

2025

Strategic Investments Taking Shape Across Sokoto State

THE SICL REPORT

Annual Investment Report 2025

Glossary

Abbreviation	Full Form
CAC	Corporate Affairs Commission
CofO	Certificate of Occupancy
EoDB	Ease of Doing Business
LGA	Local Government Area
MDA	Ministry, Department or Agency
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
PPP	Public-Private Partnership
SABER	States Action on Business Enabling Reforms (World Bank-supported programme)
SICL	Sokoto Investment Company Limited
TCD	Tonnes of Cane per Day (sugar milling capacity)

Managing Director's Letter

It is my privilege to present the 2025 Annual Investment Report of Sokoto Investment Company Limited (SICL). The year saw private-sector confidence in Sokoto State translate into commitments across agro-processing, cold-chain logistics, sugar manufacturing, housing and, for the first time, clean transport and renewable energy.

Five investments were recorded during the year, with a combined committed value of approximately ₦362.2 billion. Three of these are already in construction or equipment installation, and one — the Goronyo Sugar Factory — represents the revival of a long-stalled State industrial asset. Together they are projected to create 650 permanent jobs and 380 construction jobs, and to link over 30,000 farmers, suppliers and drivers to formal value chains.

As the State's Focal Point under the World Bank-supported SABER Programme, SICL's role is not only to attract investment but to facilitate and retain it. Investors recorded in this report consistently identified land allocation, regulatory approvals, community engagement and access to credit as material to their decisions to proceed.

Work remains. Commitments must be converted into operating, job-creating investments; our aftercare and investor tracking systems must be formalised; and our institutional capacity must keep pace with the pipeline we are building.

I thank His Excellency the Executive Governor of Sokoto State for his leadership and support, our partner Ministries and Agencies, and the investors who have placed their confidence in Sokoto State.

Sincerely,

Rufa'i Mohammed Na-Dange

Managing Director,

Sokoto Investment Company Limited (SICL)

Executive Summary

SICL's 2025 results rest on two pillars: new private-sector investment commitments across priority sectors, and the facilitation support that moved those commitments toward implementation. Five investments were recorded during the year, spanning agro-processing, cold-chain storage, agro-industrial manufacturing, housing infrastructure and renewable energy, with a combined committed value of approximately ₦362.2 billion.

This report covers SICL's mandate, the investments recorded and facilitated in 2025, the sectors and Local Government Areas in which they sit, the Agency's investor support functions under the SABER Programme, the challenges encountered, and the outlook for 2026.

Highlights of Key Achievements

01. Diversified Investment Portfolio

Commitments were recorded across five distinct sectors — agro-processing, cold-chain logistics, agro-industrial manufacturing, housing and renewable energy — reducing the State's dependence on any single investment class.

02. Revival of a Stalled State Asset

The Goronyo Sugar Factory, a brownfield project initiated in 2018 and stalled in 2020, was revived in 2025 under SICL's management. Civil engineering works are complete and machinery installation is underway on a 500 TCD plant.

03. Substantial Construction Progress

Three of the five investments recorded are materially advanced: the New City Housing Estate at 80% completion, the onion cold storage pilot at 75%, and the garlic oil and onion flakes factory with all equipment installed.

04. Entry into Clean Transport and Renewable Energy

Sokoto State recorded its first electric mobility investment in 2025 — a ₦6 billion electric tricycle assembly and renewable energy project including a training workshop with capacity for over 1,000 trainees.

05. Deep Value-Chain Linkages

The investments recorded are projected to link more than 30,300 farmers, suppliers and drivers to formal value chains, concentrated in the onion, garlic, sugar and transport sectors.

06. Investor-Confirmed Facilitation Support

Land allocation, permit and approval facilitation, community engagement and access to credit were each independently identified by investors as material to advancing their projects.

01. Overview

Sokoto Investment Company Limited (SICL) is the State's vehicle for attracting, facilitating and retaining private-sector investment. SICL coordinates land allocation, regulatory approvals and community engagement on behalf of investors, and serves as Sokoto State's Focal Point under the World Bank-supported States Action on Business Enabling Reforms (SABER) Programme, through which investor facilitation and aftercare are being strengthened.

1.1 Vision and Mission

Vision	Mission
To position Sokoto State as a leading agro-industrial, mining, and real estate investment hub in North-West Nigeria	To attract and facilitate sustainable investments by creating an enabling environment, ensuring ease of doing business, and aligning investments with the Sokoto State Government's development agenda

1.2 Core Functions

Function	What it covers
Investment Promotion and Facilitation	Marketing Sokoto State's investment opportunities and supporting investors through approvals, permits, licences and registration.
Land Allocation Coordination	Securing and coordinating the allocation of land for investor projects, working with the Ministry of Lands and Physical Planning.
Regulatory and Permit Facilitation	Fast-tracking approvals and permits across State MDAs on behalf of investors.
Community Engagement	Structured engagement with resident and host communities to secure social licence to operate.
Access to Finance Support	Connecting investors to credit and financing where required.
Investor Aftercare and Retention	Tracking recorded investments through to commissioning and supporting expansion and reinvestment.
SABER Focal Point	Serving as the State's Focal Point for business enabling environment reforms under the SABER Programme.

1.3 Structure and Leadership

The Agency is led by the Managing Director, Rufa'i Mohammed Na-Dange. It works under the oversight of His Excellency, Governor Ahmed Aliyu Sokoto, and alongside the State Ease of Doing Business Council chaired by the Deputy Governor, Idris Muhammad Gobir.

SICL's SABER Focal Person is Murtala Bala Shehu, who serves as the Agency's point of contact for business enabling reform reporting and investor disclosure confirmation.

02. Investment Attraction and Facilitation

Five investments were recorded in 2025 across agro-processing, cold-chain logistics, agro-industrial manufacturing, housing and renewable energy, led by a ₦300 billion garlic oil and onion processing commitment and a ₦23 billion cold storage programme.

2.1 Key Investments Recorded

Table 1 summarises the five investments recorded in 2025, drawn from investor-confirmed disclosures.

Investor / Project	Sector	Value	Status
Afri-Generic Synergy Farms Ltd Garlic Oil and Onion Flakes Factory	Agro-processing	₦300 billion (₦500 million Phase 1)	All equipment installed; upgrade proposed
Mystrose Agro Commodities Ltd Cold Storage Initiative	Agro-logistics / cold-chain storage	₦23.0 billion (₦2.5 billion pilot)	Under construction (75%)
Goronyo Sugar Factory Ltd Goronyo Sugar Factory	Agro-industrial processing	₦11.2 billion	Machinery installation underway; civil works complete
Teamwork Construction Company Ltd New City Housing Estate	Housing and real estate infrastructure	₦22.0 billion	Under construction (80%)
Wecan Electric Cars Ltd Electric Tricycles Assembly & Renewable Energy Project	Renewable energy / automotive assembly and transport	₦6.0 billion	Initiation stage

2.2 Sector Highlights

Agro-processing and value addition

The garlic oil and onion flakes factory in Kantin-Daji and the Goronyo Sugar Factory build on Sokoto State's base as a leading producer of onion, garlic and sugarcane, moving the State from raw commodity supply toward processed output. Between them they account for over ₦311 billion in committed investment and links to 20,000 farmers and suppliers.

Cold-chain logistics

The 2,500-metric-tonne onion cold storage facility in More Area addresses post-harvest losses, one of the principal constraints on the returns Sokoto's onion producers realise. The pilot is the first phase of a wider ₦23 billion storage programme.

Housing and urban infrastructure

The 500-unit New City Housing Estate in Wamakko LGA, delivered in partnership with the Ministry of Lands, is the most advanced project recorded, at 80% completion, and anchors the Sokoto New City urban expansion.

Clean transport and renewable energy

The electric tricycle assembly and renewable energy project marks Sokoto State's entry into electric mobility, combining vehicle assembly with a training workshop for over 1,000 trainees and the training of 500 local technicians.

Employment and skills

Beyond direct employment, two of the recorded investments carry explicit skills components — the training of 500 local technicians under the electric mobility project, and supplier development across the onion, garlic and sugar value chains.

2.3 Geographic Distribution

The investments recorded in 2025 are concentrated in four Local Government Areas:

LGA	Investments Recorded	Sectors
Sokoto North	Garlic Oil and Onion Flakes Factory; Electric Tricycles Assembly & Renewable Energy Project (both Kantin-Daji)	Agro-processing; renewable energy and transport
Sokoto (More Area)	Onion Cold Storage Initiative	Agro-logistics / cold-chain storage
Goronyo	Goronyo Sugar Factory	Agro-industrial processing
Wamakko	New City Housing Estate	Housing and urban infrastructure

03. Investment Impact Summary

Aggregated figures across the five investments recorded in this report:

Indicator	2025 Figure
Total investment value committed (headline figures)	₦362.2 billion (₦300bn + ₦23bn + ₦22bn + ₦11.2bn + ₦6bn)
Total permanent jobs projected	650
Total construction-phase jobs	380
Farmers and suppliers linked	20,300
Drivers linked (electric mobility project)	10,000
Total value-chain linkages	30,300
Local technicians to be trained	500
Sectors represented	5 — agro-processing, cold-chain storage, agro-industrial manufacturing, housing infrastructure, renewable energy
LGAs covered	4 — Sokoto North, Sokoto (More Area), Goronyo, Wamakko
Investments at or beyond 75% completion	2 of 5

Committed investment values are headline figures as disclosed by investors and confirmed for public release. They represent total programme values, not capital deployed to date; where an investment is phased, the current phase value is shown separately in Table 1.

2025 INVESTMENTS IN DETAILS.

Onion Cold Storage Initiative

Building a cold-chain for Sokoto's onion producers

Investment at a Glance

Company	Mystrose Agro Commodities Ltd
Investment value	₦23.0 billion (total); ₦2.5 billion (pilot, Phase 1)
Sector	Agro-logistics and cold-chain storage
Location	More Area, Sokoto
Capacity	2,500 metric tonnes
Status	Under construction (75% complete)
Jobs and linkages	30 construction and 50 permanent jobs; 300 farmers and suppliers linked

About the Investment

Mystrose Agro Commodities Ltd is building an onion cold storage facility in More Area, Sokoto, as the pilot phase of a wider ₦23 billion cold-storage programme. The pilot facility will hold 2,500 metric tonnes and is designed to be the first step in a national cooling network.

Cold storage addresses one of the main constraints on onion producers: produce that spoils or must be sold immediately at harvest-time prices because there is nowhere to keep it.

Expected Impact

- 30 construction jobs and 50 permanent jobs.
- 300 farmers and suppliers linked to the facility.
- Storage capacity that lets producers hold stock and sell over a longer period.
- A foundation for the larger ₦23 billion programme.

SICL Support

SICL allocated two hectares of land for the pilot, facilitated permits and approvals, and helped engage the host community. The company first engaged SICL in July 2025 and reported that the support helped a great deal in boosting investor confidence.

Status

Construction of the pilot is 75% complete. The project was announced publicly through social media, national television and national dailies.

Goronyo Sugar Factory

Reviving a stalled State industrial asset

Investment at a Glance

Company	Goronyo Sugar Factory Ltd
Investment value	₦11.2 billion
Sector	Agro-industrial processing (sugar)
Location	Goronyo LGA, near Goronyo Dam
Capacity	500 tonnes of cane per day (TCD)
Status	Civil works complete; machinery installation underway
Jobs and linkages	100 construction and 200 permanent jobs; 10,000 farmers and suppliers linked

About the Investment

The Goronyo Sugar Factory is a brownfield project first initiated in 2018 and stalled in 2020. It was revived in 2025 under the management of Sokoto Investment Company Limited. The factory sits near the Goronyo Dam and will operate a 500 TCD sugar production plant.

The revival brings a long-idle industrial asset back into development and positions Sokoto to contribute to national sugar self-sufficiency.

Expected Impact

- 100 construction jobs and 200 permanent jobs.
- Links to 10,000 farmers and suppliers.
- Return to productive use of a previously stalled facility.
- A contribution toward reducing Nigeria's reliance on imported sugar.

SICL Support

SICL provided free land allocation, facilitated approvals and permits, supported engagement with host communities, and helped the company access credit. The company first engaged SICL in January 2025 and reported that the support helped its investment decision hugely.

Status

All civil engineering works, including offices, have been completed, and installation of machinery and equipment is underway. The project was announced publicly through social media, national dailies and the company's website.

New City Housing Estate

Delivering 500 homes in Sokoto New City

Investment at a Glance

Company	Teamwork Construction Company Ltd
Investment value	₦22.0 billion
Sector	Housing and urban infrastructure
Location	Sokoto New City, Wamakko LGA
Scale	500 housing units (300 three-bedroom and 200 four-bedroom)
Status	Under construction (80% complete)
Jobs	200 construction and 150 permanent jobs

About the Investment

The New City Housing Estate is delivered through an arrangement between the Sokoto State Government, supervised by the Ministry of Lands, and Teamwork Construction Company Ltd. The estate will provide 500 housing units in Sokoto New City, Wamakko LGA, made up of 300 three-bedroom and 200 four-bedroom homes.

It is the most advanced of the investments recorded in 2025 and forms part of the wider development of Sokoto New City.

Expected Impact

- 500 new housing units, helping to bridge Sokoto's housing deficit.
- 200 construction jobs and 150 permanent jobs.
- An anchor development for the Sokoto New City urban expansion.

SICL Support

SICL supported the project through free land allocation. The company first engaged SICL in January 2025 and reported that the support helped its investment decision a great deal.

Status

Construction is 80% complete. The project was announced publicly through national dailies.

Electric Tricycles Assembly and Renewable Energy Project

Sokoto's first electric mobility investment

Investment at a Glance

Company	Wecan Electric Cars Ltd
Investment value	₦6.0 billion
Sector	Renewable energy, automotive assembly and transport
Location	Kantin-Daji Area, Sokoto North LGA
Scale	1,000 electric tricycles; assembly workshop with capacity to train over 1,000
Status	Initiation stage
Jobs and linkages	50 construction and 100 permanent jobs; 10,000 drivers linked; 500 local technicians to be trained

About the Investment

Wecan Electric Cars Ltd and Sokoto Investment Company Limited have entered an arrangement for a renewable energy and transport infrastructure project in Kantin-Daji, Sokoto North LGA. The project will supply 1,000 electric tricycles and establish a large assembly workshop with capacity to train more than 1,000 people.

It is the first electric mobility investment recorded in Sokoto State.

Expected Impact

- 50 construction jobs and 100 permanent jobs.
- 500 local technicians to be trained.
- Links to 10,000 drivers, with electric tricycles offering a cleaner alternative to fuel-powered transport.
- Local assembly capacity and technical skills.

SICL Support

SICL has proposed an allocation of land for the workshop and is facilitating approvals and permits. The company first engaged SICL in December 2025.

Status

The project is at the initiation stage. It was announced publicly through national dailies.

04. SICL Investor Support

Across the investments recorded, investors consistently identified the following forms of SICL facilitation support as material to their progress:

Support Area	What investors received
Land allocation	Free or allocated land to accommodate factory sites, pilot facilities and assembly workshops, including a dedicated two-hectare allocation for the cold storage pilot.
Permits and regulatory facilitation	Approvals and permits fast-tracked across State MDAs on behalf of investors.
Community engagement	Structured engagement with resident and host communities to secure social licence to operate.
Access to credit	Support in connecting investors to financing where required.

These support functions align with SICL's role as the State's SABER Focal Point and reflect the Agency's ongoing efforts to strengthen investor facilitation and aftercare across Sokoto State.

4.1 Investor Feedback

Investors were invited to assess the effect of SICL's support on their investment decisions. Responses recorded during the year indicated that the Agency's facilitation support materially advanced project decisions, with investors variously describing it as having supported their investment decision “a great deal”, “hugely”, and as having boosted investor confidence.

4.2 Investor Aftercare and Retention

In December 2025 SICL completed the Sokoto State Investors Aftercare and Retention Strategy, the State's first structured system for supporting investors after they arrive.

WHY AFTERCARE?

Global evidence shows that 50–70% of foreign and domestic direct investment comes from reinvestment by existing investors. Prior to this Strategy, post-investment aftercare at SICL was not separated from initial promotion; support was mostly reactive, there was no documented escalation pathway to resolve regulatory or operational bottlenecks across state MDAs, and there were no formal retention metrics in place to track investor reinvestment in Sokoto State.

Key Operational Shifts for SICL:

- **Dedicated Aftercare vs. Promotion:** Separating initial investor facilitation (Shares & Investment Division) from post-establishment support to ensure long-term investor retention.
- **Proactive Engagement:** Moving away from ad-hoc, reactive problem-solving to scheduled, routine investor health checks and account management.
- **Structured Escalation Pathway:** Establishing a formal resolution mechanism connecting investors through SICL directly to relevant Sokoto State Ministries, Departments, and Agencies (MDAs) and the State Ease of Doing Business Council.
- **Retention Metrics:** Introducing Key Performance Indicators (KPIs) to measure retained capital, business expansions, and job creation from existing enterprises across the state.

05. Business Environment Reforms and SABER

SICL serves as Sokoto State's Focal Point under the World Bank-supported SABER Programme, through which the State is strengthening its business enabling environment. Investment facilitation and aftercare form part of the Agency's SABER-aligned functions, alongside the State's wider reform agenda in land administration, procurement transparency and investment promotion.

Key Reform Outputs

01. Investors Aftercare and Retention Strategy

A SABER-supported framework for investor services and grievance redress.

02. Updated Inventory of Investment Incentives

A single public reference for Federal and State incentives (2023–2025).

03. Project Facilitation Fund framework

The Executive Order, Guidelines, Business Plan and three manuals for PPP financing.

04. One-Stop Investment Centre

Streamlined procedures for approvals, permits, licences and registration, with a 21-working-day target for State incentive applications.

06. Challenges

The Agency's principal challenge in 2025 was converting recorded commitments into operating, job-creating investments, while building the systems required to support and track them.

01. Converting commitments into operating investments

Large commitments take time to reach commissioning. The garlic oil and onion flakes factory, though fully equipped, is not expected to commence operations until January 2027, and the electric mobility project remains at initiation stage.

02. Phased and headline investment values

Several recorded investments are phased, with committed programme values substantially larger than capital deployed to date. Progress is better measured by capital actually deployed and jobs created than by headline commitment values.

03. Limited investor tracking data

Without a formal investor tracking system, the Agency cannot yet fully measure investors supported, issues registered and resolved, reinvestment, or jobs actually created against those projected.

04. Reliance on land allocation as the primary incentive

Land allocation was the most frequently cited form of support across the recorded investments. A broader, documented incentive regime would strengthen the State's competitive position.

07. Strategic Outlook for 2026

In 2026 SICL will focus on delivery: moving the 2025 commitments toward commissioning, formalising investor aftercare, and broadening the pipeline.

01. Convert commitments into operating investments

Track each 2025 investment to commissioning, with a named focal officer per project, prioritising the cold storage pilot and the New City Housing Estate.

02. Commission the Goronyo Sugar Factory

Complete machinery installation and move the 500 TCD plant into production.

03. Advance the electric mobility project

Move the electric tricycle assembly and renewable energy project from initiation to construction, including confirmation of the land allocation.

04. Establish investor aftercare and tracking

Put in place a structured aftercare function and investor tracking register, with defined grievance escalation timelines.

05. Broaden the sector pipeline

Extend recorded investment beyond the current five sectors, with attention to solid minerals and light manufacturing.

06. Strengthen institutional capacity

Build the Agency's capacity in investment appraisal, aftercare and SABER reporting.

A Final Note

2025 was the year private-sector confidence in Sokoto State began to take physical form. Factories were equipped, foundations laid, a stalled sugar plant revived, and the State recorded its first clean mobility investment.

The work ahead is delivery. SICL will measure its success in 2026 by projects commissioned, investor issues resolved, and jobs actually created — not by commitments announced.

SICL will continue to track these investments through to commissioning and to record new investments as they are confirmed by investors.

Murtala Bala Shehu

Business lead, Sokoto Investment Company Limited