

2019

# ANNUAL PERFORMANCE REPORT



PREPARED BY

**KADUNA MARKETS DEVELOPMENT AND  
MANAGEMENT COMPANY**

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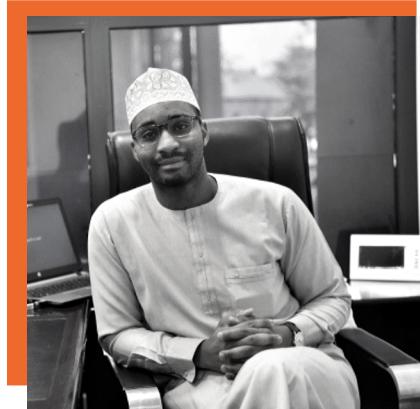
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# Preface



In 2019, the company overhauled its business model and organisational structure to introduce required departments and personnel to achieve the revised mandate of developing and upgrading commercial hubs to improve overall service delivery to the 9 million residents of the State. The reforms were consolidated by December 2019.

A Groundbreaking Ceremony for the Ultramodern Market at Kasuwan Magani in Kajuru Local Government and Kaduna Galaxy mall took place on 3rd June, and 14th August 2019 respectively. These twin milestone events in as many as three months after coming on board aptly conveyed our renewed determination alongside the reforms we had promptly rolled out in the preceding months sending the signal to investors and development partners that the company is open for business.

Since then, the company has commenced development of a milk farm in Damau in a joint venture partnership with Danish dairy giants Arla, modern markets in Zaria, Kaduna North and South Local Government Areas, rehabilitation of Murtala Square and construction of Kaduna Galaxy mall. In line with the Urban Renewal Agenda, the company carried out the decongestion of about 2,000 illegal structures in Sheikh Abubakar Gumi market and environs along Ahmadu Bello way Kaduna, which has drastically reduced vehicular traffic and increased patronage to our clients who operate shops in the market.

We are particularly proud to report that the company's IGR performance was a record high of 118% of the 2019 target and surpassed the previous year by about N80m. This is expected to increase by about 1000% at the end of 2020 as we hope to complete the development of several new markets, transfer ownership of shops at Sheikh Abubakar Mahmud Gumi market to traders and improve service delivery all round.

**Muhammad Hafiz Bayero**

Managing Director/CEO

# Introduction

01

## OVERVIEW

The Kaduna Markets Development and Management Company (KMDMC) was established via Edict No.6 of 1998 under Companies and Allied Matters Decree of 1990 and incorporated in 1999 to manage the Sheikh Abubakar Gumi (SAMG) Market in the Central Business District of Kaduna. The market is also popularly referred to as the Central Market. On account of the limits set by the establishing Law, the company's operations are limited to managing the SAMG market. (Establishing Law is attached as Appendix I).

As such, the operations of successive Boards and management teams were limited to collecting rents and other fees as well as providing essential services and utilities, including electricity, water, and security. Due to political interference in the management of the company, rent for shops in the market was reduced several times and significantly too even though the value of the land as well as a square meter of lettable space within the area in which the market is situated, continued to rise.

In 2015, when a new board and management team were appointed by His Excellency, Governor Nasir Ahmad El-Rufai, rent and other fees were increased. Additionally, with the introduction of the Treasury Single Account and other financial accountability measures, there was a marked improvement in revenue generation and overall budget performance by the company. However, it is essential to note that no significant capital projects were undertaken during this period, and instead, recurrent expenditure increased.

During the same period, 2015 – 2019, the Kaduna State Government recognised the

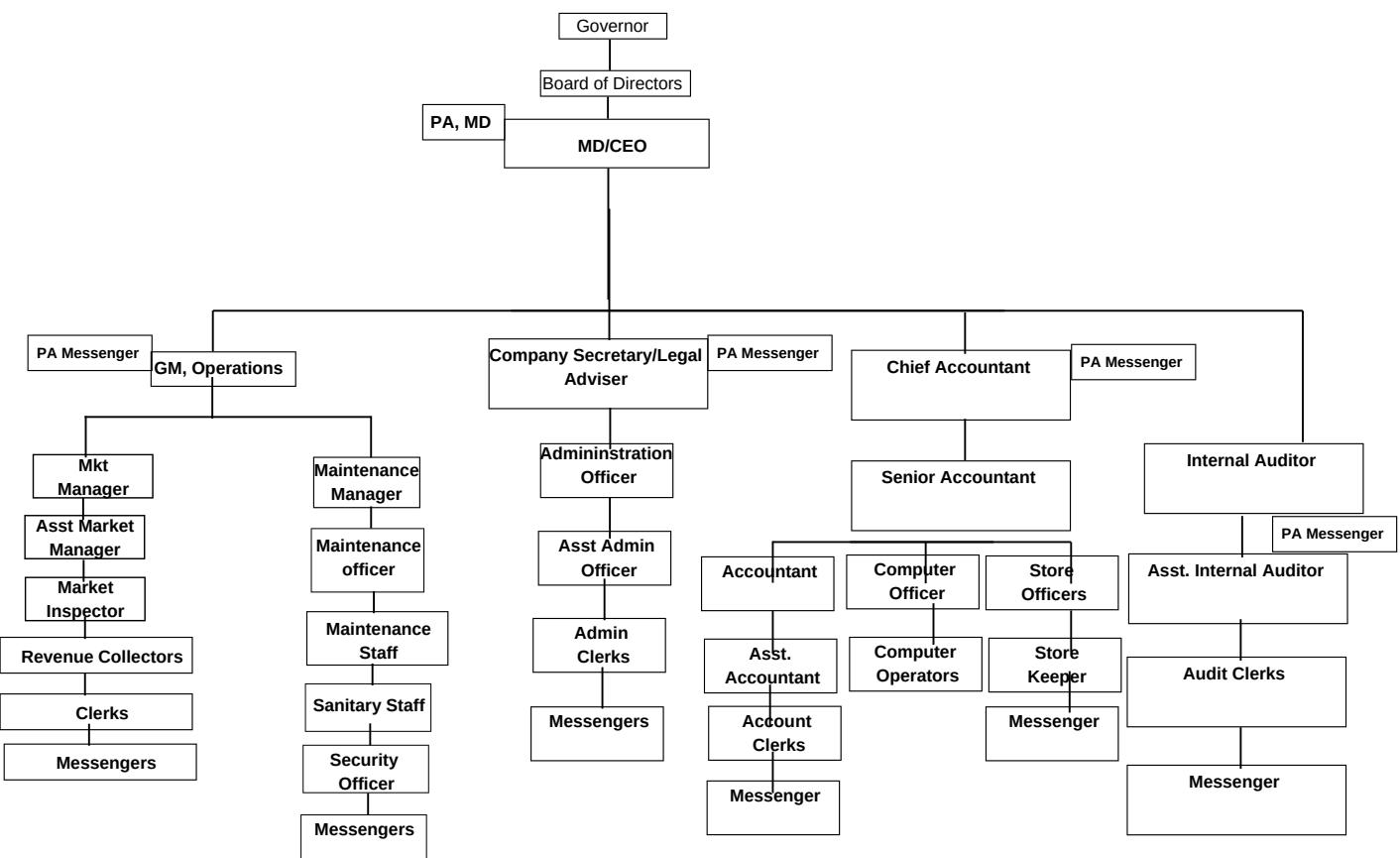
importance of proactive development of modern markets and attempted to achieve this through the Kaduna Investment Promotion Agency (KADIPA). To this end, several Development Lease Agreements (DLAs) to develop modern markets and neighbourhood centres in the three major cities in the State; Kaduna, Kafanchan and Zaria (KKZ). Unfortunately, due to a myriad of reasons such as litigation and the inability of investors to move to site despite receiving all approvals, most of these DLAs were non-performing.

In April 2019, Muhammad Hafiz Bayero was appointed as Managing Director/CEO of the company and together with his team, set in motion several reforms to promote the company's fiduciary responsibility to shareholders whilst aligning the company's objectives with His Excellency, Governor Nasir Ahmad El-Rufai's Restoration Manifesto with the aim of increased revenue generation, job creation, poverty eradication, and increased commercial activities. The Company overhauled its business model to a social enterprise that is both profit and people-centred. The organisational structure and deployment of human resources were also overhauled to introduce required departments and personnel to achieve the revised mandate to develop safe, conducive and modern commercial hubs for all residents of Kaduna.

# Reforms

## ORGANISATIONAL STRUCTURE

An essential toolkit to achieve the new and expanded scope of the company is the human resource of the company. Therefore, several policies were introduced to improve staff welfare and equip them with a conducive working environment to improve overall performance. Some of these policies included expanding the management team to include some junior staff as well as assigning tasks based on capacity while building a culture of merit.



**Fig 1. Old Organogram and Establishment**

## NEW ORGANISATIONAL STRUCTURE

In order to achieve the original mandate of the Company vis-à-vis SAMG as well as, the improved mandate, new departments and units were introduced to guide talent recruitment and resource allocation. This is an ongoing process and staff who have been identified as inefficient or past the age of retirement are being rightsized.

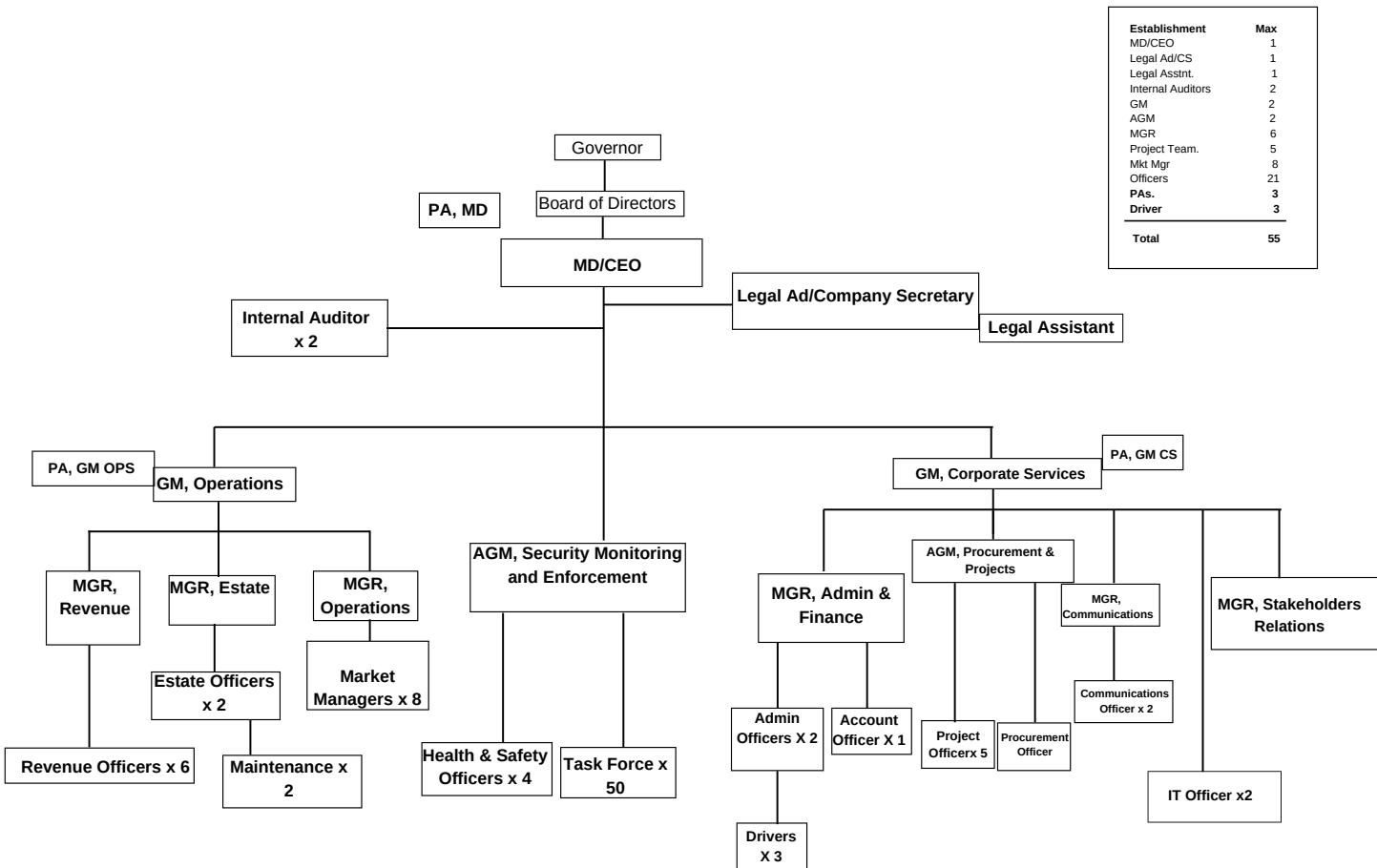
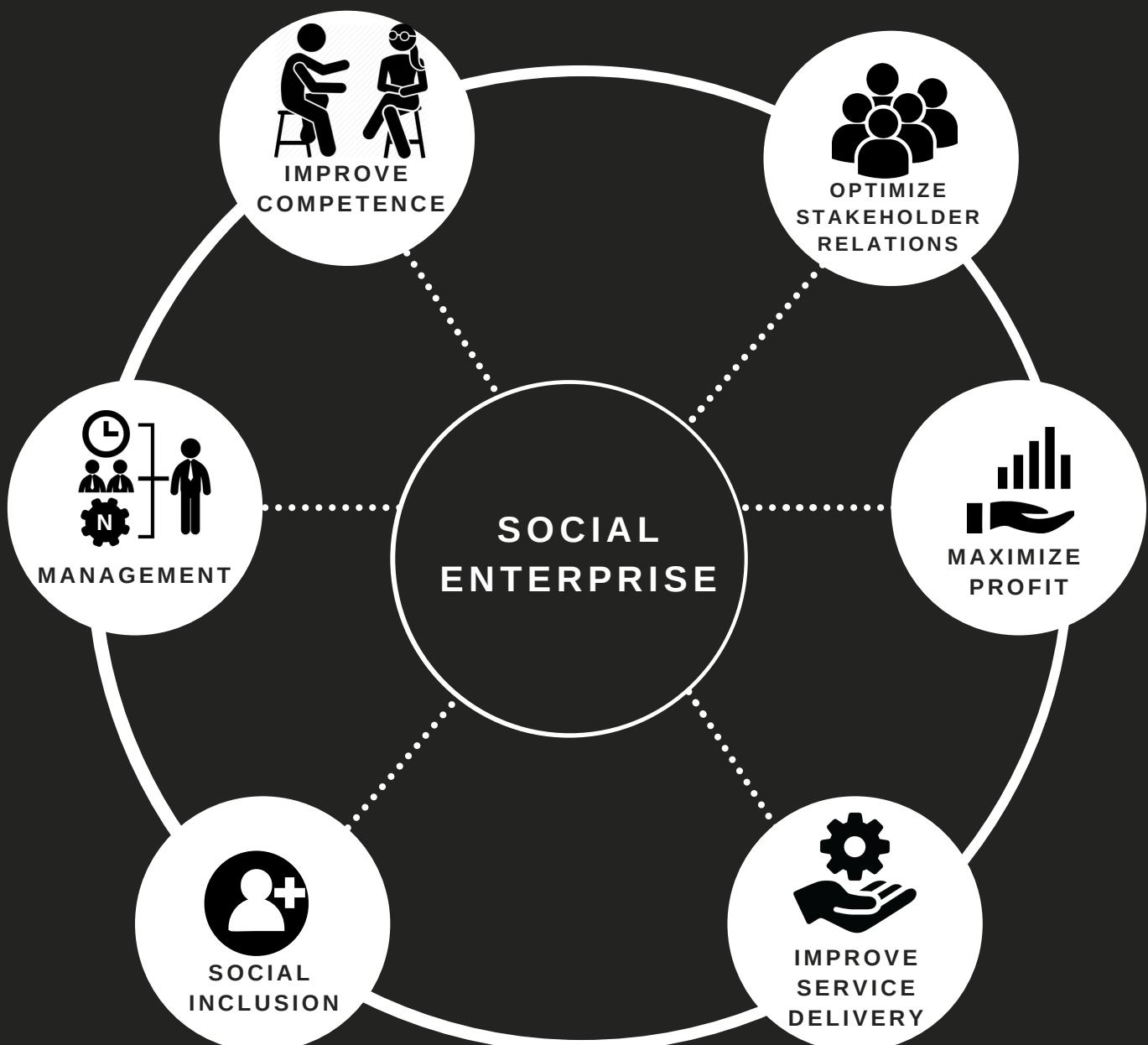


Fig 2. New Adopted Organogram and Establishment

## BUSINESS MODEL

The company has adopted a social enterprise business model as it provides a vantage position to perform its fiduciary responsibility to its shareholders, whilst advancing the poverty eradication, job creation and social inclusion objectives of His Excellency's administration. This model was adopted to:

- Maximize profit.
- Minimize operational cost.
- Optimize Stakeholder relations.
- Drive efficiency, transparency, and integrity
- Drive social inclusion



## **KEY PERFORMANCE INDICATORS AND 2019 GOALS**

Key Performance Indicators were established in the second quarter of the year. These indicators were informed by the 2019 workplan.

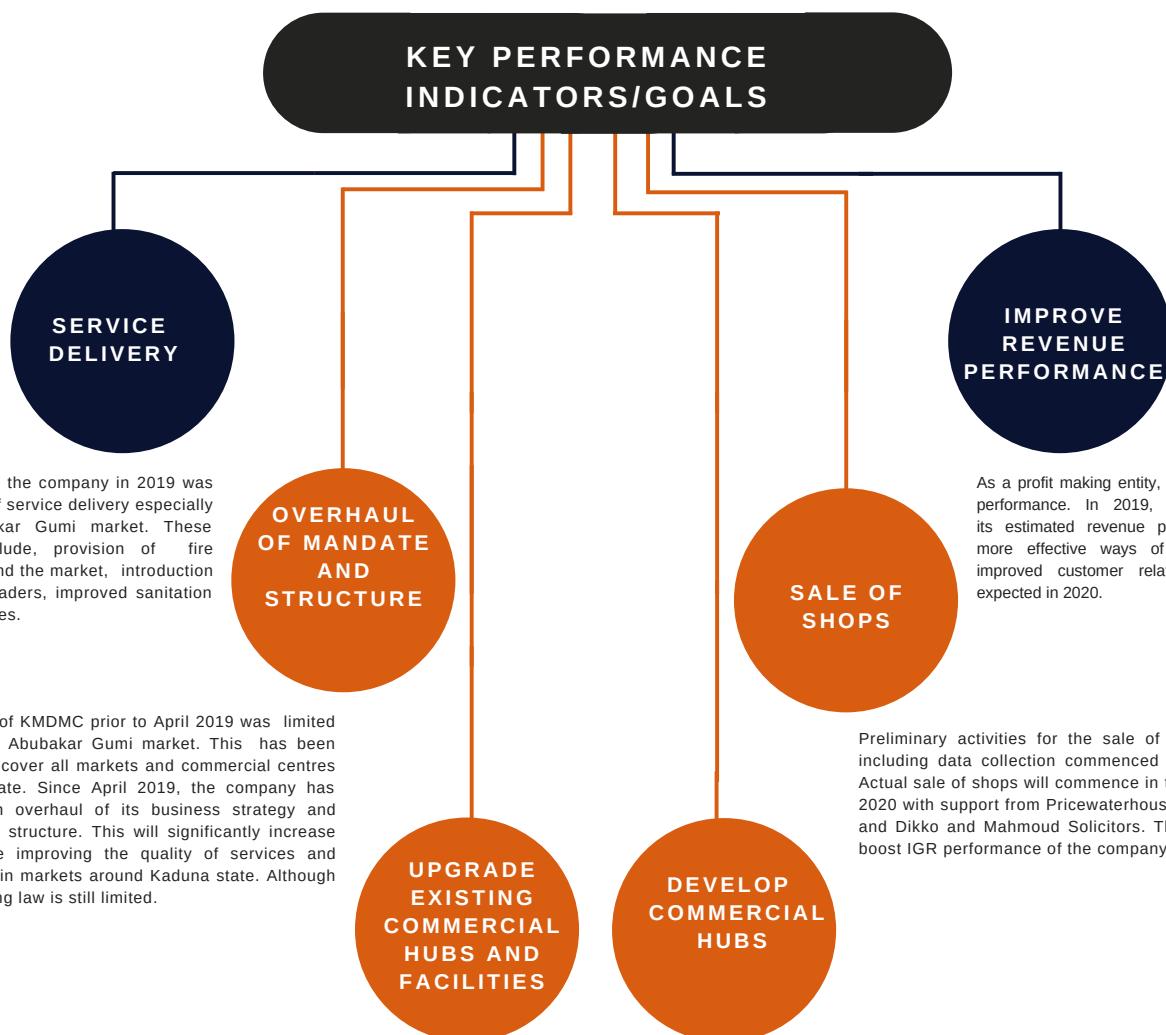
### **2019 GOALS**

- Overhaul of KMDMC's mandate and structure
- Conceptualisation and execution new capital projects
- Improved service delivery and upgrades of existing markets
- Decongestion of commercial hubs.
- Improve staff welfare.
- Sale of shops
- Technology integration
- Website optimization and robust use of social media

### **KEY PERFORMANCE INDICATORS**

- Revenue Performance
- Improved Service Delivery to Customers
- Project Performance
- Ease of Doing Business
- Security (public perception)

## KEY PERFORMANCE INDICATORS AND 2019 GOALS



A key objective for the company in 2019 was the improvement of service delivery especially in Sheikh Abubakar Gumi market. These improvements include, provision of fire extinguishers around the market, introduction of insurance for traders, improved sanitation and security services.

The mandate of KMDMC prior to April 2019 was limited to the Sheikh Abubakar Gumi market. This has been broadened to cover all markets and commercial centres in Kaduna state. Since April 2019, the company has undergone an overhaul of its business strategy and organizational structure. This will significantly increase revenue while improving the quality of services and infrastructure in markets around Kaduna state. Although the establishing law is still limited.

KMDMC identified certain state-owned properties in the central business district suited for specialized commercial hubs. These properties are now under the management of the company and include The old Kaduna State Urban Planning and Development Agency (KASUPDA) building along Ahmadu Bello Way which will be converted to a GSM village and Zaria Motel which will be converted to a Neighbourhood centre. Meanwhile, we have also handed over sites at Dan Magagi & Sabon-Gari for redevelopment of existing markets as well as the rehabilitation of Murtala Square. Others include previously abandoned cold meat shops at SAMG market, the KSMC building which will be converted to a mini-broadcasting Studio.

As a profit making entity, revenue is a key indicator performance. In 2019, the company surpassed its estimated revenue performance by deploying more effective ways of revenue collection and improved customer relations, a similar feat is expected in 2020.

Preliminary activities for the sale of shops at SAMG, including data collection commenced in October 2019. Actual sale of shops will commence in the first quarter of 2020 with support from PricewaterhouseCoopers Limited and Dikko and Mahmoud Solicitors. The process would boost IGR performance of the company by over 500%.

KMDMC commenced the development of new markets and commercial centres. The plan includes the development of specialized markets such as cattle markets, grains markets, farmers' market among others.

## COMMUNICATION AND STAKEHOLDER ENGAGEMENT STRATEGY

Stakeholder engagement is a vital aspect of the company's operations. As stated earlier, most DLAs signed for market development under Kaduna Investment Promotion Agency are non-performing. One reason for this is failure to properly manage and sensitize stakeholders, particularly occupants of existing markets. The company has since established a Stakeholders Relations Unit which is tasked with identifying, building networks and liaising with relevant individuals, groups and agencies to meet out targets. As a result of improving inter-personal relations, access to management staff, frequency of media chats and jingles, the company has established cordial relationships with most market unions and associations this has helped spread awareness and appreciation of the company's activities whilst eliminating avoidable conflict.

The company mapped stakeholders as shown below in Figure 3, and developed target-focused engagement strategies for all stakeholder groups. In doing so, the company has been able to revive those non-performing DLAs and activate new ones by building investors' confidence, earning the trust of beneficiary communities and obtaining maximum cooperation from relevant MDAs including the Office of The Governor, State Executive Council, Ministry of Business, Innovation and Technology (MoBIT), Kaduna State Urban Planning and Development Agency (KASUPDA), Kaduna Geographic Information Service (KADGIS), Kajuru, Kaduna South, Kaduna North, Zaria and Chikun Local Governments and several others. KMDMC has also successfully avoided any new litigation seeking to bar us or our development partners from any project sites.

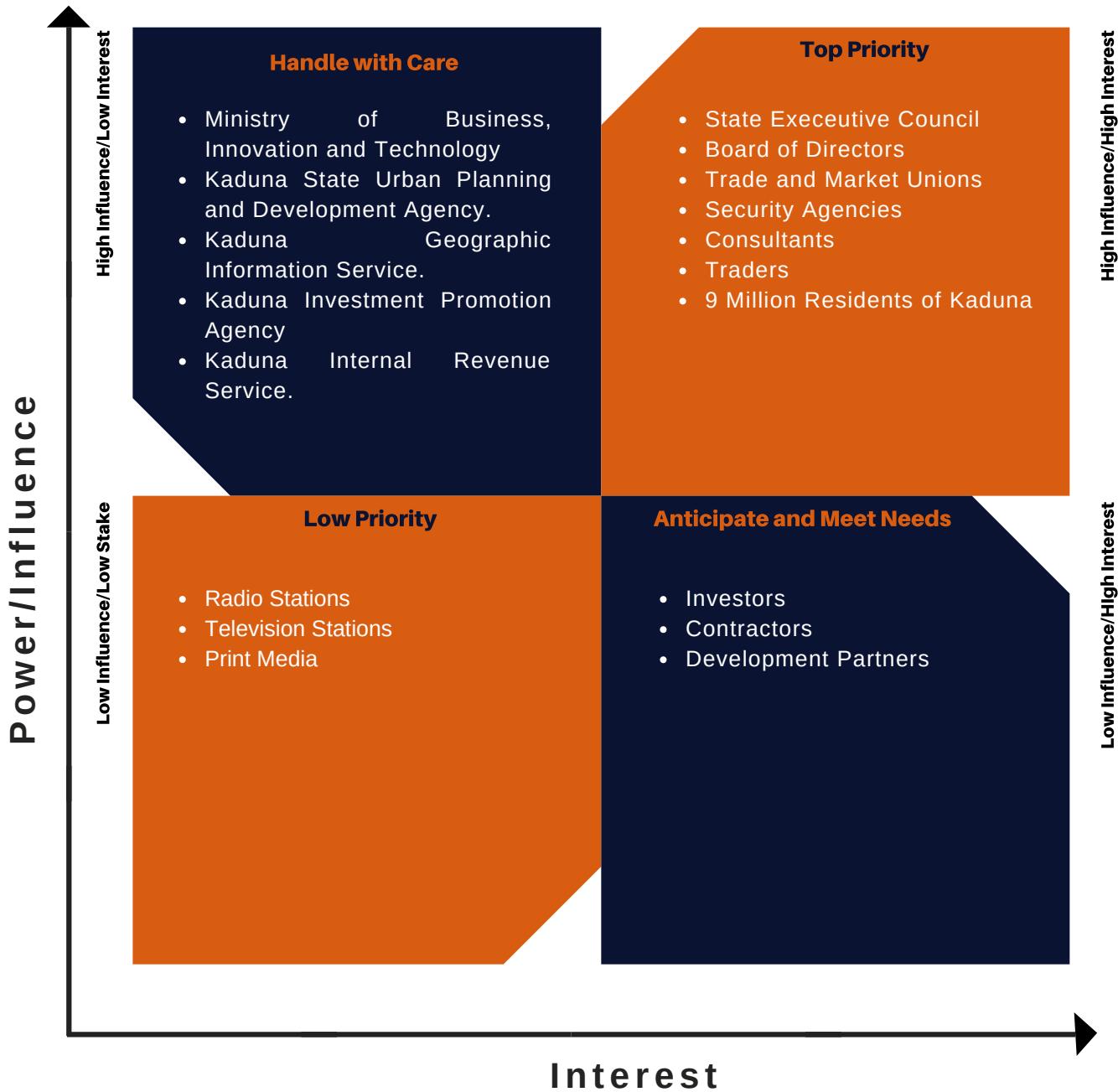
In the year under review, KMDMC strengthened its corporate communications by deploying tools such as social media, radio stations, newspapers and direct engagement with stakeholders. The company's twitter account, @KadunaMarkets has received high

engagements and has proved to be the fastest means of communication. Twitter was used as a medium for sharing press releases, photos and videos of the company's activities. The company also has a functional website which will begin to offer e-services in 2020 as we consolidate efforts to digitize paper archives.

The company leveraged on our stakeholders preference for radio shows and the selection of the stations was commensurate with the most popular among shareholders. Using the proven template deployed by the Planning and Budget Commission, KMDMC has a radio magazine program 'Kaswanin Mu' modeled after the popular 'Gani Ya, Kori Ji' radio magazine program. Stations like Nagarta radio, Liberty Radio, Kaduna State Media Corporation (KSMC), Federal Radio Corporation of Nigeria (FRCN), Ray Power FM, Invicta FM, Freedom Radio, Vision FM and more were used to communicate the company's policies, initiatives and decisions to the general public to ensure the messages were relayed as intended. All these efforts have been useful not just for enlightening the public on our activities but also for getting feedback and measuring public perception of the company.

Additionally, communications was often done in English, Hausa, Pidgin and Fulfulde in some cases.

Finally, we hope to revive the mini-broadcasting studio in the Old Kaduna State Media Corporation (KSMC) building and obtain a license to operate a Market FM station in the long term. This will reduce the cost of media engagements and allow us to reach a wider audience.



**Fig. 3 Stakeholder Mapping**

# 2019 In Retrospect

# 02

## GROUNDBREAKING CEREMONIES

Kaduna Markets Development and Management Company held two Groundbreaking ceremonies for the development of Kasuwan Magani in Kajuru and Kaduna Galaxy mall in July and August 2019 respectively. Additionally, the rehabilitation of Murtala Mohammed Square is another landmark project which will be completed in 2020 as a component of the Kaduna State Urban Renewal programme.

The programmes had in attendance His Excellency The Governor, Her Excellency, The Deputy Governor, senior officials of the Kaduna

State Government, The Managing Director of CCECC and staff of the company. Both projects are set to be completed by the end of 2020.

Both Groundbreaking events marked the foray of the company into property development as well as implementation of the new mandate to operate outside SAMG market.

The Governor, Deputy Governor, MD of CCECC and other senior Government Officials are at the Groundbreaking Ceremony of the Construction of the Kaduna Galaxy Mall



## DECONGESTION EXERCISE

In the last quarter of 2019, KMDMC embarked on a decongestion exercise to remove illegal structures within selected markets, including illegal commercial hubs and linear markets that have emerged within the State. The exercise was carried out in Sheikh Abubakar Gumi Market (SAGM), Kawo Market, Chechenia market, Bakin Dogo Market and the linear GSM Market along Ahmadu Bello way.

As a result of this, the markets became more spacious and tidier thereby enabling easy movement for vehicles and people. Subsequently, this led to a significant reduction in traffic in these areas and increase in commercial activities. This is also a crucial safety measure as the decongestion has made easy access for fire trucks in the event of a fire or safety drills as the case may be.

In addition, a mobile court system was introduced as an enforcement mechanism to prosecute hawkers that continue to mount illegal structures within the market.

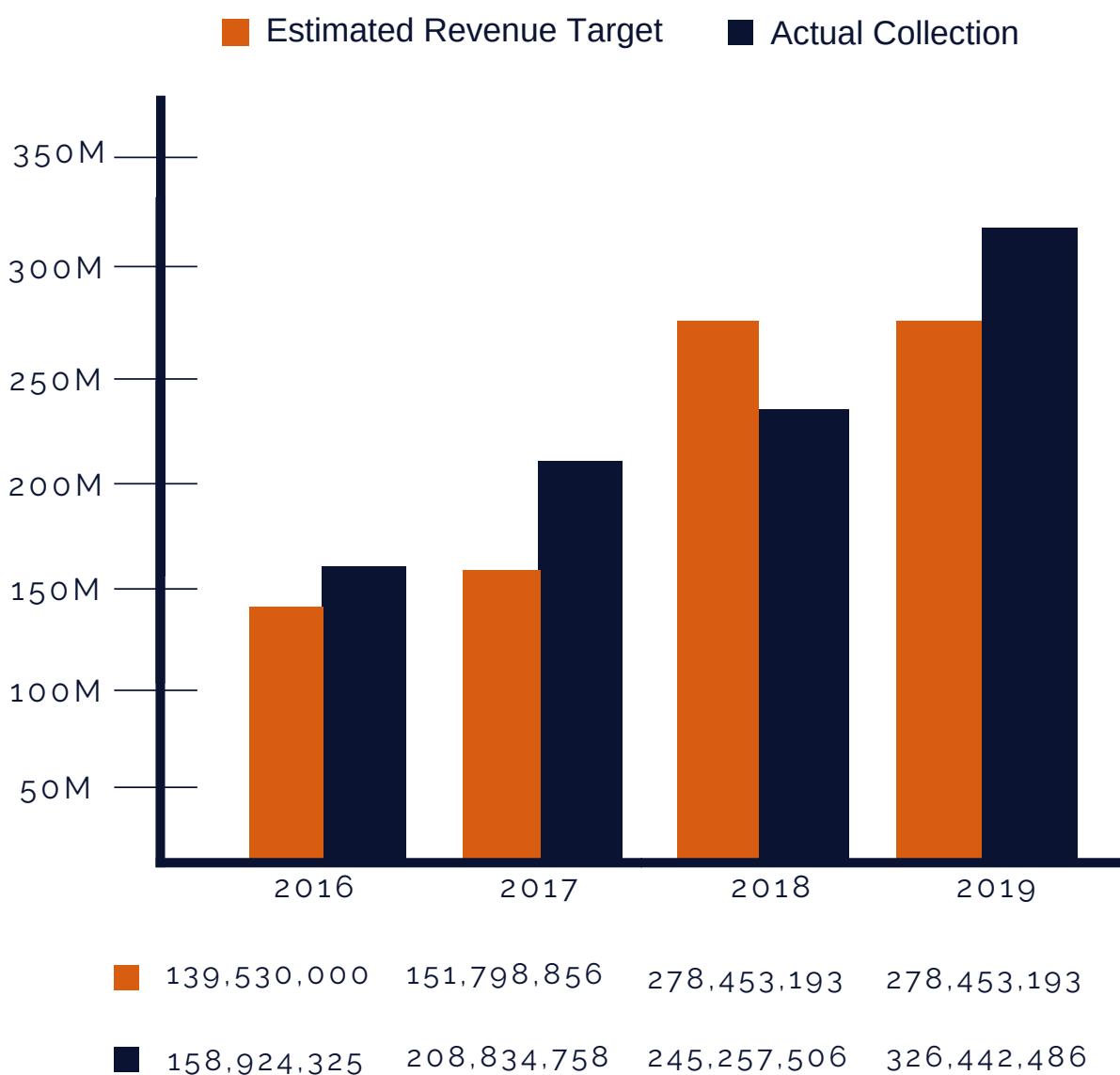
At the recommendation of the company, The Governor approved the constitution of a Committee to decongest linear markets in Kaduna and enforce the law against street hawking and begging.



## REVENUE DRIVE

We are mindful of our position as a company and eager to perform our fiduciary duty to the State Government. We believe that the reason the Government registered the company is its intention for it to make profit. SAMG has been the sole revenue generator for the company since its establishment. While working towards the implementation of projects like sale of shops at Sheikh Abubakar Gumi Market, construction of Kasuwan Magani and Murtala Square among others, concerted efforts were made to drive up revenues drastically.

The introduction of Interswitch by Kaduna State Internal Revenue Service for car park collections helped to block leakages from agents. The removal of illegal structures in the market also meant that traders inside the market were able to sell more goods and remit rent and service charge in good time. Also, active customer and stakeholder relations helped in communicating the company's decisions to stakeholders in real-time and earning their trust and buy-in for our activities.



## FACILITY TOURS

The management at various times embarked on facility tours of sites, markets and malls in Kaduna and neighbouring States.

One of such tours was the visit to Abuja Markets Management Limited by the officers from Operations, Estate and Taskforce Departments as well as visits different modern malls in Abuja, Kano, Ilorin and Lagos. The study tour is part of KMDMC's strategy to improve the quality of services and sustain and compare notes with other similar companies across states in Nigeria. Other facilities visited include upcoming developments such as Zonkwa Market in Zango Kataf Local Government, Giwa Grains Market which is the largest grains market in North-West Nigeria and Hunkuyi Market in Kudan Local Government.

These facilities were thoroughly inspected and assessed to enable us to conceptualize plans for each of them and achieve maximum output, significantly increasing the level of commercial activities in these areas. Giwa Grains Market is not only expected to supply grains to the entire country but to position it as the largest grains market in West Africa and a significant aggregation and export centre for grains.

## REGULARIZATION EXERCISE

It has always been a policy of the company to regularize/formalize the transfer of allocations done amongst occupants and interested third parties. The process involves the retrieval of the old title document (yellow card) and issuance of a new one in the name of the applicant. It ensured that when traders transfer the allocation of shops amongst themselves, the change will reflect in the company's records.

It was observed in the third quarter of 2019 that the company's records did not correspond with the information in the market. As such, efforts were made to rectify the irregularity. KMDMC had envisioned for this exercise to be a pre-sale

activity to the sale of shops this was until His Excellency, the Governor directed for the revocation of all titles as at Jan 1st 2020.

## END OF YEAR RETREAT

In readiness for the year 2020, the management team embarked on a retreat facilitated by Ensign Associates. The retreat was an ideal way to end an exceptionally eventful and prosperous year. It provided an opportunity to reflect on the company's activities throughout the year, highlighting achievements and plans to consolidate on them as well as shortcomings and strategies to overcome them in the future.

Also, Ensign was engaged to provide Human Resource consultancy services including, updating the company organogram, offering talent recruitment support, support to review the regulations of the market.

At the retreat, all Heads of Departments and Units made presentations on their various activities, challenges and plans for 2020. These presentations and discussions informed the activities the company is set to embark on in 2020. In attendance were the Honourable Commissioner of Business, Innovation and Technology, Mr Idris S. Nyam and Permanent Secretary Dr Halliru Soba.

The retreat was crucial in identifying the gaps that needed to be filled to attain a sustainable corporate structure. Together with Ensign, the company would work on aligning the company's establishment with best practices, conduct employee assessments to identify skill gaps, and develop a draft bill to be presented for a law review to grant full independent legal status to the company.

# Budget for 2020

**03**

A cursory look at previous budgets of the company showed little to no funds set aside for capital projects. There was also an over-reliance on the revenue generated from SAMG market for the day to day running of the company. In preparing the 2020 budget, it was important that the company expanded its revenue streams by embarking on more capital projects and provision of other valuable services using innovative financing options.

We plan to conclude the sale of shops at SAMG, construction of Kasuwan Magani market and the

parking lot at SAMG in the first half of 2020  
Table 1. Summary of 2020 Budget

from other revenue lines such as 50% rent and service charge of SAMG market, proceeds from trailer park and market in the Green Agro-Allied Industrial Zone (GAAIZ), SAMG car park, sale of shops at neighbourhood centres, advert rights and other leases.

The revenue projection for 2020 is estimated at N8.4 billion at 47% of the company's share.

The summary of the budget is shown below.

**Table 1. Summary of 2020 Budget**

S/N	DESCRIPTION	AMOUNT
1.	Revenue Projections (47% of company's share)	N8,409,562,777.77
2.	Total Recurrent Expenditure	N972,919,734.49
3.	Total Capital Expenditure	N7,109,852,900.00
	<b>Total Budget ( CAPEX + RECURRENT)</b>	N8,082,772,634.49
	<b>Budget Balance (Savings)</b>	<b>N326,790,143.27</b>

# Ongoing Projects

**04**

## KMDMC FULLY FUNDED PROJECTS AND JOINT VENTURES

The following projects were included in the company's 2020 budget and will be funded by KMDMC. They are scheduled for completion by December 2020.

1. The construction of Kaduna Galaxy Mall.
2. The construction of Kasuwan Magani Market, Kajuru.
3. The renovation/remodelling of Murtala Square.
4. The construction of Millennium City Market.
5. The construction of Neighborhood Centre within Murtala Square.
6. The construction of markets and Trailer Park at Olam.
7. The construction of Malali Neighborhood Centre.

The company is also on course for the development of other markets in the State and have concluded all stakeholder engagements, vetted the developers who in most cases have moved to site.

These include:

1. The construction of Car Park with a capacity for 450 cars at Sheikh Abubakar Gumi Market.
2. The construction of Amaru Market, Zaria.
3. The construction of Sabon Gari Market.
4. The construction of Dan Magaji Market, Zaria.
5. The construction of Kasuwan Bacci Market, Tudun Wada.
6. The construction of Kawo I Market.
7. The construction of Kawo II Market.
8. The construction of Unguwan Rimi Market.
9. The construction of Barnawa Market.

**Table 2. KMDMC Fully Funded Projects and Joint Ventures**

#	PROJECT	DESCRIPTION	STATUS
1.	<ul style="list-style-type: none"> <li>• Kaduna Galaxy Mall Contractor – CCECC Nig Ltd</li> <li>• Consultants – Architects Design Centre</li> <li>• Development Partner – Amsalco Industries Ltd</li> <li>• Project Cost – N3.98B</li> </ul>	<ul style="list-style-type: none"> <li>• 1nr Anchor Tenants.</li> <li>• 3nr cinemas, 6 restaurants.</li> <li>• 48-line shops with over 360 nos.</li> <li>• car parking bays with an approximate 8,834 square meters of gross lettable area within the mall.</li> </ul>	<ul style="list-style-type: none"> <li>• Contractor Mobilization – 100%</li> <li>• Substructure – 25%</li> <li>• Expected completion date is February, 2021.</li> </ul>
2.	<ul style="list-style-type: none"> <li>• Kasuwa Magani Market</li> <li>• Contractor – CCECC Nig. Ltd</li> <li>• Consultants – System Property Consult</li> <li>• Project Cost – N2.78B</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of 2024 Shops and Stalls.</li> <li>• Abattoirs, warehouse, banks, toilets, police station, parking lots.</li> </ul>	<ul style="list-style-type: none"> <li>• Fencing works is at about 40% completion.</li> <li>• Frame Structures completed for:- 5nr 4 x 4 lock up shops on 2 levels- 40%</li> <li>• Bank building- 70% Completed</li> <li>• Police Post- 70% Completed</li> <li>• 2nr Toilet Blocks 40% completed Foundation for Open Market Stall has commenced.</li> <li>• Expected completion date is April, 2020.</li> </ul>
3.	<ul style="list-style-type: none"> <li>• Rehabilitation of Murtala Square</li> <li>• Consultants – Sal Consult</li> <li>• Estimated Project Cost – N1.5B</li> </ul>	<ul style="list-style-type: none"> <li>• Renovation of 3nr Pavilion, 21nr Grand stands, 1nr Swimming pool diving platform, 1 Nr Amphi Theater, Yar' Adua Hall&amp; Swimming Pool.</li> <li>• Construction of New Club House&amp; Renovation of Courts and Pitches&amp; Roads, Drainages, Parking, Soft and Hard Landscaping. Fence, New Entrance façade and Gate House</li> </ul>	<ul style="list-style-type: none"> <li>• The remodeling of Yar'adua Hall is 50% completed while the others are at various levels of completion.</li> <li>• Expected completion date is August 2020</li> </ul>

#	PROJECT	DESCRIPTION	STATUS
4.	<ul style="list-style-type: none"> <li><b>Neighborhood Centre within Murtala Square adjacent to GTBank.</b></li> <li>Estimated Project Cost – N300m</li> </ul>	<ul style="list-style-type: none"> <li>Construction of 43nr and 33nr affordable shops to accommodate the shops to be removed on Waff road and those to be removed from Alkali road due to the ongoing road expansion and to also add value to the investment on Murtala Square parking.</li> </ul>	<ul style="list-style-type: none"> <li>Demolition works is ongoing, to be completed 18th January 2020 and construction works starts immediately.</li> </ul>
5.	<ul style="list-style-type: none"> <li><b>Construction of Market at Millennium City</b></li> <li>Estimated Project Cost – N500m</li> </ul>	<ul style="list-style-type: none"> <li>Construction of 200Nr lock up shops.</li> <li>20nr Market stalls, 5nr Warehouses with over 100 parking lots.</li> </ul>	<ul style="list-style-type: none"> <li>Demolition works completed, Design also completed, procurement process has commenced and to be completed by 20th January 2020</li> </ul>
6.	<ul style="list-style-type: none"> <li><b>Sales of shops at Sheikh Mahmud Abubakar Gumi Market Kaduna</b></li> <li>Transaction Adviser – PWC Project</li> <li>Sales Amount – N6.8B</li> </ul>	<ul style="list-style-type: none"> <li>Sales of Shops, Stalls, Warehouses and Restaurants totalling 6,546 units.</li> </ul>	<ul style="list-style-type: none"> <li>Pre-sales activities underway.</li> <li>Sales should begin at the end of January, 2020.</li> </ul>
7.	<ul style="list-style-type: none"> <li><b>Construction of Market and Trailer Park at Olam.</b></li> <li>Estimated Project Cost - N1B</li> </ul>	<ul style="list-style-type: none"> <li>Construction of over 100 capacity Trailer Park.</li> <li>Mega Petrol and Diesel filling station, construction of 4354 shops, warehouses, market stalls and carparks.</li> <li>Construction of training academy for Trailer technician.</li> </ul>	<ul style="list-style-type: none"> <li>Concept design has been completed.</li> </ul>

**Table 3. Public-Private Partnership Projects**

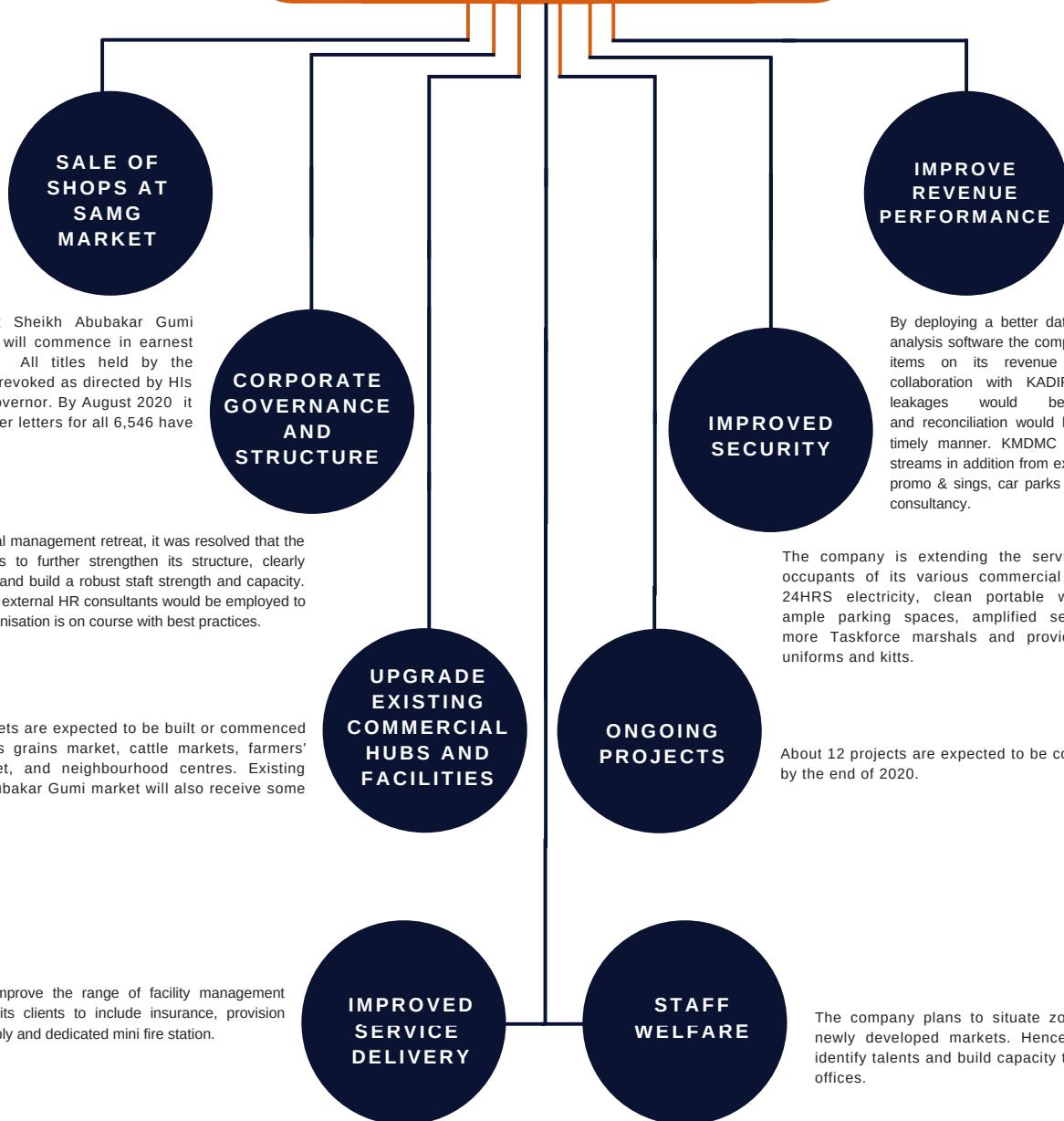
#	PROJECT	DESCRIPTION	STATUS
1.	<ul style="list-style-type: none"> <li>• <b>AMARU MARKET - ZARIA</b></li> <li>• DEVELOPER: Urban Shelter Infrastructure.</li> <li>• Estimated Project Cost - N69B</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of 36992 shops to be built in 5 phases; Phase 1 – 1202, Phase 2 – 6156, Phase 3 – 13344, Phase 4 – 15663, Phase 5 - 528.</li> </ul>	<ul style="list-style-type: none"> <li>• Designs have been completed, contractor is preparing to mobilize to site to start phase 1.</li> </ul>
2.	<ul style="list-style-type: none"> <li>• <b>SABON GARI MARKET</b></li> <li>• DEVELOPER – TRIPPLE A</li> <li>• Estimated Project Cost – N3B</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of 36992 shops to be built in 5 phases; Phase 1 – 1202, Phase 2 – 6156, Phase 3 – 13344, Phase 4 – 15663, Phase 5 - 528.</li> </ul>	<ul style="list-style-type: none"> <li>• The developer has mobilised to site and set to commence the phase 1 of the development.</li> </ul>
3.	<ul style="list-style-type: none"> <li>• <b>KAWO MARKET I</b></li> <li>• DEVELOPER POWERHILL LIMITED</li> <li>• Estimated Project Cost – N2.5B</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of 2700nr shops, Open Market Stalls and Warehouses and parking lots.</li> </ul>	<ul style="list-style-type: none"> <li>• Temporary market to relocate existing traders is completed, demolition works will commence on or before 27th January 2020.</li> </ul>
4.	<ul style="list-style-type: none"> <li>• <b>KAWO MARKET II</b></li> <li>• Parkmore CONSTRUCTION LTD</li> <li>• Estimated Project Cost – N800m</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of 500nr Shops, Open Market Stalls and Warehouse and parking lots.</li> </ul>	<ul style="list-style-type: none"> <li>• Designs and Bills of Quantities is ongoing, to be completed 31st January 2020 and Land issues also being resolved.</li> </ul>
5.	<ul style="list-style-type: none"> <li>• <b>UGWAN RIMI MARKET</b></li> <li>• DEVELOPER – M&amp;M LIMITED</li> <li>• Estimated Project Cost – N1.2B</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of 900nr Shops, Open Market Stalls and Warehouse and parking lots</li> </ul>	<ul style="list-style-type: none"> <li>• Awaiting developers feasibility report and preliminary designs proposals</li> </ul>
6.	<ul style="list-style-type: none"> <li>• <b>BARNAWA MARKET</b></li> <li>• DEVELOPER – JDK RESOURCE LTD</li> <li>• Estimated Project Cost – N600m</li> </ul>	<ul style="list-style-type: none"> <li>• Construction 208nr shops, 126nr market stalls and parking lots.</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed design completed</li> <li>• Awaiting developers financial projections and Cost estimates</li> </ul>

#	PROJECT	DESCRIPTION	STATUS
7.	<ul style="list-style-type: none"> <li>• DAN MAGAJI MARKET ZARIA</li> <li>• DEVELOPER – NEABASS INTEGRATED SERVICES</li> <li>• Estimated Project Cost – N N1.8B</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of 1600nr Shops, Open Market Stalls and Warehouse and parking lots</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed design and Bills of quantities completed</li> </ul>
8.	<ul style="list-style-type: none"> <li>• KASUWAN BACCI</li> <li>• DEVELOPER - URBAN SHELTER LIMITED</li> <li>• Estimated Project Cost – N5B</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of 5000nr Shops, Open Market Stalls and Warehouse and parking lots.</li> <li>• Phased construction</li> </ul>	<ul style="list-style-type: none"> <li>• Designs have been completed§ Awaiting financial projections and business plan.</li> </ul>

# Projections for 2020

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## PROJECTIONS FOR 2020





His Excellency, Mallam Nasir El-Rufa't delivering a remark at the Groundbreaking of Kaduna Galaxy Mall





Stakeholder Engagement in Bakin Dogo



Facility Tour of Wuse Market, Abuja



End of the Year Management Retreat with Ensign at Fifth Chukker, Maraban Jos



Assesement of Zangon Kataf Market in Zonkwa in Zangon Kataf Local Government



Stakeholder engagement with Central Market Elders



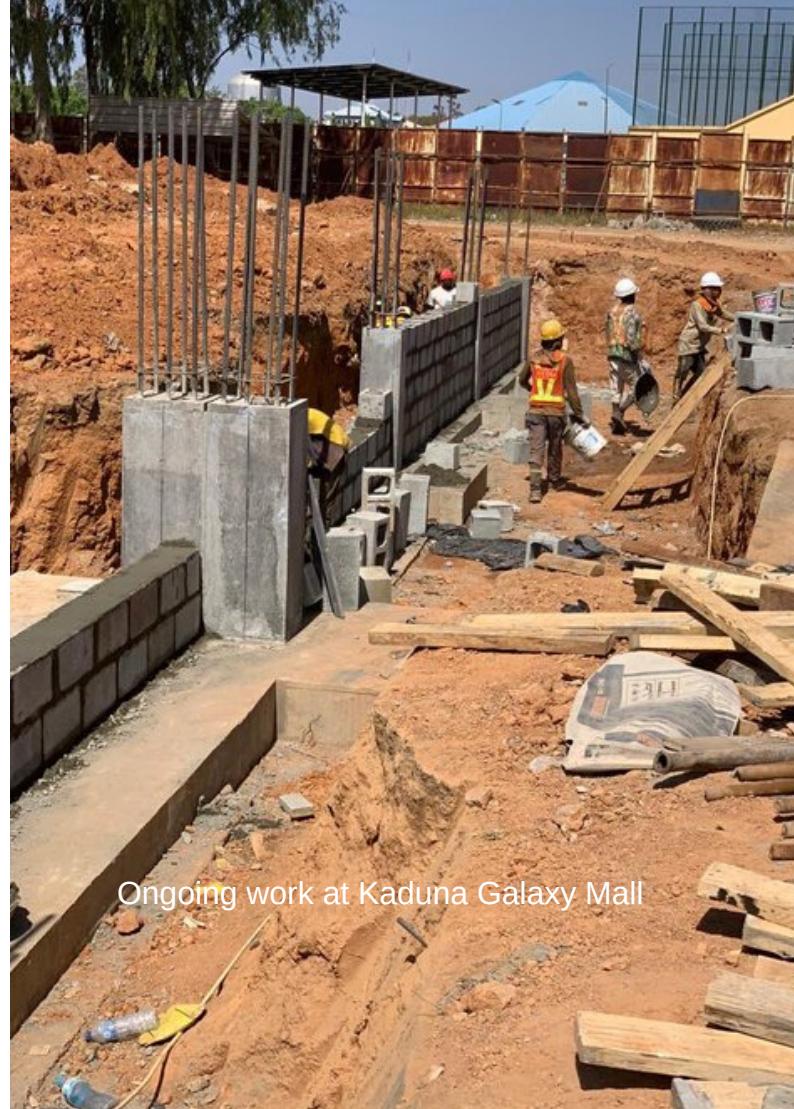
Assesment of ongoing work at Sabon Gari market



Signing of DLA with Triple A Homes and Mortgages to build and manage a new market at Sabon Gari, Zaria



Ongoing work at Kaduna Galaxy Mall



Ongoing work at Kaduna Galaxy Mall



Work Progress on Yar'adua Hall, Murtala Square



Mobile Court in session



Stakeholder Engagement in Sheihk Abubakar Gumi Market



Stakeholder Engagement in Sheihk Abubakar Gumi Market





## CONTACT US

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