promotion Department	Q1, 2025	Q4, 2027	As required
Enhance value-added processing	Support local processing industries	- Establishment of two processing units across in the State - Growth in local product output by Z%	Growth in industrial capacity	Boosted export potential and job creation	Investment promotion Department	Q1, 2025	Q2, 2026	Annually
Facilitate sectoral diversification	Promote cross-sector collaborations	- 2 new sectors engaged - 30% growth in new sector investments	Broadened economic base	Economic resilience through sector variety	Investment promotion Department	Q1, 2025	Q4, 2027	Annually
Advocate for infrastructure development	Advocate for strategic public-private partnerships (PPP)	- Secure 2 PPP contracts	Improved connectivity and service delivery	Enhanced competitiveness and investor confidence	Investment promotion Department	Q1, 2025	Q4, 2027	Annually

#### IV. Enhancing Infrastructure and Ecosystem Support

Objectives	Key initiatives/Input	Expected output/KPI	Expected outcome	Impact	Owner Department	Start period	Completed by	Frequency
Facilitate digital connectivity initiatives	Expand broadband infrastructure and mobile networks	- Promote digital penetration in the State through Strategic collaborations with service providers	Improved digital access and inclusivity	Enhanced communication, education, and business opportunities	Investment promotion Department	Q1, 2025	Q4, 2026	As required
Promote renewable energy solutions	Support investment in solar, wind, and hydro power	- Promote renewable energy initiatives through strategic collaborations and partnerships	Increased adoption of renewable energy	Reduced energy costs, environmental impact, and reliance on non-renewables	Investment promotion Department	Q1, 2025	Q4, 2027	As required
Support transport and logistics improvement	Develop road networks, rail, and port infrastructure	- Establishment of two processing units across the State - Growth in local product output by Z%	Improved logistics and transportation	Boosted trade, regional integration, and supply chain efficiency	Investment promotion Department	Q1, 2025	Q2, 2026	Annually

V. **Enhancing Infrastructure and Ecosystem Support**

Objectives	Key initiatives/Input	Expected output/KPI	Expected outcome	Impact	Owner Department	Start period	Completed by	Frequency
Launch strategic investment campaigns	Develop targeted marketing campaigns to attract investors	- Launch 4 marketing campaigns quarterly - Achieve at least 50% engagement from target investors	Increased visibility of Kebbi State's investment opportunities	Attracted high-quality investments and raised state profile	Investment promotion Department	Q1, 2025	Q4, 2026	Annually
Attract high-value investors	Identify and reach out to top-tier investors in key sectors	- 400 high-value investors engaged - Secure 50% increase in investment inquiries	Increased investor interest in Kebbi's priority sectors	Accelerated inflow of capital and job creation	Investment promotion Department	Q1, 2025	Q4, 2027	As required
Strengthen state branding	Develop a unified, compelling brand for Kebbi State	- Completion of brand identity and messaging by Q2, 2025 - 25% increase in positive perception of the state based on Surveys	Stronger brand recognition for Kebbi State	Enhanced competitive positioning for investment	Investment promotion Department	Q1, 2025	Q2, 2025	Monthly
Leverage digital platforms for promotion	Create digital platforms and content to showcase opportunities	- Launch two digital platforms - Generate 30% increase in online inquiries	Expanded reach to potential investors globally	Broadened investor base and enhanced state attractiveness	Investment promotion Department	Q1, 2025	Q2, 2026	As required

## Target

Target KPI	Target Value	Baseline	2025	2026	2027
<b>Number of new inward investor projects</b>	>30	13	18	24	>30
• <b>No. of Agribusiness projects</b>	12	-	7	10	>12
• <b>No. of Light Manufacturing projects</b>	10	-	6	8	>10
• <b>No. of Renewable Energy projects</b>	5	-	3	4	5
• <b>No. of Solid Minerals projects</b>	3	-	2	2	3
<b>Value of Capital Investment (USD)</b>	>1,000,000,000	1,000,000,000	600,000,000	800,000,000	>1,000,000,000
• <b>Agribusiness projects (USD)</b>	500,000,000	-	300,000,000	400,000,000	>500,000,000
• <b>Light Manufacturing projects (USD)</b>	200,000,000	-	120,000,000	160,000,000	>200,000,000
• <b>Renewable Energy projects (USD)</b>	200,000,000	-	120,000,000	160,000,000	200,000,000
• <b>Solid Minerals projects (USD)</b>	100,000,000	-	60,000,000	80,000,000	100,000,000
<b>Number of direct jobs created</b>	>4,000	-	1,500	2,500	>4,000
• <b>Agribusiness direct jobs</b>	1,500	-	600	800	>1,500
• <b>Light Manufacturing direct jobs</b>	1,800	-	600	800	>1,800
• <b>Renewable Energy direct jobs</b>	400	-	150	250	4000



<b>• Solid Minerals direct jobs</b>	300	-	150	200	300
<b>Number of expansion projects</b>	3	2	2	2	3
<b>Number of potential investors engaged</b>	400	-	150	250	400
<b>Number of business leads generated</b>	150	33	40	60	80
<b>Number of existing investors engaged</b>	75	-	40	60	75
<b>Implementation status of the plan (%)</b>	100	15	55	70	85

## 5. Stakeholder Management

Kebbi State Investment Promotion Agency (KIPA) aims to foster investment and economic growth by identifying key stakeholders who will support the state's strategic development goals. As KIPA is still in its early stages of establishment, its stakeholder management strategy highlights the importance cultivating relationships with critical actors both within the state and across Nigeria, and build credibility and trust. This chapter outlines a stakeholder engagement strategy, identifying the key groups KIPA must collaborate with to achieve its objectives.

### Stakeholder Categories

KIPA will engage with a diverse range of stakeholders who can support the state's economic development objectives. These stakeholders fall into several categories:

#### 1. Development/Investment Partners

These are entities with a vested interest in promoting investment and improving Kebbi's business environment. They include government bodies, financial institutions, and international development agencies. These partners will assist in implementing investment policies, identifying potential investors, and supporting financial and technical assistance.

#### Examples of Development/Investment Partners for KIPA:

##### Federal Government Agencies:

- Federal Ministry of Industry, Trade, and Investment
- Nigerian Investment Promotion Commission (NIPC)
- Nigerian Export Promotion Council (NEPC)
- Central Bank of Nigeria (CBN)
- Nigerian Export-Import Bank (NEXIM)

##### Financial Institutions:

- Bank of Industry (BOI)
- Bank of Agriculture (BOA)
- Commercial Banks (e.g., Access Bank, Zenith Bank)

##### ○ International Partners:

- World Bank Group
- African Development Bank (AfDB)
- United Nations Development Programme (UNDP)
- United States Agency for International Development (USAID)

### **Donor Agencies & Foundations:**

- The Bill and Melinda Gates Foundation
- Ford Foundation
- British International Investment (BII)
- European Union
- 

## **2. Strategic Alliances**

KIPA will engage with local and international partners who can help deliver ancillary services and provide information on investment opportunities. These include universities, research institutions, logistics companies, trade associations, and local business groups.

### **Examples of Strategic Alliances for KIPA:**

#### **Local Higher Education Institutions:**

- Kebbi State University of Science and Technology
- Federal College of Fisheries and Marine Technology
- Usmanu Danfodiyo University, Sokoto

#### **Local Business Organizations:**

- Kebbi State Chamber of Commerce, Industry, Mines, and Agriculture
- Nigerian Association of Small and Medium Enterprises (NASME)
- Manufacturers Association of Nigeria (MAN)

#### **Agriculture and Industry-Related Entities:**

- Kebbi State Agricultural Development Programme
- Kebbi State Fertilizer Company
- Nigeria Association of Rice Farmers (NARF)

#### **Professional Service Firms:**

- Deloitte Nigeria
- PricewaterhouseCoopers Nigeria
- Ernst & Young Nigeria

### 3. **Corporate Leaders & Influencers**

Corporate leaders and influential individuals are key to building momentum and spreading the message about Kebbi as an investment destination. These individuals have the networks and influence needed to sway investment decisions and advocate for the state's development goals.

#### **Examples of Corporate Leaders & Influencers:**

##### **Private Sector Leaders:**

- Chairman, Olam Nigeria (a major agricultural investor)
- Chairman, Dangote Group
- Chairman, BUA Group
- Chairman, Flour Mills of Nigeria

##### **Local Influencers:**

- Major agribusiness owners in Kebbi State
- Traditional rulers who can act as advocates for local investment

### 4. **Government & Regulatory Bodies**

Key government agencies and committees in Kebbi and Nigeria must be engaged to ensure smooth policy implementation and business regulations. These stakeholders will help KIPA navigate bureaucratic challenges and provide the necessary legal framework for investment.

#### **Examples of Government & Regulatory Bodies:**

##### **Kebbi State Government:**

- Office of the Governor
- Kebbi State Ministry of Commerce, Industry, and Tourism
- Kebbi State Ministry of Agriculture
- Kebbi State Ministry of Finance

##### **Regulatory Bodies:**

- Nigerian Customs Service
- National Agency for Food and Drug Administration and Control (NAFDAC)
- Standards Organization of Nigeria (SON)
- Nigerian Environmental Standards and Regulations Enforcement Agency (NESREA)

## 5. **Media & Public Relations**

The media plays a critical role in shaping public opinion and spreading awareness about investment opportunities in Kebbi. Building strong media relationships will help KIPA amplify its messaging and showcase the state's potential for economic growth.

### **Examples of Media and PR Stakeholders:**

#### **National Media Outlets:**

- Channels TV
- The Guardian
- ThisDay

#### **Regional Media Outlets:**

- Kebbi State Radio
- Kebbi State Television
- Local newspapers and news websites

#### **PR Firms:**

- MediaReach OMD
- Stears Business
- CMC Connect

## 6. **Investor Community**

Engaging directly with prospective investors, both domestic and foreign, is essential for KIPA to generate interest and commitment. These stakeholders include individual investors, investment funds, multinational corporations, and venture capital firms.

### **Examples of Investor Stakeholders:**

#### **Multinational Corporations:**

- Shell Nigeria
- Total Nigeria
- Chevron Nigeria

#### **Private Equity & Venture Capital Firms:**

- Actis Capital
- African Infrastructure Investment Managers (AIIM)

- Bluebird International

### Stakeholder Matrix for KIPA

Stakeholder Group	Role/Interest	Engagement Strategy	Frequency of Engagement
<b>Federal Government Agencies</b>	Policy support, funding, national coordination of investment efforts	Regular meetings, collaboration on policy initiatives, joint projects, sharing data and research	Quarterly
<b>Development Partners</b>	Investment funding, technical assistance, development of business environment	Collaboration on strategic goals, technical assistance, grant proposals, joint events and conferences	Bi-annually
<b>State Government (Kebbi)</b>	Policy implementation, regulatory support, economic development	Monthly meetings with key ministries, joint program initiatives, participation in state development strategies	Monthly
<b>Strategic Alliances (e.g., NGOs)</b>	Partnership in creating sustainable investment projects, capacity building	MOU signing, joint workshops and training programs, communication through newsletters	Quarterly
<b>Local Chamber of Commerce</b>	Promoting investment, business advocacy	Regular dialogue, event sponsorships, joint promotion of investment opportunities	Monthly
<b>Corporate Leaders</b>	Advocates for investment, investors with strong local influence	One-on-one meetings, roundtable discussions, leveraging their influence in promoting Kebbi State as an investment hub	Quarterly
<b>Regulatory Bodies</b>	Ensuring smooth regulatory and policy environment for investments	Collaborative workshops, awareness campaigns on regulatory changes, joint stakeholder engagement meetings	Bi-Annually
<b>Media &amp; PR Firms</b>	Public awareness, promotion of Kebbi as an investment destination	Regular press releases, media engagements, interviews, participation in media campaigns	Monthly

<b>Investors (Domestic &amp; Foreign)</b>	Direct investment in Kebbi, business opportunities	Personalized investment proposals, investor roundtable meetings, events focused on specific sectors	Quarterly
<b>Local Government Units (LGUs)</b>	Ensuring local level support for business development	Coordination with local leaders, sector-specific workshops, building partnerships for local development initiatives	Monthly
<b>Investment Advisors &amp; Brokers</b>	Facilitating investment decisions, advisory services	Continuous engagement via networking events, workshops, and by strengthening relationships with investors' advisors	Bi-Annually

## 6. Financial Plan

KIPA plans to fund its corporate strategy through a combination of Kebbi State Government's subvention, grants from international development and donor organizations, revenue from fee-earning services, and other potential revenue-generating activities. These fee-earning services will include investor-commissioned research, feasibility studies, event and publication advertisements, and others. Additionally, KIPA will engage with professional service firms for annual donations in exchange for being listed as official service providers for inward investment on KIPA's website and marketing materials. Contributions may also come from industrial parks and other local development projects, depending on the volume of investment they attract.

### Key Financial Sources

- **Government Subvention:** The primary funding source will be Kebbi State's budget allocation to KIPA, expected to cover 75-85% of its financial needs during the initial period. As KIPA matures and gains the legal capacity to engage in commercial activities, this proportion is expected to decrease over time.
- **Grants:** KIPA will actively seek grants from international development organizations and donor agencies. The Director-General and Governing Council will leverage their networks to secure funds with minimal obligations for the State. These funds will be carefully managed and allocated to the specific initiatives outlined in the strategic plan.
- **Technical (Non-Financial) Support:** In addition to financial support, KIPA will value non-financial contributions from donor entities and development institutions. These contributions may include technical support, delivery of key initiatives, training, and operational assistance to strengthen KIPA's internal capacity.
- **Fee-Earning Services:** KIPA plans to offer specialized services for a fee as allowed by its enabling legislation. These services will include investor research, feasibility studies, negotiations, and others, provided they align with KIPA's mandate as a government body.



## Assumptions for Planned Expenditure

Strategic Priorities	Objectives	Planned Expenditure Assumptions
<b>Investment Friendly Policy Environment</b>	Create transparent regulatory framework	<ul style="list-style-type: none"> <li>- Consultancy services for policy review and reform</li> <li>- Staff working hours for policy drafting and consultations</li> <li>- Stakeholder meetings and public consultations</li> </ul>
	Simplify business registration and licensing	<ul style="list-style-type: none"> <li>- Digitalization of registration systems (software, infrastructure)</li> <li>- Staff working hours for process optimization</li> <li>- Public awareness campaigns on new digital processes</li> </ul>
	Ensure policy stability	<ul style="list-style-type: none"> <li>- Consultancy services for ensuring policy consistency</li> <li>- Staff working hours for regulatory monitoring</li> <li>- Legislative process costs</li> </ul>
	Promote investment in key sectors (agriculture, energy, tourism)	<ul style="list-style-type: none"> <li>- Sector-specific research and feasibility studies</li> <li>- Targeted promotional campaigns for each sector</li> <li>- Travel and logistics costs for sector promotion events</li> </ul>
	Improve investor protection and dispute resolution	<ul style="list-style-type: none"> <li>- Legal consultancy for developing frameworks</li> <li>- Setting up dispute resolution mechanisms</li> <li>- Staff training and capacity building for legal compliance</li> </ul>
<b>Sustainable Sectoral Development</b>	Foster sector-specific innovation	<ul style="list-style-type: none"> <li>- Partnerships with tech firms for innovation support</li> <li>- R&amp;D funding for sectoral innovations (e.g., agriculture, energy)</li> <li>- Innovation hubs or incubators setup costs</li> </ul>

	Promote sustainable resource utilization	<ul style="list-style-type: none"> <li>- Consultancy for sustainability practices in key sectors</li> <li>- Environmental impact assessments and related studies</li> <li>- Training and awareness programs for local businesses on sustainable practices</li> </ul>
	Enhance value-added processing	<ul style="list-style-type: none"> <li>- Industry-specific R&amp;D programs</li> <li>- Local business capacity-building initiatives</li> <li>- Promotion of local industries through trade fairs or events</li> </ul>
	Facilitate sectoral diversification	<ul style="list-style-type: none"> <li>- Research and reports on high-potential sectors</li> <li>- Sector-specific investment promotion events</li> <li>- Costs for engaging with investors in new sectors</li> </ul>
	Advocate for infrastructure development	<ul style="list-style-type: none"> <li>- Infrastructure project proposal preparation costs</li> <li>- Lobbying and advocacy campaigns</li> <li>- Costs for building partnerships for infrastructure development</li> </ul>
<b>Enhancing Infrastructure and Ecosystem Support</b>	Facilitate digital connectivity initiatives	<ul style="list-style-type: none"> <li>- Funding for expanding broadband and digital infrastructure</li> <li>- Partnerships with telecom and tech companies</li> <li>- Staff working hours for project management and coordination</li> </ul>
	Promote renewable energy solutions	<ul style="list-style-type: none"> <li>- Partnerships with renewable energy firms</li> <li>- Pilot renewable energy projects (solar, wind, etc.)</li> <li>- Staff working hours for overseeing energy projects</li> </ul>
	Support transport and logistics improvements	<ul style="list-style-type: none"> <li>- Stakeholder consultations with logistics firms</li> <li>- Development and improvement of logistics infrastructure</li> <li>- Investment in transportation systems and networks</li> </ul>

<b>Investment Promotion and Branding</b>	Launch strategic investment campaigns	<ul style="list-style-type: none"> <li>- Design and implementation of national and international campaigns - Media buying and marketing expenses</li> <li>- Travel and logistics for campaign execution</li> </ul>
	Attract high-value investors	<ul style="list-style-type: none"> <li>- Investor targeting and engagement initiatives</li> <li>- Tailored outreach for domestic and foreign investors</li> <li>- Networking events and partnership development costs</li> </ul>
	Strengthen state branding	<ul style="list-style-type: none"> <li>- Branding and logo development costs</li> <li>- PR and media outreach expenses</li> <li>- Collaboration with designers for state promotional materials</li> </ul>
	Leverage digital platforms for promotion	<ul style="list-style-type: none"> <li>- Digital marketing costs (social media ads, SEO, website development)</li> <li>- Online content creation (videos, blogs, webinars)</li> <li>- Costs for hosting digital investment forums</li> </ul>

## Project Expenditure

Strategic Priorities	Objectives	Outcome	2025 (N'000)	2026 (N'000)	2027 (N'000)
<b>Enhance State Visibility</b>	Strengthen Agency's Legal Foundation	Legislative backing and enablement to carry out functions and guidance on scope of Management, Governing Council and Agency.	20,000,000	30,000,000	35,000,000
	Create greater awareness	Increase in the awareness of the State's investment opportunities and rise in private sector visits.	282,500,000	292,500,000	315,000,000
<b>Attract and Facilitate Private Sector Investment</b>	Attract Private Sector Investments	Increase in attraction of private sector investments to priority sectors, MSME & other opportunities.	50,000,000	70,000,000	95,000,000
	Enhance Attractiveness of the State	Increase in attractiveness of state. Increase in the quality of labour within the State.	600,000	600,000	600,000
	Improve Investor Experience	Improved investor experience & turnaround time.	30,000,000	20,000,000	10,000,000
<b>Enable Competitive Regulatory Environment</b>	Alignment with State Economic Development Strategy	Increased contribution to achievement of State's economic development objectives.	30,000,000	40,000,000	50,000,000

	Improve Regulatory & Policy Framework	Improved enabling environment and ease of doing business.	7,500,000	1,500,000	500,000
	Stimulate Business and Growth	Stimulated growth and improved enabling environment.	15,000,000	10,000,000	15,000,000
<b>Promote Cooperation and Collaboration</b>	Improve Synergy and Collaboration	Strengthened collaboration and cooperation.	27,000,000	27,000,000	27,000,000
<b>Optimise Internal Operations</b>	Increase Performance and Achieve Strategic Objectives	Implementation of strategic plan, achievement of mandate and performance objectives.	60,000,000	75,000,000	80,000,000
	Enhance Operational Skills and Capacity	Enhanced delivery capacity of the Agency.	122,100,000	15,810,000	10,000,000
	Organisational Enhancement and Improvement	Operational efficiency, improved investor experience and availability of information.	45,000,000	18,000,000	18,000,000
	Enhance Technology Infrastructure	Operational efficiency, effectiveness and organizational continuity.	39,242,100	9,294,480	10,000,000
<b>Total</b>			<b>728,942,100</b>	<b>609,704,480</b>	<b>666,100,000</b>

## 7. Risk Management Framework

The risk management framework for Kebbi State is designed to identify and address potential risks that could impact the successful implementation of its strategic initiatives. By assessing key risks, their likelihood, and impact, the framework outlines mitigation strategies to ensure the achievement of the State’s development goals and maintain a conducive investment environment.

### Kebbi State Risk Management Framework

S/N	Risk Title	Probability	Impact	Trigger Event	Effect	Mitigation
1	<b>Insufficient Funding</b>	Medium	High	<ul style="list-style-type: none"> <li>Inadequate budget allocation or delay in fund disbursement for key initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Delay or failure in executing high-priority investment initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Explore partnerships with the private sector and donor agencies.</li> <li>Prioritize funding allocation based on critical needs.</li> <li>Work with the state government to expedite funds release.</li> </ul>
2	<b>Delay in Government Approvals</b>	Medium	High	<ul style="list-style-type: none"> <li>Delay in obtaining necessary approvals from the State Government or Governing Council.</li> </ul>	<ul style="list-style-type: none"> <li>Project timelines are extended, and strategic goals are jeopardized.</li> </ul>	<ul style="list-style-type: none"> <li>Work on securing blanket approvals early in the process.</li> <li>Regularly communicate milestones to leadership and document the impact of delayed decisions.</li> </ul>
3	<b>Regulatory Delays</b>	High	Medium	<ul style="list-style-type: none"> <li>Slow progress in reforming regulatory frameworks or delays in implementing new policies.</li> </ul>	<ul style="list-style-type: none"> <li>Increased difficulty in attracting investors, potential investors leaving.</li> </ul>	<ul style="list-style-type: none"> <li>Expedite the review and approval processes for regulatory frameworks.</li> <li>Collaborate closely with relevant ministries to streamline approval processes.</li> </ul>

4	<b>Failure to Attract Private Sector Investment</b>	Medium	High	<ul style="list-style-type: none"> <li>• Lack of tailored engagement or incentives for investors.</li> <li>• Political instability or insecurity affecting investor confidence.</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer investments in priority sectors like agriculture, energy, and tourism.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop targeted investor attraction campaigns.</li> <li>• Strengthen public-private partnerships.</li> <li>• Work on stabilizing the investment environment by improving security and policy consistency.</li> </ul>
5	<b>Inadequate Skilled Human Resources</b>	Medium	High	<ul style="list-style-type: none"> <li>• Shortage of qualified personnel or high turnover in key positions.</li> </ul>	<ul style="list-style-type: none"> <li>• Low performance, poor execution of plans, and suboptimal project delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop training programs to build local capacity.</li> <li>• Attract skilled talent through competitive compensation packages and incentives.</li> <li>• Improve employee retention strategies.</li> </ul>
6	<b>Lack of Infrastructure</b>	High	High	<ul style="list-style-type: none"> <li>• Poor transport, logistics, or digital infrastructure that hinders investment activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased cost of doing business, slow delivery of services, and low investor satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with development partners to improve infrastructure.</li> <li>• Lobby for government investment in key infrastructure projects like roads, electricity, and digital connectivity.</li> </ul>
7	<b>Unpredictable Policy Changes</b>	Medium	High	<ul style="list-style-type: none"> <li>• Sudden changes in state policy or national regulatory environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Disruptions in investor confidence and long-term projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for policy stability by engaging with key stakeholders and the State Government.</li> <li>• Build flexibility into strategic plans to</li> </ul>

						adapt to changing policy environments.
8	<b>Failure to Meet Investor Expectations</b>	Medium	High	<ul style="list-style-type: none"> <li>• Slow response times or lack of clarity in communication with investors.</li> </ul>	<ul style="list-style-type: none"> <li>• Investors may pull out or avoid future projects, leading to loss of trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve investor engagement and communication.</li> <li>• Create dedicated channels for investor concerns and needs.</li> <li>• Ensure quick resolution of issues that impact investors' projects.</li> </ul>
9	<b>Political Instability or Changes</b>	Medium	High	<ul style="list-style-type: none"> <li>• Sudden political changes or unrest in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Disruption of projects, misalignment of priorities, and loss of investor confidence.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a political risk mitigation strategy.</li> <li>• Foster strong relationships with political leaders across parties to ensure continuity in policies.</li> </ul>
10	<b>Over-Commitment to Projects Without Adequate Resources</b>	Medium	High	<ul style="list-style-type: none"> <li>• Over-promising on outcomes without proper resource planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Project delays, budget overruns, and resource strain.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct thorough feasibility studies before embarking on major initiatives.</li> <li>• Set realistic goals and timelines, ensuring adequate resources are available for each project.</li> </ul>



## 10. Conclusion

Kebbi State is poised for transformative growth with a clear and strategic approach focused on investment, sectoral development, and infrastructure enhancement. The outlined priorities aim to drive economic diversification, attract private sector investments, and improve regulatory frameworks, ultimately positioning Kebbi as a competitive and attractive destination for investors.

By aligning with the state's development goals, these initiatives are designed to foster long-term economic growth and resilience. Through careful resource allocation, effective risk management, and ongoing collaboration, Kebbi is on track to meet its objectives, creating sustainable opportunities for businesses and residents alike. The successful implementation of this plan will significantly contribute to the state's economic transformation and ensure a prosperous future.