



JIGAWA INVESTMENT PROMOTION AGENCY (INVESTJIGAWA)

CORPORATE PLAN

December 2024



APPROVAL PAGE

This document, titled: **JIGAWA INVESTMENT PROMOTION AGENCY (INVESTJIGAWA) CORPORATE PLAN** has been developed and approved by the Jigawa state government.

The document is hereby endorsed by the undersigned for immediate implementation and compliance.

Signed:

A circular blue stamp of the Jigawa State Investment Promotion Agency (InvestJigawa) is partially obscured by a handwritten signature in black ink. The signature is written over the stamp and includes the date '30-12-24' written below it. The stamp contains the text 'JIGAWA STATE INVESTMENT PROMOTION AGENCY' around the perimeter and a gear icon in the center.

Dr. Zakiyyu Muhammad
Secretary/ Legal Adviser
Jigawa State Investment Promotion Agency (InvestJigawa)

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FOREWORD

It is my privilege to present the Jigawa State Investment Promotion Agency (InvestJigawa) Corporate Plan, a roadmap designed to position Jigawa State as a leading destination for sustainable investments. This strategy reflects our commitment to fostering economic growth through innovation, partnerships, and an enabling business environment.

Developed through collaborative input from key stakeholders, this document outlines actionable priorities to enhance ease of doing business, attract targeted investments, and drive sectoral development. It emphasizes measurable outcomes and aligns with Jigawa's broader economic aspirations.

I extend my gratitude to the government of Jigawa State for its steadfast support and to the InvestJigawa team for their dedication. Together with our partners, we are poised to unlock Jigawa's full economic potential and deliver transformative impact for investors and citizens alike.



Furera Isma Furera
Director General, InvestJigawa

1.0 EXECUTIVE SUMMARY

InvestJigawa is the premier agency established by the Jigawa State Government to spearhead investment attraction, facilitate business activities, and coordinate all investment promotion efforts within the state. Founded in 2016, the agency's mandate is to position Jigawa as a competitive and attractive investment destination in Nigeria. Although the agency has made significant strides, challenges arose in fully realizing its potential due to leadership transitions and a dynamic economic environment. With the appointment of a new Director-General in October 2020, InvestJigawa has set its sights on a renewed strategy, focused on driving growth and creating an investment ecosystem that promotes sustainable economic development for Jigawa.

Key Focus and Mandate

At the core of InvestJigawa's mandate is the attraction of high-value investments that foster economic diversification and create sustainable employment opportunities for Jigawa's citizens. The agency focuses on strategic sectors, including agribusiness, light manufacturing, renewable energy, and solid minerals, which offer significant potential for economic growth, job creation, and alignment with Jigawa's unique strengths and development priorities.

InvestJigawa is committed to creating a dynamic, competitive business environment by enhancing the regulatory landscape, building effective public-private partnerships, and streamlining internal operations. Through these efforts, the agency aims to contribute meaningfully to Jigawa's economic transformation and elevate the quality of life for its people.

Vision, Mission, and Strategic Objectives

Vision: To position Jigawa as the preferred investment destination in Nigeria

Mission: To identify, promote and facilitate the exploitation of opportunities for private sector investments that will create jobs for and promote the prosperity and wellbeing of the citizens of Jigawa State.

Strategic Objectives:

- **Attract \$1 Billion in Investments:** Our goal is to secure \$1 billion in Foreign Direct Investment (FDI) by 2026, with a strong emphasis on high-potential sectors.

- Job Creation: We aim to create at least 2,500 direct jobs, focusing on sectors that offer significant employment potential, such as agribusiness, light manufacturing, renewable energy, and solid minerals.
- Expand Existing Investments: Facilitate the expansion of at least 3 existing inward investments to further strengthen the state's economic foundation.

Key Performance Indicators (KPIs)

The success of InvestJigawa's corporate plan will be measured by the following KPIs:

- Number of FDI Projects Secured: Targeting the attraction of at least 30 new investment projects in the key sectors:
 - ✓ Agribusiness: 12 projects
 - ✓ Light Manufacturing: 10 projects
 - ✓ Renewable Energy: 5 projects
 - ✓ Solid Minerals: 3 projects
- Total Investment Value: We aim to secure \$1 billion in investment capital by 2026:
 - ✓ Agribusiness: \$500 million
 - ✓ Light Manufacturing: \$200 million
 - ✓ Renewable Energy: \$200 million
 - ✓ Solid Minerals: \$100 million
- Job Creation: We project the creation of at least 2,500 direct jobs by 2026:
 - ✓ Agribusiness: 1,000 jobs
 - ✓ Light Manufacturing: 1,000 jobs
 - ✓ Renewable Energy: 250 jobs
 - ✓ Solid Minerals: 250 jobs
- Expansion of Existing Investments: We plan to facilitate at least 3 expansion projects from existing investors within the state.

The Corporate Plan for InvestJigawa mirrors the strategic plan, providing a clear pathway to achieving the agency's vision. It focuses on enhancing state visibility, attracting investment, fostering a competitive regulatory environment, promoting collaboration, and championing climate-smart investments. Additionally, the plan aims to optimise internal operations to support investment facilitation. Through these priorities, InvestJigawa is poised to position Jigawa as a preferred investment destination, driving economic growth and job creation.

2.0 INTRODUCTION AND STRATEGIC CONTEXT

The primary purpose of this corporate plan is to provide a clear, actionable framework for driving economic growth and job creation in Jigawa State. By aligning the agency's activities with the strategic objectives of national and international development agendas, the plan serves as a roadmap for attracting investment, facilitating private sector growth, and enhancing the state's business environment.

Through targeted interventions, InvestJigawa aims to unlock new economic opportunities, optimise the potential of key sectors, and strengthen the investment ecosystem in the state.

Strategic Alignment to Nigeria's National Development Goals

National Development Plan (2021–2025):

The National Development Plan (NDP) 2021–2025 prioritizes economic diversification, job creation, and industrialization to achieve inclusive growth. It seeks to reduce Nigeria's dependency on oil by encouraging investments in key sectors such as agriculture, manufacturing, technology, and renewable energy.

InvestJigawa's corporate plan is strategically aligned with these priorities by fostering an enabling environment for investments and actively promoting Jigawa State as an attractive destination for both local and international investors. The agency plays a vital role in positioning Jigawa as a hub for economic activity by leveraging its comparative advantages in agriculture and emerging industrial sectors.

President Tinubu Administration's Economic Vision:

The administration of President Bola Ahmed Tinubu builds on the NDP's foundation with bold economic reforms and a commitment to attracting investment across sectors.

Key policies include:

- **Economic Reforms:** The removal of fuel subsidies and unification of exchange rates have bolstered investor confidence, making Nigeria a more attractive investment destination.
- **Infrastructural Development:** Increased budgetary allocation to infrastructure, agriculture, and food security supports diversification and economic growth.
- **International Partnerships:** Strategic agreements with global partners, such as a €300 million infrastructure finance deal with France, underscore the government's drive to attract foreign direct investment.

Investment Priorities for Jigawa State

Jigawa State is uniquely positioned to align with and benefit from these national goals. Its fertile land, strategic location, and commitment to industrial development make it a focal point for investment in key sectors:

1. Agriculture and Agro-Processing:

- With vast arable land, Jigawa is poised to become a leader in agribusiness, especially in value-added activities like agro-processing.
- InvestJigawa actively promotes the state's agricultural potential to both local and international investors, driving job creation and industrialization in rural areas.

2. Renewable Energy and Industrial Growth:

- The state's potential for renewable energy investments supports Nigeria's broader transition to sustainable energy solutions.
- Emerging industrial clusters in Jigawa offer opportunities for manufacturing and export-oriented businesses.

3. Strategic Partnerships and Capacity Building:

- InvestJigawa facilitates partnerships that align with national goals, ensuring that investments deliver tangible benefits to local communities.
- The agency emphasizes capacity-building initiatives to enhance the skills of Jigawa's workforce, making the state more attractive to investors seeking a skilled labor pool.

InvestJigawa's Role in Delivering the Vision

InvestJigawa is pivotal in actualizing the state's economic aspirations. The agency actively works to create a conducive investment environment by:

- Streamlining investment processes and providing robust support to investors.
- Championing Jigawa's unique value propositions across priority sectors.
- Aligning its efforts with the federal government's objectives to maximize economic impact.

Through these initiatives, InvestJigawa contributes to the realization of both the NDP 2021–2025 and the Tinubu administration's economic vision, making Jigawa State a beacon of opportunity and growth in Nigeria.

Supporting Nigeria's Ease of Doing Business Initiatives

InvestJigawa's corporate plan also supports Nigeria's national efforts to improve the Ease of Doing Business. The federal government, under the National Economic Council (NEC), has been rolling out reforms to ease regulatory barriers and simplify processes for businesses. Jigawa, with InvestJigawa at the helm, plays a critical role in aligning with these reforms at the subnational level.

In recent years, Nigeria has improved its position in the World Bank's Doing Business report, climbing from 146th place in 2019 to 131st in 2020. Jigawa has embraced this national momentum by streamlining local business registration processes and creating investor-friendly policies. These efforts have been complemented by infrastructure improvements that make it easier to do business in the state.

The Presidential Enabling Business Environment Council Secretariat, a government transformation office, has collaborated with subnational governments in tracking the ease of doing business across states through its annual Subnational Surveys. Over the years, it has conducted baseline studies on the ease of doing business across states, focusing on key economic metrics such as infrastructure, transparency and accessibility to information, skills and labor, secure and stable environments, regulatory frameworks, and economic opportunities.

Jigawa State ranked 3rd and 2nd in the 2021 and 2023 Subnational baseline survey respectively, thereby indicating improving economic realities.

Details of Jigawa's performance is shown below

Source: PEBEC's 2023 Subnational Baseline Survey

		'21	'23	
Infrastructure	Rank	13	6	↑
	Score	5.94	5.87	↓
Electricity		5.03	5.30	↑
Transport		5.03	5.79	↑
Logistics		-	5.85	
Telecom and Internet		-	7.07	
Transparency and Accessibility of Information	Rank	2	1	↑
	Score	7.95	7.04	↓
Investment promotion		9.25	7.52	↓
Accessing key information		6.65	6.20	↓
Skills and Labour	Rank	5	2	↑
	Score	7.51	6.85	↓
Skills and labour		7.51	6.85	↓
Secure and Stable Environment	Rank	22	3	↑
	Score	5.71	6.76	↑
Security and Safety		5.71	6.76	↑
Regulatory Environment	Rank	13	2	↑
	Score	5.77	6.35	↑
Business registration		-	6.38	
License renewal		-	5.98	
Contract enforcement		4.84	5.08	↑
Land and property acquisition		6.76	7.03	↑
Paying taxes		7.40	6.88	↓
Economic Opportunity	Rank	-	3	
	Score	-	5.30	
Funding		-	5.09	
Forex		-	4.00	
Newfrange of customers		-	7.05	

Overall, Jigawa State's Ease of Doing Business (EoDB) performance has shown a positive trend, improving from a score of 6.79 in 2021 to 6.88 in 2023. The state's subnational ranking also advanced from 3rd position in 2021 to 2nd in 2023. Notably, Jigawa ranked the highest among subnational entities in the North-West region of Nigeria in 2023. The state achieved its highest satisfaction score in 2023 in the area of Transparency and Accessibility of Information.

Key Reforms implemented by Jigawa State

Jigawa is implementing reforms in all six indicators of EoDB.



In **Infrastructure**, some of its reform initiatives include the development of the subnational's Off-Grid Solar (OGS) policy, providing an alternative source of power to MSMEs at a relatively lower cost. The subnational has also provided a road network of 190.27 kilometres linking all local governments, towns, and major markets.



Specific reforms have been introduced to enhance **Security and Stability**, these include the reactivation of the Police Public Relations Committee, the formation of quick response teams in all the divisional headquarters, the formation of vigilante groups in all the political wards, and the formation of private security outfits in the subnational.



In **Transparency and Accessibility of Information**, the creation of a career and skills hunt portal with a talent database has increased the availability and variety of skill sets in the state for employers to access. A novel business clinic model has also added value to MSMEs through the adoption of new business innovations.



There are two reforms underway to support the **Regulatory Environment**. The establishment of the Small Claims Court has boosted the confidence of the MSMEs in the state judicial process, and the faster process has resulted in a reduction in the cost and time of litigation. The introduction of e-registration platforms has simplified the business registration, payment of taxes, and land acquisition and development processes resulting in reduced costs to MSMEs in terms of time and money.



In 2021, the Babura Skills Acquisition and Training Centre was established to improve **Skills and Labour**.



To enhance **Economic Opportunity**, a communique for a trade corridor along Kano, Jigawa, Daura and Zinder was signed between Jigawa State and Zinder (Niger Republic) and the Gagarawa Industrial Park in collaboration with Manufacturers Association of Nigeria (MAN) was established, among other initiatives.

Source: PEBC's 2023 Subnational Baseline Survey

InvestJigawa's corporate plan directly contributes to the achievement of several SDGs, particularly Goal 8: Decent Work and Economic Growth. Jigawa's focus on key growth sectors, such as agriculture, manufacturing, and renewable energy, is directly tied to creating employment opportunities for the state's youth and women—key demographic groups in need of economic empowerment.

By promoting investment in these sectors, InvestJigawa will contribute to increased productivity, decent work, and economic growth within the state. The agency's commitment to fostering inclusive economic growth will help reduce poverty, enhance quality of life, and promote social equity, thus fulfilling both Nigeria's SDG targets and broader economic development goals

Nigeria's Investment Landscape

Nigeria's economy is transitioning towards diversification, with key sectors such as technology, agriculture, manufacturing, and renewable energy leading the charge. Jigawa, in particular, has significant growth opportunities in these areas due to its abundant natural resources and strategic location. The state is home to vast agricultural land suitable for crops like rice, maize, and sugarcane, all of which have value-added potential in agro-processing industries.

The technology sector, though still emerging in Jigawa, is set for expansion with the growing digitalization of government services and the rise of mobile technology. In renewable energy, Jigawa is poised to tap into the potential for solar power, given its sunny climate, which offers opportunities for sustainable investment and energy independence.

FDI Trends

Foreign Direct Investment (FDI) trends show that sectors such as agriculture and renewable energy are attracting increasing international attention. In 2022, Nigeria saw an inflow of \$4.7 billion in FDI, with a significant portion directed towards agriculture, especially agribusiness. Jigawa can build on these trends, positioning itself as a destination for FDI by enhancing investor confidence through incentives, improved infrastructure, and regulatory reforms.

As the state continues to leverage the AfCFTA (African Continental Free Trade Area), which provides expanded access to a market of over 1.2 billion people, Jigawa is in a prime position to benefit from increased intra-African trade, particularly in agricultural products and manufacturing.

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Political stability • High ranking (2nd) in ease of doing business in the country • Safest location in the north (absence of conflict or civil unrest) • The state's position in Agriculture • Maigatari livestock market (largest in Africa) • Leadership of the IPA • Executive Leadership's support for investment • Direct access of IPA to Executive Leadership for prompt action on Investment decisions • Abundance of labour • Affordable labour • Good infrastructure (internet bandwidth, road, rail and airport) • Highest irradiation point in the country 	<p>Weakness</p> <ul style="list-style-type: none"> • Shortage of staff in the IPA • Skills gaps of the IPA • Turnaround time in responding to investor's request e.g., delay in allocation of land, etc. • Skill level of available workforce in the state • Disposable income level as compared to most parts of Nigeria • Unreliable power supply • Limited processing and heavy sale of raw commodities
<p>Opportunities</p> <ul style="list-style-type: none"> • Proximity to international borders (Niger) • Proximity to market hub (Kano) • Maigatari Border Free Zone • Transportation infrastructure i.e. Train, road network and airport • Availability of arable land • Affordable land (i.e. free and Water resources (Hadejia Basin) • Limited land for sizable investments in Kano • Establishment of sector specific industrial clusters/parks i.e. • Solar energy investment • LARF • PPP Policy • Agricultural processing • Available mineral resources 	<p>Threats</p> <ul style="list-style-type: none"> • Insecurity in the northern region • Proximity to Kano (preference of investors for established economic centres) • Lack of understanding by the various MDAs of the mandate of the IPA and how it supports all MDAs • Bureaucratic engagement with federal level MDAs • Climate change • Flood disaster (Kano dams) • Lack of continuity of future administration

Figure: Jigawa State Investment Climate SWOT

Strategic Role of InvestJigawa

InvestJigawa plays a critical strategic role in the economic development of Jigawa State. As the primary agency tasked with attracting and facilitating investment, it acts as a bridge between the public and private sectors. By identifying and promoting key sectors with growth potential, InvestJigawa helps diversify the state's economy, create jobs, and foster sustainable development.

Catalyst for Attracting and Facilitating Investments

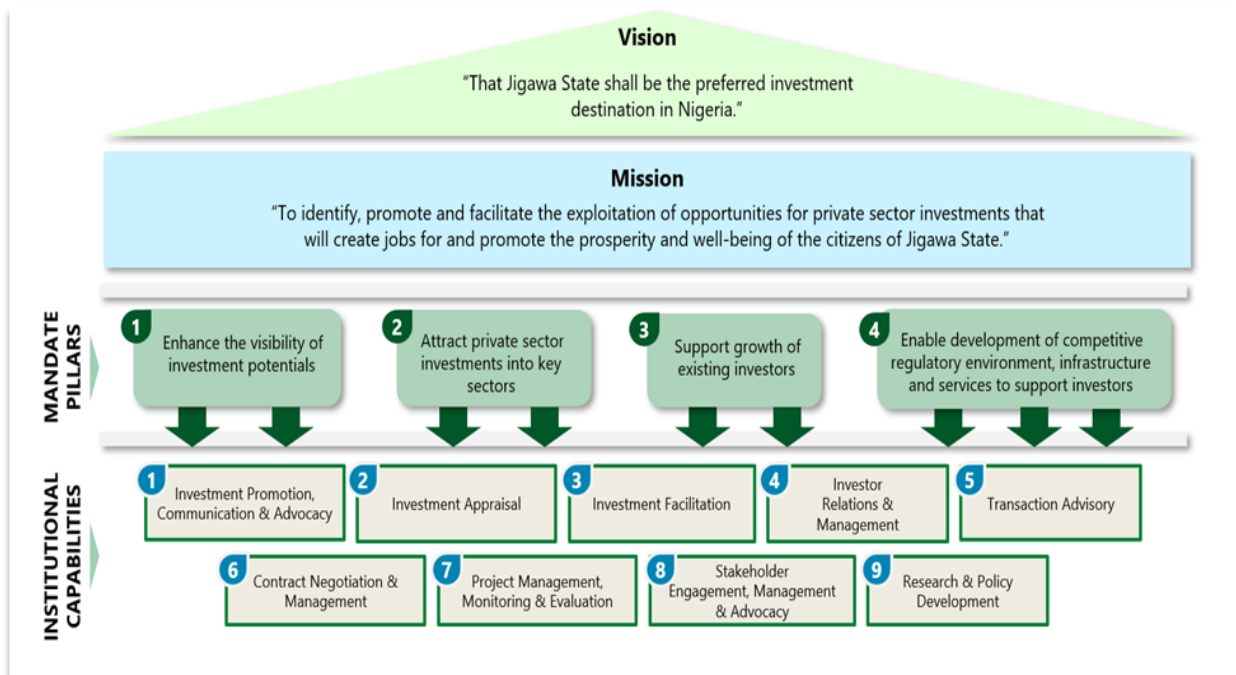
- InvestJigawa serves as a catalyst for attracting investments that drive economic diversification. By providing comprehensive support services, such as investment facilitation, regulatory guidance, and incentives, the agency plays a central role in making Jigawa a preferred destination for investors.

Enabler of Private Sector Growth

- The agency is also an enabler of private sector growth. By improving the business environment, removing barriers to entry, and enhancing market access, InvestJigawa helps businesses thrive. The agency's focus on creating a level playing field for local and international investors contributes significantly to inclusive development, which is a core objective of Nigeria's national economic plan.

3.0 STRATEGIC PILLARS AND INITIATIVES

The summary goal of the Agency is to see that the private sector takes the leading role in transforming the State’s economy and sustaining its growth over time. The purpose is to facilitate the attainment of the primary goal of the State Comprehensive Development Framework, which is to “sustainably secure the socio-economic well-being of the people.



Mandate Pillars and Institutional Capabilities

InvestJigawa seeks to:

1. Enhance the visibility of Jigawa State by creating greater awareness of the State among key target audiences as a viable investment location.
2. Attract and facilitate private sector investment in key sectors and support the growth of existing investors especially in the MSMEs sector.
3. Enable the development of a competitive regulatory environment, including infrastructure and services that will support private sector investments.

Promote and facilitate synergy and collaboration among state agencies that influence the investment climate in Jigawa, to enhance greater private sector participation in the economic development of the State

Institutional capabilities

1. Investment Promotion, Communication, and Advocacy

InvestJigawa is committed to amplifying its role as a champion for investment in the state. By enhancing its promotional campaigns and leveraging modern communication channels, the agency ensures Jigawa's unique advantages—such as its fertile agricultural land and growing industrial clusters—are highlighted. Continuous advocacy efforts aim to position Jigawa as the go-to destination for investors in Nigeria, strengthening its visibility on the global stage.

2. Investment Appraisal

InvestJigawa is refining its investment appraisal processes to deliver more targeted and impactful outcomes. By integrating advanced evaluation techniques, the agency ensures that every project aligns with the state's economic priorities and delivers measurable socio-economic benefits. These efforts aim to balance investor needs with Jigawa's long-term development goals.

3. Investment Facilitation

InvestJigawa is streamlining its operations to further enhance its role as a one-stop shop for investors. By reducing bureaucratic hurdles and automating key processes, the agency is committed to improving the ease of doing business in Jigawa. Its facilitation efforts are tailored to ensure every investor experiences seamless entry and sustained support throughout their investment journey.

4. Investor Relations and Management

Strengthening relationships with investors remains a cornerstone of InvestJigawa's strategy. The agency is enhancing its post-investment support mechanisms to promptly address challenges and ensure businesses thrive. By fostering open communication and providing tailored solutions, InvestJigawa aims to build lasting trust and encourage reinvestment.

5. Transaction Advisory

InvestJigawa is deepening its expertise in transaction advisory, ensuring investment deals are structured to deliver mutual benefits. The agency is prioritising the development of innovative financial models and technical insights to drive impactful partnerships. These efforts aim to secure investments that align with the state's growth vision while offering competitive returns for investors.

6. Contract Negotiation and Management

To ensure transparency and fairness in all agreements, InvestJigawa is strengthening its contract negotiation and management capabilities. By equipping its teams with specialised skills and adopting best practices, the agency ensures contracts are effectively managed, safeguarding both the state's interests and investor confidence.

7. Project Management, Monitoring, and Evaluation

InvestJigawa is focused on enhancing its project management frameworks to drive successful implementation and measurable impact. By adopting robust monitoring and evaluation systems, the agency ensures projects remain on track and aligned with Jigawa’s strategic objectives, fostering accountability and continuous improvement.

8. Stakeholder Engagement, Management, and Advocacy

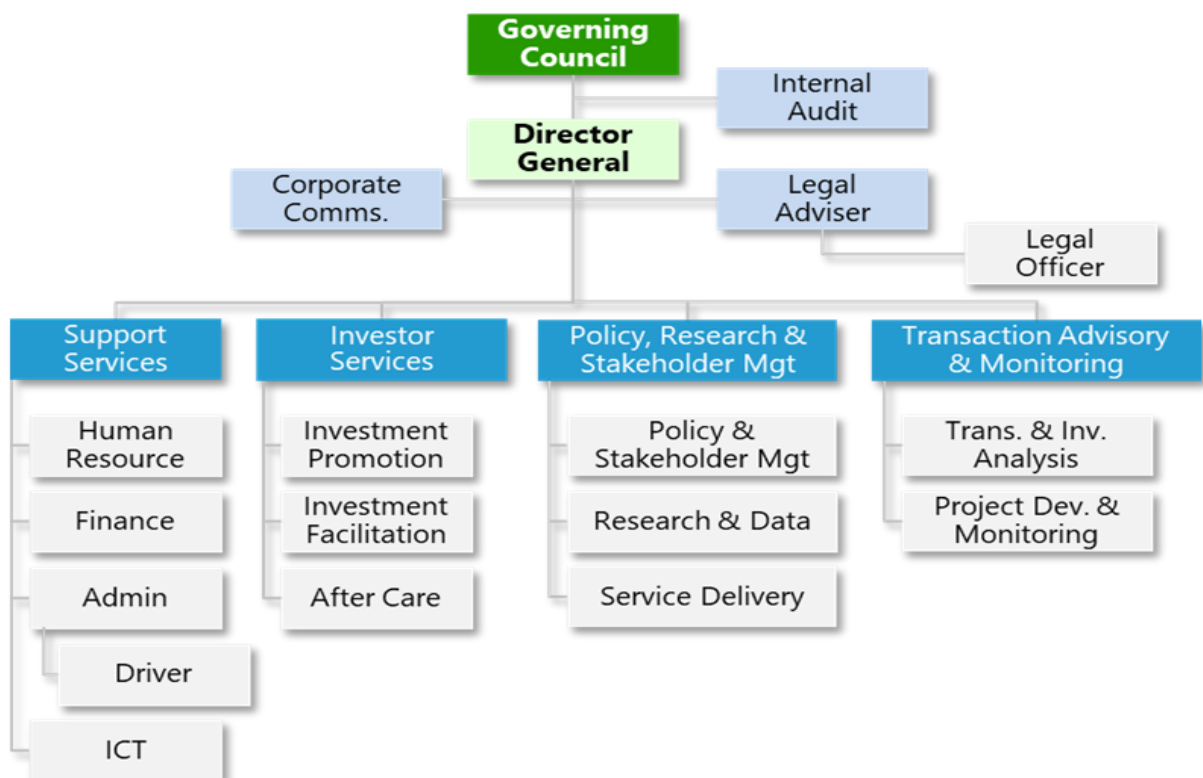
Recognising the importance of collaboration, InvestJigawa is intensifying its stakeholder engagement efforts. By fostering stronger partnerships with government bodies, community leaders, and private sector players, the agency is building a unified approach to economic transformation. Through targeted advocacy, it ensures stakeholder alignment with Jigawa’s investment vision.

9. Research and Policy Development

InvestJigawa is expanding its research capabilities to stay ahead of market trends and investment opportunities. By driving data-driven policy development, the agency aims to create an enabling environment that attracts and sustains investments. These efforts ensure Jigawa remains competitive and adaptive in Nigeria’s dynamic economic landscape.

Governance and Needs Assessment

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



The table below shows an overview of the key roles and responsibilities:

Functional responsibilities

Function	Overview of Responsibilities
Director General	<p>Provides strategic direction and oversight function to the State's Investment Promotion and Development efforts, functioning as Chief Executive Officer of InvestJigawa.</p> <p>Work with non-investor stakeholders and support initiatives to improve the quality of the investment climate within Jigawa State.</p> <p>Develop and oversee the implementation of a comprehensive strategy and action plans to attract and facilitate new investments.</p> <p>Represent the State at investment forums.</p>
Internal Audit	<p>Responsible for leading the Audit and assurance function of InvestJigawa, and for planning and conducting operational, financial and compliance audits to ascertain the effectiveness of internal controls.</p> <p>Report on audit/internal control findings to the Governing Council Audit Committee (if any) and state statutory body quarterly/periodically.</p> <p>Ensure reports of all audited, investigated, and other special assignment on the Agency are in line with statutory guidelines.</p>
Investor Services	<p>Provide support services to encourage investment expansion and diversification.</p> <p>Plan and organise targeted promotional activities including tours, road shows to put Jigawa State at the forefront of investment opportunities.</p> <p>Engage in direct marketing and securing investors for specific investment opportunities in selected, prioritised sectors to targeted potential investors.</p> <p>Develop strategy for communicating with target investors and engaging them to sell specific investment opportunities.</p> <p>Provide pre-investment support to assist and encourage potential and existing investors as they make new or additional investments.</p> <p>Facilitate seamless entry process and establishment of businesses for investors including facilitation of investors' access to local suppliers, skills and infrastructure.</p>

Function	Overview of Responsibilities
Legal Adviser	<ul style="list-style-type: none"> • Act at the secretary of the Agency. • Support the DG with secretarial duties at committee engagements and Governing Council (where applicable). • Coordinate management and drafting of all contracts, MOUs and vetting of same • Interpretation of the enabling law of the Agency and recommendations of amendments where required. • Provision of Legal advice and other services to InvestJigawa. • Support the defence of all civil matters involving the Agency and protection of the Agency’s interest where they are affected or threatened. • Advice the Agency on all issues and their legal implications to prevent undue litigation or statutory infringements.
Transaction Advisory & Monitoring	<ul style="list-style-type: none"> • Analyse and determine the viability of investment proposals. • Provide support to the Investment appraisal committee with pre-screening insights on the various investment proposals to be discussed at the committee meeting. • Support the Agency with structuring transactions and ensuring that it protects the interest of the State. • Assessment of the various operations and budgets of MDAs to identify opportunities for PPP and support with developing such projects for promotion. • Identification of MSME and other projects that can be repackaged and promoted for investment. • Monitor and evaluate the implementation and delivery of projects as contained in investment agreements.
Policy, Research & Stakeholder Management	<ul style="list-style-type: none"> • Provide insights on policies that will further enhance and promote investment and foster a conducive operating environment. • Handle all MDA related stakeholder engagements to develop policies or working modalities to support operational efficiency. • Assist in capacity building/training of public sector stakeholders and indigenes in understanding the various investment positive features available in Jigawa State. • Generate data and statistics required to communicate specific investment opportunities. • Support the DG to actively review all engagements with investors along the Agency’s service delivery mandate to identify service failures and recommend remedial actions.

Function	Overview of Responsibilities
Corporate Communication	<ul style="list-style-type: none"> • Coordinate public responses including ones relating to incidents or conflicts associated with the Agency. • Manages internal communications tools (website content, staff intranet, newsletters & social media). • Respond to requests for information from the media or designate an appropriate spokesperson or information source. • Write press releases or other media communications to promote InvestJigawa’s initiatives and activities. • Provide appropriate support to the Investor Services Division with respect to publicity and promotional communications. • Plan or directly develop or communicate programmes to maintain favourable public or stakeholder perceptions of the Agency’s accomplishments, agenda, or responsibility.
Support Service	<ul style="list-style-type: none"> • Responsible for the efficient day-to-day management of the human resources, finance, information technology, and administrative functions. • Lead and coordinate general administrative, human resources, Finance and general services. • Support with strategic budgeting and planning for InvestJigawa. • Develop InvestJigawa’s human resources and administration strategy, enhancing professional development, compensation and benefits, performance evaluation, training and recruitment in line with best practice. • Responsible for the Agency’s IT resources, maintaining and reviewing the most appropriate and efficient systems. • Co-ordinate and monitor internal policy implementation. • Management of equipment and other assets of the Agency. • Ensure the overall smooth running of the Agency’s internal administration and its cost effectiveness.

Needs Assessment and Strategic Analysis

The frameworks and methodologies were adopted for the assessment of InvestJigawa to understand the needs and challenges to address within the strategic and implementation plan. These helped with the following:

Critical imperatives to achieve alignment to the Agency’s mandate and objectives

- Operational interfaces and engagements required to implement the mandate of the Agency.
- Capabilities expected to drive the mandate.

- Functional and structural requirements from mandate and gaps.
- Identifying areas of modification for InvestJigawa based on benchmark and engagement of critical stakeholders.

Insights from best practice and institutional knowledge experts within the area of investment promotion reveal several factors that contribute to the success of Investment Promotion Agencies (IPAs) around the world. These have highlighted elements that determine the successful operation of an IPA and its capacity to attract foreign or local investments into key sectors as the following:

Critical Success Factors for Investment Promotion Agencies



Financial Resource

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



Website

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



Quality of Human Resource

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



System Technology

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



Organisational Strategy

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



Government Support

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



Scope of Services Provided

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



Monitoring and Evaluation

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

The current level of InvestJigawa’s investment promotion institutional practices was determined by a self-evaluation framework. The outcome of the assessment of the Agency’s practice maturity identified gaps which are indicative of the required improvements.

InvestJigawa Institutional Good Practice Self-Assessment Outcomes





Components	Sub-components	Planned Score	Current Score
 Strategy & Organisation	Policy Context	3	3
	Objectives	3	3
	Sector/Market Strategy	4	2
	Organisation	3	2
 Marketing & Investor Targeting	Sector research and marketing materials	4	2
	Image-building and awareness creation	4	2
	Investor targeting and lead generation	4	2
 Investment Facilitation	Approvals	4	2
	Incentives	4	2
	Project Handling	4	3
 Aftercare & Policy Advocacy	After-care	4	2
	Policy Advocacy	3	2
	Monitoring and Evaluation	4	2

Figure: Good practice gap Analysis



Based on the assessment and minimum operation maturity to achieve desired objectives, specific improvements have been identified and crafted into initiatives over the strategic plan period.

Below is the summary of findings during the review of InvestJigawa and a highlight of their implications:

Summary of review findings

Category	Findings	Implications
Organisation & Structure	Bill: There are sections of the bill that require redrafting for clarity i.e., distinction between day-to-day running of the Agency and the role of the Governing Council, clarity on scope of the Agency regarding PPP, etc.	Strong expectations for Quick wins
	Strategy: Absence of an existing operational strategy for the organization, targeted sectors, product or investors.	Inefficiencies within collaborative networks
	Organisational Structure: The current organization structure does not support an efficient achievement of the Agency’s mandate and operational expectations.	Investor fatigue due to delays and poor support
	Performance Expectations: Expectations of visible impact within the next two years i.e., number of new investors, employment rate, number of established investors, etc.	Limited support from MDAs
	Performance: The Agency achieved 50% of the 2016 - 2020 CDF performance target, while exceeding a particular	

Category	Findings	Implications
	<p>component i.e., attracted at least US\$3b private sector investment. However, most of these are still in the pipeline.</p>	<p>Risk related to operational continuity</p> <p>Demotivated workforce</p> <p>Inability to deliver on mandate expectations and economic development objectives.</p>
<p>Operations</p>	<p>Institutional Practices: A self-assessment of the institutional practice arrangement of the Agency revealed some gaps indicative of required improvements.</p> <p>Investment Challenges: There are challenges and hurdles for investments in Jigawa; mainly the proximity of the state to Kano, power supply, perception of insecurity in the Northern region, etc.</p> <p>Collaboration and Engagement: The functional modalities between InvestJigawa and all the MDAs and operational Committees are still not firm. Some committees have not sat in a while.</p> <p>Impact of Collaboration: There is a good relationship between the Agency and other MDAs, but this has not necessarily impacted turnaround. Quite a number of bottlenecks are beyond the control of the Agency e.g., the Federal MDAs is a big hurdle to a good number of valuable investments, encumbered land acquisition, etc.</p> <p>Linkages: Critical elements to support investments are not fully implemented i.e., LARF, PPP Policy, etc.</p> <p>Strengthening Promotion & Advocacy: The impact of limited awareness and advocacy for acceptance of investment potential, promotion and attraction state-wide.</p>	

Category	Findings	Implications
	<p>Tools: Inadequate tools for effective operations i.e., technology infrastructure, operational vehicles for M&E and Aftercare visits, etc.</p>	
<p>People</p>	<p>Staffing and Capabilities: The Agency is currently understaffed. At a glance, the required nine (9) core institutional capabilities are limited as only a few have extensive experience or qualifications suited for the roles.</p> <p>Organisational Continuity: There are no appropriate documents that support organizational continuity such as job descriptions, SOPs, etc.</p>	

4.0 OPERATIONAL PLAN IMPLEMENTATION

InvestJigawa's three-year operational plan outlines a phased approach to achieving its strategic goals, ensuring alignment with the state's economic development objectives. Key milestones will be established for each of the strategic priorities, with progress reviewed quarterly to ensure continuous improvement and adaptation. The implementation strategies will prioritise collaboration with stakeholders, leveraging technology to streamline processes, and ensuring adaptability to emerging trends and challenges.

For Enhancing State Visibility, InvestJigawa will focus on a targeted approach to increase global awareness of the state's investment potential. With Attracting and Facilitating Private Sector Investment, the operational plan will work to identify and address bottlenecks, providing seamless support to investors.

For Enabling a Competitive Regulatory Environment, InvestJigawa will collaborate with key government bodies to ensure that regulatory frameworks are conducive to sustainable investments. Strengthening Cooperation and Collaboration with partners across sectors will drive alignment and synergies, ensuring that collective efforts are harnessed towards the state's economic development.

In line with Promoting Climate-Smart Investments, the operational plan will focus on attracting investments that align with sustainable practices, particularly in agriculture and light manufacturing. Finally, to Optimise Internal Operations, InvestJigawa will enhance its internal systems and processes, leveraging technology to improve efficiency and support its mission in driving Jigawa's economic transformation.

This strategic alignment, with clear timelines and milestones, will ensure the achievement of InvestJigawa's objectives within the three-year period, fostering sustainable and impactful growth in the state.

Target

Understanding the importance of setting clear objectives also means clear performance targets for attracting inward investment. These targets can be grouped into inward investment targets and activity targets.

Inward Investment Targets:

At least 30 new inward investor projects attracted.

Agribusiness: 12

Light Manufacturing: 10

Renewable Energy: 5

Solid Minerals: 3

1 Billion USD of capital investments by these projects.

Agribusiness: 500 Million USD

Light Manufacturing: 200 Million USD

Renewable Energy: 200 Million USD

Solid Minerals: 100 Million USD

At least 2,500 direct jobs created by these projects.

Agribusiness: 1,000

Light Manufacturing: 1,000

Renewable Energy: 250

Solid Minerals: 250

At least 3 expansion projects from existing inward investors.

Activity Targets:

To calculate what InvestJigawa activity targets needs to be, a backward calculation was done from its inward investment targets, applying the rough 20% rule in investment promotion.

- 750 potential new investors need to be targeted for a new investment to materialize.
- 150 business leads need to be generated. i.e., a company with a confirmed interest in investing in the State and would consider a given location for investment.
- 75 existing investors who need to be met for an expansion investment to take place.
- Completion of at least 50% of key initiatives or actions as stated within the corporate plan by 2023.

Sector Focus

The sectoral focus of the State is: agribusiness, light manufacturing, renewable energy and solid minerals. The choice of these sectors is based on Jigawa competitive advantages, as well as the Federal and State Government's economic development agenda.

SECTOR SCAN

▲ High
● Medium
▼ Low

The competitive advantage of Jigawa State prioritises four (4) main sectors which will primarily drive local and foreign investments into the state.

	Agriculture	Manufacturing	Power	Mining
National GDP Contribution	24%	13%	0.75%	0.43%
Growth Opportunity	● Agric is the economic strength of the North	● Size of Population and West African Market	● Gap in generation capacity	○ Primarily Export market (China)
Barrier to Entry	-	▲	▲	▲
Investment Requirement	▲	▲	▲	▲
Level of Competition	▼	-	-	▼
Estimate Size of Opportunity	Global and National food shortage	Regional demand West African Market	Maigatari EPZ Gagarawa industrial park State utilities	Export market (China)
Socio-Economic Impact	● •Employment •Wealth redistribution	● •Employment •Wealth redistribution	● •Industrialization	● •Employment

SOURCE: National Bureau of Statistics GDP 2020; Consultant's Analysis

High-Level Insights

- Agriculture has the highest contribution to GDP.
- Barrier to entry is high except for agriculture.
- Growth opportunities for manufacturing varies based on product demand. In the case of mining, primary demand for mining in recent time has been associated with China.
- In all the sectors, investment requirement is high.
- The level of competition for agriculture and mining is low due to the population and demand for food as well as the limited number of mining licenses within the state. However, assessing mining from a national perspective, it might result in a different competitive outcome.
- Target market for power in the state is primarily industries and state utilities.
- The socio-economic impact varies with agriculture being the highest.

Figure: Sector Analysis

From analysis, using the insights on growth prospects, socio-economic impact, competitive advantage, challenges, risks and opportunities, the sectors have been rated accordingly. This is indicative of the prioritisation for investment promotion.

Agribusiness and Light Manufacturing are major growth sectors with considerable opportunities in the State. Closely following is Renewable Energy. Details of the sector analysis can be seen below:

SECTOR SCAN			
Sector	Challenges & Risks	Opportunities	Investment Rating
 Agribusiness	<ul style="list-style-type: none"> Climate change Agricultural production efficiency is relatively low (mechanizing, harvest, storage, processing, packaging, etc.) Agribusiness financing and risks Hostile communities 	<ul style="list-style-type: none"> Conducive weather for crops and livestock One of the top crop producing state Dates, Hibiscus, Gum Arabic, Sesame, Rice, Tomatoes Livestock production Potential to contribute significantly more to Nigeria's GDP Crop and livestock processing Growing population requiring food Global food shortages Input services i.e., Mechanisation, fertilizer, etc Semi finished and finished light manufacturing 	
 Light Manufacturing	<ul style="list-style-type: none"> Lack of capital for investment High cost of power Road network and high cost of transfer to other hubs High taxes 	<ul style="list-style-type: none"> Affordable labour Agroindustries Access to land Untapped value agricultural chain Proximity to both border market and northern economic hub 	
 Renewable Energy	<ul style="list-style-type: none"> Lack of capital for investment Institutional and legal framework i.e., No clear power sale agreement structure High regulatory interference Socio-economic imbalance with demand and ability to pay 	<ul style="list-style-type: none"> One of the highest solar irradiation in the country Current electricity generation capacity of the country Power demand of the state's industries and the country Equipment production opportunity Affordable labour 	
 Solid Minerals	<ul style="list-style-type: none"> Lack of capital for investment Accuracy of geological data Risk of health for employees and environs 	<ul style="list-style-type: none"> Granite, Kaolin, iron ore, etc 11 mining licenses acquired and in the custody of the state awaiting investors. (5 still available) Affordable labour 	

Figure: Sector Investment Rating

Strategies for Priority Sectors

InvestJigawa intends to actively promote opportunities within specific areas of the value chains in these sectors. Following the review of the priority sectors, its existing businesses, potentials as well as other external factors, strategies were developed for adoption over the next five years; commencing immediately. These are discussed below:

Agriculture/Agribusiness:

Apart from those already existing investments that harness the State's comparative advantage such as sesame seed, rice, hibiscus, etc., there are other areas the Agency intends to develop as stated below:

Tomato Production and Processing

- Encourage Climate-smart value addition practice such as the use of solar powered equipment/machinery
- Intensify facilitation efforts by organising sit-down sessions with key parties looking to invest or expand current capacity to understand issues that might have occurred since last engagement.
- Agree next steps and engage for implementation of meeting recommendations.

- Development of project, project teaser for joint venture, brownfield or merger and acquisition agreements for Kazaure Tomato Paste Factory.
- Engagement with FCDO-LINKS to support with transaction advisory pending recruitment of Head, Transaction Advisory and Monitoring.
- Send well prepared project teaser, status information and other investment promotional details surrounding the project to top tomato processing organisations such as Olam, Campbell Soup Supply Company, Conagra Foods, Del Monte Foods, The Kraft Heinz Company, Ingomar Packing Company, J.G. Boswell Tomato Co., Los Gatos Tomato Products, The Morning Star Packing Company, The Neil Jones Food Company, Pacific Coast Producers, Stanislaus Food Products, etc.

Livestock and Meat Processing

- Engagement of educational and research institutions to collate necessary data to provide clarity on potential.
- Development of project, project teaser for meat processing investment in Maigatari Export Processing Zone.
- Engagement with FCDO-LINKS to support with transaction advisory pending recruitment of Head, Transaction Advisory and Monitoring.
- Send well prepared project teaser, status information, fact sheets and other investment promotional details surrounding the project to top meat processing organisations such as JBS, Egyptian Meat Processing Company - MITCO, Golden Beef Food Industries, Tyson Foods, Cargill Meat Solutions, Veehandel M.A. van Rooi, Conagra Foods, Karan Beef, Federated Meats etc.
- ✓ Engagement of farmers and out grower associations for the primary products to establish relationship and understand perspective for incorporation into investment proposals of prospective investors.
- ✓ As part of project development, the aggregation of similar producers to secure export markets for excess capacity of commodities with the support of NEPC. Examples of such support includes incentives around the value chain of key agricultural products identified in the priority commodities under the zero-oil plan.
- ✓ Opportunities to expand the processing and cleaning of sesame seeds within the State to improve value before it exits the State.
- ✓ Hold conversations with development and investment partners to support with securing interest of investors within their network i.e., CBN, AFDB, etc.

Light Manufacturing:

- Facilitation of environmentally-friendly (green) manufacturing
- Active promotion of the various industrial parks established within the state and incentives available i.e., free land, access to broad band, etc.
- Advocate for the establishment of a management structure for the industrial parks
- Engagement of the State Government and relevant MDAs for the development of basic infrastructure around the parks with stipulated timelines.

- Active project monitoring to review implementation of project plan and identify areas in which the Agency can support expansion.
- Agree next steps and engage for implementation of meeting recommendations.
- Support for the Ministry of Commerce, Industry, Cooperatives and Tourism to secure incentives and access to finance for MSMEs.

Renewable Energy:

- Follow up with NERC and other stakeholders at the federal level via the Governor, to address issues and requirements for proceeding with the current pipeline of investors in the renewable sector.
- Support the implementation of OGS Policy action plan.

Solid Mineral:

InvestJigawa will explore this in the long term and allocate minimal resources.

It will however still promote this sector on its website, at events and roadshows. This will be done based on the available solid minerals with intention of leasing already obtained licences to foreign investors via Jigawa State Investment and Property Development Company Limited.

Others:

Dutse Airport

- Development of terms of reference and bid documents for concession agreement. Engagement with FCDO-LINKS to support with the sourcing PPP experts in aviation infrastructure transaction agreements.
- Development of concept and deal paper detailing opportunities
- Targeted engagement with cargo airlines and other passenger airlines likely seeking an operational hub.
- Targeted engagement with private jet hangar operators and repair companies to cater for the growing number of private jets within the country.
- Engagement of Ministry of Aviation, Nigeria Agricultural Quarantine Service (NAQS), National Agency for Food and Drugs Administration and Control (NAFDAC), Standards Organization of Nigeria (SON), Federal Produce Inspectorate, etc. to establish active operations within the airport.
- Engagement of Nigerian Export Promotion Council for capacity building for exportable businesses to improve on produce standards.

Three Star Hotel

- Development of terms of reference and bid documents for joint venture, brownfield or merger and acquisition agreements. Engagement with FCDO-LINKS to support with transaction advisory pending recruitment of Head, Transaction Advisory and Monitoring.
- Targeted conversations with entities like Tahir Guest Palace Limited, NNDC (an entity that owns some hotel chains) and other close competitors situated in Kano.

Capacity

- Approval of the organisational structure by the Governing Council and recruitment of key personnel.
- Engagement of FCDO-LINKS to develop terms of reference to be used to engage consultant in developing feasibility studies, deal books, investment papers, etc.
- Development of templates to guide assessment of completed documents by engaged consultants.
- Aggregation of expert pool for technical skills required within the Agency.

Investments into existing businesses

- Engagement of the Ministry of Commerce, Industry, Cooperatives and Tourism to obtain a list of registered credible MSMEs for further interview and screening by globally accredited entities to validate domestic investors interested in foreign collaborations.
- Publishing the contact details, sector, support needed and type of support for each of these MSMEs on the Agency's website and investment guide book.

5.0 STAKEHOLDER ENGAGEMENT PLAN

With the inclusion of all the Ministries, Departments and Agencies within the state, InvestJigawa will strengthen already existing partnerships and strategic alliances with stakeholders at the state, national and international levels. It will also seek to build other alliances with entities that are aligned or can support its objectives.

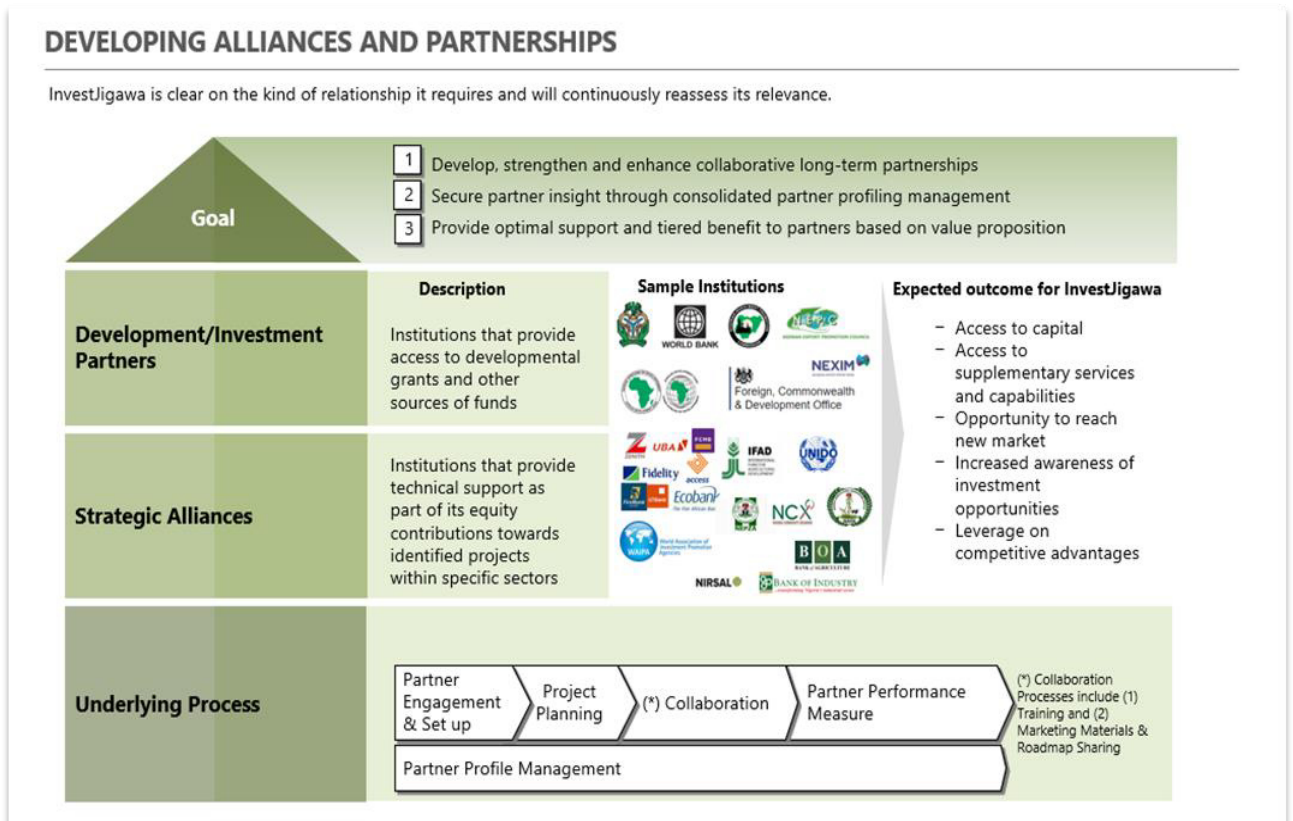


Figure 1: Alliances and Partnerships

Several kinds of networks will be built by the Agency, which can include:

Development/Investment Partners: These are direct delivery partner organisations that have a direct interest in winning foreign direct investments such as other government bodies, trade associations, banks, and professional service firms. These partnerships will help in evaluating the State’s business environment, make recommendations for improvement and support in establishing contacts with possible investors, for targeted sectors. An example of these are:

- Foreign Commonwealth and Development Office
- Central Bank of Nigeria
- World Bank Group
- African Development Bank
- Nigerian Export-Import Bank
- Bank of Industry
- Bank of Agriculture

- Nigeria Incentive-Based Risk Sharing System for Agricultural Lending
- Commercial banks
- Nigerian Association of Chambers of Commerce, Industry, Mines, and Agriculture
- Jigawa Chamber of Commerce, Industry Mines and Agriculture
- Manufacturers Association of Nigeria
- Nigerian Export Promotion Council
- Nigerian Investment Promotion Commission
- Nigeria Agricultural Quarantine Service
- Nigeria Export Processing Zones Authority
- Standards Organisation of Nigeria

Strategic Alliances: The Agency will have constant engagement with entities that provide ancillary services with partners that help to deliver services and information such as higher education institutions, research institutions, major employers, exporters, supply chain companies, local business organisations, logistics companies, and international bodies. They will serve as sources of information on expansion plans of organisations. An example of these are:

- Foreign Commonwealth and Development Office
- Central Bank of Nigeria
- Nigerian Export Promotion Council
- Jigawa Chamber of Commerce, Industry, Mines and Agriculture
- Small and Medium Enterprises Development Agency
- Manufacturers Association of Nigeria
- Farmers' Associations
- Federal University Dutse
- Jigawa State Polytechnic

Others: InvestJigawa will also engage others who are seen as advocates, influencers and opinion shapers. These will typically be composed of corporate leaders in the community and nation who are interested in the economic development of the northern region and State. They would have strong relationships with investors, and they can be used to market the attractiveness of the State. An example of these are:

- Leadership of established investments in the state
- Chairman, Dangote Group
- Chairman, BUA
- Chairman, Dantata Group

Committees: Working through the various investment related committees, InvestJigawa will in its capacity as either chair, secretary or member elicit support and advocate for positive impact

in the business and regulatory environment of the state as it relates with stimulating investment. It will work through the following committees and subcommittees to achieve this:

- Ease of Doing Business Committee
- Industrial Park Committee
- Responsible Agricultural Investment Committee
- Investment Appraisal Committee
- Land Use Allocation Committee
- Livelihood Restoration Subcommittee

And other subsequent committees set up to drive investment promotion, attraction and facilitation in the State.

Marketing strategy

In a bid to effectively achieve the targets set in the 3-year corporate plan, InvestJigawa adopts a marketing strategy that will serve as a guide/ plan toward achieving the state strategic investment priority areas, economic growth, and development that would ultimately impact the socio-economic well-being of its people.

The marketing strategy is an awareness creation mechanism aimed at building the image of Jigawa state as a vibrant brand, and to also properly position it on both foreign and domestic investors' map. The strategy also gives emphasis to climate smart investments in the state in order to align with global best practice.

InvestJigawa marketing strategy

- i. Image and brand building
 - Jigawa state theme: "That Jigawa shall become the preferred investment destination in Nigeria"
 - Jigawa state marketing message: "When you desire climate smart investments, ease of doing business, strategic market location, think Jigawa state"
- ii. Market segmentation
 - Identify and map out prospective investors based on priority areas
 - Segment the prospective investors based on sectoral consideration, size and type of investment
 - Create and continuously update data base of prospective investors
- iii. Marketing activities and communication materials
 - Marketing brochure / fact sheet: Produce tailored promotional brochures for each sector with detailed opportunities along the value chain
 - Newsletter: Produce and send out targeted newsletters to investors and the investment community containing information on specific investment activities in the state.

- Robust website: Continuously update InvestJigawa website to promote inward investment to the state with functional feedback mechanism.

Advertising: Is the most common form of marketing communication tool. It is a form of paid non-personal communication to promote Jigawa State as an attractive investment destination through mass media. Therefore, the following advertising techniques represent InvestJigawa marketing mix.

- Print advertising, such as newspapers and magazines
- Direct mail advertising
- Television advertising
- Radio advertising
- Mobile advertising
- Social media advertising

Personal selling (sales presentation): Involves a face-to-face presentation and interaction between InvestJigawa and prospective investors about investment opportunities that abound in Jigawa state. It represents a two-way form of communication where InvestJigawa aims to persuade the prospective investor to invest in its location. It is a very key marketing communication tool and would require marketing experts and investment professionals with knowledge of the details about the investment opportunities. Therefore, it requires continuous in-house training of InvestJigawa staff.

Investor targeting events: Investor targeting, although more cost effective than promotional marketing (advertising), requires more dedicated resources and greater sector-specific and commercial understanding. It takes more time than money. For example it is very time intensive to identify, contact and build relations with key investors. The key success factor is that a selective approach is required to maximize use of limited resources. Hence, InvestJigawa will utilise any or a combination of the following events as a technique for marketing investment opportunities in Jigawa state.

- Investment exhibitions
- Conferences
- Investor round table meetings
- Trade shows
- Investment seminars

After-care support services: Existing foreign and domestic investors are essential to target new investment, as part of the InvestJigawa after-care programme. Existing investors are not only a source of expansion and for upgrading investment projects. On the other hand, through their networks of suppliers, customers, competitors, and advisors, InvestJigawa can gain considerable insights into, and influence on investment decisions made by other investors. InvestJigawa to develop a comprehensive after-care strategy, outlining approaches, type of

services and programmes to promote the attraction of investments to the state leveraging the after-care support service.

Investment brokers and advisors: Brokers and advisors are engaged by over 60% of major investors at some point in their investment process. They play a vital role in the investment decision process. Brokers and advisors include

- Government officials in FDI home countries
- Location / site selection consulting companies
- Management consulting companies
- Major accounting firms

InvestJigawa to identify major investment brokers/ advisers and location /site selection companies and establish relationships and linkages with them to support the attraction of inward investment to the state.

6.0 MEASURING STRATEGIC PRIORITIES – KEY METRICS

I. Enhance State Visibility

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Impact	Owner/Dept	Start Period	Completed by	Frequency
Create greater awareness	Plan roadshow and media related programmes	<ul style="list-style-type: none"> Schedule and distribute 2 events per quarter Execute 2 roadshows and 6 media campaigns on time Track and analyse follow-ups and inquiries from each event, aiming for 30% increase in engagement. Conduct post-event evaluations for 100% of events and implement at least 50% of improvement recommendations. 	<ul style="list-style-type: none"> Increase in the awareness of the State's investment opportunities 	Increased visibility and investor interest, improved event effectiveness, and strengthened credibility for InvestJigawa.	Investor Services	2nd Year	2026	Annual
	Conduct roadshow and media related programmes	<ul style="list-style-type: none"> Programme plan for 2025 finalized and implementation commenced across all target areas by first quarter of 2025 100% alignment of programme expenditures with the approved 2025 budget by December 31, 2025 70% of planned programme activities executed successfully by October 31, 2025 90% of programme evaluations completed by December 31, 2025, with at least 85% containing actionable improvement recommendations. At least 20 enquiries and follow-ups generated per programme within 3 months of its implementation in 2025. 	<ul style="list-style-type: none"> Increase in the awareness of the State's investment opportunities 	The impact is efficient programme execution, continuous improvement, and increased stakeholder engagement.	Investor Services	2nd Year	2026	As required

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Impact	Owner/Dept	Start Period	Completed by	Frequency
	Development and implementation of marketing communication initiatives	<ul style="list-style-type: none"> • Deliver at least 10 annual marketing initiatives fully aligned with the corporate plan by December 31, 2026 • Achieve 85% successful implementation of marketing initiatives, meeting defined objectives and timelines, by end Q4 2026. 	<ul style="list-style-type: none"> • Increase in awareness and rise in number of private sector visits to the state 	Better alignment with goals, improved execution, and stronger brand visibility	Investor Services	1st Year	2026	As required
	Establishment of foreign networks with investment intermediaries and coalitions	<ul style="list-style-type: none"> • Achieve a 20% increase in the number of pipeline deals by end of Q4 of every year, compared to the previous year. • Conduct at least 20 site inspections and investor visits by end of Q4 annually, ensuring engagement and due diligence. • Generate a minimum of 15 investor enquiries by end of 2025, through targeted marketing and outreach efforts. • Submit at least 10 investor proposals to Investment Appraisal Committee or other stakeholders by December 31, 2025, through showcasing viable investment opportunities. 	<ul style="list-style-type: none"> • Increase in the awareness of the State's investment opportunities 	Increased deal flow, stronger investor interest, and enhanced partnership opportunities, driving more investments into Jigawa	Investor Services	1st Year	2026	As required

II. Attract and Facilitate Private Sector Investment

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Impact	Owner/Dept	Start Period	Completed by	Frequency
Attract Private Sector Investments	Development of detailed priority sector engagement strategies	<ul style="list-style-type: none"> Develop 10 deal books and investment profiles by end of quarter 4 Complete 20 site inspections and visits by end of quarter 4 Generate 15 investor enquiries by end of quarter 4 Create 20 investor proposals/projects by end of quarter 4 	<ul style="list-style-type: none"> Increase in attraction of private sector to priority sectors 	Increased private sector investment and stronger investor confidence.	Transaction Advisory & Monitoring	1st Year	2024	one off
	Drive investments into Legacy business	<ul style="list-style-type: none"> Develop 15 investment profiles for legacy businesses end of the year Submit 20 investor proposals/projects by end of the year Complete 15 inspections and site visits by the end of the year Generate 25 investor enquiries by December 31, 2024 	<ul style="list-style-type: none"> Private sector investment into Legacy businesses and revival 	Increased investment and investor interest in legacy businesses.	Investor Services	1st Year	2024	one off
	Drive investments into MSME businesses	<ul style="list-style-type: none"> Identify 35 high-potential MSMEs by end of the year, and aligned with key investment sectors Develop 25 investment profiles for MSMEs highlighting growth opportunities and investor potential by end of quarter 4 of the year Conduct a minimum of 10 site inspections and visits to assess investment readiness by the end of quarter 4 Generate at least 15 investor enquiries through targeted outreach and marketing efforts by end of end of quarter 4 Submit 10 high-quality investor proposals/projects aligned with market demand and investment priorities by the end of quarter 4 of the year 	<ul style="list-style-type: none"> Increase in private sector investment in MSMEs in the State 	Increased investment in MSMEs, fostering business growth, creating jobs, and enhancing the local economy.	Investor Services	1st Year	2026	one off

	Preparation of sector/investment targeted pitch decks	<ul style="list-style-type: none"> Develop at least 5 pitch decks presented to brokers/investors by the end of quarter 4 Create 3 number of sector-specific pitch decks by 31st December Conduct at least 10 Follow-up actions or meetings generated from pitch decks Generate minimum of 5 number of investments or leads from pitch deck presentation annually 	<ul style="list-style-type: none"> Increase in attraction of private sector to priority sectors 	Increased investor engagement and targeted investments.	Investor Services	1st Year	2024	one off
	Project Development e.g., Mechanisation financing	<ul style="list-style-type: none"> Develop 5 number of deal books and investment profiles/papers and shared by the end of quarter 4 Achieve 30 % of projects with completed financing plans by the end of the year 	<ul style="list-style-type: none"> Availability of well-packaged and attractive investment opportunities 	Enhanced project visibility and increased investment opportunities.	Transaction Advisory & Monitoring	1st Year	2024	one off
Enhance Attractiveness of the State	Support the development of critical skills in the state	<ul style="list-style-type: none"> Identify and list at last 15 number of critical skills annually by the end of December Develop a comprehensive skills development roadmap, and facilitate approval by the end of the quarter 4 of the year Engage and facilitate agreement with at least 3 relevant ministries and departments on skills development by the end of quarter 4 Achieve 25 % Percentage of skills development initiatives monitored and evaluated against set goals within the 3rd quarter of the year 	<ul style="list-style-type: none"> Increase in attractiveness of state. Increase in the quality of labour within the State 	Stronger workforce and improved economic competitiveness.	Investor Services	1st Year	March, 2026	Annual
	Development of an investor's guideline/guidebook i.e., detailed information of the approvals required, duration, procedure, etc.	<ul style="list-style-type: none"> Achieve 100% completion of the investor's guideline/guidebook annually latest by the quarter 2 Engage at least 10 number of stakeholders in the development process by the end of quarter 2 	<ul style="list-style-type: none"> Improved investor experience 	Enhanced investor experience, leading to increased	Investor Services	1st Year	2024	one off

		<ul style="list-style-type: none"> • Obtain at least 70% of stakeholder feedback on the usefulness of the guidebook within the quarter 3 • Achieve at least 50 % of required approvals and procedures covered by the end of quarter 3 • Achieve at least 30 downloads or accesses of the guidebook by the mid of quarter 4 		investment interest.				
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III. Enable Competitive Regulatory Environment

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Impact	Owner/Dept	Start Period	Completed by	Frequency
Improve Regulatory & Policy Framework	Continuous improvement with the Ease of Doing Business parameter through engagement with key stakeholders	<ul style="list-style-type: none"> Hold at least 1 meeting of State Steering Committee every quarter of the year Implement at least 75% of the recommendations of the committee within the defined timeline. Engage 10 number of stakeholders involved in the committee discussion every 6 months 	<ul style="list-style-type: none"> Increase ease of doing business ranking and shortened distance to frontier Increase attractiveness Improve enabling environment 	Enhanced business environment through collaborative efforts, leading to smoother processes and increased investor confidence	DG	1st Year	March, 2026	Continuous
	Finalisation of PPP Policy	<ul style="list-style-type: none"> Achieve 100% of policy review completed and approved by the Executive Council by the end of the year. 	<ul style="list-style-type: none"> Clarity on PPP related projects Implementation of PPP policy 	Increased clarity and efficiency in public-private partnerships, fostering greater private sector participation in state development projects.	DG	2nd Year	2024	one off
	Recommend and advocate for policies to attract right quality of labour into the state	<ul style="list-style-type: none"> Obtain at least 5 number of policy recommendations and submit it before 31st December 2025 Ensure achieving 100% documentation on meetings held with MDAs (Minutes of meetings) Achieve at least 75 % completion status of policy approval by the end of quarter 4 	<ul style="list-style-type: none"> Increase attractiveness 	Improved quality of labour in the state, enhancing workforce skills and attracting the right talent to drive economic growth.	Policy, Research & Stakeholder Mgt.	1st Year	March, 2026	Continuous

	Secure pre-approved incentives and criteria for implementation	<ul style="list-style-type: none"> • Submit a minimum of 7 number of recommended incentives by the end of quarter 1 • Secure approval of a memo for incentives by the end of quarter 2 • Obtain feedback from Executive Council or relevant authorizing entity within the quarter 2 	<ul style="list-style-type: none"> • Increase attractiveness • Stimulate growth and improve enabling environment 	Streamlined process for attracting investments, with clear incentives that support business growth and economic development in the state	DG	1st Year	March 2024	one off
	Facilitate linkages for access to finance	<ul style="list-style-type: none"> • Identify and engage at least 3 number of financing entities by the mid of quarter 2 • Generate list of financing criteria from the 3 identified institutions within the second quarter of the year 	<ul style="list-style-type: none"> • Stimulate growth and improve enabling environment 	Improved access to financial resources for businesses, fostering growth and investment in key sectors.	Investor Services	1st Year	Dec, 2024	Continuous

IV. Promote Cooperation and Collaboration

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Impact	Owner/Dept	Start Period	Completed by	Frequency
Improve Synergy and Collaboration	Formalization/conduct of engagement forums for stakeholder management	<ul style="list-style-type: none"> Achieve 85% of events scheduled on time and engage relevant stakeholders by the end of the quarter 3 Conduct 5 number of meetings or engagements as per the notice schedule with relevant stakeholders by the end of quarter 3 	<ul style="list-style-type: none"> Strengthened collaboration and cooperation 	Improved stakeholder relationships and enhanced collaboration	Policy, Research & Stakeholder Mgt.	Quick win	March, 2026	Periodic
	Roundtable session with individual MDAs	<ul style="list-style-type: none"> Organise and hold 2 number of roundtable sessions by the end of quarter 4 of the year Develop and achieve at least 70% action plans with identified responsibilities and timelines by the end of quarter 4 of the year Achieve at least 85% of action items completed on time by the end of the session Conduct at least 5 number of follow-up meetings or engagements with MDAs Conduct 1 stakeholder satisfaction level survey or feedback after each roundtable latest by the end of the quarter 4 of the year 	<ul style="list-style-type: none"> Coordinated support between the Agency and all MDAs 	Enhanced coordination and accountability among MDAs, leading to more effective execution of joint initiatives.	Policy, Research & Stakeholder Mgt.	Quick win	Ongoing	one off

V. Optimise Internal Operationst

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Impact	Owner/Dept	Start Period	Completed by	Frequency
Increase Performance and Achieve Strategic Objectives	Institution of an organizational planning process	<ul style="list-style-type: none"> • Achieve at least 60% of completion for the status and plan update • Attract at least 2 number of Foreign Direct Investments (FDI) worth \$500,000 each by the e end of the quarter 4 • Achieve 60% of performance targets status of at the end of quarter 3 	<ul style="list-style-type: none"> • Implementation of strategic plan • Achievement of mandate and performance objectives 	Improved organizational alignment and strategic direction, leading to increased FDI inflows and enhanced performance toward meeting set targets	DG	Quick win	Dec 2026	one off
	Establishment of an FDI database to track inflows	<ul style="list-style-type: none"> • Achieve at least 50%of database updates completed with monetary values by the end of quarter 2 • Attract 5 number of investors tracked in the system, including transition and 	<ul style="list-style-type: none"> • Availability of FDI related data for operational use 	Enhanced tracking of FDI inflows and investor engagement	Investor Services	Quick win	2024	one off

		duration of investment lifecycle by the end of quarter 4 of the year						
	Utilisation of and adherence to service quality charter to monitor operations	<ul style="list-style-type: none"> Evaluate a minimum of 5 number of activities against service quality charter parameters by the of the quarter 4 annually Assess and achieve at least 50% adherence to service quality charter at the beginning of the quarter 3 annually 	<ul style="list-style-type: none"> Improved investor experience Improved organisational performance 	Improved operational efficiency and service delivery.	Policy, Research & Stakeholder Mgt.	1st Year	2026	Periodic
Enhance Operational Skills and Capacity	Conduct trainings to enhance operational and technical capacity of staff	<ul style="list-style-type: none"> Identify 5 number of training needs at the beginning of the first quarter annually Train at least 60 % of the core staff by the end of the quarter 3 Assess training satisfaction rate and achieve at 	<ul style="list-style-type: none"> Enhancement of delivery capacity of the Agency 	Enhanced staff skills and overall operational performance.	Support Services	Quick win	March, 2026	Continuous

		least 75% annually by the end of the quarter 4						
	Develop sector strategy and conduct research to be used for promotion and project conceptualization	<ul style="list-style-type: none"> Complete 3 number of sector reports by the end of the quarter 3 annually Conduct at least 1 number of research aligned with strategic goals at the end of every six months of every year 	<ul style="list-style-type: none"> Availability of information for investors 	Informed investment decisions and targeted promotional strategies.	Policy, Research & Stakeholder Mgt.	1st Year	March,2026	Annual
	Establishment of a data centre with proper access control	<ul style="list-style-type: none"> Establish at least 1 data centre with proper access control by the end of the year Achieve 90% of deployment of the Server steup at the IPA by the end of the qaurter4 of the year 	<ul style="list-style-type: none"> Organisational continuity 	Improved data security and efficient data management.	Support Services	Beyond 3rd Year	March, 2026	one off
	Establishment of a disaster recovery and business	<ul style="list-style-type: none"> Complete 100% and secure approval of business 	<ul style="list-style-type: none"> Organisational continuity 	Enhanced operational	Support Services	Beyond 3rd Year	June 2024	one off

	continuity protocol	<p>continuity plan by the end of the third quarter of the year</p> <ul style="list-style-type: none"> • Achieve 70% coverage of systems identified in the plan by the end of third quarter 		resilience and risk management.				
	Installation of an antivirus programme on all systems	<ul style="list-style-type: none"> • Achieve 100% of systems with active licenses by the end of the quarter 2 of the year • Conduct quarterly system audits to ensure compliance 	<ul style="list-style-type: none"> • Operational efficiency and effectiveness 	Improved system reliability and minimized risk of disruptions.	Support Services	Quick win	2026	Continuous
	Purchase and customisation of business applications i.e., COMFAR 3, etc.	<ul style="list-style-type: none"> • Achieve 100 % active licenses on all official systems by the end of the quarter 2 of the year 	<ul style="list-style-type: none"> • Operational efficiency and effectiveness 	Enhanced business operations and streamlined decision-making processes	Support Services	Beyond 3rd Year	March, 2025	one off

Target Milestones

Target KPI	Target Value	Baseline	2024	2025	2026
Number of new inward investor projects	>30	13	18	24	>30
• <i>No. of Agribusiness projects:</i>	12	-	7	10	>12
• <i>No. of Light Manufacturing projects</i>	10	-	6	8	>10
• <i>No. of Renewable Energy projects</i>	5	-	3	4	5
• <i>No. of Solid Minerals projects</i>	3	-	2	2	3
Value Capital investment (USD)	>1,000,000,000	1,000,000,000	600,000,000	800,000,000	>1,000,000,000
• <i>Agribusiness projects (USD)</i>	500,000,000	-	300,000,000	400,000,000	>500,000,000
• <i>Light Manufacturing projects (USD)</i>	200,000,000	-	120,000,000	160,000,000	>200,000,000
• <i>Renewable Energy projects (USD)</i>	200,000,000	-	120,000,000	160,000,000	200,000,000
• <i>Solid Minerals projects (USD)</i>	100,000,000	-	60,000,000	80,000,000	100,000,000
Number of direct jobs created	>2,500	-	1,500	2,000	>2,500
• <i>No. of Agribusiness direct jobs</i>	1,000	-	600	800	>1,000
• <i>No. of Light Manufacturing direct jobs</i>	1,000	-	600	800	>1,000
• <i>No. of Renewable Energy direct jobs</i>	250	-	150	200	250
• <i>No. of Solid Minerals direct jobs</i>	250	-	150	200	250
Number of expansion projects	3	2	2	2	3
Number of potential investors engaged	750	-	350	500	700

Number of business leads generated	150	33	60	80	130
Number of existing investors engaged	75	-	40	60	75
Implementation status of the plan (%)	100	-	55	80	100

7.0 FINANCIAL PLAN

InvestJigawa plans to fund its corporate strategy through a combination of the State Government's subvention, grants from international development and donor organizations, and revenue from fee-earning services as permitted by its founding legislation. These fee-earning services will include investor-commissioned research, feasibility studies, advertising for events and publications, among others. Additionally, professional service firms may contribute annual donations in exchange for being listed as official service providers for inward investment on InvestJigawa's website and marketing materials. Contributions may also come from industrial parks and the airport, depending on the volume of traffic and investment they attract.

- **Government Subvention:** The primary funding source will come from the State's budget allocation to the Agency, expected to cover 80-90% of its financial needs during this period. Over time, as the Agency matures and gains the legal capacity to engage in commercial activities, this proportion will decrease.
- **Grants:** InvestJigawa will also seek grants that impose minimal obligations on the State, with the Director-General and the Governing Council leveraging their networks to secure funds from donors and corporations. Funds will be meticulously managed and allocated to the specified purpose.
- **Technical (Non-Financial) Support:** In addition to financial support, InvestJigawa will recognize and value non-financial contributions from donor entities and development institutions. These contributions will be considered as savings to the Agency and can include the full delivery of initiatives, technical support to the DG, staff training, development of literature, and training of local entities to improve operations.
- **Fee-Earning Services:** Following the revision of its establishing law, InvestJigawa will offer specialized services for a fee to support its funding. These services will include research, feasibility studies, negotiations, and others, provided they align with the Agency's mandate and independence as a government body.

Projected Expenditure Assumptions for the 3-year Corporate Plan

In preparing the financial cost of the plan, assumptions for most projections, particularly regarding expected expenditures, were based on information gathered from consultations with external resources involved in similar activities or providing relevant services, input from InvestJigawa management, and insights from typical spending patterns for comparable initiatives or expense categories.

Assumptions for planned expenditure

Strategic Priorities	Objectives	Planned Expenditure Assumptions
Enhance State Visibility	Strengthen Agency's Legal Foundation	<ul style="list-style-type: none"> - Staff working hours - Consultation services and stakeholder meetings - 5 stakeholder meetings-sitting allowance/refreshments and consultancy fee (unless supported by FCDO or other external parties)
	Create greater awareness	<ul style="list-style-type: none"> - Staff working hours - Logistics arrangements i.e., Cost of venue, rental, promotional material, advert, et, promotion, honorarium, etc - Programmer fees - Participation fees - Travel logistics
Attract and Facilitate Private Sector Investment	Attract Private Sector Investments	<ul style="list-style-type: none"> - Staff working hours - Consultancy services - Travel logistics - Existing promotional budget for "create greater awareness"
	Enhance Attractiveness of the State	<ul style="list-style-type: none"> - Staff working hours - Programme logistics - Training either sponsored by donors or other bodies such as NEPC, Federal Min of Agriculture and Rural Development, etc.
	Improve Investor Experience	<ul style="list-style-type: none"> - Staff working hours - Sitting allowance and refreshments
Enable Competitive Regulatory Environment	Alignment with State Economic Development Strategy (CDF II)	<ul style="list-style-type: none"> - Staff working hours
	Improve Regulatory & Policy Framework	<ul style="list-style-type: none"> - Staff working hours - Sitting allowance and refreshments
	Stimulate Business and Growth	<ul style="list-style-type: none"> - Staff working hours
Promote Cooperation and Collaboration	Improve Synergy and Collaboration	<ul style="list-style-type: none"> - Staff working hours - Refreshments and other logistics
Optimise Internal Operations	Increase Performance and Achieve Strategic Objectives	<ul style="list-style-type: none"> - Staff working hours
	Enhance Operational Skills and Capacity	<ul style="list-style-type: none"> - Staff working hours - Training fee - Allowances - Recruitment advert cost - Headhunting/consultancy fees - Part of the support from FCDO-LINKS, etc. for recruitment and training
	Organisational Enhancement and Improvement	<ul style="list-style-type: none"> - Staff working hours - Part of the support from FCDO-LINKS for Development of internal processes and procedures document - Consultant's fee for development of Job descriptions - Cost of engagement of field data gathering resources
	Enhance Infrastructure Technology	<ul style="list-style-type: none"> - Staff working hours - Cost of equipment and installation - Cost covered in Microsoft Office 365 - Cost of 6Kva inverter, 16 batteries, racks and 10% installation - Cost of space modification - Cost of phones and installation of intercom - 24mbs @N300,000 per month - Cost of Microsoft Office 365 - Cost of virtual meeting application license - Cost of twelve 2Tb HDD @N37,500 - Cost of 3 years COMFAR3 application license with 5 runtime/extra user licenses and estimated EUR 7,000 for remote training and cost of a manual. - Cost of application server (N3.5m)

Projected Expenditure

Strategic Priorities	Objectives	Outcome	2024 N'000	2025 N'000	2026 N'000
Enhance State Visibility	Strengthen Agency's Legal Foundation	Legislative backing and enablement to carry out functions and guidance on scope of Management, Governing Council and Agency.			
	Create greater awareness	Increase in the awareness of the State's investment opportunities and rise in private sector visits.	615,000,000	682,500,000	292,500,000
Attract and Facilitate Private Sector Investment	Attract Private Sector Investments	Increase in attraction of private sector investments to priority sectors, MSME & other opportunities.			
	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.			
Enable Competitive Regulatory Environment	Alignment with State Economic Development Strategy	Increased contribution to achievement of State's economic development objectives.			
	Improve Regulatory & Policy Framework	Improved enabling environment and ease of doing business	7,500,000	7,500,000	1,500,000
	Stimulate Business and Growth	Stimulated growth and improved enabling environment			
Promote Cooperation and Collaboration	Improve Synergy and Collaboration	Strengthened collaboration and cooperation	27,000,000	27,000,000	27,000,000
Optimise Internal Operations	Increase Performance and Achieve Strategic Objectives	Implementation of strategic plan, achievement of mandate and performance objectives.			
	Enhance Operational Skills and Capacity	Enhanced delivery capacity of the Agency.	102,300,000	122,100,000	15,810,000
	Organisational Enhancement and Improvement	Operational efficiency, improved investor experience and availability of information.	45,000,000	45,000,000	18,000,000
	Enhance Technology Infrastructure	Operational efficiency, effectiveness and organizational continuity.	52,249,800	39,242,100	9,294,480
Total			849,649,800	923,942,100	364,704,480

8.0 RISK MANAGEMENT FRAMEWORK

S/N	Risk Title	Probability	Impact	Trigger Event	Effect	Mitigation
1	Availability of funds	Low	High	<ul style="list-style-type: none"> Lack of funds or no release for the implementation of initiatives 	<ul style="list-style-type: none"> Initiatives not started or completed as planned. Delay in agreed timelines. 	<ul style="list-style-type: none"> Identify and explore more ways to secure funds – donor partners, private sector sponsorship, fees earned from commissioned activities, etc. Identify immediate, mid- and long-term funding needs. Prioritise needs to ensure the most important are dealt with first. Seek funds from efficiencies/savings in other activities. Stakeholder management of State’s Executive Leadership
2	Delay in Governing Council/ management approvals	High	High	<ul style="list-style-type: none"> Approval on initiative is delayed. Approval on technical or financial requirement is delayed. 	<ul style="list-style-type: none"> Delay in completion/ implementation of initiatives. Strategic objectives will likely not be met. Extension of agreed timelines 	<ul style="list-style-type: none"> Obtain blanket approval for all the initiatives identified at Council level once and for all. Subsequent interactions would be on performance against plan. Action plan owners to work closely with DG to ensure timely management and Governing Council approval of requests. Communicate initiatives milestones and key dates early to management/Governing Council and document the implications of decision-making delays on these dates.
3	Action plans not being completed as planned	High	High	<ul style="list-style-type: none"> Not starting or completing initiatives within stipulated time. 	<ul style="list-style-type: none"> Project activities will not be concluded according to plan, leading to budget and schedule overrun. 	<ul style="list-style-type: none"> Reschedule affected work. Circulate work plans in advance to initiative contacts in relevant units. Strict compliance monitored by DG and Governing Council. Follow up on Divisional Heads. Communicate plans with entire Agency and seek buy-in.
4	Getting the right people and resources to implement plan	Medium	High	<ul style="list-style-type: none"> Settling for less than agreed standard. 	<ul style="list-style-type: none"> Not been able to get and use resources with right skills and experiences to implement the plan. 	<ul style="list-style-type: none"> Ensure the best resources are obtained (recruited or contracted).

9.0 CONCLUSION AND WAY FORWARD

Summary of Key Initiatives and Expected Impacts

InvestJigawa's strategic priorities over the next three years are focused on transforming the state into a premier investment destination within Nigeria. The key initiatives include enhancing the state's visibility, attracting and facilitating private sector investments, creating a competitive regulatory environment, promoting climate-smart investments, and optimising internal operations. Collectively, these efforts will stimulate economic growth, foster industrialisation, and create sustainable employment opportunities across sectors such as agriculture, manufacturing, and renewable energy.

The anticipated impacts of these initiatives include significant improvements in Jigawa's ease of doing business ranking, increased local and foreign investments, and the establishment of a more investor-friendly regulatory framework. Additionally, the promotion of climate-smart investments will advance sustainable agricultural practices and environmentally conscious industrialisation, positioning Jigawa as a leader in green investment. Furthermore, the optimisation of InvestJigawa's internal processes will enhance operational efficiency, ensuring the effective implementation of these initiatives and the long-term economic prosperity of the state.

Call to Action for Stakeholders

Achieving these ambitious goals requires the collaborative effort of all stakeholders. It is imperative that government agencies, private sector investors, community leaders, and development partners join forces to create a conducive investment climate. Stakeholders are urged to actively engage with InvestJigawa, contribute their expertise, and support the timely execution of these initiatives.

By aligning resources and leveraging synergies, we can establish a dynamic investment ecosystem that drives sustainable development and generates lasting prosperity for the state. The opportunity to shape Jigawa's future is now, and it is through collective action that we will unlock its full potential and pave the way for shared success.

10. CONTACT US

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