



KWARA STATE INVESTMENT PROMOTION, PUBLIC PRIVATE PARTNERSHIP AGENCY

**5 YEAR
CORPORATE PLAN**

Table of Contents

1. Executive Summary	5
2. Introduction	8
3. Context of Investment Promotion in Kwara State	9
3.1. About Kwara State	9
3.2. Kwara State Investment Environment.....	10
3.3. Overview of KWIPA Mandate and Implications for its Organization	13
3.4. Needs Assessment and Strategic Analysis	18
4. Strategic Focus.....	23
4.1. Vision, Mission, and Core Values.....	23
4.2. Strategic Priorities.....	24
4.3. Targets.....	24
4.3.1 Inward Investment Targets:.....	24
4.3.2 Activity Targets:	25
4.4. Sector Focus.....	25
4.5. Strategies for Priority Sectors	27
4.5.1 Agribusiness:.....	27
4.5.2 Light Manufacturing:	28
4.5.3 Renewable Energy	29
4.5.4 Solid Mineral:	29
4.5.5 Others:	29
4.6. Strategic Partnerships & Networks.....	31
4.7. Marketing strategy.....	33
4.7.1 Image and brand building.....	33
4.7.2 Market segmentation.....	33
4.7.3 Marketing activities and communication materials.....	33
4.8 Funding	35
5. Strategic Plan Development Process	37
5.1 Summary of Development Process.....	37
5.2 Strategic Objectives.....	37
5.3 Key Initiatives.....	38

5.3.1 Enhance State Visibility.....	39
5.3.2 Attract and Facilitate Private Sector Investment.....	40
5.3.3 Enable Competitive Regulatory Environment	42
5.3.4 Promote Cooperation and Collaboration.....	43
5.3.5 Optimize Internal Operations.....	44
5.4 Target Milestones.....	47
5.5 Implementation Horizon.....	48
6. Financial Implication.....	49
6.1 General Assumptions for the 5-year Strategic Plan.....	49
6.2 Projected Expenditure Assumptions for the 5-year Strategic Plan.....	50
6.3 Projected Expenditure.....	53
7. Risk Management Plan.....	54
8. Monitoring and Evaluation	55
8.1 Strategy Execution Framework.....	55
8.1.1 Communication & Engagement.....	55
8.1.2 Organizational Alignment	56
8.2 Execution and Monitoring.....	56
8.2.1 Strategy Support Function (Director General's Office).....	58

Executive Summary

The Kwara State Investment Promotion Agency (KWIPA) is the primary vehicle the Kwara State Government established to attract and facilitate investment promotion and public-private partnership (PPP) activities across the state. Over the years, KWIPA, under the leadership of its Chief Executive Officer, has laid a strong foundation for securing investments in Kwara State. Recognizing the need to consolidate its achievements, the Agency has embarked on developing a comprehensive corporate and operational plan for 2024-2029.

KWIPA's vision is to position itself as the catalyst for investment in Kwara State, aspiring to make it the premier investment destination in Nigeria. This entails identifying, promoting, and facilitating private sector opportunities, particularly in climate-smart investments, to generate jobs and enhance the prosperity and welfare of Kwara State citizens.

To realize its vision, KWIPA is implementing a renewed strategy focused on establishing robust internal structures to support its operations and enhance its ability to deliver on its mandate. This strategic approach aims to increase investment inflows, nurture the growth of existing investments, and facilitate the commissioning of new projects.

The development of KWIPA's 5-year corporate plan is based on a thorough assessment of the state's investment climate, priority sectors, and the Agency's operational framework. By leveraging existing and potential opportunities in priority sectors and capitalizing on the state's strengths, KWIPA seeks to achieve its corporate objectives and goals.

Key Objectives for 2024-2029

- Attract investments worth USD 1 billion.
- Create 3,000 direct jobs within the state.

Specific Strategies

To achieve these objectives, KWIPA has identified five corporate priorities, which were established during a strategy session in December 2023:

1. Enhance Kwara State's visibility as a prime investment destination.
2. Attract and facilitate private sector investments.

3. Create an enabling and competitive regulatory environment.
4. Foster cooperation and collaboration among stakeholders.
5. Optimize internal operations for efficiency and effectiveness.

Expected Outcomes by 2029

- **30 new inward investor projects attracted:**
 - Agribusiness: 12 projects
 - Light Manufacturing: 10 projects
 - Renewable Energy: 5 projects
 - Solid Minerals: 3 projects
- **USD 1 billion in capital investments:**
 - Agribusiness: USD 500 million
 - Light Manufacturing: USD 200 million
 - Renewable Energy: USD 200 million
 - Solid Minerals: USD 100 million
- **3,000 direct jobs created:**
 - Agribusiness: 1,000 jobs
 - Light Manufacturing: 1,000 jobs
 - Renewable Energy: 500 jobs
 - Solid Minerals: 500 jobs
- **At least three expansion projects from existing inward investors.**

Priority Sectors

KWIPA has identified Agribusiness, Tourism, Solid Minerals, and Renewable Energy as the primary focus sectors to sustain growth.

Financial and Operational Resources

The implementation of this plan will be supported by:

- Subventions from the Kwara State Government.
- Financial and non-financial contributions from donor entities and grants.
- Income from fee-earning services provided by the Agency.

KWIPA will also deploy the necessary resources—people, processes, and technology—to drive its operations and ensure the successful execution of its plan.

With this comprehensive roadmap, KWIPA is set to transform Kwara State into a vibrant hub for investments, foster economic growth, and improve the quality of life for its citizens.

2. Introduction and Context of Investment Promotion in Kwara State

The Kwara State Investment Promotion Agency (KWIPA) has developed a comprehensive 5-year Investment Promotion Agency (IPA) corporate plan, along with a detailed 1-year implementation plan. These plans were formulated through extensive consultations with key stakeholders within the state's investment facilitation and management ecosystem. The primary focus is to enhance investment promotion, diversify the economy through Micro, Small, and Medium Enterprises (MSMEs), solid minerals, and tourism, and leverage Public-Private Partnerships (PPP) to attract foreign and domestic investments. These efforts aim to provide alternative financing mechanisms for public expenditure.

Aligned with the Kwara State Government's economic development policies and objectives, KWIPA's mission is to foster an enabling environment for private sector investments, particularly climate-smart initiatives, while supporting their growth and socio-economic impact. The Agency's priorities are clearly outlined in the 5-year IPA corporate plan, which serves as a roadmap to attract and sustain local and foreign investment inflows. By implementing this plan, KWIPA seeks to increase awareness of investment opportunities, drive economic growth, and improve the socio-economic well-being of the people of Kwara State.

Kwara State Investment Environment

Kwara State offers a beautiful investment environment characterized by a unique set of advantages. The mobilization of private resources, both local and foreign, is critical to driving and transforming the state's economy. The current administration has demonstrated unwavering political will to support development initiatives, foster partnerships, and sustain investor-friendly policies. Over the years, proactive measures have been taken to strengthen public sector institutions, ensuring their efficient functionality.

Kwara State's regulatory environment is conducive and progressive for business operations. In 2018, the World Bank's Ease of Doing Business sub-national rankings placed Kwara State with an average Distance to Frontier (DTF) score of 57.06, highlighting the state's performance in key areas:

- Starting a Business: 20/37
- Registering Property: 35/37
- Enforcing Contracts: 6/37
- Dealing with Construction Permits: 14/37

Additionally, Kwara State boasts peace, a low crime rate, and an absence of communal strife, such as youth restiveness, thuggery, kidnapping, and vandalism. These attributes create a

secure and stable environment for foreign and domestic investors to establish and grow their businesses.

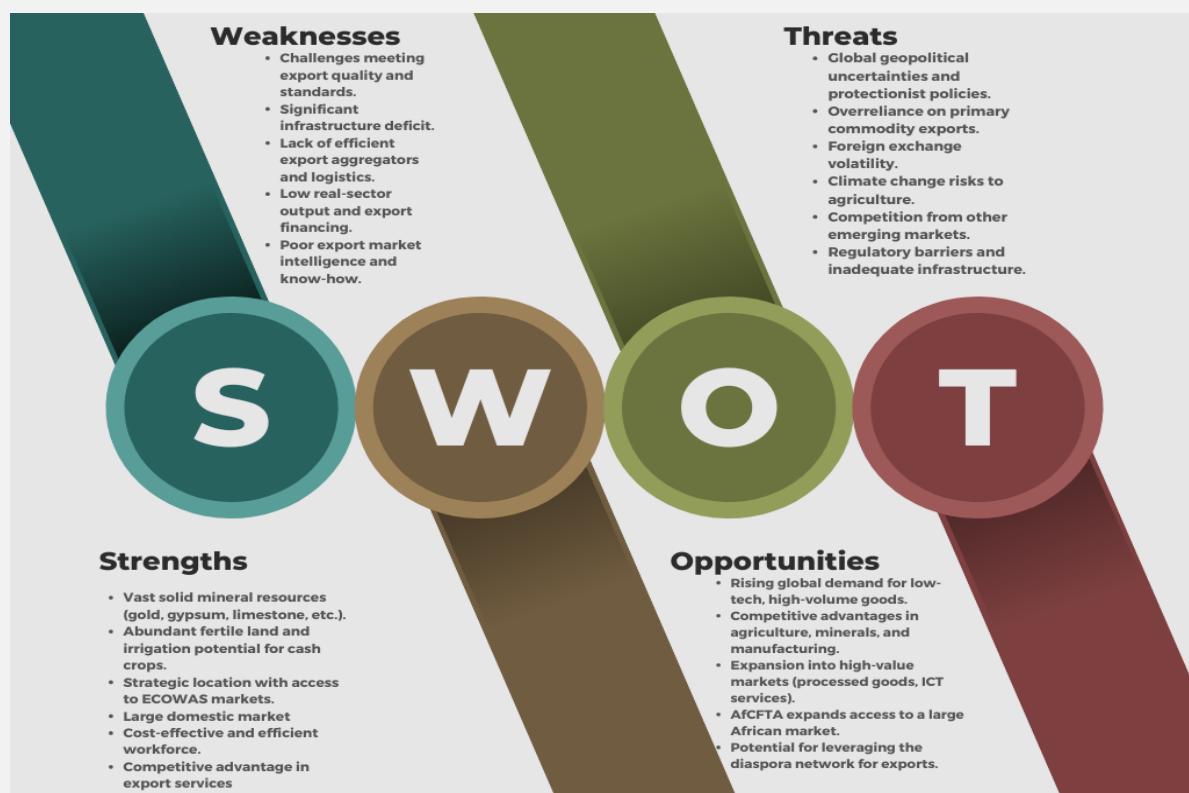
The state's business-supportive infrastructure further enhances its investment appeal. Key assets include:

- A well-maintained road network.
- Industrial clusters.
- An export processing zone.
- Institutional frameworks to facilitate investment, such as the Ease of Doing Business Committee and the Land Acquisition and Resettlement Framework for Large-Scale Agribusiness Investments.

Diverse sectors thrive in Kwara State, including agriculture, light manufacturing, transportation, logistics, warehousing, production and processing, financial services, construction, hospitality, and more. The state accommodates individuals from all social and economic backgrounds, fostering inclusivity and economic vibrancy.

Below is an analysis of Kwara State's investment climate, focusing on its key strengths, weaknesses, opportunities, and threats.

SWOT Analysis



KWIPA must enhance its efforts to promote remedial actions to tackle weaknesses and threats to the state's investment climate. Fortunately, federal incentives will enhance economic activity within the state's agricultural value chain. The 2020 Finance Act, which took effect on January 1st, 2021, introduced over 80 amendments across 14 laws. Key changes within this Act will have a positive influence on the state:

- Low-income earners who earn minimum wage are now exempt from personal income tax.
- Reduction of import duties on tractors from 35% to 5%, mass transit vehicles of more than 10 passengers and trucks from 35% to 10%, and cars from 30% to 5%.
- VAT exempt status for commercial airline tickets and lease of agricultural equipment for agricultural purposes.

This document delves into the multifaceted drivers and enablers propelling Kwara State's journey towards export-led growth and diversification. From ambitious infrastructure projects to cutting-edge technologies and forward-thinking policies, Kwara State is leveraging a range of factors to drive its investment-oriented agenda and chart a course toward sustained economic prosperity.

- Kwara State Investment Promotion, Public Private Partnership Agency: A Gateway to Industrialization and Export Expansion:
The agency is a pivotal driver of investment and export expansion in Kwara state. This will revolutionize trade by providing a direct and efficient link to global markets. The agency's corporate action plan and the state committee on export promotion synergy will facilitate a high level of business in the state.
- The New Nigeria Electricity Act: Empowering Industries and Enhancing Competitiveness:
The enactment of the New Nigeria Electricity Act is a significant enabler of Kwara State's corporate growth in non-oil exports. Uninterrupted power is pivotal for industrialization, production, and value addition. The new act addresses historical energy constraints]
- The Nigeria Agricultural Transformation Agenda: Diversification and Export Enhancement:

Kwara state's alignment with the Nigerian Agricultural Transformation Agenda reinforces its commitment to diversifying the agricultural sector and propelling non-oil exports. The agenda focuses on crop diversification, agro-processing, value addition, and technology-driven farming practices.

- **African Continental Free Trade Agreement (AFCFTA): Seizing Regional and Global Opportunities:**

Kwara state's active participation in the African Continental Free Trade Agreement positions it as a key player in regional and global trade dynamics. This landmark agreement aims to create a single market within Africa, foster economic integration, reduce trade barriers, and facilitate market access.

- **Technological Enablers: AI and Blockchain Revolutionizing Non-Oil Exports:**

Kwara State's embrace of cutting-edge technologies, such as Artificial Intelligence (AI) and blockchain, underscores its commitment to innovation and competitiveness. AI-powered solutions offer real-time insights into market trends, consumer preferences, and demand fluctuations. This data-driven approach empowers exporters to make informed decisions, optimize supply chains, and tailor their products to meet evolving market demands.

- **Global Sustainability Measures: From Compliance to Competitive Advantage:**

Kwara State's commitment to global sustainability measures is a testament to its forward-thinking approach and responsible business practices. In an era of heightened environmental consciousness, sustainability transcends regulatory compliance to become a competitive differentiator. By adopting eco-friendly practices, minimizing waste, and adhering to international environmental standards, Kwara State enhances the marketability of its non-oil export products.

- **New Trade and Investment Policies: Navigating the Path to Export Success:**

Kwara State's corporate approach to trade and investment policies creates an enabling environment for non-oil export growth. By streamlining regulations, reducing bureaucratic hurdles, and offering incentives to exporters and investors, the state fosters an atmosphere conducive to business expansion. This policy framework instills confidence among stakeholders, stimulates innovation, and attracts both local and foreign investments, thereby strengthening the export ecosystem.

Overview of KWIPA Mandate and Implications for its Organisation

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".

KWIPA seeks to:

1. Enhance Kwara State's visibility by creating greater awareness 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.
4. Promote and facilitate synergy and collaboration among state agencies that influence the investment climate in Kwara to enhance greater private sector participation in the state's economic development.

The design of the new organizational structure considered the institutional capabilities derived from the mandate, findings from this benchmark analysis, as well as insights from the KWIPA law and best practice guidelines from IPA institutional bodies such as World Association of Investment Promotion Agencies (WAIPA), United Nations Industrial Development Organisation (UNIDO) and United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP).

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

Function	Overview of Responsibilities
Director General	<ul style="list-style-type: none"> - Provides corporate direction and oversight for the State's Investment Promotion and Development efforts, functioning as the Chief Executive Officer of KWIPA - Work with non-investor stakeholders and support initiatives to improve the quality of the investment climate within Kwara State. - Develop and oversee the implementation of a comprehensive strategy and action plans to attract and facilitate new investments. - Represent the State at investment forums.
Internal Audit	<ul style="list-style-type: none"> - Responsible for leading the Audit and assurance function of KWIPA and for planning and conducting operational, financial, and compliance audits to ascertain the effectiveness of internal controls. - Report on audit/internal control findings to the Governing Council Audit Committee (if any) and state statutory body quarterly/periodically. - Ensure reports of all audited, investigated, and other special assignments on the Agency align with statutory guidelines.
Investor Services	<ul style="list-style-type: none"> - Provide comprehensive marketing services to promote Kwara State as an attractive investment destination, focusing on showcasing key opportunities. - Offer information services to potential investors, providing them with up-to-date market trends, sector insights, and tailored investment data to guide their decisions. - Advocate for policies that support and incentivize investments, ensuring the business environment is conducive to growth and sustainability. - Deliver robust assistance services, including pre-investment support and post-investment facilitation, to help investors navigate the local market and overcome potential challenges. - Plan and organize targeted promotional activities such as roadshows and investment tours to highlight the state's investment potential. - Engage in direct marketing and outreach to secure investors for high-priority sectors, using a corporate approach to identify and reach the most suitable investors. - Develop clear communication strategies to engage and attract investors, presenting specific investment opportunities aligned with the state's priorities. - Ensure a seamless entry and establishment process for investors, facilitating access to local suppliers, skilled workforce, and necessary infrastructure to support their investments.

Function	Overview of Responsibilities
Legal Adviser	<ul style="list-style-type: none"> - Act as the secretary of the Agency. - Support the DG with secretarial duties at committee engagements and the Governing Council (where applicable). - Coordinate management and drafting of all contracts, MOUs, and vetting of the same - Interpret the enabling law of the Agency and make recommendations for amendments where required. - Provide legal advice and other services to KWIPA. - Support the defense of all civil matters involving the Agency and protect the Agency's interests where they are affected or threatened. - Advise 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 pre-screening insights on the various investment proposals to be discussed at the investment appraisal committee meeting to support the committee. - 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 the development of 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 indigenous people to understand the various investment-positive features available in Kwara State. - Generate data and statistics required to communicate specific investment opportunities. - Support the DG in actively reviewing 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 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 KWIPA's initiatives and activities. - Provide appropriate support to the Investor Services Division concerning publicity and promotional communications. - Plan or directly develop or communicate programs to maintain favourable public 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 corporate budgeting and planning for KWIPA. - Develop KWIPA's human resources and administration strategy, enhancing professional development, compensation and benefits, performance evaluation, training, and recruitment in accordance with best practices. - Responsible for the Agency's IT resources, maintaining and reviewing the most appropriate and efficient systems. - Coordinate 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.
-----------------	--

3. PILLARS OF KWIPA

This Corporate Plan outlines a strategic framework to industrialize and diversify Kwara State's economy over the next five years by enhancing investment inflows. The plan's key objectives include:

- Generating \$2 billion annually in foreign revenue.
- Creating 20,000 new jobs annually.

- Lifting 1 million people out of poverty.

Strategic Pillars

Pillar 1: Enhancing Agricultural Productivity and Agribusiness

1. Modernizing Agricultural Practices

- **Action Steps:**
 - Provide subsidized inputs (fertilizers, seeds, pesticides) to 30% of smallholder farmers annually.
 - Partner with equipment suppliers for affordable mechanization tools.
 - Conduct bi-annual farmer training sessions on advanced techniques.
- **KPIs:**
 - Train 1,000 farmers annually.
 - Achieve a 20% increase in mechanized farming adoption.
 - Reduce input costs by 20%.

2. Expanding Irrigation Infrastructure

- **Action Steps:**
 - Rehabilitate 5 irrigation schemes annually.
 - Develop small-scale systems in underserved areas.
 - Attract private investments for co-funding.
- **KPIs:**
 - Irrigate 10,000 hectares annually.
 - Complete 10% more irrigation schemes yearly.

3. Promoting Agribusiness and Value Chain Development

- **Action Steps:**
 - Support 20 local agro-processing SMEs yearly via grants/loans.
 - Establish two agro-processing hubs for key crops by 2026.
 - Link producers to national and international markets.
- **KPIs:**
 - 30% growth in agro-processed goods exported.
 - 27% annual increase in SMEs supported.

Pillar 2: Promoting Infrastructure Development

1. Enhancing Road and Transport Networks

- **Action Steps:**

- Rehabilitate 500 km of roads by 2028.
- Conduct feasibility studies for additional projects.
- Award annual maintenance contracts transparently.
- **KPIs:**
 - Maintain/complete 5,000 km of roads annually.
 - Reduce transportation costs by 30%.

2. Improving Power and Energy Access

- **Action Steps:**
 - Expand rural electrification to 30% of off-grid communities by 2026.
 - Support IPPs for renewable energy projects.
 - Upgrade urban power systems to cut outages by 50%.
- **KPIs:**
 - Electrify 20% of rural areas.
 - Initiate 17% more renewable energy projects.

3. Boosting Water Supply and Sanitation

- **Action Steps:**
 - Rehabilitate 20 water systems annually.
 - Provide boreholes in underserved areas.
 - Implement sanitation campaigns targeting 50,000 households annually.
- **KPIs:**
 - Increase potable water access by 15%.
 - Rehabilitate 20 water systems annually.

Pillar 3: Accelerating Human Capital Development

1. Improving Education Access and Quality

- **Action Steps:**
 - Upgrade 100 schools annually.
 - Train 1,000 teachers in modern methods yearly.
 - Roll out a free school feeding program.
- **KPIs:**
 - Increase school enrolment rates by 10%.
 - Upgrade 100 schools annually.

2. Strengthening Healthcare Delivery

- **Action Steps:**
 - Upgrade 10 primary health centers annually.

- Recruit and train 500 healthcare workers yearly.
- Expand immunization to cover 90% of children under five.
- **KPIs:**
 - Increase immunization coverage by 15%.
 - Upgrade 10 health centers annually.

3. Promoting Youth Empowerment

- **Action Steps:**
 - Open two vocational centers by 2025.
 - Launch grants for 5,000 entrepreneurs yearly.
 - Facilitate private-sector-led job placement programs.
- **KPIs:**
 - Train 10,000 youths annually.
 - Create 5,000 jobs yearly.

Pillar 4: Fostering an Enabling Business Environment

1. Streamlining Business Registration

- **Action Steps:**
 - Reduce registration time from 10 to 5 days.
 - Digitalize registration processes.
 - Run awareness campaigns statewide.
- **KPIs:**
 - Double the annual number of registered businesses.
 - Reduce registration time by 50%.

2. Expanding MSME Access to Finance

- **Action Steps:**
 - Establish a ₦2 billion MSME Fund by 2026.
 - Partner with banks for low-interest loans.
 - Train 1,000 MSMEs on financial management annually.
- **KPIs:**
 - Grow MSME turnover by 20%.
 - Increase annual loan disbursements to MSMEs.

3. Attracting Investments Through Reforms

- **Action Steps:**
 - Develop incentive packages for key sectors.
 - Host 10 annual investment summits.

- Set up a PPP office for infrastructure projects.
- **KPIs:**
 - Secure 30 new investments annually.
 - Attract \$1 billion in capital investment yearly.

Pillar 5: Promoting Environmental Sustainability

1. Advancing Climate Change Mitigation

- **Action Steps:**
 - Plant 1 million trees yearly.
 - Train 5,000 farmers in climate-smart agriculture annually.
 - Conduct environmental awareness campaigns.
- **KPIs:**
 - Plant 1 million trees annually.
 - Train 5,000 farmers in sustainable practices.

2. Enhancing Waste Management

- **Action Steps:**
 - Build waste collection/recycling centers in all urban areas.
 - Promote waste-to-energy partnerships.
 - Organize monthly sanitation exercises statewide.
- **KPIs:**
 - Increase urban waste management coverage to 80%.
 - Set up 20 recycling centers by 2026.

3. Protecting Water Bodies and Ecosystems

- **Action Steps:**
 - Monitor and regulate industrial pollutants.
 - Launch wetlands conservation programs.
 - Support fisheries management.
- **KPIs:**
 - Protect 10 water bodies annually.
 - Cut industrial pollution by 25%.

Corporate Partnerships and Networks

KWIPA will actively engage Ministries, Departments, and Agencies (MDAs) within Kwara State to fortify existing partnerships and build new alliances with stakeholders at the state, national, and international levels. These collaborations will be aligned with KWIPA's mission to advance the state's economic priorities. The agency will focus on establishing and enhancing partnerships in the following key areas:

Resource Exploration and Development

- **Engagement with Industry Players:** Collaborate with miners, agribusiness corporations, and exporters to streamline the discovery, extraction, and value addition of Kwara's natural resources.
- **Federal and Private Sector Collaboration:** Partner with the Federal Ministry of Mines and Steel Development and key industry players to attract expertise and investments in mining and agriculture.

Capacity Building Networks

- **Educational Partnerships:** Work with universities, vocational training centers, and technical institutions to develop a skilled workforce in agriculture, mining, and renewable energy sectors.
- **Specialized Training:** Partner with institutions like the Nigerian Institute of Mining and Geosciences to provide technical training for artisanal miners.

Climate Change and Environmental Sustainability

- **Promoting Sustainable Practices:** Develop alliances with environmental organizations to integrate sustainability into agriculture, mining, and energy production.
- **Climate-Smart Solutions:** Collaborate with the Nigerian Meteorological Agency (NIMET) and international environmental bodies to align projects with global climate-smart standards.

Development Partners

- **Global Development Agencies:** Strengthen relationships with the African Development Bank (AfDB), the World Bank, and FCDO-LINKS for funding and technical support.
- **Technology and Industrial Growth:** Foster collaborations with organizations like the United Nations Industrial Development Organization (UNIDO) to drive technology transfer and industrialization.

Investor Support and Funding Networks

- **Access to Financing:** Establish relationships with financial institutions like the Central Bank of Nigeria (CBN) and commercial banks to create accessible credit lines for investors.
- **Investment Promotion:** Collaborate with bodies like the Nigerian Investment Promotion Commission (NIPC) to attract foreign direct investments and showcase Kwara State's economic potential globally

4.7 Marketing Strategy

To achieve its 5-year corporate objectives, KWIPA will implement a robust marketing strategy to position Kwara State as a premier investment destination. This strategy will emphasize climate-smart investments while fostering economic growth and enhancing the socio-economic well-being of its citizens.

4.7.1 Image and Brand Building

- **Theme:** "That Kwara shall become the preferred investment destination in Nigeria."
- **Marketing Message:** "When you desire climate-smart investments, ease of doing business, and a corporate market location, think Kwara State."

4.7.2 Market Segmentation

- **Investor Mapping:** Identify and categorize prospective investors by priority areas.
- **Sectoral Focus:** Segment investors based on industry, investment size, and type.
- **Database Management:** Develop and maintain a comprehensive database of potential investors.

4.7.3 Marketing Activities and Communication Tools

1. Promotional Materials:

- Tailored brochures detailing opportunities across various sectors.
- Targeted newsletters with updates on investment activities.

2. Digital Presence:

- Maintain and update a robust, interactive website with feedback mechanisms to promote Kwara as an investment hub.

3. Advertising:

- Use diverse channels such as print media, direct mail, television, radio, mobile, and social media to reach potential investors.

4. Personal Selling:

- Conduct one-on-one presentations with investors, highlighting Kwara State's unique investment opportunities.

5. Investor Targeting Events:

- Organize strategic events to connect with high-value investors, requiring specialized expertise and a focused approach.

6. After-Care Support Services:

- Develop a comprehensive program to retain and expand existing investments by offering tailored services.
- Leverage the networks of current investors to attract new investment opportunities.

7. Strategic Relationships:

- Establish connections with investment brokers and location/site selection companies to facilitate inward investment.

Through these strategies, KWIPA aims to position Kwara State as a globally recognized investment destination, fostering sustainable development and economic prosperity.

Funding the Corporate Plan

KWIPA plans to finance its corporate plan through multiple streams, ensuring sustainability and efficiency. These include:

1. State Government Subvention

- Core funding will come from allocations provided by the Kwara State Government.

2. Grants from Development Partners

- Engage international development and donor organizations for project-specific grants and funding aligned with the Agency's objectives.

3. Fee-Earning Services

- Generate revenue through professional services guided by its enabling law, such as:
 - Investor-commissioned research.
 - Feasibility studies.
 - Advertising opportunities, including events and publications.
- Encourage professional service firms to make annual donations in exchange for recognition on KWIPA's website and marketing materials as certified providers of professional services for inward investment.

4. Contributions from Industrial Parks and Airports

- Leverage revenues from increased traffic and investments facilitated by industrial parks and the state's international airport.

5. MSME Support through Collaboration

- Collaborate with the Ministry of Commerce, Industry, Cooperatives, and Tourism to enable micro, small, and medium enterprises (MSMEs) to access grants and funding relevant to their operations.

6. Technical and Non-Monetary Support

- Secure technical assistance from partner organizations through well-prepared impact analyses. Examples include:
 - **Improved Agricultural Practices:** Distribution of high-yield hibiscus seeds and monitoring of farming activities (e.g., by NEPC).
 - **Organic Certification:** Support to achieve global organic certification for Nigerian sesame seed.
 - **Regulatory Frameworks:** Assistance from international development institutions in developing and strengthening guidelines.
 - **Corporate Materials:** Development of critical documents such as IPA corporate plans and marketing materials.
 - **Implementation Resources:** Provision of expert resources for implementing key initiatives

5. IPA Corporate Plan Development Process

5.1 Summary of Development Process

The IPA corporate plan serves as a strategic roadmap to position Kwara State as a premier investment destination. It was developed through extensive consultations with stakeholders, sector experts, and rigorous analysis of the state's investment opportunities.

The plan highlights actionable strategies for:

- Attract foreign and domestic investments.
- Build investor confidence.
- Create an enabling business environment.
- Identify priority sectors, initiatives, and measurable targets to optimize Kwara's economic potential.

FDI Potential in Kwara State

Kwara State is well-positioned to attract Foreign Direct Investment (FDI) due to its abundant natural resources, strong government support, and strategic location. High-potential sectors include:

1. Agriculture and Agro-Processing

- Leverage Kwara's position as a top producer of rice and sesame for export-oriented agribusiness.
- Attract investments in processing facilities, exemplified by ventures like the WACOT Rice Mill.

2. Solid Minerals

- Exploit deposits of gold, limestone, iron ore, and coal for mining and mineral processing.
- Establish industrial mineral plants and gemstone processing hubs to boost value addition.

3. Renewable Energy

- Capitalize on Kwara's solar and hydro potential to attract investments in off-grid renewable energy and industrial power projects.

4. Logistics and Infrastructure Development

- Utilize Kwara's international cargo airport and proximity to Niger and Benin Republics as a logistics hub.
- Invest in infrastructure to support regional trade.

Steps to Unlock FDI Potential

1. Streamlining Processes

- Simplify approval and licensing through KWIPA's one-stop investment center.
- Digitize procedures to minimize bureaucratic delays and ensure seamless engagement with investors.

2. Proactive Investor Engagement

- Create tailored sector profiles and project teasers to highlight investment opportunities.
- Host investment roadshows, roundtables, and trade missions targeting high-value investors.

3. Policy Incentives

- Offer attractive incentives such as tax holidays, land-use waivers, and reduced import tariffs for critical equipment in priority sectors.
- Align state policies with federal incentives for strategic industries.

4. Infrastructure Investments

- Expand infrastructure such as industrial parks, road networks, and processing facilities.
- Integrate renewable energy solutions into industrial projects to enhance sustainability.

This approach ensures that Kwara State maximizes its FDI potential while promoting economic growth and development.

Corporate Objectives

The plan is expected to position KWIPA as a leading investment promotion agency in the North and Nigeria, attracting investments worth \$1 billion and creating 2,500 additional direct jobs in the State.

Corporate Objectives and Priorities

Corporate Priorities	Objectives	Objective Description
A. Enhance State Visibility	Strengthen Agency's Legal Foundation	This ensures that KWIPA has adequate legal standing to support its operations.
A. Enhance State Visibility	Create greater awareness	Creating greater awareness of the investment potential of the state.
B. Attract and Facilitate Private Sector Investment	Attract Private Sector Investments	To increase private sector investments into the State
B. Attract and Facilitate Private Sector Investment	Enhance the Attractiveness of the State	To address areas of weakness regarding the State's investment climate.
B. Attract and Facilitate Private Sector Investment	Improve Investor Experience	To improve investor experience and satisfaction regarding addressing key issues affecting turnaround time.
C. Enable Competitive Regulatory Environment	Alignment with State Economic Development Strategy	To ensure activities within the Agency is contributing positively to the State's developmental agenda.
C. Enable Competitive Regulatory Environment	Improve Regulatory & Policy Framework	To improve the regulatory and business environment for investments to thrive and grow.
C. Enable Competitive Regulatory Environment	Stimulate Business and Growth	To stimulate growth of existing investments through incentives and support.
Corporate Priorities	Objectives	Objective Description

D. Promote Cooperation and Collaboration	Improve Synergy and Collaboration	To improve collaboration and synergy with critical stakeholders.
E. Optimise Internal Operations	Increase Performance and Achieve corporate Objectives	To drive and monitor organizational performance.
E. Optimise Internal Operations	Enhance Operational Skills and Capacity	To improve delivery capacity of the Agency through the strengthening of critical skills and capabilities.
E. Optimise Internal Operations	Organisational Enhancement and Improvement	To address gaps within the investment promotion practice, support organisational continuity and consistency.
E. Optimise Internal Operations	Enhance Technology Infrastructure	To ensure the appropriate technology infrastructure to drive efficiency and sustain operations are available.

5.3 Key Initiatives

Key initiatives will be undertaken along the five corporate priorities. The specific initiatives, responsibilities and timelines required to deliver each of these are outlined in the following pages.

5 Year Corporate Plan (2024 – 2028)

5.3.1 Enhance State Visibility

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency	
Strengthen Agency's Foundation	Legal	Review of the establishment law	<ul style="list-style-type: none"> Review guidelines and deliverables Passed and gazetted Law with expected amendments suitable to the operations of the Agency 	Legislative backing and enablement to carry out Function and guidance on scope of Management, Governing Council and Agency	Secretary/Legal Adviser	Quick win	Done Dec, 2024	one off
Create awareness	greater	Plan roadshow and media related programmes	<ul style="list-style-type: none"> Road show and event calendar Execution of Road shows and media related programmes Evaluation of roadshows/programmes and improvement recommendations Number of follow up and enquires from each roadshow and programmes 	<ul style="list-style-type: none"> Increase in the awareness of the State's investment opportunities 	Investor Services	1st Year	Done 2024	Annual
		Conduct roadshow and media related programmes	<ul style="list-style-type: none"> Programme plan Programme budget Execution of programme Evaluation of programme and recommendations for improvement Number of enquiries and follow up 	<ul style="list-style-type: none"> Increase in the awareness of the State's investment opportunities 	Investor Services	2nd Year	2026	As required
		Development and implementation of marketing communication initiatives	<ul style="list-style-type: none"> Annual planned initiatives in alignment with IPA corporate plan Status of implementation 	<ul style="list-style-type: none"> Increase in awareness and rise in number of private sector visits to the state 	Investor Services	1st Year	2024 2026	As required
		Enhancement of the Agency's website to contain useful information and features	<ul style="list-style-type: none"> Updated website Accuracy of information on website 	<ul style="list-style-type: none"> Increase in the awareness of the State's investment opportunities 	Investor Services	Quick win	Done for 2023 and 2024	Annual

5 Year Corporate Plan (2024 - 2028)

	Establishment of foreign networks with investment intermediaries and coalitions	<ul style="list-style-type: none"> • Increase in pipeline deals • Inspections and visits • Investor enquiries • Investor proposals 	<ul style="list-style-type: none"> • Increase in the awareness of the State's investment opportunities 	Investor Services	1st Year	2026	As required
--	---	--	---	-------------------	----------	------	-------------

5.3.2 Attract and Facilitate Private Sector Investment

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Attract Private Sector Investments	Development of detailed priority sector engagement strategies	<ul style="list-style-type: none"> • Deal books and Investment profiles/papers • Inspections and visits • Investor enquiries • Investor proposals/Project • Investment profiles/papers for each of the legacy businesses 	<ul style="list-style-type: none"> • Increase in attraction of private sector to priority sectors 	Transaction Advisory & Monitoring	1st Year	2024	one off
	Drive investments into Legacy business	<ul style="list-style-type: none"> • Inspections and visits • Investor enquiries • Investor proposals • List of MSMEs • MSME investment profile 	<ul style="list-style-type: none"> • Private sector investment into Legacy businesses and revival 				
	Drive investments into MSME businesses	<ul style="list-style-type: none"> • Inspections and visits • Investor enquiries • Investor proposals 	<ul style="list-style-type: none"> • Increase in private sector investment in MSMEs in the State 	Investor Services	1st Year	2026	one off

5 Year Corporate Plan (2024 - 2028)

	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Enhance Attractiveness of the State	Preparation of sector/investment broker targeted pitch decks	<ul style="list-style-type: none"> Investment profiles Inspections and visits Investor enquiries Investor proposals 	<ul style="list-style-type: none"> Increase in attraction of private sector to priority sectors 	Investor Services	1st Year	Oct, 2024	one off
	Project Development e.g., Mechanisation financing	<ul style="list-style-type: none"> Deal books and Investment profiles/papers 	<ul style="list-style-type: none"> Availability of well-packaged and attractive investment opportunities 	Transaction Advisory & Monitoring	1st Year	Feb, 2024	one off
Improve Investor Experience	Support the development of critical skills in the state	<ul style="list-style-type: none"> List of critical skills Development of road map for skills development Outcome of engagement with Ministry of Education, Science and Technology; Directorate of Economic Empowerment, etc. Monitoring and evaluation of skills development roadmap/initiatives 	<ul style="list-style-type: none"> Increase in attractiveness of state. Increase in the quality of labour within the State 	Investor Services	1st Year	March, 2026	Annual
	Engagement with Ministry of Land, Housing, Urban and Regional	<ul style="list-style-type: none"> Agreed operational modalities and guiding template for land issuance to investors 	<ul style="list-style-type: none"> Improved investor experience 	Policy, Research & Quick win	Nov 2023		one off
Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
	Planning (MoLHUD&RP) to improve turnaround time for land issuance			Stakeholder Mgt.			

5 Year Corporate Plan (2024 - 2028)

	<p>Inaugurate all investment associated committees</p> <p>Development of an investment's guideline/guidebook i.e., detailed information of the approvals required, duration, procedure, etc.</p>	<ul style="list-style-type: none"> • Inaugural sitting • Terms of Reference for Committees • Minutes of meetings <ul style="list-style-type: none"> • Investor journey map • Information of necessary steps and estimated timeline on the website 	<ul style="list-style-type: none"> • Improved investor experience • Better turnaround time <ul style="list-style-type: none"> • Improved investor experience 	DG Investor Services	Quick win 1st Year	Done March 2024	one off one off
--	--	--	---	-----------------------------	---------------------------	------------------------	------------------------

5 Year Corporate Plan (2024 – 2028)

5.3.3 Enable Competitive Regulatory Environment

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Alignment with State Economic Development Strategy	Ensure linkages of promotional strategy with State economic development strategy	<ul style="list-style-type: none"> Approved IPA corporate plan Updates to IPA corporate plan 	<ul style="list-style-type: none"> Increase contribution and support to the achievement of the State's economic development objectives 	DG	Quick win	Dec, 2024	one off
Improve Regulatory Policy Framework	Continuous improvement with the Ease of Doing Business parameter through engagement with key stakeholders	<ul style="list-style-type: none"> Periodic committee meeting Status of implementation of recommendation 	<ul style="list-style-type: none"> Increase ease of doing business ranking and shortened distance to frontier Increase attractiveness Improve enabling environment 	DG	1st Year	March, 2026	Continuous
	Finalisation of PPP Policy	<ul style="list-style-type: none"> Approval of reviewed policy by the Executive Council 	<ul style="list-style-type: none"> Clarity on PPP related projects Implementation of PPP policy 	DG	2nd Year	June 2024	one off
	Modification of Land Acquisition and Resettlement Framework (LARF)	<ul style="list-style-type: none"> Approval of reviewed LARF by the Executive Council Policy recommendations Minutes of meetings from interactions with respective owner MDAs of policies Status of policy 	<ul style="list-style-type: none"> Clarity on Land acquisition for all types of investment Increase attractiveness 	DG Policy, Research & Stakeholder Mgt.	Quick win 1st Year	June 2024 March, 2026	one off Continuous
Stimulate	Compilation and activation of incentives	<ul style="list-style-type: none"> Approval of incentives and clear criteria by government 	<ul style="list-style-type: none"> Stimulate growth and improve enabling environment 	Investor Services	Quick win	Dec, 2023	one off

5 Year Corporate Plan (2024 - 2028)

Business and Growth	Secure pre-approved incentives and criteria for implementation	<ul style="list-style-type: none"> • List of recommended incentives • Approval memo • Feedback from Executive Council/Authorising entity 	<ul style="list-style-type: none"> • Increase attractiveness • Stimulate growth and improve enabling environment 	DG	1st Year	March 2023	one off
	Facilitate linkages for access to finance	<ul style="list-style-type: none"> • List of financing entities • Financing criteria 	<ul style="list-style-type: none"> • Stimulate growth and improve enabling environment 		Investor Services	1st Year	Dec, 2026

5.3.4 Promote Cooperation and Collaboration

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Improve Synergy and Collaboration	<ul style="list-style-type: none"> Formalization/conduct of engagement forums for stakeholder management Roundtable session with individual MDAs 	<ul style="list-style-type: none"> • Schedule events calendar • Notice of meeting • Action plan with identified responsibilities and timelines 	<ul style="list-style-type: none"> • Strengthened collaboration and cooperation • Coordinated support between the Agency and all MDAs 	<ul style="list-style-type: none"> Policy, Research & Stakeholder Mgt. Policy, Research & Stakeholder Mgt. 	<ul style="list-style-type: none"> Quick win Quick win 	<ul style="list-style-type: none"> March, 2026 Done 	<ul style="list-style-type: none"> Periodic one off

5 Year Corporate Plan (2024 - 2028)

5.3.5 Optimise Internal Operations

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Increase Performance and Achieve corporate Objectives	Institution of an organisational planning process	<ul style="list-style-type: none"> • Status and plan update • Number/value of FDI • Achievement status of performance target 	<ul style="list-style-type: none"> • Implementation of IPA corporate plan • Achievement of mandate and performance objectives 	DG	Quick win	Dec 2026	one off
	Establishment of an FDI database to track inflows	<ul style="list-style-type: none"> • Updated database with monetary values • Tracker containing all investors with transition and duration spent along the lifecycle 	<ul style="list-style-type: none"> • Availability of FDI related data for operational use 	Investor Services	Quick win	Nov, 2023	one off
Enhance Operational Skills and Capacity	Utilisation of and adherence to service quality charter to monitor operations	<ul style="list-style-type: none"> • Evaluation report of activities • Assessment against charter parameters 	<ul style="list-style-type: none"> • Improved investor experience • Improved organisational performance 	Policy, Research & Stakeholder Mgt.	1st Year	2026	Periodic
	Conduct trainings to enhance operational and technical capacity of staff	<ul style="list-style-type: none"> • Training need analysis • Training report • Other training related statistics 	<ul style="list-style-type: none"> • Enhancement of delivery capacity of the Agency 	Support Services	Quick win	March, 2026	Continuous
	Develop engagement formality for consultants and specialists	<ul style="list-style-type: none"> • ToR for engagement of consultants • Types of skills that fall within the category of outsourcing 	<ul style="list-style-type: none"> • Enhancement of delivery capacity of the Agency 	Support Services	Quick win	2024	one off
	Recruitment of skilled and experienced people into the agreed organisational structure	<ul style="list-style-type: none"> • Recruited staff 	<ul style="list-style-type: none"> • Enhancement of delivery capacity of the Agency 	Support Services	Quick win	March, 2024	Continuous

5 Year Corporate Plan (2024 - 2028)

Organisational Enhancement and Improvement	Assessment of the SWOT of target sectors, preparation of appropriate research and datasheets for those sectors	<ul style="list-style-type: none"> • SWOT analysis • Datasheets 	<ul style="list-style-type: none"> • Availability of investor related information 	Policy, Research & Stakeholder Mgt.	1st Year	, 2024	one off
	Development of a service quality charter and monitoring mechanism	<ul style="list-style-type: none"> • Signed service charter by respective staff 	<ul style="list-style-type: none"> • Improved investor experience 	Policy, Research & Stakeholder Mgt.	Quick win	March 2024	one off
	Development of internal processes and procedures document	<ul style="list-style-type: none"> • Approved operational process by DG & Governing Council • Process documents and templates 	<ul style="list-style-type: none"> • Operational efficiency and consistency 	Support Services	1st year	June 2024	one off

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Enhance Technology	Establish an investor relationship management framework and system	<ul style="list-style-type: none"> • Documented framework 	<ul style="list-style-type: none"> • Improved investor experience 	Investor Services	1st Year	, Dec, 2024	one off
	Implementation of an effective organizational structure	<ul style="list-style-type: none"> • Approved structure by Governing Board 	<ul style="list-style-type: none"> • Operational efficiency 	DG	Quick win	1st, 2024	one off
	Develop sector strategy and conduct research to be used for promotion and project conceptualization	<ul style="list-style-type: none"> • Sector research output 	<ul style="list-style-type: none"> • Availability of information for investors 	Policy, Research & Stakeholder Mgt.	1st Year	March, 2026	Annual
	A central repository system/server including CCTV	<ul style="list-style-type: none"> • Server infrastructure • Backed up data 	<ul style="list-style-type: none"> • Organisational continuity 	Support Services	1st Year	Dec, 2024	one off

5 Year Corporate Plan (2024 – 2028)

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Infrastructure	Advanced productivity suite with collaborative capabilities	· Active licenses on all official systems	· Operational efficiency and effectiveness	Support Services	2nd Year	June 2024	one off
	Centralised UPS/inverter system	· Installed and functional backup power system	· Operational efficiency and effectiveness	Support Services	Beyond 3rd Year	Done	one off
	Establishment of a data centre with proper access control	· Modified space to house servers	· Organisational continuity	Support Services	Beyond 3rd Year	March, 2026	one off
	Establishment of a disaster recovery and business continuity protocol	· Business continuity plan	· Organisational continuity	Support Services	Beyond 3rd Year	June 2024	one off
	Establishment of office intercom	· Functional intercom	· Operational efficiency and effectiveness	Support Services	Quick win	Nov, 2024	one off
	Establishment of service level agreements for all vendor related services	· Template for service level agreements (SLA)/SLAs	· Enhancement of delivery capacity of the Agency	Support Services	Quick win	Dec, 2024	one off
	Expansion of support team (depending on the size of IT infrastructure)	· Recruited support staff/technical assistant	· Enhancement of delivery capacity of the Agency	Support Services	Beyond 3rd Year	Dec, 2024	one off
	Installation of a managed network with adequate bandwidth and wireless coverage for all offices	· Network access in the offices	· Operational efficiency and effectiveness	Support Services	Quick win	Oct 2024	one off
	Installation of an antivirus programme on all systems	· Active licenses on all official systems	· Operational efficiency and effectiveness	Support Services	Quick win	2026	Continuous

5 Year Corporate Plan (2024 – 2028)

	<p>Installation of licensed basic productivity suite including virtual meeting application</p> <ul style="list-style-type: none"> Purchased and active licenses for all staff 	<ul style="list-style-type: none"> Operational efficiency and effectiveness 	Support Services	Quick win	Dec., 2024	one off
	<p>Provision of departmental external drives and a central external drive/cloud storage for backup of operational data</p> <p>Purchase and customisation of business applications i.e., COMFAR 3, etc.</p> <ul style="list-style-type: none"> Backed up official documents Active licenses on all official systems 	<ul style="list-style-type: none"> Organisational continuity Operational efficiency and effectiveness 	<p>Support Services</p> <p>Support Services</p>	<p>Quick win</p> <p>Beyond 3rd Year</p>	<p>Dec, 2024</p> <p>March, 2025</p>	<p>one off</p> <p>one off</p>

5.4 Target Milestones

Table 6: Target milestones

Target KPI	Target Value	Baseline	2023	2023	2024	2025	2026
Number of new inward investor projects	>30	13	6	12	18	24	>30
· No. of Agribusiness projects:	12	-	2	5	7	10	>12
· No. of Light Manufacturing projects	10	-	2	4	6	8	>10
· No. of Renewable Energy projects	5	-	1	2	3	4	5
· No. of Solid Minerals projects	3	-	1	1	2	2	3
Value Capital investment (USD)	>1,000,000,000	1,000,000,000	200,000,000	400,000,000	600,000,000	800,000,000	>1,000,000,000
· Agribusiness projects (USD)	500,000,000	-	100,000,000	200,000,000	300,000,000	400,000,000	>500,000,000
· Light Manufacturing projects (USD)	200,000,000	-	40,000,000	80,000,000	120,000,000	160,000,000	>200,000,000
· Renewable Energy projects (USD)	200,000,000	-	40,000,000	80,000,000	120,000,000	160,000,000	200,000,000
· Solid Minerals projects (USD)	100,000,000	-	20,000,000	40,000,000	60,000,000	80,000,000	100,000,000
Number of direct jobs created	>2,500	-	500	1,000	1,500	2,000	>2,500
· No. of Agribusiness direct jobs	1,000	-	200	400	600	800	>1,000
· No. of Light Manufacturing direct jobs	1,000	-	200	400	600	800	>1,000
· No. of Renewable Energy direct jobs	250	-	50	100	150	200	250
· No. of Solid Minerals direct jobs	250	-	50	100	150	200	250

5 Year Corporate Plan (2024 – 2028)

Number of expansion projects	3	2	1	1	2	2	3
Number of potential investors engaged	750	-	150	300	450	600	750
Number of business leads generated	150	33	30	60	90	120	150
Number of existing investors engaged	75	-	15	30	45	60	75
Implementation status of the plan (%)	100	-	20	40	60	80	100

5.5 Implementation Horizon

Immediate	2024-2025	2026-2028
Review of the establishment law	Formalization/conduct of engagement forums for stakeholder management (continuous)	Installation of an antivirus programme on all systems
Inaugurate all investment-associated committees	Conduct training to enhance operational and technical capacity (continuous)	Centralized UPS/inverter system
	Recruitment of skilled and experienced people into the agreed organizational structure	Establishment of a Data Centre with proper access control
	Plan roadshow and media-related programs	Purchase and customisation of business applications
	Development and implementation of marketing communication materials	Formalization/conduct of engagement forums for stakeholder management (continuous)
	Establishment of foreign networks with investment intermediaries and agencies	Conduct training to enhance operational and technical capacity (continuous)

5 Year Corporate Plan (2024 - 2028)

	Development of detailed priority sector engagement strategies	Conduct roadshows and media-related programs (continuous)
	Project development, e.g., Mechanization financing	Support the development of critical skills in the state (continues)
	Development of an investor's guide/brochure, i.e., detailed approval stages and requirements	Ease of Doing Business parameter through engagement with key stakeholders (continuous)
	Secure pre-approved incentives and criteria for implementation	Facilitate linkages for access to financing (continuous)
	Preparation of the SWOT sheet across target sectors	
	Undertake research and datasets for those sectors	
	Preparation and dissemination of an investor management framework and system	
	Conduct roadshow and media-related programs (continues)	
	Identify and link MSME businesses	
	Support the development of critical skills in the state (continues)	
	Continuous improvement with the Ease of Doing Business parameter through engagement with key stakeholders (continuous)	
	Facilitate access to financing	

6. Monitoring and Evaluation Framework

Logical Framework: Inputs, Outputs, Outcomes, and Impacts

Inputs

Resources essential for executing the corporate plan effectively:

- Financial Resources: Annual budget allocation for KWIPA programs, estimated operational costs for investment roadshows, feasibility studies, and infrastructure support. Example: \$20M budget for promotional activities and investor facilitation over five years.
- Human Resources: Skilled personnel in KWIPA, including investment analysts, transaction advisors, and project managers. Goal: Train 50% of staff in advanced investment promotion strategies by 2025.
- Infrastructure: Establishment of industrial parks, logistics hubs, and processing zones, supported by expanded road and rail networks.
- Technology: Deployment of digital platforms for investor engagement, licensing, and tracking project milestones.
- Partnerships: Collaboration with development partners (e.g., AfDB, World Bank), government agencies, and private sector stakeholders for co-financing projects.

Outputs

Short-term deliverables and measurable results:

- FDI Projects Secured: Target to secure at least 30 FDI projects across priority sectors such as agriculture, mining, and renewable energy by 2026.
- Jobs Created: Creation of 2,500 direct and 5,000 indirect jobs through investment initiatives.
- Partnerships Formed: Formalize 20 strategic partnerships with international investors, financial institutions, and development organizations.
- Investor Forums Organized: Host 10 major investment summits or trade missions to showcase Kwara's opportunities.
- Capacity-Building Initiatives: Conduct 15 training sessions for local SMEs on scaling operations and meeting international market standards.

Outcomes

Indicators reflecting the success of translating activities into meaningful progress:

- Improved Business Climate: Reduction in regulatory processing times by 30% through streamlined procedures and a one-stop investment center.
- Enhanced Investment Inflows: Annual increase of \$200M in investment inflows, with a focus on non-oil sectors.
- Economic Diversification: Significant growth in the state's GDP contribution from agriculture, mining, and renewable energy, reducing dependency on federal allocations by 15%.
- Local Enterprise Growth: 25% increase in local SME capacity, enabling them to integrate into global supply chains.

Impacts

Long-term, transformative effects aligning with Kwara State's development objectives:

- Sustainable Economic Growth: 8% average annual growth rate in KWIPA GDP over a decade.
- Reduction in Unemployment: Decrease in the unemployment rate by 10% through expanded job creation and skills development initiatives.
- Improved Living Standards: Increase in per capita income and broader socio-economic benefits through enhanced infrastructure and industrialization.
- Environmental Sustainability: Adoption of green technologies in priority sectors, contributing to a 20% reduction in the state's carbon footprint.

Metrics for Monitoring and Evaluation

FDI Metrics

- Number and value of FDI projects attracted annually.
- Sectoral distribution of FDI (e.g., agriculture, mining, renewable energy).
- Increase in Kwara's share of national FDI inflows.

Job Creation Metrics

- Number of direct and indirect jobs created across sectors.
- Employment diversity (e.g., skilled vs. unskilled, gender distribution).

Regulatory Improvements

- Reduction in business registration and licensing turnaround time.
- Investor satisfaction surveys on regulatory services.

Economic Diversification Metrics

- Growth in non-oil export earnings (e.g., processed rice, gemstones).
- Share of GDP from prioritized sectors.

Environmental Sustainability Metrics

- Number of climate-smart projects implemented.
- Reduction in environmental degradation from mining and other industries.

7. Financial Summary

The financial implication for the strategic plan is built on a conservative scenario over 5 years, from Q2 2024 to Q1 2026. Details of the financial implication comprise of the following:

- General Assumptions
- Projected Expenditure

General Assumptions for the 5-year Strategic Plan

The Strategic Plan outlines the imperatives required to enable KWIPA to achieve its set targets and objectives within the five years from 2021 - 2026. The underlying assumptions for the Plan include the following:

Human Resource

- Full Time Employees: The salaries of full-time employees are not taken into consideration in this plan as it is seen to be part of the operational and running cost of the Agency. It therefore does recognise the means in which the required skills, experiences and competencies are sourced i.e., cost of recruitment such as advert placement, professional sourcing and headhunt fees, etc. These are part of the initiatives of the plan and captured accordingly. Upon engagement, KWIPA shall make the required provision for their salaries in its annual budget.
- Contracted Experts: The cost of engagement of experts whose capabilities are desired on a case-by-case basis will be incurred by way of time-bound contracts. A clear terms of reference will be used to provide the scope and other details. This shall be in alignment with the specified allocation made for the initiatives or transactions. KWIPA will develop a procedure to formally engage these types of resources which are typically high priced to keep on the operational books of the Agency. This is because the remuneration of public sector entities are not as attractive as that of private sector and there is also the possibility of idle capacity considering it's not all the time such technical skills might be utilised e.g., Specialised PPP Transaction Expert, etc.

- Cost of Initiatives: As a staff of the Agency, it is expected that utilisation on the delivery of the compendium of initiatives will be at no additional cost to KWIPA but seen as staff working hours. On no occasion shall a staff member be engaged as a consultant or given fees allotted for the engagement of third-party entities or consultants to deliver a service, where the staff has the requisite skills. It shall be the staff's work. However, where applicable, logistical needs shall be taken care of.
- Staff Remuneration: KWIPA as part of its implementation of the proposed structure shall engage the Governing Council to obtain its approval and accent of the Governor (or as specified by the establishing law) with regards to an appropriate remuneration suitable for the quality of staff required to deliver on its mandate. This shall be professionally done to ensure it is competitive and balanced.
- Training: The training of the Agency's staff will be supported by institutional development partners such as the Foreign Commonwealth and Development Office, World Bank, UNIDO, etc., who periodically provide technical training and support. It will also be handled within the subvention received from the State Government

Funding

- Government Subvention: The primary source of funding shall be from the allocation to the Agency from the State's budget. As an institution supported by the State, it will receive at least 80-90% of its funds from this source within this period. As it matures in operations and gets the backing of the law to engage in commercial activities to raise funds, this proportion will reduce.
- Grants: KWIPA shall also recognise grants without stringent obligations on the State as part of its sources of funds. The DG and the Governing Council shall leverage on their networks to seek funds from donor entities or well-meaning corporations to support initiatives and activities of the Agency. This shall be well structured such that all funds and their disbursement are accounted for and used according to the purpose for which they are granted.
- Technical (non-financial): KWIPA shall also recognise the support of donor entities and development institutions, as financiers, whenever support has been provided in form of non-financial contributions to the achievement of initiatives. Those support shall be priced as

such and seen as savings to the Agency. This may come in the form of full delivery of an initiative (like the support provided to develop this strategic plan), handling of certain aspects of an entire initiative, technical support to the DG, development of literature materials, training of staff, training of entities within the state to enhance their operations further, etc.

- *Fee-earning Services: Based on the revision of its establishment law, KWIPA shall be able to provide related services to earn fees towards the funding of its other initiatives. It shall, however, ensure that these are not in conflict with its mandate and independence as an Agency of the State Government. These are not limited to specialised research, feasibility studies, negotiations, and others as specified and guided by its establishing law.*

Projected Expenditure Assumptions for the 5-year Strategic Plan

In preparing the financial cost of the plan, assumptions for the majority of the projections, specifically around expected expenditures, were made based on information obtained from engagement with external resources handling similar activities or providing such services, KWIPA management, and insights from typical spending for related initiatives or expense buckets.

Table 7: Assumptions for planned expenditure

Strategic Priorities	Objectives	Planned Expenditure Assumptions
Enhance Visibility	Strengthen 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 'creating greater awareness'
	Enhance Attractiveness of the State	<ul style="list-style-type: none"> - Staff working hours - Programme logistics - Training is either sponsored by donors or other bodies such as NEPC, Federal Min of Agriculture and Rural Development, etc.

5 Year IPA corporate plan (2023 - 2028)

	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	<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 - 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 - 24mbps @N300,000 per month - Cost of Microsoft Office 365 - Cost of virtual meeting application licence - Cost of twelve 2Tb HDD @N37,500
	Enhance Technology Infrastructure	
Strategic Priorities	Objectives	Planned Expenditure Assumptions
		<ul style="list-style-type: none"> - Cost of 3 years COMFAR3 application license with 5 runtime/extra user licences and estimated EUR 7,000 for remote training and cost of a manual. Cost of application server (₦3.5m)

6.3 Projected Expenditure

Strategic Priorities	Objectives	Outcome	Expenditure Budget '					
			2023	2024	2025	2026	2027	2028
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.	7,000,000	-	-	-	-	-
	Create greater awareness	Increase in the awareness of the State's investment opportunities and rise in private sector visits.	100,000,000	152,000,000	167,500,000	205,000,000	227,500,000	97,500,000
Attract and Facilitate Private Sector Investment	Attract Private Sector Investments	Increase in attraction of private sector investments to priority sectors, MSME & other opportunities.	5,000,000	-	-	-	-	-
	Enhance Attractiveness of the State	Increase in attractiveness of state. Increase in the quality of labour within the State.	200,000	200,000	200,000	200,000	200,000	200,000
Enable Competitive Regulatory Environment	Improve Investor Experience	Improved investor experience & turnaround time.	2,000,000	-	-	-	-	-
	Alignment with State Economic Development Strategy	Increased contribution to the achievement of the state's economic development objectives	-	-	-	-	-	-
Promote Cooperation and Collaboration	Improve Regulatory Policy	Improved enabling environment and ease of doing business	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	500,000
	Stimulate Business and Growth	Stimulated growth and improved enabling environment	-	-	-	-	-	-
Promote Cooperation and Collaboration	Improve Synergy and Collaboration	Strengthened collaboration and cooperation	10,700,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
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.	26,400,000	43,050,000	40,480,000	34,100,000	40,700,000	5,270,000
	Organisational Enhancement and Improvement	Operational efficiency, improved investor experience and availability of information.	9,000,000	15,000,000	15,000,000	15,000,000	15,000,000	6,000,000

Enhance Technology Infrastructure	Operational efficiency, effectiveness and organisational continuity.	6,597,240	15,725,400	7,745,400	17,416,600	13,080,700	3,098,160
		171,897,240	237,975,400	242,425,400	283,216,600	307,980,700	114,168,160

8. Conclusion

The KWIPA corporate plan embodies a transformative vision grounded in action and a collective commitment to progress. Built on four strategic pillars—Institutional Reforms, Infrastructure Development, Investment Promotion, and Capacity Building—the plan outlines a comprehensive roadmap to foster a thriving and inclusive economy in Kwara State.

At its core, this plan seeks to create an enabling environment where businesses flourish, partnerships prosper, and the people of Kwara State benefit from sustainable development. The government is focused on fostering transparency, efficiency, and trust by streamlining institutional processes and eliminating bureaucratic obstacles. These reforms aim to transform regulatory frameworks into a support system that facilitates business success rather than impedes it.

Simultaneously, strategic investments in infrastructure—from modernized road networks and enhanced energy access to improved digital connectivity—will serve as the backbone of economic transformation. These advancements will reduce the cost of doing business and unlock new opportunities for trade, investment, and innovation, bridging the gap between rural communities and urban markets.

Positioning Kwara State as a premier investment destination is another critical focus of this plan. Investor-friendly policies, a robust Investment Promotion Agency, and strategic collaborations aim to attract local entrepreneurs and international investors. These initiatives open the door for visionary partnerships that drive job creation, stimulate innovation, and rejuvenate key sectors of the economy.

However, the success of this plan rests on the people of Kwara State, who form the backbone of the state's economy. Through targeted capacity-building programs, individuals will be equipped with the skills and knowledge necessary to contribute to this growth narrative actively. From empowering small businesses to fostering entrepreneurial and technical expertise, the state's human capital will be central to its resurgence.

Achieving these ambitious goals requires collaboration and unwavering commitment from all stakeholders. Government agencies must lead with integrity and determination, ensuring that every promise translates into tangible action. Private

sector investors have an essential role in seizing the state's opportunities, transforming potential into measurable outcomes. Development partners will bring technical expertise, financial resources, and invaluable guidance to bolster these efforts. Most importantly, the people of Kwara State are called upon to embrace the opportunities ahead and become active participants in shaping their future.

This corporate plan is more than just a strategic document; it is a commitment to change and a promise of a brighter tomorrow. By aligning our vision, resources, and efforts, we can create a Kwara State where businesses thrive, opportunities are abundant, and all share prosperity.

The path forward is clear, and the time to act is now. Together, we can pave the way for sustainable development, leaving a legacy of growth, resilience, and opportunity for future generations.