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KEBBI STATE INVESTMENT PROMOTION STRATEGY

(2022 - 2027)



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ABBREVIATION

KIPA KEBBI STATE INVESTMENT PROMOTION AGENCY

IPA INVESTMENT PROMOTION AGENCY

IPS INVESTMENT PROMOTION STRATEGY

FTZ FREE TRADE ZONES

MNE MULTI-NATIONAL ENTERPRISES

SME SMALL & MEDIUM ENTERPRISE

NIPC NIGERIAN INVESTMENT PROMOTION COMMISSION

WAIPA WORLD ASSOCIATION OF INVESTMENT PROMOTION AGENCIES

FDI FOREIGN DIRECT INVESTMENTS

SWOT STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

GIS GEOGRAPHIC INFORMATION SYSTEMS

IPZs INVESTMENT PROMOTION ZONES

R&D RESEARCH & DEVELOPMENT

Foreword



KEBBI INVESTMENT PROMOTION STRATEGY

In line with the vision of Kebbi State's Development Plan of 2025, the state government has embarked on a series of programmes, one of which is the establishment of an Investment Promotion Agency. Current government policies are oriented towards achieving sustainable growth in a competitive environment through coordinated efforts from various sectors of the economy including Mining, Agriculture and Tourism in Kebbi State.

The Kebbi State Government recognises the pivotal role the Private sector (local & foreign) plays in the development process. It, therefore, seeks to encourage domestic and international firms' participation, by creating a conducive environment for the seamless operation of the Private sector.

The strategy has been developed as a Roadmap to create an investor-friendly environment and bring in value-added investment in the areas needed in the State's economy. With this Strategy document, we intend to increase Kebbi's share in knowledge-intensive & high value-added investments needed to grow other sectors and create high-quality jobs while making and maintaining Kebbi's competitive position in Nigeria.

We would like to appreciate Kebbi State Government and Its State officials for their effort and contributions towards creating this document

Strategy Highlights

Current State Assessment & Key Findings

Setting up Investment Promotion Agency for Kebbi State

Investment Promotion Strategy

Implementation Roadmap

EXECUTIVE SUMMARY



Recognizing the positive effects of investments in supporting economic growth and sustainable development, governments around the world are making efforts to promote their states as a viable investment destination for both domestic and foreign investors. A good starting point for investment promotion is to attract investment that has a significant positive impact on the local economy in terms of job creation, poverty reduction, infrastructure development, and other economic benefits to the state.

There is, therefore, a clear rationale for Kebbi State to engage in investment promotion, through a state investment promotion agency, not only because of the economic benefits to the State but also to add value to national investment activities. The Kebbi State Investment Promotion Agency (KIPA) will undertake a number of activities to facilitate investment in the State. Such activities include identification of commercially viable investment opportunities, the preparation of state promotion materials, pro-active investor targeting, effective project facilitation & after-care and policy advocacy.

This document provides an Investment Promotion Strategy (IPS) for the State, to guide the establishment of the Kebbi State Investment Promotion Agency (KIPA) that will enhance the position of Kebbi State as a viable investment destination for both domestic & foreign investors. This will facilitate, retain, and deepen commitments made by existing investors in the State. The Strategy is based on in-depth investigation and research carried out on the State's investment landscape. These involved in-depth desk research on the economic and investment landscape of the State, SWOT analysis of Kebbi State as an investment destination, identification, and ranking of key sectors, in coordination with relevant MDAs, Trade & Business institutions in the State, through focused interviews and group workshops.

The Investment Promotion Strategy will serve as an active guideline towards investment promotion, targeting & facilitation by the KIPA.

The findings from the diagnostic review of the current investment landscape of the State across various dimensions (regulatory environment, economic plans, ease of doing business, existing investments, infrastructure, human capital, and resource utilization) informed recommendations that include: the need for reforms in the investment policy of the state, investment in critical infrastructure through PPP, improve access to financing for SMEs, access to relevant information, effective communication between the State & private sector stakeholders have birthed the need to set up a functional investment promotion vehicle in the State.

In conjunction with government and business institutions in the State, a set of target sectors were identified as priority investment sectors, through SWOT analysis and sector ranking exercises. Sector-based strategy is important, as it allows Kebbi State to focus its resources on the sectors that make the highest contribution to the State's economy and in which the probability of securing inward investment is the highest. The priority sectors identified include:

- The Agribusiness sector offers the most potential for impactful investment in the State.
- Tourism and culture sector
- Power - renewable energy sector
- Solid minerals sector

A set of strategies to support seamless investment promotion efforts is needed to nurture a strong investment climate for the State. These strategies cut across the core functions of the IPA and include action plans for:

- Developing and implementing a responsive investment promotion and marketing campaign for Kebbi State
- Attracting domestic and foreign investments in areas of competitive advantage
- Supporting investors to seamlessly establish, operate and expand their businesses in the State
- Building an investor-centric institutional culture
- Shaping the Investment climate of the State

With regards to marketing and promoting Kebbi State, the focus should be on developing a marketing theme combining the key features and benefits of the State into a short, simple, and persuasive document. Key marketing materials include Kebbi State Investment Brochure, Quarterly newsletters, Banners & adverts, and most importantly, a website that helps in image building, the provision of information, and generating new business inquiries.

Part of the critical functions of the KIPA is the proactive targeting of investors and generating new investments. The most effective methods of investment generation are identifying high net worth individuals, presenting well-researched business opportunities within competitive sectors, and targeting FDI trends. Managing investment contacts is an important aspect of KIPA's work. To this end, a client relationship management system is recommended for KIPA to build an accurate database of investors in the State, design & monitor investor sentiments and consequently initiate an appropriate response mechanism for investors.

The importance of having an appropriate response mechanism is pertinent as it forms a key source for generating new investment opportunities in the state. The information provided to high-profile investors determines whether the company or individual decides to invest. KIPA should respond to all the investor's information requirements (which need to be presented in a highly professional manner), positioning both Kebbi State and the KIPA as offering the best investment solution for the investor.



Once investors have signaled that they will invest in the State, they will have to navigate many regulatory and administrative hurdles to make their investment. KIPA plays a key role in handholding investors, working with them to gain the necessary permits and licenses, and making the right contacts with services providers, at both the national and state levels. This is the **One-Stop-Shop** function of the Agency.

Up to 70% of inward investment can come from (or be connected to) existing investors. The after-care program is another important responsibility of KIPA and should be focused on investors with the best potential for further investment and linkages in the local economy in collaboration with the NIPC. Policy advocacy is a key tool in providing policy recommendations to the state and government authorities on how to improve the investment environment. Establishing a policy advocacy task force that will periodically meet with investors is a key tool to gain the involvement of, and gather feedback from, investors.

Another important responsibility of KIPA is to also establish and implement a mechanism for monitoring and evaluating its success in meeting inward investment targets. Simple metrics, such as the number and value of investment projects secured, with the accompanying new jobs created, should be reported annually

An independent consulting firm should be engaged to conduct an annual performance evaluation exercise. The result of which shall be disseminated to ensure transparency, accountability and facilitate discussions on lessons learnt.

The institutional framework of KIPA will greatly affect the performance of the Agency in terms of meeting set objectives, its links to government institutions, and the calibre of staff and resources required. The KIPA is made up of four departments headed by an Executive Secretary who is responsible for strategy development and overall management of the Agency. He/she will be actively involved in meeting major inward investors and in ensuring that everything is done to facilitate their investment.

The Departments and the corresponding Units of the Agency are:

- Investment Promotion and Facilitation Department: Policy Advocacy Unit, Marketing and Promotion Unit, and Investor Relations Unit.
- Planning Department: Monitoring & Evaluation Unit and Research & Statistics Unit.
- Support Services: Finance and Accounts, Human Resource, ICT, Procurement, Internal Audit, and Legal Services.
- Commodity Exchange Department

The activity of the Agency is overseen by a governing council responsible for the formulation of policies and steering the overall direction of the Agency. The board is composed of a chairman – appointed by the Governor, the Executive Secretary of KIPA, the Attorney General of the State, Secretary to the State Government, State Chairman of NASME, members of Business Chambers & Trade Unions from various key sectors also Commissioners of five identified line ministries.

It is important for any Agency to have a clearly defined vision and mission statement to guide the directions and strategic objectives of the Agency. The vision and mission of KIPA were co-developed with relevant stakeholders in the State.

VISION

Making Kebbi State the Most Increasingly Preferred Investment Destination In Nigeria

MISSION

Promoting Investment In A Favourable Business Environment.

KEBBI STATE INVESTMENT PROMOTION STRATEGY



Kebbi State Investment Promotion Strategy

INTRODUCTION

Introduction

Governments worldwide seek to promote investments in their Nation, to support growth, welfare, and prosperity. Decision-makers adopt a wide array of policy instruments to attract multinational enterprises (MNEs) and have established dedicated organisations, mostly known as investment promotion agencies (IPAs) in the need to achieve these objectives.

Kebbi State is not exempted from the list of governments seeking to promote its economy through foreign & domestic investments, in this regard this document outlines a detailed strategy to be used by the Kebbi State Government in promoting their investment potentials & objectives. This introductory chapter would elucidate the main concept of investment promotion and the prime functions of an Investment Promotion Agency. It would go ahead to describe the main purpose of this strategy document together with the rationale involved in creating the strategy for Kebbi State.

Concept of Investment promotion & Role of an Investment Promotion Agency

Governments are responsible for the welfare and prosperity of their citizens. These responsibilities are mostly carried out through public policies including investment promotion to achieve national socio-economic objectives.

Investment is central to growth and sustainable development. The flow of investments in an economy brings both direct and indirect economic benefits that meet the States development objectives (e.g., job creation, socio-economic development, strengthening local industries, transfer of skills & technical know-how).

When establishing a formal structure to conduct investment promotion activities, most jurisdictions have chosen to establish an Investment Promotion Agency (IPA)



The Investment Promotion Agency functions as a vehicle to support the government to achieve economic growth through marketing the State's investment opportunities.

The rationale for establishing an investment promotion agency for Kebbi State finds its roots in the need to have a central vehicle for identifying, promoting and retaining investment activities in the State. The Investment promotion agency is vested with the responsibility of solving information asymmetry, by providing credible & specific information to both foreign and local investors to aid positive investment decisions.

Furthermore, the obligation of the Kebbi State Investment Promotion Agency (KIPA) would include more sophisticated activities and a wide array of functions, including business climate reforms, policy advocacy, investor facilitation, investment relationship management, after-care services etc. With an overall objective to create a conducive investment climate for investors in the state.

An in-depth explanation of the function of Kipa would be further buttressed in the document.

Investment Promotion Strategy for Kebbi State

While there is a consensus on the positive impact and effectiveness of investment promotion agencies on host economies, there are also different forms, institutional settings, activities, and strategies for investment promotion that can match different government objectives. Therefore, One size does not fit all. Investment promotion requires adapting to changing industry developments, sector trends and investment policy reforms.

An Investment Promotion Strategy (IPS) is essentially an active guideline towards investment promotion, targeting and facilitation of a region by its IPA.

The content of the Kebbi IPS revolves around showcasing the approach considered at discerning the appropriate strategy for investment promotion in Kebbi State. It also identifies target sectors for Kebbi State investment promotion with clear rationale for the ranking of these sectors, as well as , depicts the institutional framework for setting up a central investment vehicle for Kebbi State. Additionally, the Strategy provides an implementation roadmap & action plan to achieve sustainable outcomes in the overall objective of investment promotion.

The Kebbi State Investment Promotion Strategy is developed based on factual study, rigorous research, interviews & stakeholder engagements to fulfil all obligations towards developing an encompassing document.

RATIONALE FOR DEVELOPING KEBBI STATE INVESTMENT PROMOTION STRATEGY

Kebbi State is one of Nigeria's fast-growing economies, notable for its agricultural contribution, vast natural resources, and strategic location. The State GNI ranked 1.7 million, ranking 23 out of 36 states in Nigeria with a GDP of 988 million in 2019.

Kebbi State has proven to be equipped with resources to grow its economy being one of the largest producers of agricultural crops in Nigeria including Rice, Maize, Shea nut, Bambara nut. Having over 50% of the Largest River in West Africa, River Niger, the State is endowed with over 360 species of fish, resulting in a large amount of fishing activities undergone in the state. Kebbi State is the second-largest livestock producer in Nigeria. These economic potentials have been recognized by a number of foreign & domestic investors including GB food, Dangote, Labana Rice, Sino Main Metals Company Limited, Isshaes Nigeria Limited, AMASSA Nigeria Limited etc.

With this degree of potential, it becomes pertinent to develop a plan to support & develop the investment activities in Kebbi while also achieving the State development objectives.

The Investment Promotion Strategy keys into the State Objective, to deliver a competitive economy, a more accountable & transparent governance where people have equitable access to quality basic social services in a sustainable environment.

The Strategy will yield a number of benefits to Kebbi State

- The establishment of a functional Investment Promotion Vehicle.
- Showcase target areas for investment promotion.
- Support economy performance through increased investments in target sectors
- Enhance Investment activities through implementation of recommendations & action plan as detailed in the document.
- Provide solution to low-performing economic sectors.
- Create a conducive investment climate for potential & existing investors.



Kebbi State has the potential to become one of the largest State economies in Nigeria. The strategy would institute a formal structure to support Kebbi State actualize its prospects.

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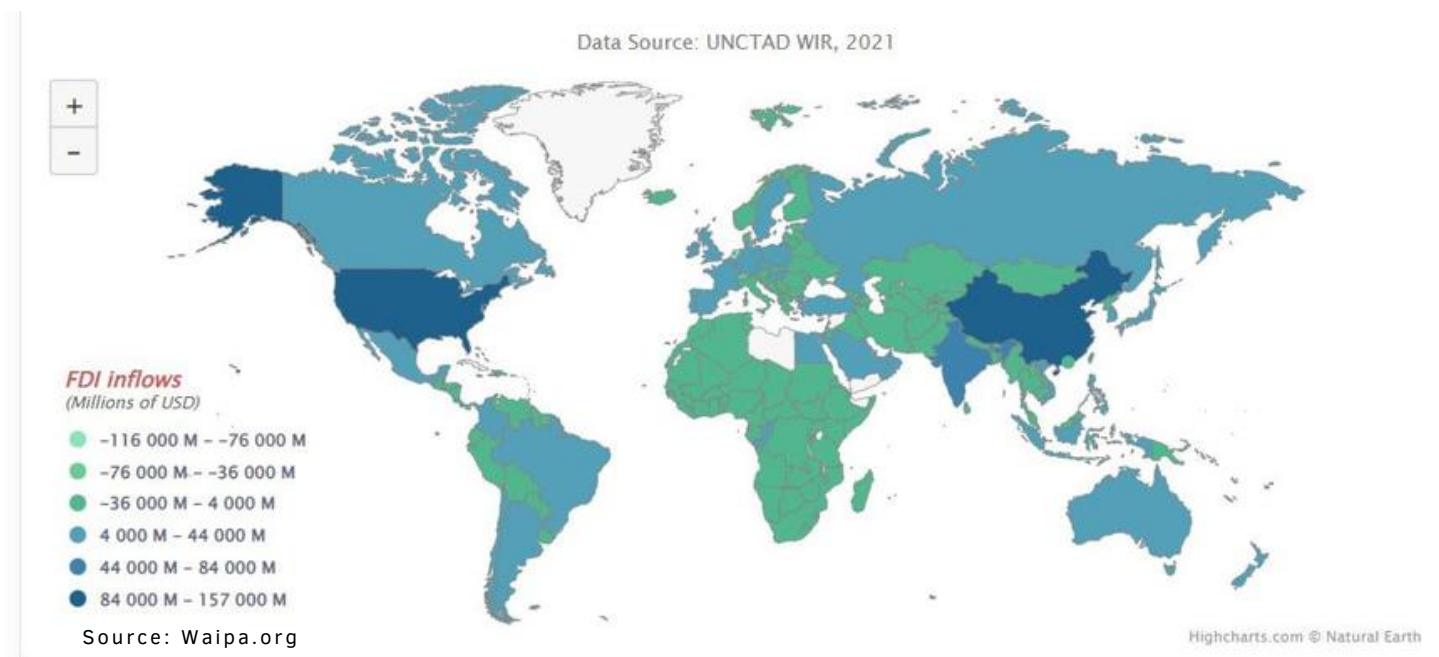
Kebbi State Investment Promotion Strategy

GLOBAL & NATIONAL
OUTLOOK

GLOBAL OUTLOOK

The relevance of investments facilitated through Investment Promotion Agencies have been duly recognized worldwide, consequently, most countries have established an Investment Promotion Vehicle to promote business activities in their countries. The impact of having an IPA, both at a national and sub-national level, is almost trite to emphasize. However, it is constantly reinforced through the increasing number of joiners to the **World Association of Investment Promotion Agencies (WAIPA)**, an organization that provides a platform for IPAs to network and exchange best practices in investment promotion, which has about 129 member associations from various countries. This showcases the increasing relevance of IPAs within the global purview.

The graph below showcases the number of countries with an IPA and goes further to portray the increased inflow of investment solely from FDIs the countries have experienced.



KEY HIGHLIGHTS

There are many remarkable accomplishments recorded by numerous countries due to their IPA's operations. Some of these include:

- In 2019, Ireland reported 3.5% of its national income from direct investments facilitated by its national IDA. This figure placed Ireland amongst the top 10 European Countries with the highest public Investments. (EU average 2.7% GDP)

- The Turkish IPA, ESBAS has made IZMIZ a lifeline of the Turkish economy. Promoting the Aegean Free zone has resulted in an increase of 80 billion USD of trade volume in 30 years and an annual trade volume of 4 billion USD.
- Invest Chile the premier trade investment and tourism agency in the country has made it No. 1 in the region and No. 2 in the world in renewable energy investment, as well as No. 1 in the region in solar energy generation

According to the World Bank's 2019 Doing Business survey, "Invest in Bogota" has made Colombia the third best business environment in Latin America, after Mexico and Chile. Between 2008 to 2018, Bogota-Region received approximately \$22.2 billion in foreign direct investment.

NATIONAL OUTLOOK

In Nigeria, a total of 12 states have been recognized with a structured IPA, including the National IPA, Nigerian Investment Promotion Council (NIPC). Nonetheless, according to the Executive secretary, NIPC, the country has 26 functional agencies all established to encourage, promote and coordinate investments in the respective States.



Key Highlights

KADIPA has influenced Kaduna's performance in the World Bank's ease of doing business index been instrumental in attracting investors. Between 2015 and 2021 Kaduna secured investments in excess of \$800m.

The Kaduna State Government says it has attracted over \$2.6 billion of local and foreign investments to the state through its annual economic and investment summit which commenced in 2016.

Third-quarter 2021 has seen Lagos Global, the state's investment agency, account for 81% of the total investment announcements during the period which accounts for a total of \$7.29 billion.






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Kebbi State Investment Promotion Strategy

CURRENT STATE
ASSESSMENT

OVERVIEW OF KEBBI STATE

Key Facts

	<p>Total population of 4,440,050 ⁽²⁰¹⁶⁾. male population is estimated at 50.1% while the female population is 49.7% with a population growth rate of 3.98% per year</p>
	<p>21 Local Government Areas and 4 Emirates Councils with 22,176 employees</p>
	<p>The State was created in 1991 from the southwestern half of Sokoto state.</p>
	<p>Pre-dominant economic activities are agriculture, commerce and tourism</p>
	<p>The state is famous for its Argungu international Fishing and Cultural Festival, the Zuru annual Uhola Cultural Festival, Kaltungu festival and other</p>

- Located in North-West Nigeria within latitudes 10.12°E and 13.29°N and longitudes 3.56°N and 6.06°E, covering 36,653km²
- Total arable land area of 1.6 million hectares
- The State ranks 2nd as the Largest Livestock Producer in Africa
- One of the largest Agricultural Crops Producers-Shea Nut, Rice, Bambara Nuts, Onions, Sesame Seeds etc.
- The climate in the state favors the cultivation of rice, millet and sorghum
- The state shares an extensive border with Niger Republic to the North and Benin Republic to the west with many inter-cultural and ethnic linkages
- The landscape of Kebbi State is dominated by extensive flood plains (Fadama) of the inland river valley systems
- The geology of Kebbi State is characterized by thick and vast sequences of sedimentary deposits of the Sokoto Rima-basin, which underline about 50% of the area
- Presence of Numerous Solid Minerals-Gemstones, Limestones, Quartz, lithium Ore, Gold etc.

INVESTMENT LANDSCAPE

RAPID DIAGNOSTICS

A Current State Review of the existing investment climate in Kebbi State. This review entailed a deep-dive analysis of the investment landscape using immersive dimensions relevant to investment inquiries used by MNE's seeking new investment locations.

The conduction of an investment landscape diagnostic would present a report that reflects substantial information on the current investment climate and gives a lee-way for the foundation of a solid strategy to enhance investment activities.

ECONOMIC PROFILE

Gross Domestic Product



GDP

- The gross domestic product (GDP) of Kebbi State based on purchasing power parity (PPP) was estimated at \$3.29 billion in 2010.

- The GDP per capital of Kebbi State stood at \$993 in the same year.

Internally Generated Revenue



IGR

- According to the National Bureau of Statistics, Kebbi State generated an IGR of N3.37bn in Q1 2021 and the sum of N3.96bn in Q2 2021, bringing it to a total of N7.33bn for the first half of 2021.

Unemployment Rate



- Unemployment Rate of 17.3% (2020)
- Number of total unemployed is 245,697 (2020).

- Under employment rate of 36.2% (2020).
- Labour force population of 1,527,375 (2020).

Minimum Wage



- Minimum wage of N30,000, following the implementation of the FG's N30,000 minimum wage by the Kebbi State Government In September 2019.



OVERVIEW OF PRE-DOMINANT ECONOMIC ACTIVITIES

Agriculture

- Agriculture remains the largest employer of labour in Kebbi State, with the production of rice, millet, sorghum and other food crops increasing over the years.
- The emergence of processing industries contributed to the growth of the sector in recent years, boosting the commercial production and processing of rice as well as other agricultural produce.
- Farming communities producing at subsistence level significantly augment the overall output of the sector.
- Production of cash crops provides opportunities for the growth of the sector, as it remains at a rudimentary level.
- Access to technology, mechanized equipment, modern farming inputs and finance are some of the challenges that the sector currently faces.

Commerce & Industry

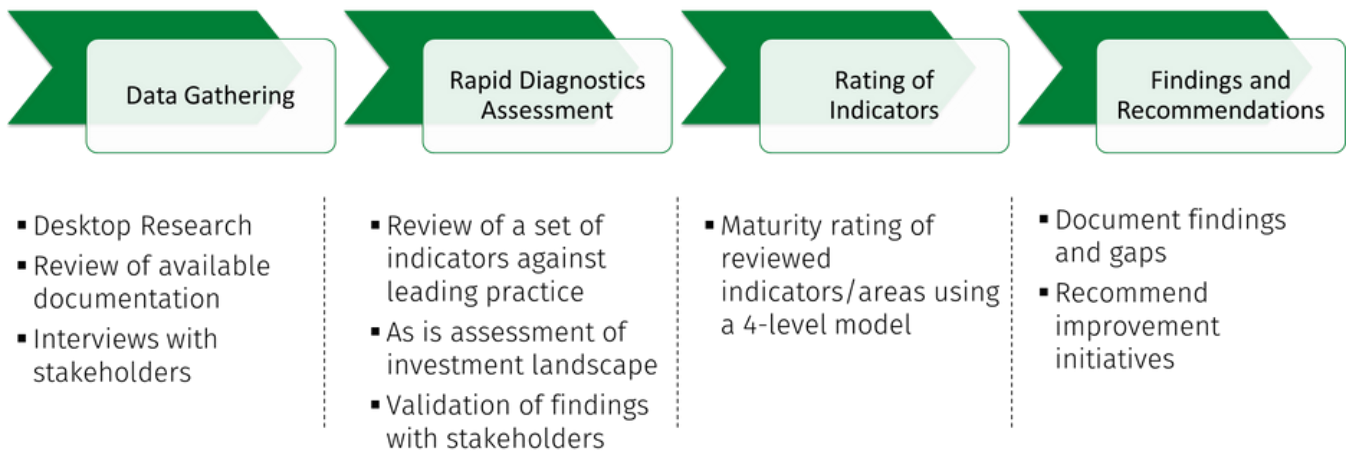
- Commerce and Industry is the second-largest economic sector in Kebbi state.
- Commerce is largely driven by distributive trade in manufactured goods, textiles and a sizeable amount of primary products.
- This sector also compliments the vast potentials in the agricultural sector, driving job creation, access to finance and providing an enabling environment for small and medium scale enterprises to thrive.
- Challenges faced by the sector include an absence of organized commodity markets (for trading raw materials, food crops and cash crops), low purchasing power and issues around transportation logistics, equitable distribution of infrastructure and lack of collaboration between business chambers and government officials.

Other Activities

- Another important economic sector in Kebbi State is the culture and tourism sector, Kebbi State is known for hosting West Africa's largest fishing festival.
- Aquaculture and fishing are also considered important economic activities with a rich history in Kebbi State, this sub-sector presents huge economic potential for the state.
- Solid minerals development is another important economic activity in Kebbi State,, this is amongst the state's largest employment sectors.
- Three mining sites in Yauri Emirate in Kebbi state alone provide jobs for close to 20,000 people, Zuru also has also several gold mining sites.
- When all these are tallied with other mining sites, it is probable that close to 100,000 people are living off mining activities in the state.

OUR APPROACH

A four (4) stage approach was used to perform a current state assessment of Kebbi State Investment Landscape.



THE MATURITY RATING MODEL

THE MATURITY RATING MODEL HAS FOUR (4) MATURITY STAGE LEVELS

Score	Rating	Definition
4	Leading	Indicator is established, consistently applied, integrated, aligned and coordinated across the State. The practices are respected as viewed externally by peers as leading examples.
3	Established	Indicator appear established, consistently applied and well understood across the State. Limited opportunities for enhancement remain.
2	Evolving	Indicator is still being developed. Indicator has not been fully developed. Opportunities for enhancement remain.
1	Basic	Indicator exists at a basic level with what may be considered critical opportunities for enhancements.



KEY FINDINGS

The rapid diagnostics assessment of the current investment landscape in Kebbi State performed with stakeholders and guided by best practices serves as the main inputs of the Kebbi State Investment Promotion Strategy (KIPS). The key findings from the diagnostics assessment and identified potential areas of opportunity & development are presented in this section.

1. Regulatory Environment

- The Nigerian Law of Contract (laissez-faire in principle), Land Use Act, existing laws apply in Kebbi State. The laws under the NIPC Act of 1995 (Applicable in Kebbi State) reference provisions on investment promotion, dispute settlement, international investment agreements, multiple taxation, repatriation of funds and competition.
- In 2020, the State passed a bill to repeal & re-enact the price intelligence and public procurement law No.3 of 2016 and a regulation requiring all MDAs to collate and share data with State's internal revenue services to strengthen the administration of property taxes in the State.
- In addition to the NIPC compendium of investment incentives, the State has developed a number of incentives. Specifically in 2020 the implementation of new rates for fines and levies was suspended to cushion the effect of COVID-19 on business owners and taxpayers among others. However, there is need for a harmonized state-specific investment incentives regime.
- Investment policies such as Public-Private Partnership policy and Industrial policy framework are currently being finalized, However concerted efforts are required to fast-track the development and implementation of holistic investment policies and framework to unlock the growth potentials.

2. Ease of Doing Business

- Information is an important incentive and an important factor for both potential & existing investors. According to a survey conducted with members of the trade chamber in the State, there is an absence of a platform for regular interaction, information dissemination & problem declarations between the state and the investment community.
- Nigeria in general has experienced a plethora of security challenges, especially in Northern region. However, relative to Kebbi's neighboring States, Kebbi State is a safe and peaceful state. This image needs to be portrayed accordingly to the investors and the world.
- There is an adequate reception towards potential investors with the presence of an investment company in the State

3. Availability & Utilization of Natural Resources

- Home to mineral resources like Magnesite, Manganese, Gold, Clay, Quartz, Feldspar, Iron, Copper, Aluminum and other metallic metals, Kebbi State is blessed with mineral resources that exist in large deposits
- One of the Pilot state for the Presidential Artisanal Gold Mining Development Initiative (PAGMI) of the Federal Government aimed at formalizing and integrating artisanal gold mining activities into Nigeria's legal, economic and institutional framework. Under the initiative the State has registered about 20,000 artisanal miners in 2020.
- Investment opportunities exist in fishing as large bodies of water traverses through Kebbi State with some of the biggest fishes in Nigeria found in the State. About 87,500ha of River Niger, 50,000ha of the Kainji Lake, 525,000ha of Sokoto Rima River flows through the state.

- Kebbi State is endowed with vast arable land & River systems. This makes it a major producer of agricultural produce and solid minerals
- Kebbi State has in recent years been attracting substantial investments in the areas of rice processing as a result of being the largest rice-producing State in Nigeria. In 2017, the State commissioned a privately owned ₦10bn state of the art rice mill which is one of the largest rice processing plants in West Africa with a processing capacity of over 120,000 metric tonnes per annum.
- Access to the West African Market. Kebbi State also borders the nations of Niger Republic to the West and Benin Republic to the southwest which heavily rely on food exports from and through Nigeria

4. Enabling Infrastructure

- Soft Infrastructure in terms of skills appears to be inadequate. There is a shortage of skilled labour in the State.
- Power supply is inadequate to meet the demand of households and businesses, this deficit in supply is augmented by the use of generators and renewable sources. This is a major hinderance to the establishment of agro-allied industries in the State.
- The State is recognized with concrete potential for renewable energy generation, commemorated by a partnership with NNPC to embrace Renewable Energy Access & Distribution.
- The main transportation systems in the State include rural and urban road networks, air transport and the use of ferries in the riverine areas. There is a presence of an International Cargo Airport.
- There is heavy reliance on mobile service providers like MTN, Airtel, 9Mobile etc. for internet connectivity in the urban areas. However, rural areas have been identified to have little or no internet connectivity in the State.
- There is a presence of Irrigation schemes like the Zauro Polder Project, however, these initiatives are not effectively managed or optimized to boost agriculture.



5. Economic Plans

- Kebbi State Government has prepared a State Development Plan for 2020 – 2025 which seeks to underpin strategies to achieve sustainable development in three strategic areas- Improving Governance; Enhancing agriculture and mineral resources productivity and; Improving livelihood for youth and women.
- There is also an Infrastructure Master Plan to support the infrastructure development of the State.

6. Cost of Doing Business

- There is an increasing cost of doing business in the State. Generally, inflation rates have been on the steady rise which has affected the cost of warehousing, utilities and industrial space, coupled with existence of multiple taxation.

7. Cultural Hub

- Kebbi State is considered a major cultural hub in West Africa, the tourism sector presents opportunities for both foreign and local investments capable of creating thousands of jobs.
- Each of the four Emirates that make up Kebbi State has its unique annual festivals such as the Huttungo festival among the Fulanis in Gwandu Emirate, the Boat Regatta among the people of Yelwa in Yauri Emirate, the Uholo Festival in Zuru Emirate and the popular Fishing Festival of Argungu Emirate.
- The Arugungu International Fishing and Cultural Festival is one of the world's famous festivals recognized by UNESCO.

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Kebbi State Investment Promotion Strategy

SWOT ANALYSIS

SWOT ANALYSIS

To better apprehend the rationale for investment promotion, it is essential to first understand what drives international investment and MNE location decisions. When a firm or individual decides to invest in a place, it usually engages in a systematic comparison of potential investment destination, and one of these assessments is the Strengths, Weaknesses, Opportunities & Threats (SWOT) of that location.

The SWOT analysis for Kebbi State highlights the Strengths and Weaknesses of the State in terms of attracting investments, and the Opportunities and Threats to which the State is exposed.

The strengths and weaknesses of Kebbi State are internal factors that affect the investment attractiveness of the state. While strength identifies the positives, the weakness points out the negative factors that will hinder investment.

The opportunities and threats are external factors that influence the potential and investment climate of Kebbi state. It is important to identify all these dimensions to capture the overall investment position of Kebbi State and serve as a key tool for identifying an initial list of target sectors that offer the most potential for investment in the State.

The analysis also presents a holistic view on what to capitalize and improve on in the form of strengths and opportunities, and the factors to mitigate or find solutions to, in the form of weaknesses and threats.

Methodology

In line with best practices, the SWOT analysis is based on data collection and the insights of experts and stakeholders in Kebbi State. These include members of Kebbi State MDAs, private institutions and businesses domiciled in the State.

Data collection was done through interviews and a workshop that involved discussion around each of the dimensions.





Strengths

1. Kebbi State is the No.1 producer of Rice in Nigeria, with the largest rice fields in the country. The rice production in the State has yielded a remarkable contribution to food security in Nigeria.
2. Availability of Government land Incentives for Investors – Investors are offered free land in the Industrial layout of the state at no cost, with enough time allowed for development (2-years).
3. Kebbi State is the most tourist attractive State in Northern Nigeria, hosting the biggest cultural festival in the region and one of the biggest in Africa, the Argungu International Fishing Festival, and several other festivals.
4. Kebbi State is the second largest in livestock production in Nigeria, second only to Yobe State. About 320 species of fishes in the State, consequently producing the most freshwater fish in Northern Nigeria and the second largest in the country, with a large area of River Niger flowing through Kebbi and the availability of other major rivers like the River Rima.
5. Kebbi State has demonstrated a proven track record of attracting investment with some of the largest factories in Africa located in the State. WACOT Rice Ltd - the largest rice mill in West Africa; GB Foods operating the largest Tomato Factory in Africa; Labana Rice Mill Ltd, Lolo Gold Rice Mill; and other high-quality investments.
6. Kebbi State is blessed with a large reserve of several valuable solid minerals, with four of the seven identified minerals for strategic development by the Federal Government, present in the State.
7. Availability of vast arable lands for agriculture and diverse agricultural produce: Onion, Wheat, Groundnut, Garlic amongst others. Some of the best Groundnuts and Bambara nuts in the world are cultivated in Kebbi State.
8. Presence of an International Cargo Airport.
9. Kebbi State is the most strategically located State in terms of its proximity to West African Countries. Kebbi is bordered by the Republic of Niger and Benin Republic and is the most logical transport route to other African Countries.



Weaknesses

1. Inconsistency of Government Policies.
2. Inadequate internally generated revenue hampers productivity and rapid development in the State.
3. Obsolete laws in crucial sectors such as fishing, hide & skin and others, hinders growth of these sectors.
4. Absence of an Investment Promotion Agency handicaps the availability of Information about State features to potential investors. Other implications of the absence of this agency includes inadequate Investor support, Investment facilitation, digital media presence, amongst others.
5. Inadequate ICT & Power infrastructure and technical know-how in the State. 3G/4G networks are only strong in the State capital. There is a need for strong communication networks and a pool of skilled IT personnel in the emerging markets of today's world.
6. Lack of Railway line for transportation of produce and solid minerals.
7. Cost of multiple taxation as well as increased cost of warehouse & industrial space.

Threats

1. The increasing rate of insecurity in the State and Country poses significant threat to the economy of Kebbi State, however, compared to some other North-western States, Kebbi State has lesser records of conflict.
2. Strong competition from neighbouring States with similar resources- Sokoto etc.
3. Covid-19 Pandemic Situation.
4. Impact of Climate Change.
5. Flood Prone Terrain leading to destruction of farmlands & infrastructure.

Opportunities

1. Kebbi State has the potential to become the largest market in fish production in Nigeria, capitalizing on the River Niger, Kanji Lake and Rima River.
2. The availability of several water bodies provides the state with an opportunity for irrigation, greatly improving agricultural activities, making the State the largest suppliers of Farm Produce in the country.
3. Huge potential to be the leaders of Renewable Energy (Solar, Hydropower, Biomass and Wind) in Nigeria, with very high solar irradiation, river systems for Dams, and major producers of crops used in the production of ethanol.
4. Become one of the biggest tourist destination in Northern Nigeria, with the Argungu festival and other cultural, geographical attractions of the State.
5. Being a border town to the Republic of Niger and Benin Republic, Kebbi has the potential to become a large market hub, serving as a gateway between the Countries and Nigeria.

5

Kebbi State Investment Promotion Strategy

KEY RECOMMENDATIONS

RECOMMENDATIONS

To support Kebbi State establish a competitive investment climate capable of stimulating investment for sustainable economic growth, the following recommendations are provided.

Regulatory Environment

1

Create Investment Incentives

- Financial incentives such as grants and loans to local and foreign companies
- Fiscal incentives, such as tax holidays and reduced tax rates
- Subsidized infrastructure
- Regulatory concessions
- Establishment of Free Trade Zones (FTZs)
- Other incentives for attracting and retaining capita.

2

Create a Competitive Policy Framework

- Ensure there is a framework for competition considering local competition drives growth and innovation.

3

Fast Track Enactment of Relevant Regulations, Policies & Frameworks

- Adopt policies and strategies that respond to the needs, challenges and opportunities facing the local business and investor community.
- Strategies and development plans should target specific sectors or sub-sectors of the business community that require special attention, such as agriculture and agribusiness, tourism, advanced materials, and many others.
- There is a need to fast track the development & enactment of enabling policies & frameworks to alleviate regulatory uncertainties & ensure a favourable investment climate.

Enabling Infrastructure

4 Investment in Critical Infrastructure

- There should be a consideration for strategic Investment in infrastructure with a view to complement and augment the National Infrastructure Master plan, especially in the areas of road construction, rehabilitation and expansion of rail lines, construction of mini ports and establishment of export processing zones to catalyze trade, export and investment growth.
- Private sector participation through PPP to support infrastructure development.
- Establish a robust commodity exchange infrastructure to fast-track commodity trade.
- A State infrastructure master plan will be essential for the development of critical infrastructure in Kebbi State and connecting the State's infrastructure with the National infrastructure.

Institutional Structures

5 Strengthen Government Institutions

- Strengthen Institutions responsible for the administration and protection of property rights in order to secure investor confidence and boost domestic and foreign investment.

- Empower SME agencies, trade and export promotion agencies, development agencies, incubators etc. to provide services to new investors.
- Establish an investor grievance and dispute resolution mechanism.

Ease of Doing Business

6 Establish Platforms for Engaging with Business Communities

- Create consultation avenues with the business community on new government policies and strategies.
- Establish advocacy platforms where businesses can approach the government with specific concerns that they want to be addressed.
- Establish a forum for Government and businesses to interact in a more balanced manner to create broader discussions about issues of mutual interest.

7 Business Enabling Environment (BEE) Reforms

- Formal mapping and registration of every land plot using GIS will ease land administration and private ownership of land for investment
- Improvement of State records and speeding up real estate procedures (e.g obtaining construction permits).

- Develop mechanisms for a speedy resolution of commercial and corporate disputes
- Establishment of a one-stop-shop for business registration in Kebbi State that will attract investors to the State and support the start-up of businesses

8 Domestic and Foreign Investment Facilitation

- Set up of an investment promotion vehicle in the form of an Investment Promotion Agency (IPA) for investment promotion and facilitation
- Introduce investment promotion roadshows in collaboration with the FG and other relevant stakeholders to promote the agriculture, commerce, mining and tourism sectors to investors.

9 E-Government Initiatives

- The use of e-government to enhance an investor's knowledge of the investment opportunities, policies and incentives in Kebbi State
- Electronic Tax Administration to improve the efficiency of filing taxes and boost IGR collection
- Electronic licensing, land ownership application etc.

- Publication of data and knowledge resources to guide investors
- Use of single online entry points for the input of personal and business information and credentials
- The operationalization of the Nigerian Mining Cadastre Office (MCO) online portal makes it easier to obtain mining licenses from the Federal Government.
- Creating a support mechanism for investors going into mining in Kebbi State becomes important to guide investors in obtaining licenses, approvals and permits from the Federal Ministry of Mines and Steel Development

10 Create an Enabling Environment for Entrepreneurship Development

- Create skills acquisition and talent programs to stimulate productivity and create jobs
- Develop social enterprises and inclusive businesses
- Design sector-specific reforms for micro, small and medium-sized enterprises (MSMEs) and their clusters – mining, farming, fishery etc.
- Improve skills and labour market conditions, including the provision of modern infrastructure, business development and innovation services

12 Boost Commerce and Productivity

- Formalize local fishermen and artisanal miners into cooperatives
- Establish farming clusters and communities
- Facilitate the set up of commodity marketing platforms
- Target corridors for the establishment of export processing zones
- Mainstream gender in a business environment

Financial Institutions

13 Improve Access to Finance

- Provide or facilitate access to soft and non-collateral loans for SMEs
- Operationalization of dormant Micro-finance Institutions
- Improve awareness of finance initiatives among SMEs
- Establish support mechanisms to assist SMEs in applying for soft, non-collateral and interest-free loans at federal and state levels
- Design investment policy for improving access to finance, market information and overall investment climate



6

Kebbi State Investment Promotion Strategy

SECTOR TARGETTING

SECTOR TARGETING

Successful investment promotion requires clear strategic direction and effective marketing. Sector targeting identifies sectors in which Kebbi State is best placed to attract investment.

This enables the State to focus limited resources on the sectors that make the biggest contribution to the local economy and in which the probability of being able to secure inward investment is highest.

The objective is to highlight sectors:

- That offer the largest market opportunities in terms of the volume of investments the state can attract.
- That match the location and economic strengths of Kebbi State, whereby the State fulfils the location requirements of inward investors in the sector (i.e. location advantages).
- Where Kebbi State has distinct strengths in the sector compared to other neighbouring states that are competing for an investment (i.e. competitive advantages).

Methodology

The approach for sector targeting is a four-step process that identifies the broad sectors of Kebbi state and narrows down to particular sub-sectors based on a set of criteria.

1. Identification of Kebbi State sectors and sub-sectors
2. Mapping of sub-sectors to key economic sectors
3. Ranking of Kebbi State economic sectors.
4. Identification of sectors with the most potential for inward investment

Method of Data Collection

Each of the identified sub-sectors is ranked by Stakeholders within Kebbi State who are knowledgeable and active in that particular sector. Stakeholders include existing investors, local businesses & MDAs. The ranking is done with the aid of a questionnaire.

Evaluation Criteria

In assessing the investment potential of each identified sub-sector in Kebbi State, four evaluation criteria were used. These four criteria assess the potential of a sub-sector from both the perspective of an investor coming into Kebbi and the perspective of the People and Government of Kebbi State.

Each of the criteria further has an associated set of metrics.

1. Impact: Investment as a whole is expected to drive growth, and as such, the Impact Criteria will assess the welfare function of the society as a result of an investment in a particular sub-sector. Impact seeks to answer the question: if an investment is channelled to X-sector, How will that investment affect the lives of the people of Kebbi State?

Metrics

- Local Resource Utilization
- Income Generation
- Employment Creation
- Poverty Reduction
- Skill Acquisition

2. Opportunities: This assesses an investment in a sector-x from the perspective of the investor. Investors seek sectors that have large markets for their products and little competition.

Opportunities assess a sub-sector based on the market dynamics of that sector.

Metrics

- Market Opportunities
- Active Investor Interest
- Size of Demand
- Level of Competition

How big are the market opportunities? An investment with a very large market is more likely to attract investors. A sub-sector with high interest from investors has better potential in the State. A highly competitive market however is not an incentive for most investors.

3. Capabilities: This criterion assesses the ability of the State to handle or support an investment in a particular sub-sector.

Metrics

- Availability of skilled labour
- Level of natural endowments
- Level of infrastructural development

The availability of highly skilled labour for a particular sector will make it easier for an investor to come into Kebbi State, likewise, the level of natural resources available for the sub-sector to serve as raw material and the level of infrastructure development (roads, power, financial institutions etc).

4. Readiness: an assessment of the available support for doing business in a sector.

Metrics

- Ease of doing business
- Ease of removing constraints
- Support from other sub-sectors
- Support from Government (incentives)

Sector Ranking Procedure

- Each of the metrics for a particular Evaluation Criteria is assigned a score from 1 to 5.
- The score for each metric is added and the average is taken to determine the scoring for a Criteria
- The scoring for a particular sub-sector is calculated by taking the average of the four evaluation criteria.
- The score for each sub-sector is used in the Sector ranking. The higher the score of a sub-sector, the higher the ranking, which means it has more potentials

$$T_x = (\sum_{i=1}^n w_i E_i) / 4$$

$$E_x = (\sum_{i=1}^n M_i) / 4$$

Where:

T_x = Potential of sub-sector X

E = Evaluation criteria

M = Metrics for each criteria

w_i =Weights applied to values of the evaluation criteria

n = Number of metrics for each criterion

KEBBI STATE INVESTMENT COMPETITIVE SECTORS



OVERVIEW

Target Sector Analysis represents a critical phase of this comprehensive research and investment promotion strategy development for Kebbi State. It seeks to identify those sectors of economic activity within Kebbi that should be strategically targeted by proactive business, economic, and workforce development programs in the years to come.

The strategy of targeting certain sectors of economic activities has become increasingly widespread as regional economies attempt to capitalize on their competitive advantages. With increasing competition for investments, states are finding it necessary to focus limited resources on developing business sectors that possess the greatest potential to create new jobs, raise income, and elevate the standard of living of the citizens. Consequently, the most successful States are those that recognize both their strengths and their limitations.

Using the methodology for sector targeting described in the first part of this section, a number of advantageous sectors have been identified for Kebbi State.

The identified sectors represent those that currently exhibit strong near-term growth potential in the next five years and benefit from some existing asset base.

Strategies necessary to support the effective growth and development of targetted business sectors will be developed by KIPA when established.

COMPETITIVE SECTORS

AGRICULTURE

Agribusiness is the largest economic sector in Kebbi State providing employment to a large population of the state. It is the pivot on which many agribusinesses and non-agri-related businesses thrive.

The emergence of processing industries has contributed to the growth of the sector in recent years, boosting commercial production and processing.

The availability of vast arable land, favourable climate conditions, long stretch of rivers, and relatively cost-effective labour gives the state a competitive advantage in crop production, cattle rearing, fisheries, and other farming activities. Agricultural production takes place all year round with the aid of intensive and large-scale irrigated farming, this makes food available all seasons and adequate raw materials supply to industry all year round.

The growing demand for food in Nigeria positions Kebbi State as a food hub to reduce the supply gap and decrease dependence on food importation through investments in the Agribusiness sector.

Local Companies

Some of the existing investments in agriculture include **Labana Rice, GB Foods, Walcot Rice, Dangote Mill.**

Sector Performance

The following observations are amongst the key findings related to the Agri-business sector.

- Agriculture is the mainstay of Kebbi State, with over 80% of the population engaged in this sector, over a total cultivable land area of 1.6 million hectares.
- An extensive network of rivers (Niger, Rima, Zamfara, and other minor rivers) traverse more than half of the state which greatly favours irrigated agriculture.
- Kebbi State possesses a wide range of Agricultural produce, which includes Rice, Millet, Sorghum, Wheat, Cattle Rearing, Poultry, Fisheries, Sugar Cane, Bambara nut, Maize, Shea Nuts, Cotton, Sweet Potatoes, Onion, Pepper, Tomatoes, Forestry, Groundnut, Sesame seeds, Cassava, Vegetable, Beans.
- Series of agricultural development programs have been carried out over the years in Kebbi State across various areas including human capacity development, food security, climate resilience, adaptation, and mitigation strategies.

COMPETITIVE SECTORS

AGRICULTURE

Key State Considerations

The major competitive advantages the State has includes the following:

- Availability of vast arable lands.
- Availability of labour in a variety of agro production occupations.
- Competitive labor costs.
- An abundance of river bodies.
- A large consumer base of agro produces.
- Agricultural land incentive.
- Presence of an international cargo airport for equipment and product transportation.

Current Challenges

- Lack of access to modern technology and mechanized farming equipment.
- Inadequate harvest & storage infrastructure.
- Inadequate financing of small-scale farmers in the state.
- The need to revitalize existing dams to full capacity and construct more dams to support agricultural activities.
- Unreliable electricity for food storage and processing.
- Lack of access to proper interstate rail & road networks.
- Poor remunerations to agricultural workers.

Investment Opportunities

Investment opportunities exist across all the value chains of agribusiness in the state. Some of which include:

- Public-Private Partnerships for the development of agricultural infrastructure (Irrigation schemes) in the State.
- Establishment of Post-harvest storage, processing, packaging, and export companies in the State.
- Large scale industrialized farming and processing.
- Seed production and innovative distribution methodology.



COMPETITIVE SECTORS

Highlights of Agricultural Sub-sectors



No. 01 – Rice

Kebbi is the largest rice-producing state in Nigeria with 3.56 million metric tonnes produced in 2018. It also has the largest rice fields in the country, with the biggest rice processing company in West Africa, WACOT Rice Limited, situated in the state, as well as other processing plants, namely: Labana Rice Mills, Lolo Rice, Dangote Mill.

The rice value chain in Kebbi State has the potential to generate employment, ensure food security and guarantee better living conditions for the citizens of the State. Given that rice is a major consumable in Nigeria and the world, there is no shortage of market opportunities. Rice production has made Kebbi State a hub in the supply of paddy rice to support the needs of several states and neighbouring countries.

The potential of this sub-sector is evident in the high interest of investors in the state, given the presence of multiple international rice processing firms. The sector also enjoys government support at both state and federal levels, to boost production and encourage farmers.



No. 02 – Fisheries

Kebbi State is the largest producer of freshwater fish in Northern Nigeria and the second largest in Nigeria. There is a record 320 species of Fish in the State with a large percentage of River Niger flowing through the State alongside other major rivers.

The entire value chain of the fishing industry can be found in Kebbi state indicating a high utilization of the local resources. This sub-sector also has linkages with the tourism and culture sector.

Fishing is mostly done by small-scale fishermen and there is an absence of a large-scale fish processing and storage company. This presents a massive investment opportunity with the potential to generate billions of Naira in revenue for the state, which translates to increased funds for social and infrastructural development. Therefore, it is important for the State to create policies and licenses for industrial fishing companies to invest in this sector of the state.

COMPETITIVE SECTORS

Highlights of Agricultural Sub-sectors



No. 03 – Livestock

Kebbi State is the highest producer of livestock in Nigeria, second only to Yobe State. The major livestock activities in Kebbi are Cattle Rearing and Poultry Farming. The utilization of state resources makes livestock production one of the most impactful agribusiness sub-sector in Kebbi state.

The obvious demand for meat and other animal products (milk, egg, hides&skin, wool etc) presents Kebbi state as an ideal location for investment in the large scale meat & dairy industry. Most of the resources (inputs) for this sub-sector are domiciled in Kebbi State.



No. 04 – Onions

Onion is one of the most consumed vegetable crops in Nigeria and around the world. In 2021, an estimate of about 2 million metric tons of onions was produced in Nigeria, with the country ranking amongst the largest producers of onions in the world.

Kebbi State is one of the largest producers of this commodity with most of the people in Aliero and its environs, including Maiyama and Gwandu, being onion farmers.

An investment in processing and preservation facilities as well as, the establishment of proper distribution channels will strengthen the Sector, with the potential to generate billions of Naira in revenue for the State.

Other High Potential Agriculture Sub-sectors

Although detailed performance for a variety of other agribusiness subsectors is not specified in this document, It can be said with confidence that the asset base which has supported the growth and development of the above sub-sectors also aligns with the location factors for a variety of other types of agribusiness activities in the State. Low labour cost is also a critical factor that appeals to investors in agribusiness.

COMPETITIVE SECTORS

TOURISM AND CULTURE

Kebbi State is a multi-ethnic state, endowed with a rich culture and beautiful landscape, that can be productively utilized in its tourism development. The state is blessed with historical relics and sites, contemporary arts & crafts, and some colourful cultural festivals.

There is a growing interest in history, culture, and adventure across the world, which has led to an increase in demand for tourism and cultural activities.

Some popular Kebbi State festivals include:

- Argungu International Fishing and Cultural Festival.
- Rigata and Cultural Festival of Yauri.
- Uholo Cultural Festival in Zuru.
- Huttungo Festival in Suru Local Government.

Kebbi has other tourism attractions cutting across rich historical sites; adventure, wildlife and archaeological sites. Some of them are the Birnin-Kebbi Royal Horse Racing Club, the tomb of a late famous scholar, Sheikh Abdullahi of Gwandu (brother to Sheikh Usman Danfodio), the battlefields of famous jihad wars, the Girmace shrine in Zuru, Rich forest reserves for game hunting and other high potential tourist sites.

Sector Performance

Kebbi State is one of the most attractive tourist sites in northern Nigeria. Therefore, a functioning culture and tourism sub-sector is a source of non-oil revenue for the State.

Current Challenges

- As a priority sub-sector, the budget provision for the sector does not reflect its significance.
- Poor tourism infrastructure.
- Absence of a well-designed and developed state tourism master plan.
- Inadequate promotion of State tourism destinations to attract tourists.

Investment Opportunities

With adequate infrastructural development, marketing & branding, the Tourism and Culture sector of the State has great potential for further growth. Investment opportunities exist in the development and management of tourist sites, festival management, hospitality, etc. The sector will act as a gateway to drive development and increase revenue generation in other economic areas, such as air and road transportation, technology, and hospitality amongst others.

There is a need for the Agency to facilitate the development of a Strategic Development Plan for the Tourism sector to drive the development, management, and attraction of investments.

COMPETITIVE SECTORS

Highlights of Tourism



Argungu International Fishing and Cultural Festival

One of the most popular cultural festivals of Northern Nigeria, which was inscribed in 2016 on the Representative List of the Intangible Cultural Heritage of Humanity by UNESCO.

The event takes place every year at Argungu, Kebbi State, where communities gather to participate in the Festival near the Matan Fada River. The four-day festival, which runs between late February and March, features a series of

water competitions including hand fishing, canoe racing, wild duck catching – as well as other traditional practices, including the local style of wrestling and boxing.

The Argungu International Fishing and Cultural Festival is a huge tourist attraction for the State, capable of generating high revenue for the Kebbi State.



Uhola Festival in Zuru

An important event in the Dakarkari land, the Uhola festival is celebrated after every harvest to show gratitude to God for his divine protection against evil forces, plagues, war and for a bountiful harvest. The festival is celebrated by various clans at different venues, usually between the months of December & January.

This festival holds great potential for Kebbi State, and a joint celebration of the festival by all Kingdoms will attract more tourists to the State.

COMPETITIVE SECTORS

SOLID MINERALS

Kebbi State is one of the most endowed states in Nigeria with a wide range of prominent minerals, namely: Gold, Gemstones, Limestone, Iron ore, Kaolin, Salt, Potash, Coal, Muscovite, Lithium, Bauxite, Granite, and Manganese.

According to the Federal Ministry of Mines and Steel Development, Nigeria is endowed with 44 different mineral types that occur in commercial quantities, seven of these minerals have been tagged as strategic for immediate development. Out of these seven, four (4) are available in Kebbi State: Gold, Iron ore, Coal, and Limestone. The rich commercial deposits of various types of industrial minerals of high quality available in the state can be used in both domestic and export markets.

The solid minerals sector of Kebbi state has the potential for rapid economic growth. The sector is a primary focus of the federal government and enjoys several incentives for investors, with little competition at the moment.

Sector Performance

Growth in the mining sector will have a ripple effect on other sectors of the State. However, there is a need for major interventions to fully realize the potential of this sub-sector.

Current Challenges

The mining sector of the State is presently under-developed. The minerals are only exploited by artisanal miners making use of hand-held tools such as hoes, diggers, and shovels, with devastating effects on the environment. The skill base in the industry is best described as Crude.

Investment Opportunities

- Establishment of Industrial mineral mining plants, in partnership with the State government for exploration, mining and technical capacity development.
- Gemstone Market Hub for buyers, sellers and consumers, with a value addition centre that involves faceting and lapidary to improve and enhance the quality of the stone.

THE MINERALS OF THE STATE SERVE THE NEEDS OF SEVERAL INDUSTRIES:



MANUFACTURING



AUTOMOBILE



CONSTRUCTION



ELECTRICAL AND ELECTRONICS



STEEL

COMPETITIVE SECTORS

SOLID MINERALS IN KEBBI STATE

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

COMPETITIVE SECTORS

POWER - RENEWABLE ENERGY

Due to the inadequate power supply, with a large percentage of energy consumption coming from privately owned alternate energy sources (power generators), renewable energy presents a viable option in addressing these needs. Kebbi State has one of the highest potentials for renewable energy in Nigeria, owing to the strategic location of the state.

Some of the advantages the State presents in this sector include:

- Very high solar irradiation.
- Availability of a plethora of river systems and dams that can be exploited.
- One of the highest producers of sugar cane & maize used in the production of ethanol.

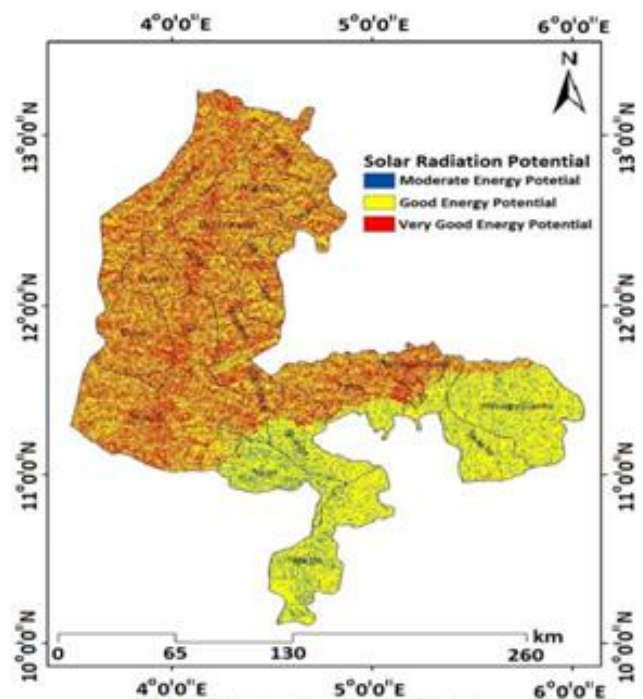
This sector is classified as a priority sector, not just for the potential revenue generation, job creation, and skill transfer for the state, but also for its linkage to other industries. Development of the power sector, through sustainable means, will ensure adequate energy needs (which is a current problem) for the progress of other State sectors, such as agribusiness, tourism, manufacturing, etc.

The viability of investment in this sector is evident in the recent Memorandum of Understanding between the Nigerian National Petroleum Corporation (NNPC) and Kebbi State Government in 2017, for the set up of an ethanol production company.

The potential for generating renewable energy using solar, hydropower, wind, and biomass is enormous in the State. There is a massive opportunity for investors to offer renewable energy solutions for communities in the state and transmission of same to other states.

Other investment areas include:

- Power generation through establishment of independent power projects through PPP.
- Technical and financial support to tap the huge megawatts potential of hydroelectric power in the state.



*kebbi State Solar Irradiation
Heatmap*

INVESTMENT OBJECTIVE

INVESTMENTS SUPPORTING TECHNOLOGICAL TRANSFORMATION, SECTOR GROWTH, JOB CREATION, AND INCREASED STATE IGR

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



AGRICULTURE

- Investments that create sustainable and resilient farming systems capable of adapting to hazards and climate change.
- Investments that introduce new/improved farming technologies, tools, and inputs to boost production while reducing post-harvest losses.
- Investments that support and increase production of targeted food commodities for both local consumption and exportation

MANUFACTURING

- Investments that promote utilization of Kebbi State local resources.
- Investment in export-oriented commodities.
- High-value investments that support local production and have a strong linkage with other economic sub-sectors of the State.
- Investment in the exploration and mining of Solid Mineral deposits in Kebbi State.





INFRASTRUCTURE

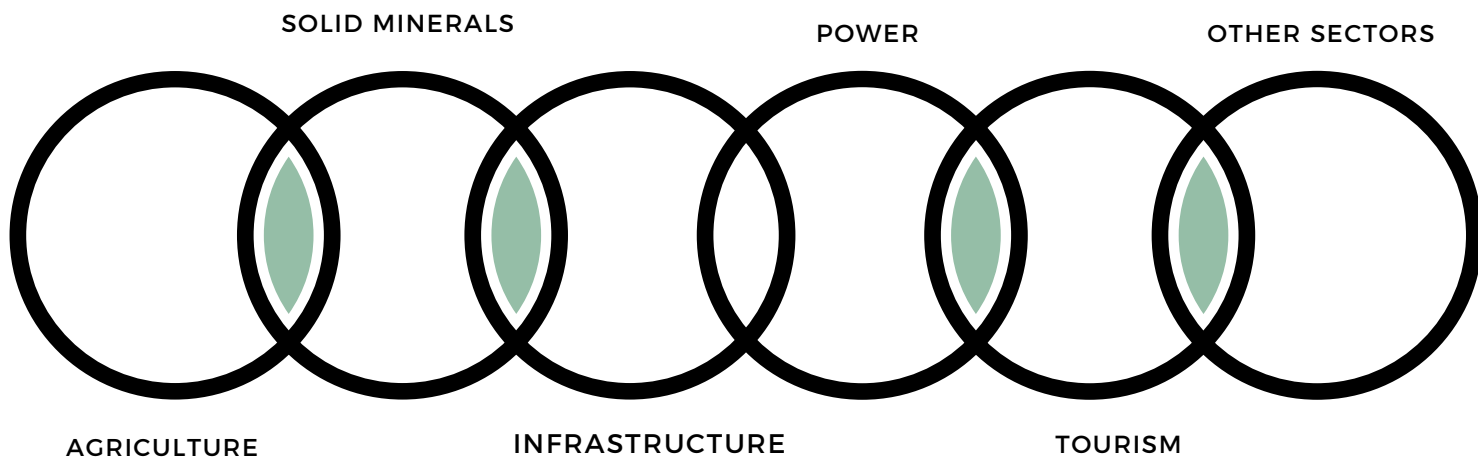
- Investments in Renewable Energy.
- Investments to support infrastructure development across Telecommunications, Power, and Transportation.



SERVICES

- Investments in finance and commercial services sectors, including new generation fintech companies.
- Investments in the tourism and hospitality industry.
- Investments that contribute to the R&D and provide mutual knowledge exchange through joint projects with institutions.
- Investments in the digital transformation of industries and services.

KEBBI STATE QUICK WIN ECONOMIC SECTORS



7

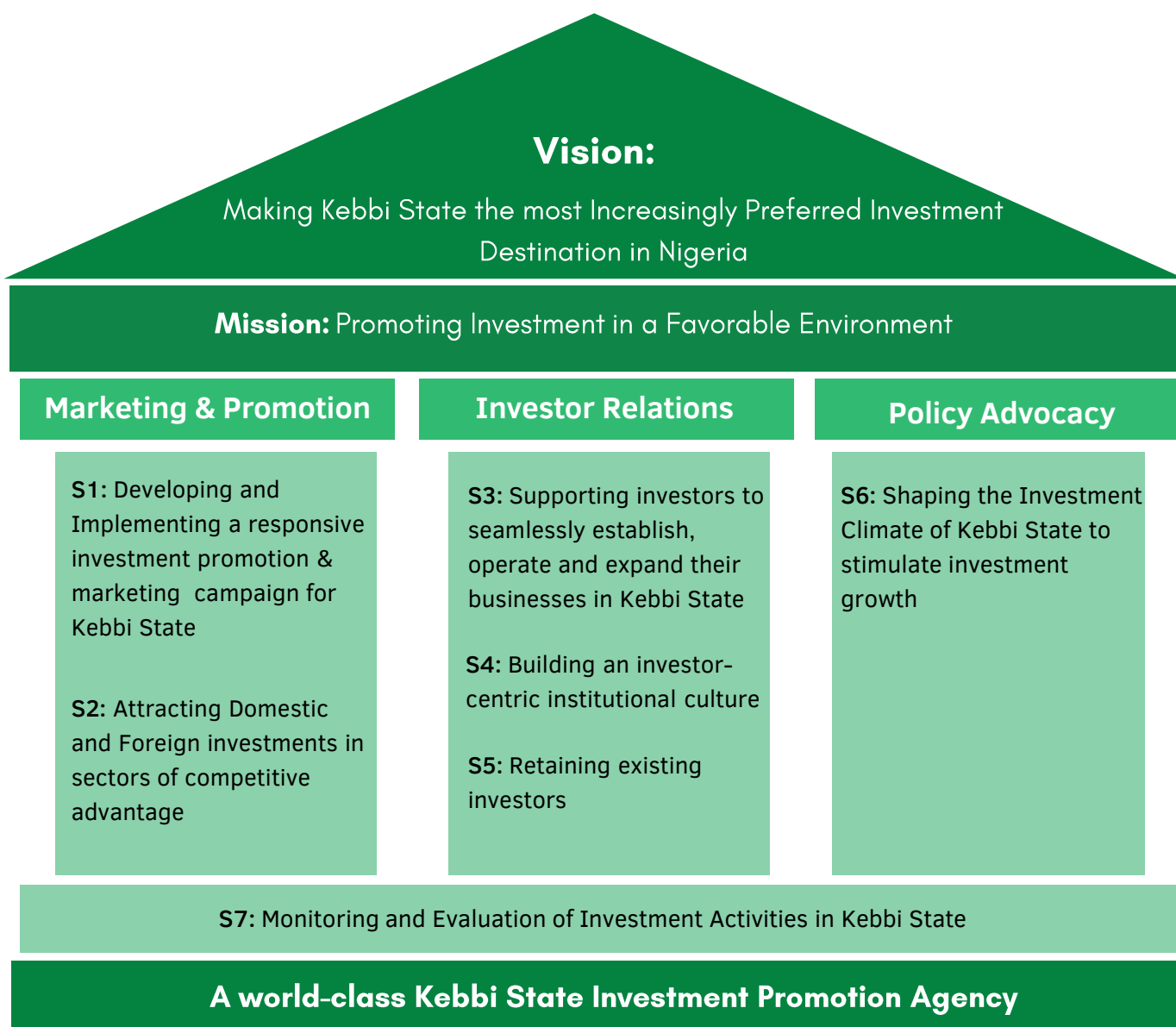
Kebbi State Investment Promotion Strategy

STRATEGY FOR KEBBI STATE
INVESTMENT PROMOTION



STRATEGIES & ACTIONS

To achieve the overall goal of making Kebbi State the most increasingly preferred investment destination in Nigeria, a set of strategic priorities and key actions are needed to support seamless investment promotion efforts. Therefore, **Seven (7) fundamental Strategies** have been constructed around the key main functions of Kebbi State Investment Promotion Agency. Each of these strategies have a set of articulated proposed actions that will nurture a strong investment climate for the State.



MARKETING & PROMOTION

Strategy 1: Developing and Implementing a responsive Investment Promotion & Marketing campaign for Kebbi State

Proposed Action

- Develop a catchy phrase for Kebbi State.
- Develop an Investment Marketing & Promotion Master Plan – that will identify the who, what, how, where and when for all promotional and marketing activities to be carried out within the specified timeframe.
- Create investment promotion Materials – Presentation Decks, Kebbi State Investment Brochure, Quarterly newsletter, Banners and Video adverts etc.
- Organize specific events to showcase investment opportunities in the State – Annual Kebbi State Investment Symposiums, Seminars, fairs and roadshows etc.
- Participate at national and international investment fora that are determined to provide tangible outcomes of inquiries, set up booths for the exhibition of investment opportunities and learn new strategies and trends in the global & national investment landscape.
- Adopt digital and social media marketing to deepen reach – promotional videos, social media content etc.
- Develop an effective website to serve as an information center for investors. The KIPA website shall also be optimized for better information retrieval when a user conducts a search.

Strategy 2: Attracting Domestic and Foreign Investments in areas of Competitive advantage

Proposed Action

- Develop an FDI Plan that would identify Global FDI trends and target companies that are looking to invest in the State's sectors with comparative advantage.
- Undertake specific lead generation and brokering activities that will help investors understand and connect to the investment opportunities available in Kebbi State.
- Identify high net-worth individuals within the country, understudy their investment habits and present well-researched business opportunities within the competitive sectors and in line with their investment outlook.
- Leverage the network (local & international) of the National Investment Promotion Commission to promote Kebbi State.

INVESTOR RELATIONS

Strategy 3: Supporting investors to seamlessly establish, operate and expand their businesses in Kebbi State

Proposed Action

- Establish a one-stop-information desk to centralize all administrative procedures for pre-establishment or pre-expansion of investments in the State. Information shall include compliance requirements (entry, establishment, and operations), available incentives at the national and state level, potential sector data & statistics, and other relevant information that may be required by the investor.
- Strengthen linkages with relevant MDAs to facilitate seamless interactions and provide prompt responses to investor needs.
- Assess investor needs – manpower, supplier linkages, infrastructure and provide support.
- Provide a state online registration platform that allows investors to easily register their business online.
- Develop an investor service charter that clearly defines the commitments of the KIPA to investors in terms of services, fees and timeframe for responding to inquiries.
- Provide inquiry hotlines and dedicated emails.

Strategy 4: Building an investor-centric institutional culture

Proposed Action

- Establish a strong linkage with NIPC for knowledge transfer on investor relations.
- Organize peer visits to high performing investment promotion agencies within the country and internationally.
- Continuously build capacity in client relationship management and other communication skills.
- Create an internal reward system to recognize and reward staff on good performance.
- Educate staff on matters of investment arbitration.

INVESTOR RELATIONS CONT.

Strategy 5: Growing and Retaining Investors

Proposed Action

- Design and implement a holistic aftercare programme that is in line with best practices.
- Develop an investor database to document scheduled visits, action items and resolutions.
- Assign project officers to individual investors to follow up and continuously reinforce a strong relationship with them and address problems they may encounter.
- Provide administrative and operational support services to investors – supplier linkages, skilled labour requirement among others.
- Set up grievance mechanism to efficiently address investor complaints taking cognizant of investment arbitration/protection clauses.

POLICY ADVOCACY

Strategy 6: Shaping the Investment Climate of Kebbi State to stimulate investment growth

Proposed Action

- Act as a catalyst to build a constructive relationship between the public and private sector on improving the business environment – communicating investor feedback on relevant policies.
- Constitute Policy Advocacy Taskforce that will periodically visit investors for one-on-one consultations to gather peculiar insights on perceived barriers to the favourable investment climate.
- Develop and administer periodic surveys to gauge the perception of investors on the State's investment climate. Surveys shall be administered physically or electronically.
- Convene bi-annual policy dialogue with public and private sectors to share knowledge, experiences, pain points and brainstorm on solutions.
- Identify and recommend enabling infrastructure that will unlock investment growth in Kebbi state.

MONITORING & EVALUATION

Setting Target & Performance Evaluation

To ascertain whether an IPA has achieved its strategic objectives or not, an effective monitoring and performance evaluation mechanism needs to be put in place. The KIPS recognizes the importance of developing key performance indicators (KPIs) to monitor the impact of its activities on the state's economy and progress in attracting investments to Kebbi State.

Proposed Action

- Through a collaborative exercise with relevant stakeholders, targets shall be set and KPIs developed to measure the progress of investment promotion activities under the following thematic areas:
 1. Economic Perspective.
 2. Investor Perspective.
 3. Policy Perspective.
 4. Enabling Infrastructure Perspective.
- Carry out Mid-term review of the Kebbi State Investment Promotion Strategy with a view to reflect current realities and the changing landscape of investment promotion in the State, country as well as globally.
- Engage independent consulting firm to conduct annual performance evaluation exercise, the result of which shall be disseminated to ensure transparency, accountability and facilitate discussions on lessons learnt. The dissemination can be carried out by uploading evaluation reports to the Agency's website, convening conferences with key stakeholders and incorporating reports on the Agency's periodic publications among others.

Setting up Strategy Implementation Committee

A **Strategy Implementation Committee** shall be constituted by the KIPA Board (referencing the organogram reflected in subsequent chapters of the document) to provide strategic oversight and scrutiny of progress in implementing the Kebbi State Investment Promotion Strategy (2022 - 2027).

The Committee shall receive progress reports on behalf of the Board from the Management of Kebbi State Investment Promotion Agency, on implementation of the overall strategy against set targets, KPIs and timelines.

The Committee will have no decision-making powers, rather will serve as a scrutinizing body for the implementation of the strategy and will report to the Board.

Terms of Reference for the Committee shall include but not limited to:

- Develop an annual work plan, providing a roadmap on how to conduct its activities.
- Develop a reporting template to render reports to the Board.
- Advise the board on proposals brought forward for approval to facilitate the implementation of the KIPS.
- Deliberate on challenges experienced and recommend solutions for the consideration of the Board.
- Carry out any other duties related to the effective and efficient implementation of the Strategy.

Meetings

- The Committee shall meet quarterly and may have ad-hoc meetings at intervals as required to carry out its functions.
- Attendance of the Committee meetings shall be in person. This is to ensure commitment and transparency on resolutions by all members of the committee.
- Minutes of meetings shall be developed and circulated to all members by the Secretary of the Committee.

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Kebbi State Investment Promotion Strategy

SETTING UP KEBBI INVESTMENT PROMOTION AGENCY

INSTITUTIONAL FRAMEWORK

Introduction

The Institutional Framework is critical to ensure the effective operations of the agency. It addresses the functions of the agency, its governing arrangement as well as roles of the governing council & the agency's department. The critical component of the institutional framework- vision, mission, organizational structure were mutually developed with stakeholders at a validation workshop. The results of the session are depicted in this section.

VISION

Making Kebbi State the most increasingly preferred Investment Destination in Nigeria.

MISSION

Promoting Investment in a Favourable business Environment.

The Institutional Framework of the Kebbi Investment Promotion Agency will affect the composition of the board, its links to the government and the overall performance of the IPA. The IPA shall be set up as a parastatal with autonomous powers in its functions and budget.

FUNCTIONS OF THE KEBBI INVESTMENT PROMOTION AGENCY

- The Agency shall serve as a one-stop investment shop for current & potential Investors in Kebbi State.
- Regulate and create an investor-friendly environment by promoting interdisciplinary interaction and collaboration.
- Establish Investment Promotion Zones (IPZs) in the State, especially through public and private partnerships.
- Encourage and promote investment, specifically FDIs.
- Foster and generate economic development.
- Widen and strengthen the base of the economy.
- Diversify the sources of foreign exchange earnings and increase export earnings.
- Promote innovation and the adoption of new technologies and generate new employment.

COMPOSITION & FUNCTIONS OF THE BOARD

The Governing Board will constitute a balance of senior government officials (preferably the commissioner or in the absence, the permanent secretary) and senior figures from the private sector. The board shall be chaired by the Governor or the Deputy Governor. The appointed Vice-Chairman shall be from the private sector. The Vice-Chairman shall be a respected person of good character with a sound knowledge of the Nigerian Business and Investment Environment with a successful track record. It is recommended that the board constitutes at least two female representatives.

The board will constitute the following members:

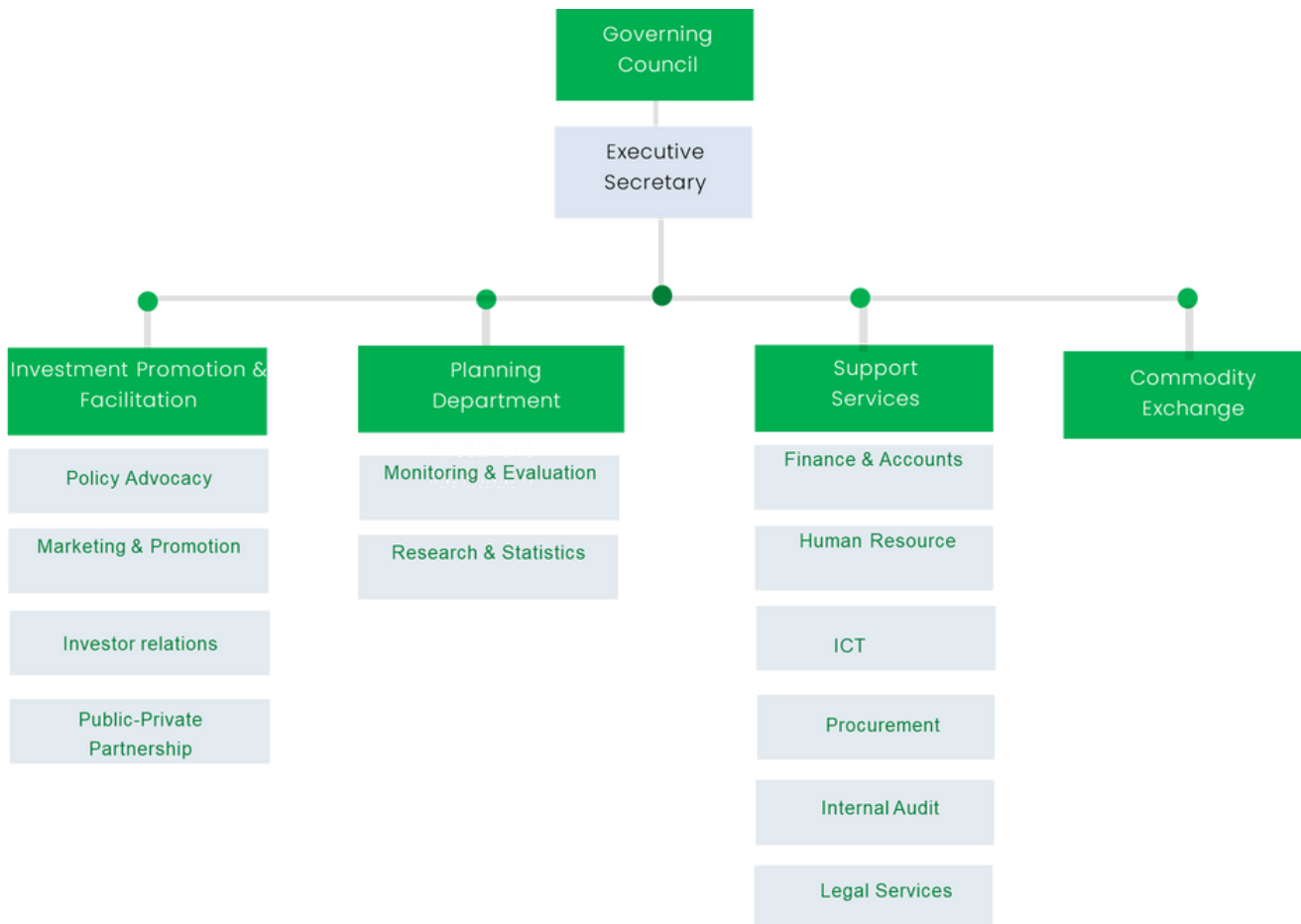
- Attorney General of Kebbi State
- Secretary to the State Government
- State Chairman, National Association of Small and Medium Enterprises (NASME)
- Representatives of the business chambers
- Commissioners of the following Ministries:
 - Budget & Economic Planning
 - Lands, Housing and Urban Development
 - Agriculture and Natural Resources
 - Commerce, Industry, Cooperative and Tourism
 - Environment and Solid Minerals

FUNCTIONS OF THE BOARD

The Board shall provide a reporting focus for the Kebbi Investment Promotion Agency, enable coordination with other government and private sector stakeholders and among other things provide strategic advice. The functions of the Board shall include the following:

- Develop and align the KIPA's strategic goals and objectives with the Kebbi State Development Plan.
- Review the annual budget proposal of the Agency before it is sent for approval from relevant authorities.
- Carry out activities that may promote the purpose of the Agency.
- Approve the internal rules and regulations of the Agency.
- Review & Approve socio-economic reform initiatives (policies, incentives) developed by the IPA to promote investment activities.
- Approve remuneration and welfare packages for staff of the Agency.
- Establish a Performance Monitoring & Evaluation System which ensures that activities of the Kebbi Investment Promotion Agency are aligned with the stated goals and objectives.
- Coordinate with other government and private sector stakeholder and gives strategic advice.

ORGANOGRAM



FUNCTIONS OF DEPARTMENTS

The department in the ministry shall be divided into 4 major components namely:

- Commodity Exchange Department
- Support Services Department
- Planning Department
- Investment Promotion & Facilitation.

PUBLIC – PRIVATE PARTNERSHIP DEPARTMENT

The department will lead on all Private Sector Participation in Infrastructure development, Skills Transfer and service delivery in Kebbi State this includes Public-Private Partnership, Build Operate & Transfer, Commercialization and Privatization transactions in the State. The functions of the department will include the following:

- Provide a clear, transparent, and well defined Legal, Regulatory and Institutional Framework for enhancing investment through Public-Private partnerships in Kebbi State.
- Establish standards, procedures and regulations for the execution of Public-Private Partnerships, commercialization and Privatization transaction in Kebbi State
- Appraise, Review, Monitor, Evaluate and Recommend actions to the Board on all PPP projects in the State
- Facilitate and provide full support to the private sector and serve as a liaison between the private sector and government agencies.
- Develop more reliable public services by deploying private sector skills in Project Financing, Risk Management, Project Planning and the use of New Technologies.
- Facilitate Private Sector investment in the provision of new and rehabilitated infrastructure and other public assets.

SUPPORT SERVICES

The units in the department include the ICT Unit, Human Resource Unit, Finance and Accounts Unit, Procurement Unit, Internal Audit, and Legal Services.

- The provision and maintenance of a modern customer relationship management (CRM) system
- Identify, engage and create a database of prospective and potential investors (both domestic and international) on available investment opportunities in the state.
- Conduct training and recruitment exercises aimed at building the Institutional capacity.
- Provide support to the Agency in the performance of its core duties.

PLANNING DEPARTMENT

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

The functions of the department will include the following:

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

INVESTMENT PROMOTION AND FACILITATION DEPARTMENT

The units in the department will include Policy Advocacy, Marketing & Promotion and Investors Relations. The functions of the department revolve around the core duties of an Investment Promotion Agency. They include the following:

- Aid in the implementation of investment projects & provide aftercare services.
- Informing, influencing and making recommendations to the Board on critical areas of investment promotion.
- Give guidance to decision-makers in matters of policy change & implementation.
- Engage in image branding activities that will enhance the outlook of Kebbi State.

COMMODITY EXCHANGE DEPARTMENT

<To insert functions of the Commodity Exchange Department>

STAFFING COMPETENCY

The staffing composition should be drawn from both the public and private sectors. Running a functional Investment Promotion Agency requires a broad mix of skills and knowledge in the following areas:

- Project Management
- Research & Statistics
- Customer Relations Management
- Information Communication Telecommunication (ICT)
- Economic Sector Knowledge
- Marketing
- Law
- Communications

FUNDING

The major source of funding for the Investment Promotion Agency will be from the State budget. Additional sources of funds include revenue generated from services offered by the IPA, private capital provided by partners in a PPP model or project grants from national and international programmes. The Kebbi State Investment Promotion Agency will fund part of its activities through collaboration and sponsorship with external organisations and relevant donor agencies. The Agency shall receive grants to undertake special projects based on funding from related or affiliate agencies.

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Kebbi State Investment Promotion Strategy

LEGAL FRAMEWORK
RECOMMENDATIONS

Legal Framework Recommendations




The Legal Framework serves as the bedrock for the establishment of any Government Agency. It gives credence to any Agency and serves as a Legal Enforcement of the activities or procedures for the Organisation.


After a review of the draft Kebbi State Investment Promotion Agency Bill, some observations have been noted. This section has been developed to give guidance to the proposed bill. It takes into cognizance international best practices as recommended by the United Nations Industrial Development Organisation (UNIDO), the Nigerian Investment Promotion Commission (NIPC) law and some generally accepted indices used to rank the most conducive business environment.


Below are our recommendations


- The Agency should be established as an autonomous entity with clearly defined roles.
- The Board of the Agency should be chaired by the Governor/ Deputy Governor. Having a direct link to the Office of the Governor are crucial factors that will bear upon the IPA's effectiveness and performance. This will improve the agency's ability to arbitrate among different ministries on disputed issues and policies.


- Vice Chairman should be an experienced candidate from the Private Sector. This represents and affirms the influence of investors.
- The Executive Secretary should concurrently serve as the Secretary to the Board and the Managing Director of the agency.
- The composition of the Board should be a balance of both the Public and the Private Sector. It is recommended that there be a representation from the State's Chambers of Commerce and Industry.
- Membership of the board should represent key agencies responsible for issues relating to Land, Labour, issuance of Licenses and Permits.
- The duties and the Secretariat of Public Private Partnership (PPP) should not be segregated from those roles of the Investment Promotion Agency.

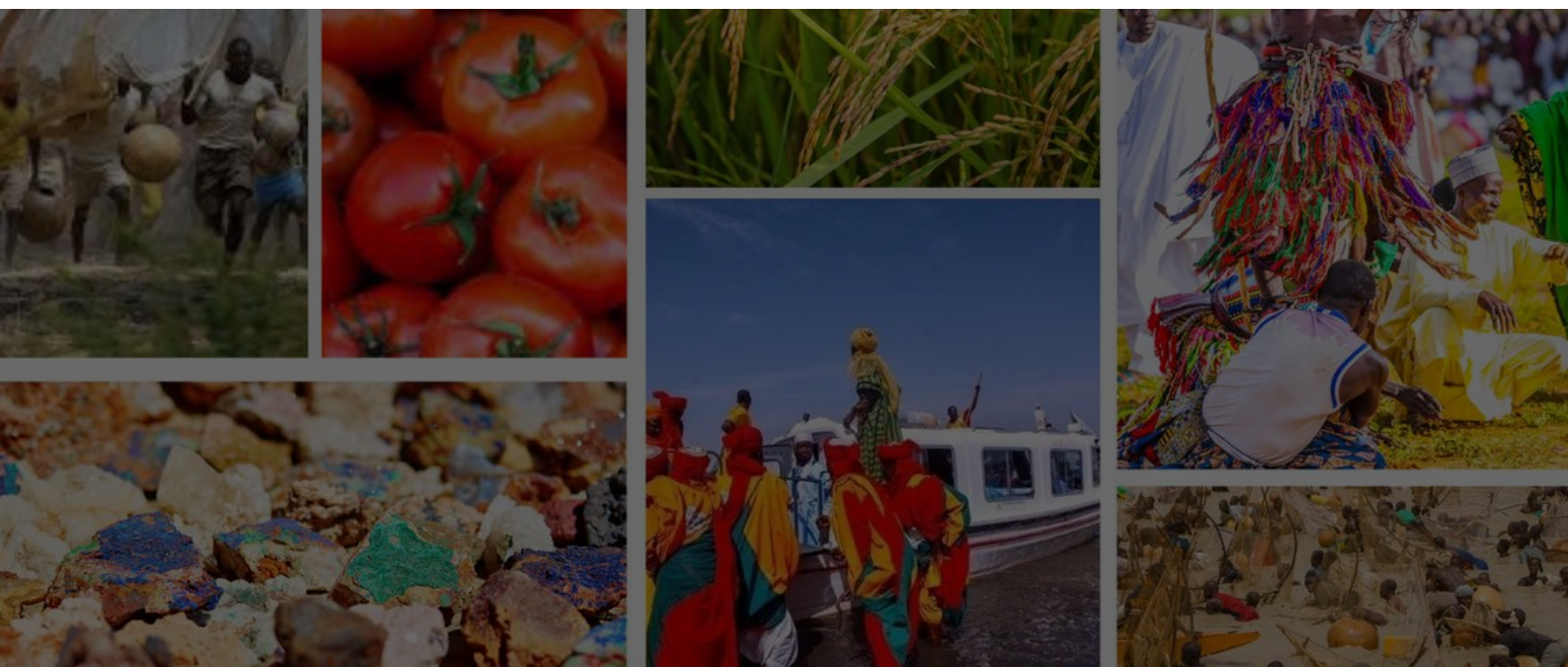
 The Investment Promotion Agency should be saddled with the responsibility of establishing a framework and the regulation of all forms of Public-Private Partnership between Kebbi State and other parties.

 The PPP should serve as a department under KIPA. This means that there would be one governing board that directs the affairs of the entire agency

 The functions of the PPP department and by extension would assume those initially listed for the PPP board.

 The Board of the Investment Promotion Agency and not PPP, should in consultation with relevant Public stakeholders recommend of advocate for the modification of the infrastructure masterplan

 The Nigerian Investment Promotion Agency should be involved in the initiatives of KIPA to ensure maximum coordination and synergy between the national and city agencies



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Kebbi State Investment Promotion Strategy

ANNEXURES



ANNEX 1: ACTION PLAN

The below table highlights a set of critical activities necessary for the implementation & operationalization of the KIPS. These activities are prioritized with assigned responsibilities for implementation in the period 2022 - 2027.

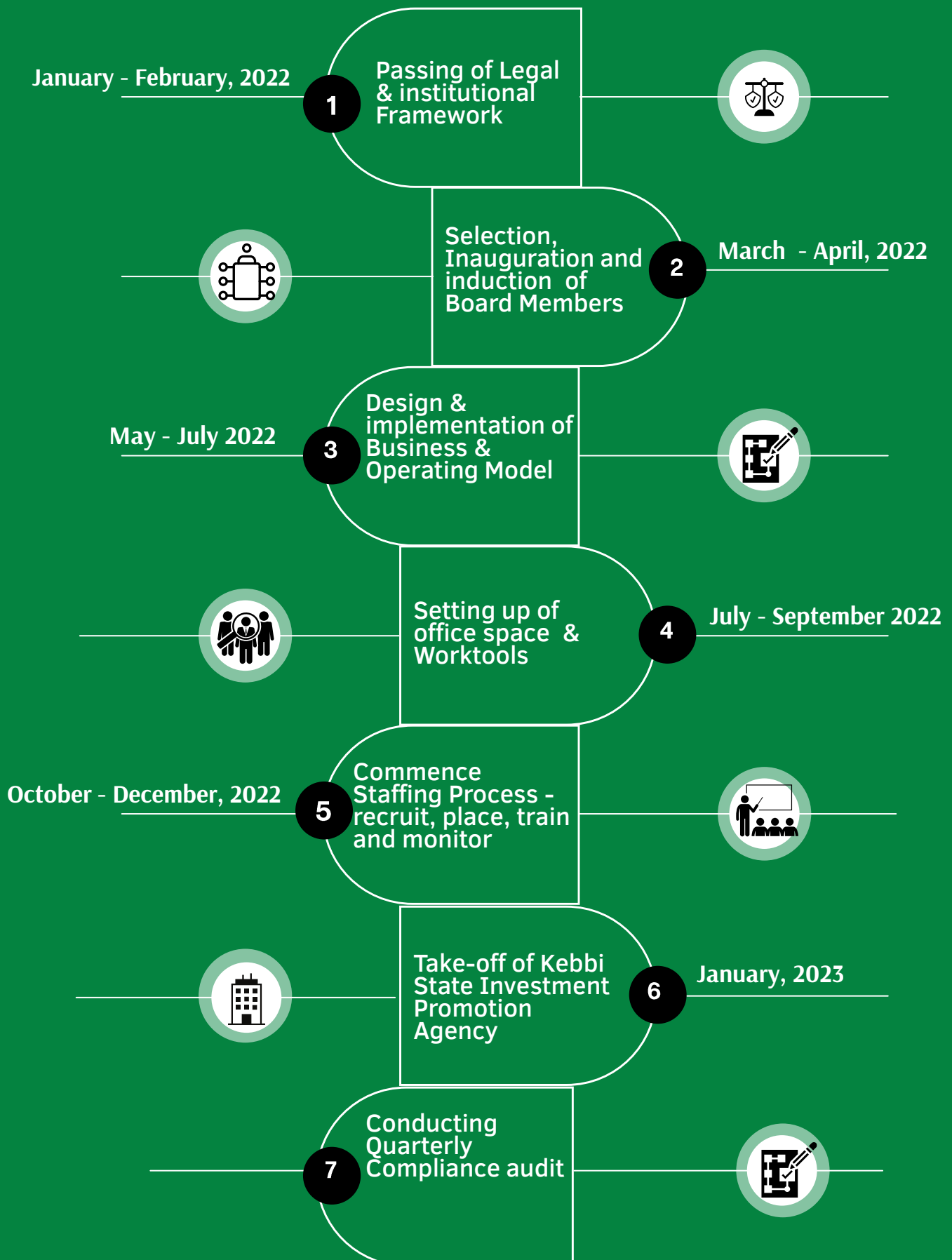
Action	Responsibility	Priority	Timeline				
			2022	2023	2024	2025	2026
Develop KIPA Legal Framework							
Develop Draft Legal Framework							
Review Legal Framework							
Submit Legal Framework for Approval							
Disseminate KIPA Legal Framework							
Establish Kebbi State Investment Promotion Agency							
Constitute & Inaugurate Board							
Develop Operating Model							
Recruit & Appoint Management Staff							
Create Departments & Units							
Recruitment & capacity Building							
Take off of KIPA							
Marketing & Promotion							
Develop Master Plan for Marketing and promotional Activities							
Create marketing and promotional materials							
Identify & participate at high-impact local & international investment Fora							
Identify training needs of Marketing and promotion officers and develop a comprehensive training programme							
Open Social Media accounts							
Develop Website and create content							
Develop a database of investors and prospective high-net worth investors							
Identify and subscribe to online platforms for access to list of prospective investors (Within and abroad)							
Investor Relations							
Develop an online Business Registration System							
Set-up one-stop-information contact center							
Develop Investor Charter							
Identify training needs of Investor Relation officers for the development of a comprehensive training programme							
Create an internal reward system							
Design and implement a grievance mechanism							
Create a database of skilled labor workforce and other contacts that might be needed by Investors							
Develop a comprehensive investor tracking system							



ANNEX 1: ACTION PLAN CONT.

Action	Responsibility	Priority	Timeline				
			2022	2023	2024	2025	2026
Policy Advocacy							
<i>Collaborate with research institutions and academia to Identify & analyze all policies (State and National) related to investment in Nigeria.</i>							
<i>Provide recommendations to policy makers on policy clauses that engender greater investments in the State Nation</i>							
<i>Develop annual policy advocacy plan</i>							
<i>Develop survey questionnaire and administer to investors</i>							
<i>Identify training needs of Policy Task Force officers for the development of a comprehensive training programme</i>							
Monitoring and Evaluation							
<i>Organize workshop to set targets for investment promotion and develop Key Performance Indicators for periodic monitoring of investment promotion activities</i>							
<i>Procure independent Consultants to carry our annual performance evaluation of investment promotion activities of the KIPA</i>							
<i>Develop communication & dissemination plan for the report</i>							
<i>Develop Terms of Reference for Strategy Implementation Committee to monitor and evaluate the implementation of the KIPS</i>							
<i>Select & Inaugurate Members of Strategy Implementation Committee</i>							
Staff Development							
<i>Organize periodic knowledge sharing sessions</i>							
<i>Organizing peer learning exchange visits to high performing Investment Promotion Agencies</i>							

ROADMAP FOR THE ESTABLISHMENT OF KEBBI STATE INVESTMENT PROMOTION AGENCY



QUESTIONNAIRE SAMPLE



1. Impact

On a scale of 1-5, where 5 has the highest rating, how can you evaluate the performance of sub-sector X in terms of the following metrics?

	Evaluation Metric	1	2	3	4	5
1	Local Resource Utilization					
2	Income Generation					
3	Employment creation					
4	Poverty Reduction					
5	Skill Acquisition					

2. Opportunities

On a scale of 1-5, where 5 has the highest rating, how can you evaluate the performance of sub-sector X in terms of the following metrics?

	Evaluation Metric	1	2	3	4	5
1	Market Opportunities					
2	Active Investor Interest					
3	Size of Demand					
4	Level of Competition					

3. Capabilities

On a scale of 1-5, where 5 has the highest rating, how can you evaluate the performance of sub-sector X in terms of the following metrics?

	Evaluation Metric	1	2	3	4	5
1	Availability of Skilled Labor					
2	Natural Endowments					
3	Level of Infrastructural Development					

4. Readiness

On a scale of 1-5, where 5 has the highest rating, how can you evaluate the performance of sub-sector X in terms of the following metrics?

	Evaluation Metric	1	2	3	4	5
1	Ease of Doing Business					
2	Ease of Removing Constraints					
3	Support from other sub-sectors					
4	Support from Government (incentives)					



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2022 - 2027

Kebbi State Investment Promotion Strategy

