

**CONFIDENTIAL**



# **INVESTJIGAWA: 5 YEAR STRATEGIC PLAN (2021 – 2026)**

**MARCH 2021**

Supported by: 

This document is solely for the use of Jigawa State Investment Promotion Agency (InvestJigawa)'s personnel. No part of it may be circulated, quoted, or reproduced for distribution outside the Agency without prior written approval from the agency.

**Confidential Memorandum**

This Strategic Plan has been prepared for informational purposes solely for the use of the Jigawa State Investment Promotion Agency (InvestJigawa) concerning its operations.

The information contained herein has been prepared to assist the agency's management in the successful rejuvenation and expansion of its investment promotion activities.

## Table of Contents

1. Executive Summary .....	5
2. Introduction .....	8
3. Context of Investment Promotion in Jigawa State .....	9
3.1. About Jigawa State .....	9
3.2. Jigawa State Investment Environment.....	10
3.3. Overview of InvestJigawa's Mandate and Implications for its Organisation .....	13
3.4. Needs Assessment and Strategic Analysis.....	18
4. Strategic Focus.....	23
4.1. Vision, Mission and Core Values .....	23
4.2. Strategic Priorities .....	24
4.3. Targets .....	24
4.3.1 Inward Investment Targets: .....	24
4.3.2 Activity Targets:.....	25
4.4. Sector Focus .....	25
4.5. Strategies for Priority Sectors.....	27
4.5.1 Agribusiness:.....	27
4.5.2 Light Manufacturing:.....	28
4.5.3 Renewable Energy:.....	29
4.5.4 Solid Mineral: .....	29
4.5.5 Others: .....	29
4.6. Strategic Partnerships & Networks .....	31
4.7 Marketing strategy .....	33
4.7.1 Image and brand building.....	33
4.7.2 Market segmentation .....	33
4.7.3 Marketing activities and communication materials .....	33
4.8 Funding .....	35
5. Strategic Plan Development Process .....	37
5.1 Summary of Development Process .....	37
5.2 Strategic Objectives.....	37
5.3 Key Initiatives .....	38
5.3.1 Enhance State Visibility .....	39
5.3.2 Attract and Facilitate Private Sector Investment .....	40

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

Figure 1: Jigawa State, EODB Report 2018 .....	11
Figure 2: Jigawa State Investment Climate SWOT .....	12
Figure 3: Mandate Pillars and Institutional Capabilities.....	14
Figure 4: Proposed Organizational Structure for InvestJigawa.....	15
Figure 5: Good Practice Gap Analysis .....	21
Figure 6: Sector Analysis .....	26
Figure 7: Sector Investment Rating.....	27
Figure 8: Alliances and Partnerships.....	31
Figure 9: Implementation Horizon.....	48
Figure 10: Roles and Responsibilities for Strategy Execution and Alignment.....	56
Figure 11: M&E Responsibilities .....	58
Table 1: Projected Expenditure.....	7
Table 2: Functional Responsibilities.....	16
Table 3: InvestJigawa's Institutional Good Practice Self-Assessment Outcomes .....	20
Table 4: Summary of Review Findings.....	21
Table 6: Strategic Priorities, Objectives and their Description .....	37
Table 7: Target Milestones .....	47
Table 8: Assumptions for Planned Expenditure .....	51
Table 9: Projected Expenditure.....	53
Table 10: Risk Management .....	54

## 1. Executive Summary

InvestJigawa is an agency set up by the Jigawa State government mainly for investment attraction and facilitation, and for the coordination of all investment promotion activities in the state. However, the agency in its approximately 7 years of operations has found itself unable to achieve the expectations of its core mandate due to the absence of a Director-General (DG). Upon the appointment of a new DG in October 2020, the Agency has deemed it necessary to develop a strategic and operational plan for the period 2021-2026.

InvestJigawa is seeking to re-position itself as the driver of investment into the State in its quest to make Jigawa the preferred investment destination in Nigeria, by identifying, promoting and facilitating the exploitation of opportunities for the private sector, especially climate smart investments, which will create jobs for and promote the prosperity and well-being of the citizens of Jigawa State.

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

An assessment of the investment climate, priority sectors and the operating structures of the Agency formed the basis for developing a 5-year strategic plan. InvestJigawa intends to leverage existing and potential opportunities within priority sectors, in addition to building on the State's strengths and the Agency's capabilities, to achieve its defined strategic objectives and goals.

The key objectives of the Agency for the 5-year period are to attract investments worth **1 billion USD** and to create **2,500 direct jobs** within the State.

The specific strategies to achieve these objectives include enhancing state visibility; attracting and facilitating private sector investment; creating an enabling and competitive regulatory environment; promoting cooperation and collaboration; and optimising internal operations. These five strategic priorities were agreed upon at the strategy session conducted in March 2021.

At the end of the plan's implementation horizon, InvestJigawa expects to deliver the following:

- At least **30 new inward investor projects** attracted.
  - o Agribusiness: 12
  - o Light Manufacturing: 10

- Renewable Energy: 5
  - Solid Minerals: 3
- **1 Billion USD of capital investments** by these projects.
  - Agribusiness: 500 Million USD
  - Light Manufacturing: 200 Million USD
  - Renewable Energy: 200 Million USD
  - Solid Minerals: 100 Million USD
- **At least 2,500 direct jobs** created by these projects.
  - Agribusiness: 1,000
  - Light Manufacturing: 1,000
  - Renewable Energy: 250
  - Solid Minerals: 250
- **At least 3 expansion projects** from existing inward investors.

Six core values lie at the heart of the Agency's operations and will form the foundation on which staff will perform their duties and conduct themselves:

1. **Professionalism:** having a collection of traits that make up an exceptional staff, and in turn handles responsibilities and investors with high regard and standards.
2. **Collaboration:** working together, helping and supporting each other for the sake of our collective goal.
3. **Transparency:** being open, honest and straightforward about dealing and operations.
4. **Accountability:** being answerable and taking responsibility for actions and actions of the team.
5. **Responsiveness:** ability to respond to service inquiries and fulfil them in a timely manner.

To achieve a steady growth in investment from the current level, InvestJigawa has identified Agribusiness, Light Manufacturing, Solid Minerals and Renewable Energy as its primary focus sectors. The financial resources required to drive the plan will be from the State Government's subvention to the Agency, financial and non-financial contributions from donor entities, grants and income from fee earning services provided by the Agency. In addition, the right resources – people, processes and technology will be deployed to drive its operations and ensure successful implementation of the plan.

A summary of the strategic priorities, objectives, outcomes and projected expenditure for the 5-year period is shown below:

## 5 Year Strategic Plan (2021 - 2026)

Strategic Priorities	Objectives	Outcome	Expenditure Budget					
			2021	2022	2023	2024	2025	2026
Enhance State Visibility	Strengthen Agency's Legal Foundation	Legislative and enablement to carry out functions and guidance on scope of management, governing council and agency	7,000,000	-	-	-	-	-
	Create greater awareness	Increase in the awareness of the state's investment opportunities and rise in private sector visits	100,000,000	152,000,000	167,500,000	205,000,000	227,000,000	97,500,000
Attract and facilitate Private Sector Investment	Attract Private Sector Investments	Increase in attraction of private sector investments to priority sectors, MSME & other opportunities	5,000,000	-	-	-	-	-
	Enhance Attractiveness of the State	Increase in attractiveness of the state. Increase in the quality of labour within the state	200,000	200,000	200,000	200,000	200,000	200,000
	Improve investor experience	Improved investor experience & turnaround time	2,000,000	-	-	-	-	-
Enable Competitive Regulatory Environment	Alignment with State Economic Development Strategy	Increase contribution to achievement of state's economic development objectives	-	-	-	-	-	-
	Improve Regulatory & Policy Framework	Improved enabling environment and ease of doing business	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	500,000
	Stimulate Business and Growth	Stimulated growth and improved enabling environment	-	-	-	-	-	-
Promote Cooperation and Collaboration	Improve Synergy and collaboration	Strengthened collaboration and cooperation	10,700,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
Optimise Internal Operations	Increase performance and achieve strategic objectives	Implementation of strategic plan, achievement of mandate and performance objectives	-	-	-	-	-	-
	Enhance operational skills and capacity	Enhance delivery capacity of the agency	26,400,000	43,050,000	40,480,000	34,100,000	40,700,000	5,270,000
	Organisation enhancement and improvement	Operational Efficiency, improved investor experience and availability of information.	9,000,000	15,000,000	15,000,000	15,000,000	15,000,000	6,000,000
	Enhance technology infrastructure	Operational efficiency effectiveness and organizational continuity	6,597,240	15,725,400	7,745,400	17,416,600	13,080,700	3,098,160
			<b>171,897,240</b>	<b>237,975,400</b>	<b>242,425,400</b>	<b>283,216,600</b>	<b>307,980,700</b>	<b>114,168,160</b>

An implementation plan has been developed to support execution of the strategic plan with appropriate guidelines on how to monitor and evaluate implementation and impact.

Table 1: Projected Expenditure



## **2. Introduction**

InvestJigawa as an Agency that drives investments into Jigawa State has developed a 5-year Strategic Plan and a 1-year Implementation Plan with the consultation of key stakeholders within the State's investment facilitation and promotion ecosystem. This it has done in line with the State's Comprehensive Developmental Framework II (CDF II); where commerce and investment were identified as one of the strategic pillars of the State Development Strategy with focus on investment promotion; economic diversification through MSMEs, solid minerals and tourism; and pursuit of Public-Private-Partnerships (PPP) both as a means of foreign and domestic investment mobilization and as an alternative means of resource mobilization for public expenditure financing.

In accordance with Jigawa State Government's economic developmental policies and objectives, InvestJigawa in delivering its mandate aims to foster an enabling environment that attracts private sector investments, especially climate smart investments, and support their growth and impact to the State. This it intends to do by focusing on key strategic priorities.

The 5-year strategic plan therefore highlights the strategic priorities of the Agency, expected deliverables in terms of outcomes, outputs and how it intends to monitor and evaluate its achievements. This plan is expected to serve as a roadmap for InvestJigawa's achievement of its mandate objectives of promoting, attracting, facilitating and growing both local and foreign investment inflows to the State.

This Strategic Plan would position Jigawa State to create awareness of the investment opportunities, attract investments, and achieve economic growth and development that would impact socio-economic well-being of its people.

### 3. Context of Investment Promotion in Jigawa State

#### 3.1. About Jigawa State

Jigawa State is one of the thirty-six states in the Federal Republic of Nigeria. Situated in the north-west geopolitical zone, Jigawa State is bordered by Kano and Katsina States to the west, Bauchi State to the east and Yobe State to the northeast. To the north, the state shares an international border with the Republic of Niger, a unique avenue for international trade opportunities. As a state excised from Kano, it covers a total land area of about 22,410sq Km with an estimated population of 6.5 million.

With a rich road network of over 3, 000 km linking all the local government areas, towns, villages and neighbouring states; Jigawa State's geographic location is both unique and strategic. The State has a modern airport, suitable for both cargo and passenger transportation. An existing rail line links the State with Northern Nigeria's commercial towns of Kano and Kaduna, and even more strategically, with Nigeria's largest seaport located in Lagos.

The State earns most of its income from agriculture, being one of the major producers of sesame seed, hibiscus, date and rice. As an agrarian state, Jigawa enjoys a fair share of all the major natural climatic conditions for agricultural development – land, vegetation, water and sunshine. For example, rainy season starts from around May to September with an average rainfall of between 600 millimetres to 1000 millimetres. The southern part of the state has a higher rainfall percentage than the northern part. The daily minimum and maximum temperatures range between 15 degrees and 35 degrees Celsius respectively. Despite all these advantages, agricultural production largely remains at the subsistence level and the vast opportunities that abound remain untapped.

Based on comparative advantage, Jigawa has continued to attract investors into cultivation and processing of sugar, rice, fruits, vegetables and fodder (animal feed). Rain-fed land in the State is estimated to cover 1,900,000 ha, of which 400,000 ha constitutes floodplain land (Fadama). The Fadama land, in which crops flourish best, is limited to the Hadejia valley. Even with traditional methods, floodplains/irrigated land produces yields that are 5 times greater than rain-fed land as it allows for two harvests a year.

The State has a predominantly informal domestic trade sector, having several specialised markets that deal with large scale agricultural commodities and livestock merchandising; at Sara, Gujungu, Maigatari, Kupsa and Hadejia. Several hundreds of other regular markets are located across towns and villages in the state. The Maigatari livestock market is mentioned to be one of the largest in sub-Saharan Africa.

The State's proximity to Kano city, Nigeria's second largest city and industrial centre, serves as both an advantage and disadvantage; an advantage being that it is an outlet for economic output and a disadvantage for prospective investors seeking a more established industrial hub.

There are 452 grazing reserves (55 of them gazetted) in Jigawa State that are formally owned by the state and administered by the Ministry of Agriculture, but used and maintained by nearby Fulani settlements.

### **3.2. Jigawa State Investment Environment**

In the drive to grow and transform the State's economy, the mobilisation of private resources (local and foreign) is critical. It was in consideration of the challenge of mobilising private investable resources that the State Government convened its first Economic and Investment Summit in May 2013. As a fall out of the summit, recommendations emphasised the important role of the State Government with regards to investment promotion and facilitation. As a first step towards its commitment, the Advisory Council on Economic Management and Investment Promotion was appointed as a strategy for achieving the objective of mobilizing private sector investments. To operationalize its mandate and functions, the Advisory Council on its part, established the State's investment promotion agency, InvestJigawa.

The current administration has continued to show strong political will in support of development, initiatives, partnerships and sustaining investor friendly policies. Over the years, the state has proactively pursued policies and programmes to strengthen public sector institutions and make them function more efficiently.

Jigawa State has a conducive and progressive regulatory environment for business. In 2018, the World Bank Ease of Doing Business sub-national rankings across states placed Jigawa as No. 2; with an average Distance to Frontier (DTF) score of 64.36 (Starting a Business (9/37), Registering Property (3/37), Enforcing Contracts (3/37) and Dealing with Construction Permits (3/37)). Jigawa has also continued to enjoy peace, low crime rate and absence of communal strife such as youth restiveness, thuggery, kidnapping and vandalism in the State. This is indicative of the kind of fostering environment investors might face in setting up their business in the state and in attracting foreign or domestic capital.

## JIGAWA, Dutse

**Average distance to frontier score (0–100)**
**64.36**

✓ <b>Starting a business (rank)</b>	<b>9</b>	<b>Dealing with construction permits (rank)</b>	<b>3</b>
Distance to frontier score (0–100)	78.43	Distance to frontier score (0–100)	79.06
Procedures (number)	9	Procedures (number)	12
Time (days)	24	Time (days)	33
Cost (% of income per capita)	31.2	Cost (% of warehouse value)	3.4
Minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	9.5
<b>Registering property (rank)</b>	<b>3</b>	<b>Enforcing contracts (rank)</b>	<b>3</b>
Distance to frontier score (0–100)	36.79	Distance to frontier score (0–100)	63.14
Procedures (number)	12	Time (days)	261
Time (days)	24	Cost (% of claim value)	33.8
Cost (% of property value)	10.5	Quality of judicial processes index (0–18)	7
Quality of land administration index (0–30)	6		

✓ Reform making it easier to do business   ✖ Change making it more difficult to do business

Figure 1: Jigawa State, EODB Report 2018

There is business supportive infrastructure within Jigawa State such as an international airport, good road network, industrial clusters, an export processing zone and other institutional frameworks to facilitate investment (i.e., Ease of Doing Business Committee, Land Acquisition and Resettlement Framework for Large Scale Agribusiness Investments, etc.). Businesses in Jigawa include agriculture, light manufacturing, transportation, logistics, warehousing, production and processing, financial services, construction, hospitality and many more. Jigawa accommodates people of all social and economic strata. There are a couple of large investments i.e., Vinyon Footwear Limited, Dangote Rice Mill, Jigawa Rice Mill, Great Northern Agribusiness (sugarcane plantation, and sugar factory), GCC Vanguard Limited (granite tiles), Malam Alu Farms (tomato green house, dairy and fertiliser blending plant) and Majestic Farms Limited (rice mill, sesame seed processing and dairy).

The prolonged lockdown across the states and the impact of the Covid 19 pandemic has stalled quite a few projects and investments because of the skeletal operations and strict guidelines on workplace gatherings. This has affected existing projects such as Sonia Foods Integrated Services Limited, who have officially had conversations with the IPA to discuss how to move the project along.

Below is an analysis of Jigawa State's investment climate in terms of key strengths, weaknesses, opportunities and threats.

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

Figure 2: Jigawa State Investment Climate SWOT

InvestJigawa will have to strengthen its efforts toward facilitating remedial/mitigating actions to address the weakness and threats to the State's investment climate. However, there are supporting incentives from the federal level that will boost the economic attractiveness in the State's agricultural value chain. The 2020 Finance Act introduced over 80 amendments to 14 various laws and became effective on January 1st, 2021. There are some notable changes contained in the Act that will positively impact the State:

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

The African Continental Free Trade Area (AfCFTA) agreement which aims to create a single market for goods and services in Africa will also make production output from Nigeria more competitive across the continent and increase trade. Over 90% of tariffs

on goods produced in Africa will be removed, non-tariff barriers to trade eliminated and free movement of persons within the region guaranteed. Though the lack of infrastructural assets such as good roads and rail lines connecting the different countries within the region could pose a huge obstacle to effective intra-continental trade, it has the potential to accelerate economic growth in Jigawa State in the coming years considering its border market in Maigatari.

It is slightly difficult to identify the sectors that would benefit from the agreement in the short-term following concerns of dumping and smuggling of goods into the country due to the country's porous borders, posing a huge threat to local manufacturers. Inefficient customs procedures, insecurity and lack of stable power and road networks have also been identified as the country-specific shortcomings with respect to trade. However, with the infrastructural state of Jigawa and its existing markets, the impact of AfCFTA would ultimately expand trade, agriculture and manufacturing sectors in the State.

### **3.3. Overview of InvestJigawa's Mandate and Implications for its Organisation**

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

InvestJigawa seeks to:

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

An assessment of key documents i.e., Investment Promotion Agency (InvestJigawa) Law of 2016, the Comprehensive Development Framework II of 2016, InvestJigawa's Vision and Mission, Economic & Investment Summit of 2013 and highlights from discussions with stakeholders reveal certain institutional capabilities that are critical to the success of InvestJigawa with respect to its mandate and value/service delivery proposition. This implies that to effectively deliver services to the Jigawa State Government, investors, strategic stakeholders, staff and residents of the state (individuals, families and

communities), the Agency must have a strong composition of the institutional capabilities in terms of people, processes and structure.

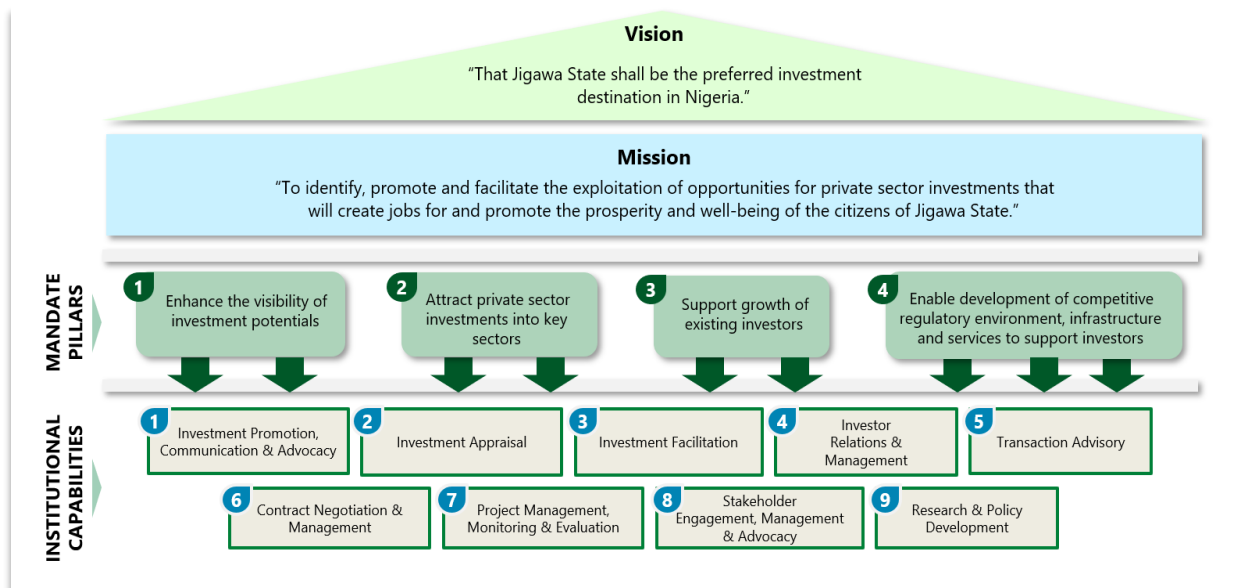


Figure 3: Mandate Pillars and Institutional Capabilities

To obtain adequate insights to guide modifications and recommendations, a comparison was done, using 2 Local and 3 foreign investment promotion agencies. These agencies were selected based on their impact on promoting and driving investment within their states and countries respectively. The entities selected and the rationale:

- Lagos: As a state with a very high inflow of foreign and local investments.
- Kaduna: A northern state with a high level of investment promotion drive and inflow of investments.
- Ghana & Rwanda: African countries that have been attracting a high volume of Foreign Direct Investment (FDI) into their economy.
- Singapore: The IPA's role in the industrialization of the country.

This was used to determine preliminary recommendations for a review of the establishing law of the Agency and insights to the organisational structure suited for an efficient and effective operation. The existing structure of InvestJigawa and the current transitional structure point to certain improvement opportunities highlighted from the benchmark and document review.

The design of the new organisational structure considered the institutional capabilities derived from the mandate, findings from this benchmark analysis as well as insights from the InvestJigawa law and best practice guidelines from IPA institutional bodies such as World Association of Investment Promotion Agencies (WAIPA), United Nations



Industrial Development Organisation (UNIDO) and United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP).

The proposed organisational structure for the Agency consists of 4 Divisions and 3 Offices. Total Head Count (Full Time Employees): 24 - 38

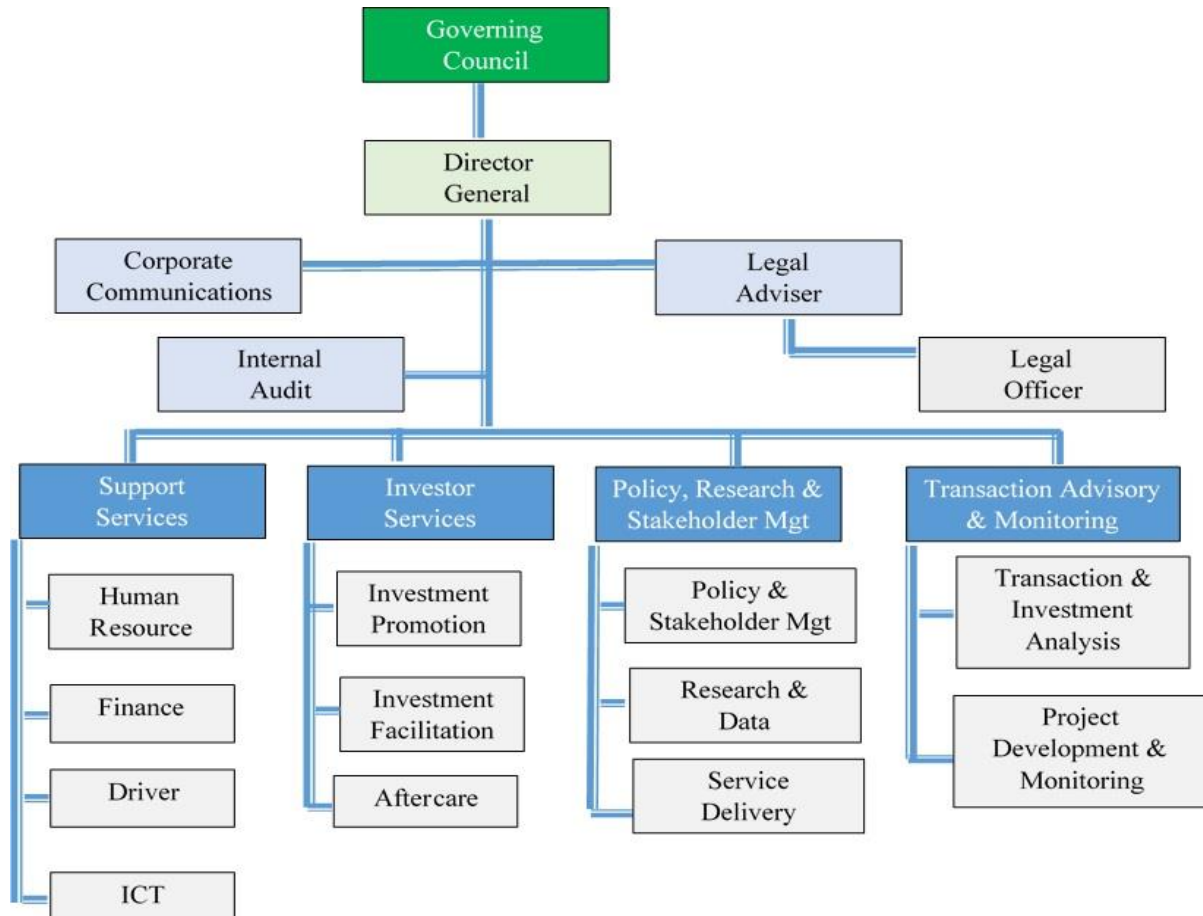


Figure 4: Proposed Organizational Structure for InvestJigawa

The minimum and maximum staffing requirements are as follows:

- DG's Office: 2 – 3
- Internal Audit: 1
- Legal Adviser: 2
- Corporate Comms.: 1 – 2
- Support Services: 8 – 12 (*including drivers*)
- Investor Services: 3 – 7
- PRSM: 4 – 6
- Trans. Adv & Monitoring: 3 – 5 (*expertise will be contracted based on transactions with clear terms of reference*)



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

Table 2: Functional responsibilities

Function	Overview of Responsibilities
<b>Director General</b>	<ul style="list-style-type: none"> <li>– Provides strategic direction and oversight function to the State's Investment Promotion and Development efforts, functioning as Chief Executive Officer of InvestJigawa.</li> <li>– Work with non-investor stakeholders and support initiatives to improve the quality of the investment climate within Jigawa State.</li> <li>– Develop and oversee the implementation of a comprehensive strategy and action plans to attract and facilitate new investments.</li> <li>– Represent the State at investment forums.</li> </ul>
<b>Internal Audit</b>	<ul style="list-style-type: none"> <li>– Responsible for leading the Audit and assurance function of InvestJigawa, and for planning and conducting operational, financial and compliance audits to ascertain the effectiveness of internal controls.</li> <li>– Report on audit/internal control findings to the Governing Council Audit Committee (if any) and state statutory body quarterly/periodically.</li> <li>– Ensure reports of all audited, investigated, and other special assignment on the Agency are in line with statutory guidelines.</li> </ul>
<b>Investor Services</b>	<ul style="list-style-type: none"> <li>– Provide support services to encourage investment expansion and diversification.</li> <li>– Plan and organise targeted promotional activities including tours, road shows to put Jigawa State at the forefront of investment opportunities.</li> <li>– Engage in direct marketing and securing investors for specific investment opportunities in selected, prioritised sectors to targeted potential investors.</li> <li>– Develop strategy for communicating with target investors and engaging them to sell specific investment opportunities.</li> <li>– Provide pre-investment support to assist and encourage potential and existing investors as they make new or additional investments.</li> <li>– Facilitate seamless entry process and establishment of businesses for investors including facilitation of investors' access to local suppliers, skills and infrastructure.</li> </ul>

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

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

### 3.4. Needs Assessment and Strategic Analysis

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

- Critical imperatives to achieve alignment to the Agency's mandate and objectives.
- Operational interfaces and engagements required to implement the mandate of the Agency.
- Capabilities expected to drive the mandate.
- Functional and structural requirements from mandate and gaps.
- Identifying areas of modification for InvestJigawa based on benchmark and engagement of critical stakeholders.

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

### Critical Success Factors for Investment Promotion Agencies



#### **Financial Resource**

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



#### **Website**

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



#### **Quality of Human Resource**

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



#### **System Technology**

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



#### **Organisational Strategy**

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



#### **Government Support**

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



#### **Scope of Services Provided**

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



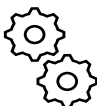



#### **Monitoring and Evaluation**

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

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

Table 3: InvestJigawa Institutional Good Practice Self-Assessment Outcomes

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

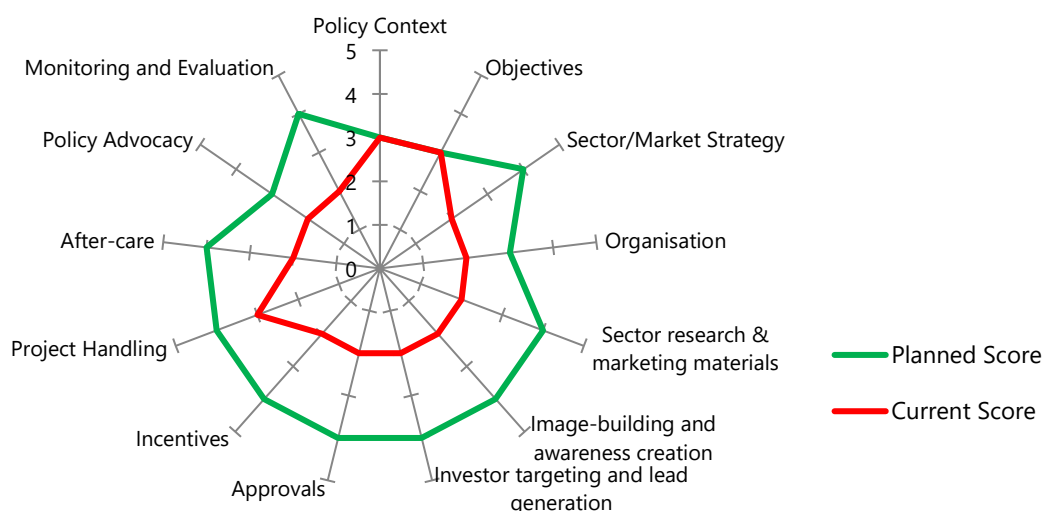


Figure 5: Good practice gap Analysis

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

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

Table 4: Summary of review findings

Category	Findings	Implications
<b>Organisation &amp; Structure</b>	<ul style="list-style-type: none"> <li>▪ <b>Bill:</b> There are sections of the bill that require redrafting for clarity i.e., distinction between day-to-day running of the Agency and the role of the Governing Council, clarity on scope of the Agency regarding PPP, etc.</li> <li>▪ <b>Strategy:</b> Absence of an existing operational strategy for the organization, targeted sectors, product or investors.</li> <li>▪ <b>Organisational Structure:</b> The current organization structure does not support an efficient achievement of the Agency's mandate and operational expectations.</li> <li>▪ <b>Performance Expectations:</b> Expectations of visible impact within the next two years i.e., number of new investors, employment rate, number of established investors, etc.</li> <li>▪ <b>Performance:</b> The Agency achieved 50% of the 2016 - 2020 CDF performance target, while exceeding a particular component i.e., attracted at least US\$3b private sector investment. However, most of these are still in the pipeline.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strong expectations for Quick wins</li> <li>▪ Inefficiencies within collaborative networks</li> <li>▪ Investor fatigue due to delays and poor support</li> <li>▪ Limited support from MDAs</li> <li>▪ Risk related to operational continuity</li> <li>▪ Demotivated workforce</li> <li>▪ Inability to deliver on mandate expectations and economic</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>▪ <b>Institutional Practices:</b> A self-assessment of the institutional practice arrangement of the Agency revealed some gaps indicative of required improvements.</li> <li>▪ <b>Investment Challenges:</b> There are challenges and hurdles for investments in Jigawa; mainly the proximity of the state to Kano, power supply, perception of insecurity in the Northern region, etc.</li> </ul>	

Category	Findings	Implications
	<ul style="list-style-type: none"> <li>▪ <b>Collaboration and Engagement:</b> The functional modalities between InvestJigawa and all the MDAs and operational Committees are still not firm. Some committees have not sat in a while.</li> <li>▪ <b>Impact of Collaboration:</b> There is a good relationship between the Agency and other MDAs, but this has not necessarily impacted turnaround. Quite a number of bottlenecks are beyond the control of the Agency e.g., the Federal MDAs is a big hurdle to a good number of valuable investments, encumbered land acquisition, etc.</li> <li>▪ <b>Linkages:</b> Critical elements to support investments are not fully implemented i.e., LARF, PPP Policy, etc.</li> <li>▪ <b>Strengthening Promotion &amp; Advocacy:</b> The impact of limited awareness and advocacy for acceptance of investment potential, promotion and attraction state-wide.</li> <li>▪ <b>Tools:</b> Inadequate tools for effective operations i.e., technology infrastructure, operational vehicles for M&amp;E and Aftercare visits, etc.</li> </ul>	development objectives.
People	<ul style="list-style-type: none"> <li>▪ <b>Staffing and Capabilities:</b> The Agency is currently understaffed. At a glance, the required nine (9) core institutional capabilities are limited as only a few have extensive experience or qualifications suited for the roles.</li> <li>▪ <b>Organisational Continuity:</b> There are no appropriate documents that support organizational continuity such as job descriptions, SOPs, etc.</li> </ul>	

## 4. Strategic Focus

### 4.1. Vision, Mission and Core Values

A one-day session was held with the key management staff who participated eagerly and meaningfully, realizing the current state of InvestJigawa and a clear case for change. At the session, the current state and findings from the review was highlighted and participants were taken through a journey of agreeing on the core values for the Agency and identify initiatives to help InvestJigawa define the next 5-year strategy.

It was agreed that the vision and mission are still valid. However, modifications were made regarding the core values. Six core values were selected with the decision to either select only five or adopt all six.

#### Vision Statement:

“That Jigawa State shall be the preferred investment destination in Nigeria.”

#### Mission Statement:

“To identify, promote and facilitate the exploitation of opportunities for private sector investments that will create jobs for and promote the prosperity and well-being of the citizens of Jigawa State.”

#### Core Values:

Previously, the Agency had the following as its core values:

- Professionalism
- Speed
- Flexibility
- Responsiveness
- Capacity

After deliberations, it was agreed that the Agency’s organizational behaviour will be shaped by the following 6 core values:

- **Professionalism:** having a collection of traits that make up an exceptional staff, and in turn handles responsibilities and investors with high regard and standards.
- **Collaboration:** working together, helping and supporting each other for the sake of our collective goal.
- **Transparency:** being open, honest and straightforward about dealing and operations.



- **Accountability:** being answerable and taking responsibility for actions and actions of the team.
- **Responsiveness:** ability to respond to service inquiries and fulfil them in a timely manner.

#### 4.2. Strategic Priorities

Analysis of initiatives developed by the participants and outcomes of diagnostics climaxed into five priorities for InvestJigawa in its next 5 years.

1. **Enhance State Visibility:** The need to showcase the state's potential as an investment haven; leveraging on its capabilities.
2. **Attract and Facilitate Private Sector Investment:** The need to capture the attention of investors, facilitate and support the implementation of their investments into the state by handling investment bottlenecks.
3. **Enable Competitive Regulatory Environment:** The need to create a conducive business and regulatory environment that will compliment and support the growth objectives of investments and investors.
4. **Promote Cooperation and Collaboration:** The need to stimulate the investment ecosystem to harness benefits from synergy, alignment and collaboration to achieve the state's economic development objectives.
5. **Promote** climate smart investment particularly in agricultural production and light manufacturing
6. **Optimise Internal Operations:** The need to position internal systems and operations to efficiently support the investment promotion and facilitation activities.

These priorities will form the basis of the strategy to be implemented over the period as they help to focus organisational efforts on delivering real value to its stakeholders.

#### 4.3. Targets

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

##### 4.3.1 Inward Investment Targets:

- At least 30 new inward investor projects attracted.
  - o Agribusiness: 12

- Light Manufacturing: 10
  - Renewable Energy: 5
  - Solid Minerals: 3
- 1 Billion USD of capital investments by these projects.
  - Agribusiness: 500 Million USD
  - Light Manufacturing: 200 Million USD
  - Renewable Energy: 200 Million USD
  - Solid Minerals: 100 Million USD
- At least 2,500 direct jobs created by these projects.
  - Agribusiness: 1,000
  - Light Manufacturing: 1,000
  - Renewable Energy: 250
  - Solid Minerals: 250
- At least 3 expansion projects from existing inward investors.

#### 4.3.2 Activity Targets:

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

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

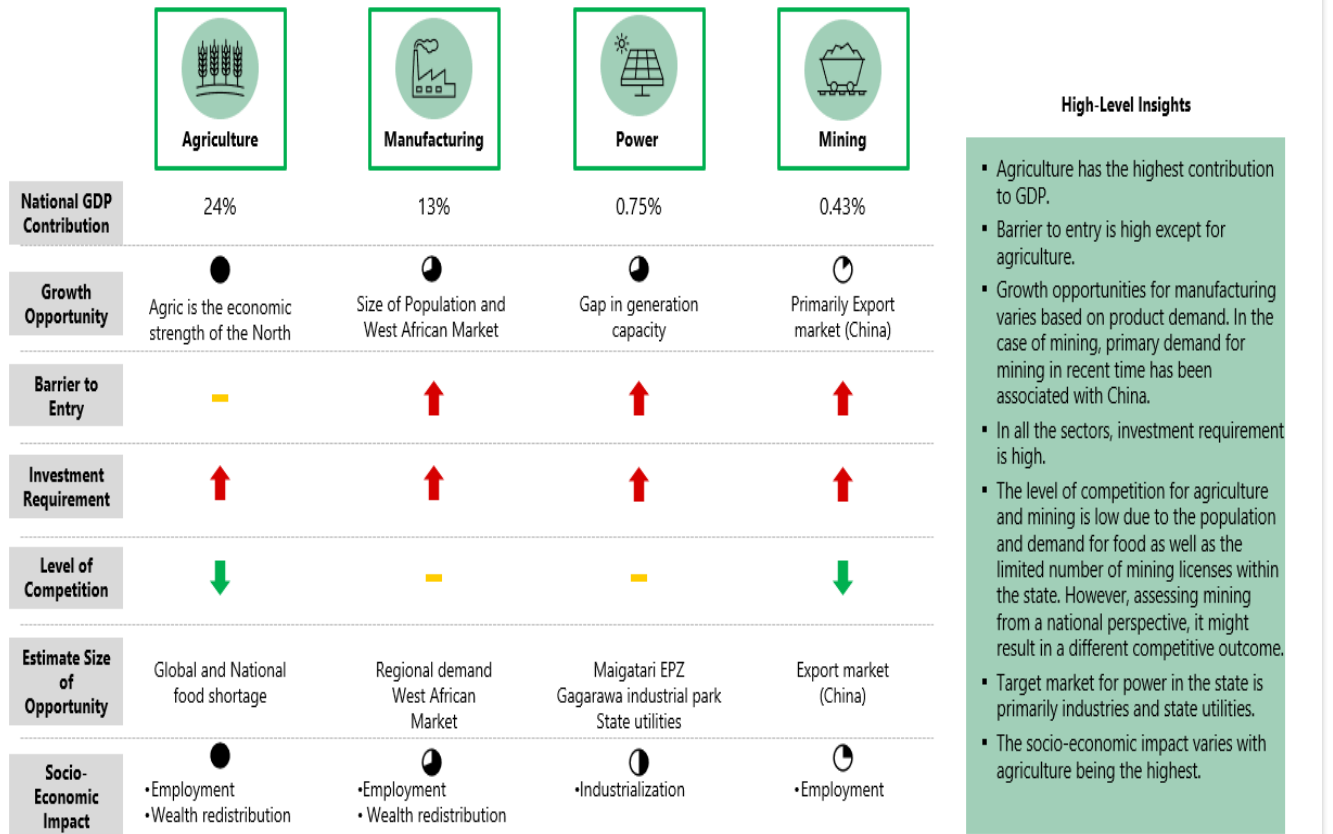
#### 4.4. Sector Focus

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

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

## SECTOR SCAN

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



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

Figure 6: Sector Analysis

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









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

Figure 7: Sector Investment Rating

## 4.5. Strategies for Priority Sectors

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

### 4.5.1 Agribusiness:

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

- Tomato Production and Processing
  - o Encourage Climate-smart value addition practice such as the use of solar powered equipment/machinery
  - o Intensify facilitation efforts by organising sit-down sessions with key parties looking to invest or expand current capacity to understand issues that might have occurred since last engagement.

- Agree next steps and engage for implementation of meeting recommendations.
- Development of project, project teaser for joint venture, brownfield or merger and acquisition agreements for Kazaure Tomato Paste Factory.
- Engagement with FCDO-LINKS to support with transaction advisory pending recruitment of Head, Transaction Advisory and Monitoring.
- Send well prepared project teaser, status information and other investment promotional details surrounding the project to top tomato processing organisations such as Olam, Campbell Soup Supply Company, Conagra Foods, Del Monte Foods, The Kraft Heinz Company, Ingomar Packing Company, J.G. Boswell Tomato Co., Los Gatos Tomato Products, The Morning Star Packing Company, The Neil Jones Food Company, Pacific Coast Producers, Stanislaus Food Products, etc.
- Livestock and Meat Processing
  - Engagement of educational and research institutions to collate necessary data to provide clarity on potential.
  - Development of project, project teaser for meat processing investment in Maigatari Export Processing Zone.
  - Engagement with FCDO-LINKS to support with transaction advisory pending recruitment of Head, Transaction Advisory and Monitoring.
  - Send well prepared project teaser, status information, fact sheets and other investment promotional details surrounding the project to top meat processing organisations such as JBS, Egyptian Meat Processing Company - MITCO, Golden Beef Food Industries, Tyson Foods, Cargill Meat Solutions, Veehandel M.A. van Rooi, Conagra Foods, Karan Beef, Federated Meats etc.
- Engagement of farmers and out grower associations for the primary products to establish relationship and understand perspective for incorporation into investment proposals of prospective investors.
- As part of project development, the aggregation of similar producers to secure export markets for excess capacity of commodities with the support of NEPC. Examples of such support includes incentives around the value chain of key agricultural products identified in the priority commodities under the zero-oil plan.
- Opportunities to expand the processing and cleaning of sesame seeds within the State to improve value before it exits the State.
- Hold conversations with development and investment partners to support with securing interest of investors within their network i.e., CBN, AFDB, etc.

#### **4.5.2 Light Manufacturing:**

- Facilitation of environmentally-friendly (green) manufacturing

- Active promotion of the various industrial parks established within the state and incentives available i.e., free land, access to broad band, etc.
- Advocate for the establishment of a management structure for the industrial parks
- Engagement of the State Government and relevant MDAs for the development of basic infrastructure around the parks with stipulated timelines.
- Active project monitoring to review implementation of project plan and identify areas in which the Agency can support expansion.
- Agree next steps and engage for implementation of meeting recommendations. Support for the Ministry of Commerce, Industry, Cooperatives and Tourism to secure incentives and access to finance for MSMEs.

#### **4.5.3 Renewable Energy:**

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

#### **4.5.4 Solid Mineral:**

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

#### **4.5.5 Others:**

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

- Three Star Hotel
  - Development of terms of reference and bid documents for joint venture, brownfield or merger and acquisition agreements. Engagement with FCDO-LINKS to support with transaction advisory pending recruitment of Head, Transaction Advisory and Monitoring.
  - Targeted conversations with entities like Tahir Guest Palace Limited, NNDC (an entity that owns some hotel chains) and other close competitors situated in Kano.
- Capacity
  - Approval of the organisational structure by the Governing Council and recruitment of key personnel.
  - Engagement of FCDO-LINKS to develop terms of reference to be used to engage consultant in developing feasibility studies, deal books, investment papers, etc.
  - Development of templates to guide assessment of completed documents by engaged consultants.
  - Aggregation of expert pool for technical skills required within the Agency.
- Investments into existing businesses
  - Engagement of the Ministry of Commerce, Industry, Cooperatives and Tourism to obtain a list of registered credible MSMEs for further interview and screening by globally accredited entities to validate domestic investors interested in foreign collaborations.
  - Publishing the contact details, sector, support needed and type of support for each of these MSMEs on the Agency's website and investment guide book.

## 4.6. Strategic Partnerships & Networks

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

### DEVELOPING ALLIANCES AND PARTNERSHIPS

InvestJigawa is clear on the kind of relationship it requires and will continuously reassess its relevance.

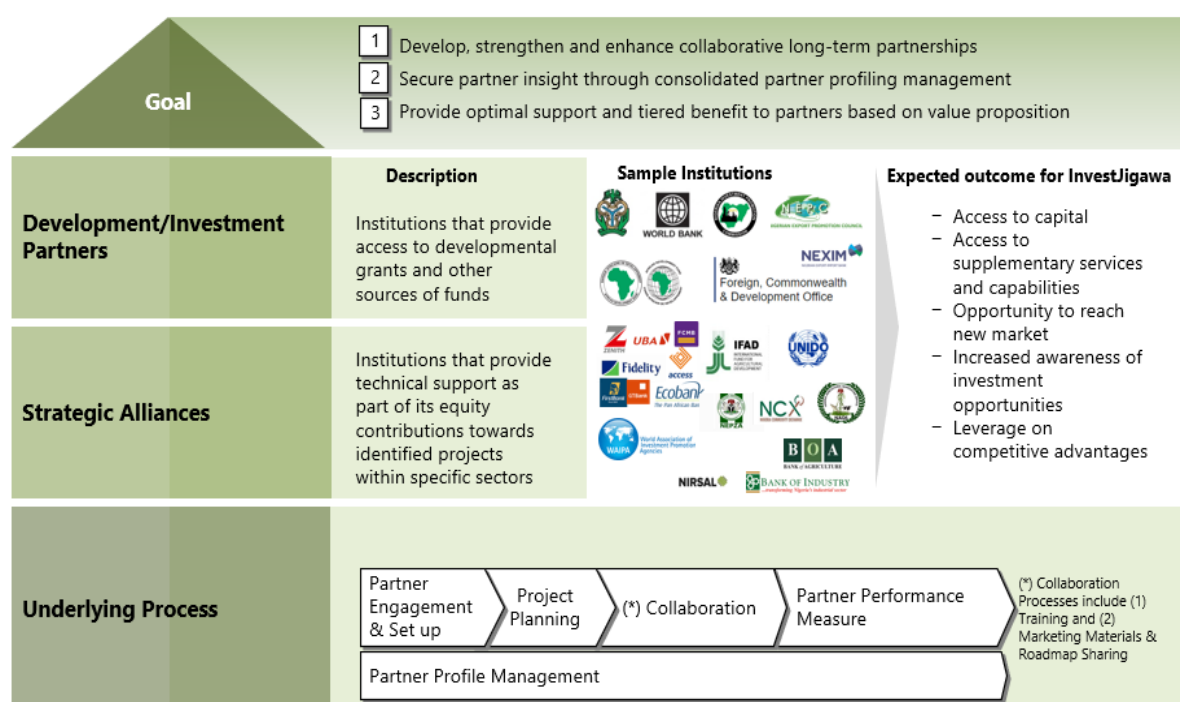


Figure 8: Alliances and Partnerships

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

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

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



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

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

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

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

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

**Committees:** Working through the various investment related committees, InvestJigawa will in its capacity as either chair, secretary or member elicit support and advocate for positive impact in the business and regulatory environment of the state as it relates with stimulating investment. It will work through the following committees and subcommittees to achieve this:

- Ease of Doing Business Committee
- Industrial Park Committee
- Responsible Agricultural Investment Committee
- Investment Appraisal Committee
- Land Use Allocation Committee
- Livelihood Restoration Subcommittee
- And other subsequent committees set up to drive investment promotion, attraction and facilitation in the State.

#### 4.7 Marketing strategy

In a bid to effectively achieve the targets set in the 5-year strategic plan, InvestJigawa adopts a marketing strategy that will serve as a guide/ plan toward achieving the state strategic investment priority areas, economic growth, and development that would ultimately impact the socio-economic well-being of its people.

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

##### 4.7.1 Image and brand building

- Jigawa state theme: "That Jigawa shall become the preferred investment destination in Nigeria"
- Jigawa state marketing message: "When you desire climate smart investments, ease of doing business, strategic market location, think Jigawa state"

##### 4.7.2 Market segmentation

- Identify and map out prospective investors based on priority areas
- Segment the prospective investors based on sectoral consideration, size and type of investment
- Create and continuously update data base of prospective investors

##### 4.7.3 Marketing activities and communication materials

- **Marketing brochure / fact sheet:** Produce tailored promotional brochures for each sector with detailed opportunities along the value chain

- **Newsletter:** Produce and send out targeted newsletters to investors and the investment community containing information on specific investment activities in the state.
- **Robust website:** Continuously update InvestJigawa website to promote inward investment to the state with functional feedback mechanism.
- **Advertising:** Is the most common form of marketing communication tool. It is a form of paid non-personal communication to promote Jigawa State as an attractive investment destination through mass media. Therefore, the following advertising techniques represent InvestJigawa marketing mix.
  - Print advertising, such as newspapers and magazines
  - Direct mail advertising
  - Television advertising
  - Radio advertising
  - Mobile advertising
  - Social media advertising
- **Personal selling (sales presentation):** Involves a face-to-face presentation and interaction between InvestJigawa and prospective investors about investment opportunities that abound in Jigawa state. It represents a two-way form of communication where InvestJigawa aims to persuade the prospective investor to invest in its location. It is a very key marketing communication tool and would require marketing experts and investment professionals with knowledge of the details about the investment opportunities. Therefore, it requires continuous in-house training of InvestJigawa staff.
- **Investor targeting events:** Investor targeting, although more cost effective than promotional marketing (advertising), requires more dedicated resources and greater sector-specific and commercial understanding. It takes more time than money. For example it is very time intensive to identify, contact and build relations with key investors. The key success factor is that a selective approach is required to maximize use of limited resources. Hence, InvestJigawa will utilise any or a combination of the following events as a technique for marketing investment opportunities in Jigawa state.
  - Investment exhibitions
  - Conferences
  - Investor round table meetings
  - Trade shows
  - Investment seminars
- **After-care support services:** Existing foreign and domestic investors are essential to target new investment, as part of the InvestJigawa after-care programme. Existing investors are not only a source of expansion and for upgrading investment projects. On the other hand, through their

networks of suppliers, customers, competitors, and advisors, InvestJigawa can gain considerable insights into, and influence on investment decisions made by other investors. InvestJigawa to develop a comprehensive after-care strategy, outlining approaches, type of services and programmes to promote the attraction of investments to the state leveraging the after-care support service.

- **Investment brokers and advisors:** Brokers and advisors are engaged by over 60% of major investors at some point in their investment process. They play a vital role in the investment decision process. Brokers and advisors include
  - Government officials in FDI home countries
  - Location / site selection consulting companies
  - Management consulting companies
  - Major accounting firms

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

#### 4.8 Funding

InvestJigawa intends to fund the strategic plan primarily through the State Government's subvention, grants from international development and donor organisation as well as fee earning services it can provide as guided by its establishing law. Fee earning services such as investor commissioned research, feasibility studies, advertising (events and publications), etc. Professional service firms could provide a reasonable annual donation in return for their organizations being listed as a provider of professional services for inward investment on InvestJigawa's website and in marketing materials. Industrial parks and the airport could also contribute based on the traffic and investment attracted.

It will explore the support of MSMEs through the Ministry of Commerce, Industry, Cooperatives and Tourism for potential and existing investment to access available grants and funds applicable to their operations. There is also technical non-monetary support that can be obtained from several organisations. The Agency shall develop the case and impact analysis of such interventions to secure those support. Examples of this kind of support are:

- Distribution of improved hibiscus seed to 5,000 farms and monitoring of farming activities to ensure better quality, by NEPC.
- Supporting the global organic certification status of Nigerian sesame seed.
- Support with the development and strengthening of regulatory frameworks by international development institutions.
- Development of critical guidelines and documentation i.e., strategic plans, marketing materials, etc.

- Programme implementation support i.e., provision of expert resources to assist with implementation of initiatives, etc.

## 5. Strategic Plan Development Process

### 5.1 Summary of Development Process

The strategic plan was developed by InvestJigawa's management team comprising of the Director General, Legal Adviser and Head of Finance & Administration. Each party provided input on the various initiatives to resolve the gaps identified from the findings to address the challenges of the Agency and investment climate of the State. This was technically supported by a Strategy expert from FCDO-LINKS.

The only challenge with the development process was the non-conclusion of the sector scan exercise which was expected to provide specifics in terms of products to focus promotional initiatives. However, this has been treated in the sector strategy options of the plan.

### 5.2 Strategic Objectives

The plan is expected to position InvestJigawa as a leading investment promotion agency in the North and Nigeria with the attraction of investments worth \$1 Billion and creation of 2,500 additional direct jobs in the State.

The plan will achieve the following objectives:

Table 5: Strategic priorities, objectives and their description

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

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

### 5.3 Key Initiatives

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

### 5.3.1 Enhance State Visibility

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
<b>Strengthen Agency's Foundation</b>	<b>Legal</b> Review of the establishment law	<ul style="list-style-type: none"> <li>Review guidelines and deliverables</li> <li>Passed and gazetted Law with expected amendments suitable to the operations of the Agency</li> </ul>	<ul style="list-style-type: none"> <li>Legislative backing and enablement to carry out functions and guidance on scope of Management, Governing Council and Agency</li> </ul>	Secretary/Legal Adviser	Quick win	Done Dec, 2022	one off
<b>Create greater awareness</b>	Plan roadshow and media related programmes	<ul style="list-style-type: none"> <li>Road show and event calendar</li> <li>Execution of Road shows and media related programmes</li> <li>Evaluation of roadshows/programmes and improvement recommendations</li> <li>Number of follow up and enquires from each roadshow and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the awareness of the State's investment opportunities</li> </ul>	Investor Services	1st Year	Done 2026	Annual
	Conduct roadshow and media related programmes	<ul style="list-style-type: none"> <li>Programme plan</li> <li>Programme budget</li> <li>Execution of programme</li> <li>Evaluation of programme and recommendations for improvement</li> <li>Number of enquiries and follow up</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the awareness of the State's investment opportunities</li> </ul>	Investor Services	2nd Year	2026	As required
	Development and implementation of marketing communication initiatives	<ul style="list-style-type: none"> <li>Annual planned initiatives in alignment with strategic plan</li> <li>Status of implementation</li> </ul>	<ul style="list-style-type: none"> <li>Increase in awareness and rise in number of private sector visits to the state</li> </ul>	Investor Services	1st Year	2022 2026	As required
	Enhancement of the Agency's website to contain useful information and features	<ul style="list-style-type: none"> <li>Updated website</li> <li>Accuracy of information on website</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the awareness of the State's investment opportunities</li> </ul>	Investor Services	Quick win	Done for 2021 and 2022	Annual
	Establishment of foreign networks with investment intermediaries and coalitions	<ul style="list-style-type: none"> <li>Increase in pipeline deals</li> <li>Inspections and visits</li> <li>Investor enquiries</li> <li>Investor proposals</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the awareness of the State's investment opportunities</li> </ul>	Investor Services	1st Year	2026	As required



### 5.3.2 Attract and Facilitate Private Sector Investment

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
<b>Attract Private Sector Investments</b>	Development of detailed priority sector engagement strategies	<ul style="list-style-type: none"> <li>Deal books and Investment profiles/papers</li> <li>Inspections and visits</li> <li>Investor enquiries</li> <li>Investor proposals/Project</li> </ul>	<ul style="list-style-type: none"> <li>Increase in attraction of private sector to priority sectors</li> </ul>	Transaction Advisory & Monitoring	1st Year	2023	one off
	Drive investments into Legacy business	<ul style="list-style-type: none"> <li>Investment profiles/papers for each of the legacy businesses</li> <li>Inspections and visits</li> <li>Investor enquiries</li> <li>Investor proposals</li> </ul>	<ul style="list-style-type: none"> <li>Private sector investment into Legacy businesses and revival</li> </ul>	Investor Services	1st Year	2023	one off
	Drive investments into MSME businesses	<ul style="list-style-type: none"> <li>List of MSMEs</li> <li>MSME investment profile</li> <li>Inspections and visits</li> <li>Investor enquiries</li> <li>Investor proposals</li> </ul>	<ul style="list-style-type: none"> <li>Increase in private sector investment in MSMEs in the State</li> </ul>	Investor Services	1st Year	2026	one off
	Preparation of sector/investment targeted pitch decks	<ul style="list-style-type: none"> <li>Investment profiles</li> <li>Inspections and visits</li> <li>Investor enquiries</li> <li>Investor proposals</li> </ul>	<ul style="list-style-type: none"> <li>Increase in attraction of private sector to priority sectors</li> </ul>	Investor Services	1st Year	Oct, 2022	one off
	Project Development e.g., Mechanisation financing	<ul style="list-style-type: none"> <li>Deal books and Investment profiles/papers</li> </ul>	<ul style="list-style-type: none"> <li>Availability of well-packaged and attractive investment opportunities</li> </ul>	Transaction Advisory & Monitoring	1st Year	Feb, 2023	one off
<b>Enhance Attractiveness of the State</b>	Support the development of critical skills in the state	<ul style="list-style-type: none"> <li>List of critical skills</li> <li>Development of road map for skills development</li> <li>Outcome of engagement with Ministry of Education, Science and Technology; Directorate of Economic Empowerment, etc.</li> <li>Monitoring and evaluation of skills development roadmap/initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Increase in attractiveness of state.</li> <li>Increase in the quality of labour within the State</li> </ul>	Investor Services	1st Year	March, 2026	Annual
<b>Improve Investor Experience</b>	Engagement with Ministry of Land, Housing, Urban Development and Regional	<ul style="list-style-type: none"> <li>Agreed operational modalities and guiding template for land issuance to investors</li> </ul>	<ul style="list-style-type: none"> <li>Improved investor experience</li> </ul>	Policy, Research &	Quick win	Nov 2022	one off

## 5 Year Strategic Plan (2021 - 2026)

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
	Planning (MoLHUD&RP) to improve turnaround time for land issuance			Stakeholder Mgt.			
	Inaugurate all investment associated committees	<ul style="list-style-type: none"> <li>• Inaugural sitting</li> <li>• Terms of Reference for Committees</li> <li>• Minutes of meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Improved investor experience</li> <li>• Better turnaround time</li> </ul>	DG	Quick win	Done	one off
	Development of an investor's guideline/guidebook i.e., detailed information of the approvals required, duration, procedure, etc.	<ul style="list-style-type: none"> <li>• Investor journey map</li> <li>• Information of necessary steps and estimated timeline on the website</li> </ul>	<ul style="list-style-type: none"> <li>• Improved investor experience</li> </ul>	Investor Services	1st Year	March 2023	one off

### 5.3.3 Enable Competitive Regulatory Environment

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
<b>Alignment with State Economic Development Strategy</b>	Ensure linkages of promotional strategy with State economic development strategy	<ul style="list-style-type: none"> <li>Approved strategic plan</li> <li>Updates to strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Increase contribution and support to the achievement of the State's economic development objectives</li> </ul>	DG	Quick win	Dec, 2022	one off
<b>Improve Regulatory &amp; Policy Framework</b>	Continuous improvement with the Ease of Doing Business parameter through engagement with key stakeholders	<ul style="list-style-type: none"> <li>Periodic committee meeting</li> <li>Status of implementation of recommendation</li> </ul>	<ul style="list-style-type: none"> <li>Increase ease of doing business ranking and shortened distance to frontier</li> <li>Increase attractiveness</li> <li>Improve enabling environment</li> </ul>	DG	1st Year	March, 2026	Continuous
	Finalisation of PPP Policy	Approval of reviewed policy by the Executive Council	<ul style="list-style-type: none"> <li>Clarity on PPP related projects</li> <li>Implementation of PPP policy</li> </ul>	DG	2nd Year	June 2023	one off
	Modification of Land Acquisition and Resettlement Framework (LARF)	Approval of reviewed LARF by the Executive Council	Clarity on Land acquisition for all types of investment	DG	Quick win	June 2023	one off
	Recommend and advocate for policies to attract right quality of labour into the state	<ul style="list-style-type: none"> <li>Policy recommendations</li> <li>Minutes of meetings from interactions with respective owner MDAs of policies</li> <li>Status of policy</li> </ul>	<ul style="list-style-type: none"> <li>Increase attractiveness</li> </ul>	Policy, Research & Stakeholder Mgt.	1st Year	March, 2026	Continuous
<b>Stimulate Business and Growth</b>	Compilation and activation of incentives	Approval of incentives and clear criteria by government	Stimulate growth and improve enabling environment	Investor Services	Quick win	Dec, 2022	one off
	Secure pre-approved incentives and criteria for implementation	<ul style="list-style-type: none"> <li>List of recommended incentives</li> <li>Approval memo</li> <li>Feedback from Executive Council/ Authorising entity</li> </ul>	<ul style="list-style-type: none"> <li>Increase attractiveness</li> <li>Stimulate growth and improve enabling environment</li> </ul>	DG	1st Year	March 2023	one off
	Facilitate linkages for access to finance	<ul style="list-style-type: none"> <li>List of financing entities</li> <li>Financing criteria</li> </ul>	Stimulate growth and improve enabling environment	Investor Services	1st Year	Dec, 2026	Continuous

### 5.3.4 Promote Cooperation and Collaboration

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

### 5.3.5 Optimise Internal Operations

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
<b>Increase Performance and Achieve Strategic Objectives</b>	Institution of an organizational planning process	<ul style="list-style-type: none"> <li>Status and plan update</li> <li>Number/value of FDI</li> <li>Achievement status of performance target</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of strategic plan</li> <li>Achievement of mandate and performance objectives</li> </ul>	DG	Quick win	Dec 2026	one off
	Establishment of an FDI database to track inflows	<ul style="list-style-type: none"> <li>Updated database with monetary values</li> <li>Tracker containing all investors with transition and duration spent along the lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Availability of FDI related data for operational use</li> </ul>	Investor Services	Quick win	Nov, 2022	one off
	Utilisation of and adherence to service quality charter to monitor operations	<ul style="list-style-type: none"> <li>Evaluation report of activities</li> <li>Assessment against charter parameters</li> </ul>	<ul style="list-style-type: none"> <li>Improved investor experience</li> <li>Improved organisational performance</li> </ul>	Policy, Research & Stakeholder Mgt.	1st Year	2026	Periodic
<b>Enhance Operational Skills and Capacity</b>	Conduct trainings to enhance operational and technical capacity of staff	<ul style="list-style-type: none"> <li>Training need analysis</li> <li>Training report</li> <li>Other training related statistics</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of delivery capacity of the Agency</li> </ul>	Support Services	Quick win	March, 2026	Continuous
	Develop engagement formality for consultants and specialists	<ul style="list-style-type: none"> <li>ToR for engagement of consultants</li> <li>Types of skills that fall within the category of outsourcing</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of delivery capacity of the Agency</li> </ul>	Support Services	Quick win	2022	one off
	Recruitment of skilled and experienced people into the agreed organizational structure	<ul style="list-style-type: none"> <li>Recruited staff</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of delivery capacity of the Agency</li> </ul>	Support Services	Quick win	March, 2024	Continuous
<b>Organisational Enhancement and Improvement</b>	Assessment of the SWOT of target sectors, preparation of appropriate research and datasheets for those sectors	<ul style="list-style-type: none"> <li>SWOT analysis</li> <li>Datasheets</li> </ul>	<ul style="list-style-type: none"> <li>Availability of investor related information</li> </ul>	Policy, Research & Stakeholder Mgt.	1st Year	, 2023	one off
	Development of a service quality charter and monitoring mechanism	<ul style="list-style-type: none"> <li>Signed service charter by respective staff</li> </ul>	<ul style="list-style-type: none"> <li>Improved investor experience</li> </ul>	Policy, Research & Stakeholder Mgt.	Quick win	March 2023	one off
	Development of internal processes and procedures document	<ul style="list-style-type: none"> <li>Approved operational process by DG &amp; Governing Council</li> <li>Process documents and templates</li> </ul>	<ul style="list-style-type: none"> <li>Operational efficiency and consistency</li> </ul>	Support Services	1st year	June 2023	one off

## 5 Year Strategic Plan (2021 - 2026)

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
	Establish an investor relationship management framework and system	• Documented framework	• Improved investor experience	Investor Services	1st Year	,Dec, 2022	one off
	Implementation of an effective organizational structure	• Approved structure by Governing Board	• Operational efficiency	DG	Quick win	t, 2022	one off
	Develop sector strategy and conduct research to be used for promotion and project conceptualization	• Sector research output	• Availability of information for investors	Policy, Research & Stakeholder Mgt.	1st Year	March,2026	Annual
<b>Enhance Technology Infrastructure</b>	A central repository system/server including CCTV	• Server infrastructure • Backed up data	• Organisational continuity	Support Services	1st Year	Dec, 2022	one off
	Advanced productivity suite with collaborative capabilities	• Active licenses on all official systems	• Operational efficiency and effectiveness	Support Services	2nd Year	June 2023	one off
	Centralised UPS/inverter system	• Installed and functional backup power system	• Operational efficiency and effectiveness	Support Services	Beyond 3rd Year	Done	one off
	Establishment of a data centre with proper access control	• Modified space to house servers	• Organisational continuity	Support Services	Beyond 3rd Year	March, 2026	one off
	Establishment of a disaster recovery and business continuity protocol	• Business continuity plan	• Organisational continuity	Support Services	Beyond 3rd Year	June 2023	one off
	Establishment of office intercom	• Functional intercom	• Operational efficiency and effectiveness	Support Services	Quick win	Nov, 2022	one off
	Establishment of service level agreements for all vendor related services	• Template for service level agreements (SLA)/SLAs	• Enhancement of delivery capacity of the Agency	Support Services	Quick win	Dec, 2022	one off
	Expansion of support team (depending on the size of IT infrastructure)	• Recruited support staff/technical assistant	• Enhancement of delivery capacity of the Agency	Support Services	Beyond 3rd Year	Dec, 2022	one off
	Installation of a managed network with adequate bandwidth and wireless coverage for all offices	• Network access in the offices	• Operational efficiency and effectiveness	Support Services	Quick win	Oct 2022	one off
	Installation of an antivirus programme on all systems	• Active licenses on all official systems	• Operational efficiency and effectiveness	Support Services	Quick win	2026	Continuous

## 5 Year Strategic Plan (2021 - 2026)

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
	Installation of licensed basic productivity suite including virtual meeting application	• Purchased and active licenses for all staff	• Operational efficiency and effectiveness	Support Services	Quick win	Dec,, 2022	one off
	Provision of departmental external drives and a central external drive/cloud storage for backup of operational data	• Backed up official documents	• Organisational continuity	Support Services	Quick win	Dec, 2022	one off
	Purchase and customisation of business applications i.e., COMFAR 3, etc.	• Active licenses on all official systems	• Operational efficiency and effectiveness	Support Services	Beyond 3rd Year	March, 2025	one off

## 5.4 Target Milestones

Table 6: Target milestones

Target KPI	Target Value	Baseline	2022	2023	2024	2025	2026
<b>Number of new inward investor projects</b>	<b>&gt;30</b>	<b>13</b>	<b>6</b>	<b>12</b>	<b>18</b>	<b>24</b>	<b>&gt;30</b>
• No. of Agribusiness projects:	12	-	2	5	7	10	>12
• No. of Light Manufacturing projects	10	-	2	4	6	8	>10
• No. of Renewable Energy projects	5	-	1	2	3	4	5
• No. of Solid Minerals projects	3	-	1	1	2	2	3
<b>Value Capital investment (USD)</b>	<b>&gt;1,000,000,000</b>	<b>1,000,000,000</b>	<b>200,000,000</b>	<b>400,000,000</b>	<b>600,000,000</b>	<b>800,000,000</b>	<b>&gt;1,000,000,000</b>
• Agribusiness projects (USD)	500,000,000	-	100,000,000	200,000,000	300,000,000	400,000,000	>500,000,000
• Light Manufacturing projects (USD)	200,000,000	-	40,000,000	80,000,000	120,000,000	160,000,000	>200,000,000
• Renewable Energy projects (USD)	200,000,000	-	40,000,000	80,000,000	120,000,000	160,000,000	200,000,000
• Solid Minerals projects (USD)	100,000,000	-	20,000,000	40,000,000	60,000,000	80,000,000	100,000,000
<b>Number of direct jobs created</b>	<b>&gt;2,500</b>	<b>-</b>	<b>500</b>	<b>1,000</b>	<b>1,500</b>	<b>2,000</b>	<b>&gt;2,500</b>
• No. of Agribusiness direct jobs	1,000	-	200	400	600	800	>1,000
• No. of Light Manufacturing direct jobs	1,000	-	200	400	600	800	>1,000
• No. of Renewable Energy direct jobs	250	-	50	100	150	200	250
• No. of Solid Minerals direct jobs	250	-	50	100	150	200	250
<b>Number of expansion projects</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>Number of potential investors engaged</b>	<b>750</b>	<b>-</b>	<b>150</b>	<b>300</b>	<b>450</b>	<b>600</b>	<b>750</b>
<b>Number of business leads generated</b>	<b>150</b>	<b>33</b>	<b>30</b>	<b>60</b>	<b>90</b>	<b>120</b>	<b>150</b>
<b>Number of existing investors engaged</b>	<b>75</b>	<b>-</b>	<b>15</b>	<b>30</b>	<b>45</b>	<b>60</b>	<b>75</b>
<b>Implementation status of the plan (%)</b>	<b>100</b>	<b>-</b>	<b>20</b>	<b>40</b>	<b>60</b>	<b>80</b>	<b>100</b>



## 5.5 Implementation Horizon

IMMEDIATE			
2021 – 2022		2022 – 2024	2025 – 2026
<ul style="list-style-type: none"> <li>Review of the establishment law</li> <li>Inaugurate all investment-associated committees</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of the Agency's website to contain useful information and features</li> <li>Engagement with the ministry of land to improve turnaround time for land issuance</li> <li>Ensure linkages of promotional strategy with state economic development strategy</li> <li>Compilation and activation of incentives</li> <li>Establishment of an FDI database to track inflow</li> <li>Develop engagement formalities for consultant and specialist</li> <li>Implementation of an effective organization</li> <li>Establishment of office intercom</li> <li>Establishment of service level agreements for all vendor-related services</li> <li>Installation of a managed network with adequate bandwidth and wireless coverage for all offices</li> <li>Installation of licensed basic productivity suite including virtual meeting application</li> <li>Provision of departmental external drives</li> <li>Modification of LARF policy</li> <li>A central repository system/server including CCTV</li> <li>Expansion of IT Support Team</li> <li>Roundtable session with individual MDAs</li> <li>Establish an investor relationship management framework and system</li> <li>Preparation of company-targeted pitch document</li> <li>Formalization/conduct of engagement forums for stakeholder management (continuous)</li> <li>Conduct training to enhance operational and technical capacity (continuous)</li> <li>Support the development of critical skills in the state (continues)</li> <li>Conduct roadshow and media-related programmes (continues)</li> <li>Continues improvement with the Ease of Doing Business parameter through engagement with key stakeholders (continue)</li> </ul>	<ul style="list-style-type: none"> <li>Formalization/conduct of engagement forums for stakeholder management (continuous)</li> <li>Conduct training to enhance operational and technical capacity (continuous)</li> <li>Recruitment of skilled and experienced people into the agreed organizational structure</li> <li>Plan roadshow and media-related programmes</li> <li>Development and implementation of marketing communication initiatives</li> <li>Establishment of foreign networks with investment intermediaries and coalitions</li> <li>Development of detailed priority sector engagement strategies</li> <li>Project development e.g., Mechanization financing</li> <li>Development of an investor's guideline/guidebook i.e., detailed information of the approvals required, duration, procedure, etc.,</li> <li>Secure pre-approved incentives and criteria for implementation</li> <li>Assessment of the SWOT target sectors, preparation of appropriate research and datasheet for those sectors</li> <li>Development of investor relationship management framework and system</li> <li>Conduct roadshow and media-related programmes (continues)</li> <li>Finalization of PPP Policy</li> <li>Drive Investment into Legacy business</li> <li>Drive Investment into MSME business</li> <li>Support the development of critical skills in the state (continues)</li> <li>Continues improvement with the Ease of Doing Business parameter through engagement with key stakeholders (continue)</li> <li>Recommend and advocate for policies to attract the right quality of labour into the state (continue)</li> <li>Facilitate linkages for access to financing (continue)</li> <li>Utilization and adherence to service quality charter to monitor operations</li> <li>Setting up of structure to develop the sector as well as geographic related strategy and research to be used for promotion and project conceptualization</li> <li>Establishment of disaster recovery and business continuity protocol</li> <li>Establishment of Data Centre with proper access control (23 – 26)</li> </ul>	<ul style="list-style-type: none"> <li>Installation of an antivirus programme on all systems</li> <li>Centralized UPS/inverter system</li> <li>Establishment of Data Centre with proper access control (23 – 26)</li> <li>Purchase and customisation of business applications</li> <li>Formalization/conduct of engagement forums for stakeholder management (continuous)</li> <li>Conduct training to enhance operational and technical capacity (continuous)</li> <li>Conduct roadshow and media-related programmes (continues)</li> <li>Support the development of critical skills in the state (continues)</li> <li>Continues improvement with the Ease of Doing Business parameter through engagement with key stakeholders (continuous)</li> <li>Continues improvement with the Ease of Doing Business parameter through engagement with key stakeholders (continuous)</li> <li>Facilitate linkages for access to financing (continuous)</li> </ul>

## 6. Financial Implication

The financial implication for the strategic plan is built on a conservative scenario over a 5-year period, from Q2 2021 to Q1 2026. Details of the financial implication comprises of the following:

1. General Assumptions
2. Projected Expenditure

### 6.1 General Assumptions for the 5-year Strategic Plan

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

#### **Human Resource**

- Full Time Employees: The salaries of full-time employees are not taken into consideration in this plan as it is seen to be part of the operational and running cost of the Agency. It therefore does recognise the means in which the required skills, experiences and competencies are sourced i.e., cost of recruitment such as advert placement, professional sourcing and headhunt fees, etc. These are part of the initiatives of the plan and captured accordingly. Upon engagement, InvestJigawa shall make the required provision for their salaries in its annual budget.
- Contracted Experts: The cost of engagement of experts whose capabilities are desired on a case-by-case basis will be incurred by way of time-bound contracts. A clear terms of reference will be used to provide the scope and other details. This shall be in alignment with the specified allocation made for the initiatives or transactions. InvestJigawa will develop a procedure to formally engage these types of resources who are typically high priced to keep on the operational books of the Agency. This is because the remuneration of public sector entities are not as attractive as that of private sector and there is also the possibility of idle capacity considering its not all the time such technical skills might be utilised e.g., Specialised PPP Transaction Expert, etc.
- Cost of Initiatives: As a staff of the Agency, it is expected that utilisation on the delivery of the compendium of initiatives will be at no additional cost to InvestJigawa but seen as staff working hours. On no occasion shall a staff be engaged as a consultant or given fees allotted for engagement of third-party entities or consultants to deliver a service, where the staff has the requisite skills. It shall be the staff's work hour. However, where applicable, logistical needs shall be taken care of.
- Staff Remuneration: InvestJigawa as part of its implementation of the proposed structure shall engage the Governing Council to obtain its approval and accent of the Governor (or as specified by the establishing law) with regards to an appropriate remuneration suitable for the quality of staff required to deliver on

its mandate. This shall be professionally done to ensure it is competitive and balanced.

- Training: The training of the Agency's staff will be supported by institutional development partners such as Foreign Commonwealth and Development Office, World Bank, UNIDO, etc. who periodically provide technical training and support. It will also be handled within the subvention received from the State Government.

### **Funding**

- Government Subvention: The primary source of funding shall be from the allocation to the Agency from the State's budget. As an institution supported by the State, it will receive at least within this period 80 – 90% of its funds from this source. As it matures in operations and gets the backing of the law to engage in commercial activities to raise funds, this proportion will reduce.
- Grants: InvestJigawa shall also recognise grants without stringent obligations on the State as part of its sources of funds. The DG and the Governing Council shall leverage on their networks to seek funds from donor entities or well-meaning corporations to support initiatives and activities of the Agency. This shall be well structured such that all funds and their disbursement as accounted for and used according to the purpose for which they are granted.
- Technical (non-financial): InvestJigawa shall also recognise the support of donor entities and development institutions, as financiers, whenever support has been provided in form of non-financial contributions to the achievement of initiatives. Those support shall be priced as such and seen as savings to the Agency. This may come in form of full delivery of an initiative (like the support provided to develop this strategic plan), handling of certain aspects of an entire initiative, technical support to the DG, development of literature materials, training of staff, training of entities within the state to further enhance their operations, etc.
- Fee Earning Services: InvestJigawa based on the revision of its establishment law shall be able to provide related services to earn fees towards the funding of its other initiatives. It shall however ensure that these are not in conflict with its mandate and independence as an Agency of the State Government. These are not limited to specialised research, feasibility studies, negotiations and others as specified and guided by its establishing law.

## **6.2 Projected Expenditure Assumptions for the 5-year Strategic Plan**

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

Table 7: Assumptions for planned expenditure

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

Strategic Priorities	Objectives	Planned Expenditure Assumptions
		<ul style="list-style-type: none"> <li>- Cost of 3 years COMFAR3 application license with 5 runtime/extra user licenses and estimated EUR 7,000 for remote training and cost of a manual. Cost of application server (N3.5m)</li> </ul>

Table 8: Projected expenditure

6.3 Projected Expenditure			Expenditure Budget ('000)					
Strategic Priorities	Objectives	Outcome	2021	2022	2023	2024	2025	2026
Enhance State Visibility	Strengthen Agency's Legal Foundation	Legislative backing and enablement to carry out functions and guidance on scope of Management, Governing Council and Agency.	7,000,000	-	-	-	-	-
	Create greater awareness	Increase in the awareness of the State's investment opportunities and rise in private sector visits.	100,000,000	152,000,000	167,500,000	205,000,000	227,500,000	97,500,000
Attract and Facilitate Private Sector Investment	Attract Private Sector Investments	Increase in attraction of private sector investments to priority sectors, MSME & other opportunities.	5,000,000	-	-	-	-	-
	Enhance Attractiveness of the State	Increase in attractiveness of state. Increase in the quality of labour within the State.	200,000	200,000	200,000	200,000	200,000	200,000
	Improve Investor Experience	Improved investor experience & turnaround time.	2,000,000	-	-	-	-	-
Enable Competitive Regulatory Environment	Alignment with State Economic Development Strategy	Increased contribution to achievement of State's economic development objectives.	-	-	-	-	-	-
	Improve Regulatory & Policy Framework	Improved enabling environment and ease of doing business	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	500,000
	Stimulate Business and Growth	Stimulated growth and improved enabling environment	-	-	-	-	-	-
Promote Cooperation and Collaboration	Improve Synergy and Collaboration	Strengthened collaboration and cooperation	10,700,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
Optimise Internal Operations	Increase Performance and Achieve Strategic Objectives	Implementation of strategic plan, achievement of mandate and performance objectives.	-	-	-	-	-	-
	Enhance Operational Skills and Capacity	Enhanced delivery capacity of the Agency.	26,400,000	43,050,000	40,480,000	34,100,000	40,700,000	5,270,000
	Organisational Enhancement and Improvement	Operational efficiency, improved investor experience and availability of information.	9,000,000	15,000,000	15,000,000	15,000,000	15,000,000	6,000,000
	Enhance Technology Infrastructure	Operational efficiency, effectiveness and organizational continuity.	6,597,240	15,725,400	7,745,400	17,416,600	13,080,700	3,098,160
			<b>171,897,240</b>	<b>237,975,400</b>	<b>242,425,400</b>	<b>283,216,600</b>	<b>307,980,700</b>	<b>114,168,160</b>



## 7. Risk Management Plan

Table 9: Risk management

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

## 8. Monitoring and Evaluation

### 8.1 Strategy Execution Framework

One of the most challenging aspects of strategic planning is implementing the Plan – executing the developed objectives, and achieving the targets included in the Plan. During the review the absence of a structured strategy execution and monitoring framework was identified

By instituting a structured approach on how to manage performance and execute strategy, we aim to:

- Balance operational and strategic mind sets across InvestJigawa, making sure that decisions regarding the improvement of the agency's day-to-day operations are driven by and aligned to its strategic plan.
- Build and constantly reaffirm consensus among the management team regarding InvestJigawa strategic priorities, and their individual contributions to its collective success.
- Increase transparency and accountability for actions and decisions, a means of determining rewards for teams and individuals based on tangible results.
- Create a common language of management throughout the organisation to facilitate dialogue and coordination between and within the different departments/divisions.

#### 8.1.1 Communication & Engagement

Communicating InvestJigawa's strategy is a prerequisite for effectively engaging those implementing the Plan. Management should actively promote awareness of the Strategic Plan to all staff within the Agency. The Corporate Communication Unit will be responsible for creating and deploying a proper strategic communication calendar that includes the different communication events and activities to be undertaken across the year through a wide variety of channels:

- The Strategy priorities and objectives are posted on every notice board to spread awareness of the strategy and keep everyone focused on the same strategic direction.
- The Strategic Plan is distributed to all staff.
- Other articles and press releases related to the evolution of InvestJigawa's performance can be made available online, on the Agency's website.
- InvestJigawa's strategy where applicable also appears in national newspapers to keep investors and other stakeholders aware of the Agency priorities and accomplishments.



### 8.1.2 Organisational Alignment

Each unit and division must align their own objectives, targets, processes and activities to the Agency's strategy. It is crucial that all divisions co-operate in the same direction for the fulfilment of InvestJigawa's vision. To achieve this, every function and individual should understand their contribution to the Agency's strategy.

A top-down cascading process from the Agency's strategic plan to the departmental and individual levels should be implemented. The Human Resource Management function within the Support Services Division will be critical to ensure that the responsibility for the execution of the revised Strategic Plan is shared amongst all employees.

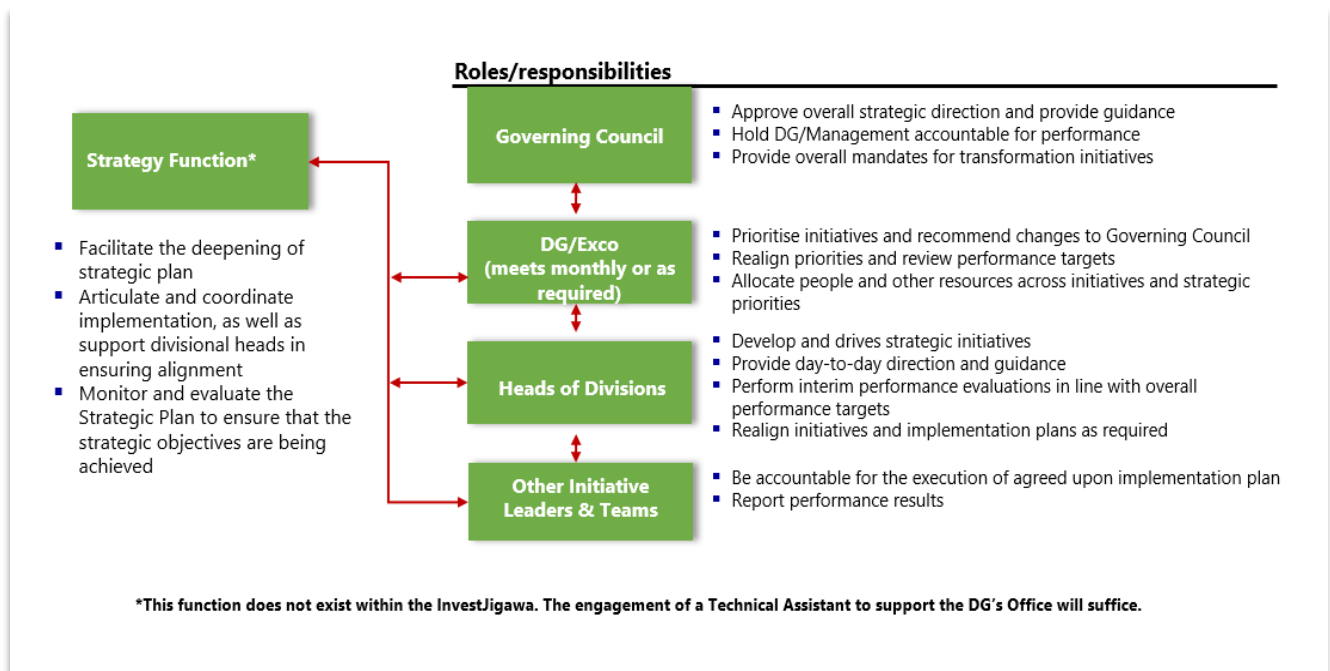


Figure 10: Roles and responsibilities for strategy execution and alignment

## 8.2 Execution and Monitoring

The Strategy Governance Process is structured around 3 major components integrating different management processes into a unified way of ensuring effective execution of objectives. The process is characterised by simplicity and practicality, to promote a common language of performance management across InvestJigawa's organizational levels:

### A. Accountability

There are different levels of responsibility and accountability related to InvestJigawa's strategy:

#### – Level 1: Director General

This is the Champion of the strategy formulation and execution process. The role establishes the strategic direction of the Agency's vision, strategic priorities and outcomes, ensuring alignment with the expectations from the Governing

Council and commitment of the management team towards the execution of the Strategic Plan.

- *Level 2: Divisional Heads*

They are responsible for driving the implementation of the strategic objectives of their divisions. Their role is to ensure that all the targets and initiatives under their responsibility are properly communicated to their teams (functions and individuals) and properly implemented. They oversee the performance of objectives as well as progress of the related KPIs and strategic initiatives.

- *Level 3: Unit Head and Employees*

They are accountable for the implementation of strategic initiatives assigned to their respective divisions as well as for the achievement of the targets defined at Divisional level. Each employee of InvestJigawa has an individual scorecard as described in their job description with a clear set of targets and development plans that represent their individual contribution to the execution of the Agency's strategy. Based on divisional objectives, these targets and plans are defined at the beginning of each year and reviewed after every six (6) months during the appraisal process.

## **B. Schedule**

A key element for ensuring the implementation of InvestJigawa's Strategic Plan lies within periodic review of the document to ensure the consistency and relevance of targets and actions in relation to the gaps being addressed. It is extremely important that the performance reviews are conducted regularly to help shape and adjust divisional activities. At the beginning of each year, InvestJigawa management should consider performance review forums:

- i. Bi-weekly operational review meetings that discuss issues involved in the Agency's daily operations; monitor progress of operational KPIs, projects and action plans and promote continuous improvement.
- ii. On a quarterly basis, strategy review meetings to assess and discuss the evolution of the Strategic Plan and the overall performance of the Agency. During these meetings, it will fine-tune strategic targets and initiatives, and make any required midcourse adaptations to the Plan.
- iii. Finally, a strategy refresh meeting at the end of each year to review overall annual performance, rethink its strategic assumptions and update the Strategy Implementation Plan and targets, if necessary.

The main purpose of these management forums is to ensure that strategy execution is proceeding as planned, identify and analyse the reasons behind deviations, provide recommendations to improve performance, and make decisions on corrective actions.

## **C. Process**

The key driver of InvestJigawa management decisions should be the recommendations made by supervisors based on periodical analysis and reporting of performance indicators and initiatives defined at each organizational level. A formal reporting process should be followed every month, where each manager/supervisor updates the

status of the KPIs and initiatives under his/her responsibility, makes a detailed analysis on their evolution, and proposes corrective actions for underperforming areas. These analyses and recommendations are consolidated and submitted to the leadership team for prioritisation of actions and allocation of resources. This can particularly improve the investor pipeline and facilitation support.

Organisational Levels	Key Questions	Tools	Information to support Decisions
<b>Executive Leadership</b>	<ul style="list-style-type: none"> <li>• Are we making progress executing our strategy?</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Implementation plan</li> <li>• Performance Targets</li> </ul>	Corporate view of InvestJigawa's performance: <ul style="list-style-type: none"> <li>• Status of priorities and objectives</li> <li>• Consolidated strategic information (KPIs and Initiatives)</li> </ul>
<b>Divisional. Heads</b>	<ul style="list-style-type: none"> <li>• Are the strategic initiatives on track?</li> <li>• Are they bringing the expected results to the Agency?</li> <li>• Where should we focus our efforts in order to reach the targets?</li> </ul>	<ul style="list-style-type: none"> <li>• Objectives</li> <li>• KPIs</li> <li>• Initiatives details</li> </ul>	Detailed analysis of each component of InvestJigawa's strategy: <ul style="list-style-type: none"> <li>• Priorities and Objectives</li> <li>• KPIs and Targets</li> <li>• Strategic Risks</li> <li>• Budget Allocation</li> </ul>
<b>Unit Heads and Individuals</b>	<ul style="list-style-type: none"> <li>• How am I contributing to the achievement of InvestJigawa's objectives?</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plans</li> <li>• Operational KPI</li> <li>• Individual scorecard</li> </ul>	Operational drivers of strategy execution: <ul style="list-style-type: none"> <li>• Operational KPIs</li> <li>• Action Plans</li> <li>• Individual Scorecards</li> </ul>

Figure 11: M&E Responsibilities

### 8.2.1 Strategy Support Function (Director General's Office)

The capacity to execute the Strategic Plan is a high priority for InvestJigawa, and this is reflected by the existence of a dedicated resource/technical assistant within the DG's office, who amongst other tasks is empowered to drive, facilitate and coordinate the proper functioning of the strategy execution framework. The resource, who would be a technical assistant has a clear mandate to support the Director General to drive the strategy development, execution and monitoring function within the Agency.

**Disclaimer**

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