SOKOTO INVESTMENT COMPANY LIMITED (SICL)

CORPORATE PLAN 2024 - 2029

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Sokoto Investment Company Limited, No.8
Kano Road, SokotoState ,
SokotoInvestment

GOVERNMENT OF SOKOTO STATE

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SOKOTO INVESTMENT COMPANY LIMITED
SOKOTO STATE

1.0 Executive Summary

The SokotoState Investment and Development Agency (SICL) was created pursuant to the SokotoState Investment and Development Agency Law 2020 to serve as the one-stop shop to unlock private capital and drive economic transformation across SokotoState. Established to catalyze investment and development, SICL plays a strategic role in actualizing the aspirations articulated in the SokotoEconomic Development Strategy (NEDS 2019–2023), which envisions Sokotoas one of the top three most competitive states in Nigeria.

Over the past few years, SICL has successfully positioned itself as a credible facilitator of investment, development partnerships, and private-sector-led initiatives. This 5-Year Corporate and Operational Plan (2024–2029) represents a bold consolidation of that progress and charts a practical and ambitious course for the future. It reflects SICL's alignment with the State's broader economic vision—to diversify the economy, create jobs, and expand prosperity through investment-led growth.

SICL's updated strategic direction draws directly from NEDS' emphasis on five game-changing opportunities (Agriculture, Solid Minerals, Human Capital, Industrialisation, and Infrastructure) and is grounded in the enabling reforms of land administration, tax efficiency, civil service delivery, and public financial management. The Corporate Plan also integrates NEDS' core tenets: inclusive development, institutional reform, and economic diversification through multi- sectoral collaboration.

Strategic Ambition

At the heart of this corporate plan is a renewed ambition: to transform Sokotointo Nigeria's most attractive subnational investment destination while unlocking sustainable economic opportunities across priority sectors. SICL's commitment is not only to mobilize capital but to build an economy that delivers prosperity at the grassroots through inclusive, climate-smart, and export-oriented investment.

1.1 Core Targets (2024–2029)

1. **Investment Mobilization**: Attract $1 billion USD in new capital investments, with sector-specific benchmarks:

    - $400 million in Agribusiness
    - $50 million in Light Manufacturing
    - $150 million in Renewable Energy
    - $400 million in Solid Minerals

2. **Job Creation**: Facilitate over 50,000 direct and indirect jobs, especially among youth and rural populations.

3. **SME & Investor Support**:

   - Support at least 50000 MSMEs through technical assistance, financing access, and value chain linkages.
   - Facilitate structured onboarding and operational support for 200 new investors and 120 existing or expansion-stage investors.

4. **State Promotion & Visibility**:

   - Execute a robust investment promotion campaign resulting in a 70% increase in inbound investor enquiries, a 50% boost in online visibility, and a 50% rise in event-led investor engagements (roadshows, summits, and B2Bs).

5. **Strategic Partnerships**: Establish formal partnerships with no fewer than 15 national and international stakeholders, including DFIs, export councils, private equity investors, and global agencies.

1.2 Strategic Pillars

SICL's action framework is organised under five strategic pillars, each tightly aligned with the economic transformation priorities articulated in NEDS:

- **Enhancing the visibility and profile of SokotoState as an investment destination**—leveraging roadshows, investor summits, and digital media to attract interest in priority sectors.
- **Attracting and facilitating high-impact private sector investments** across agribusiness, solid minerals, renewable energy, tourism, and light manufacturing.
- **Creating a competitive and enabling regulatory environment** that prioritises ease of doing business, accelerated land access, investment incentives, and fast-track approvals.
- **Strengthening cross-sector collaboration** through an integrated engagement model with MDAs, LGAs, the private sector, development institutions, and civil society.
- **Optimising SICL's institutional capacity**—investing in systems, talent, and governance to deliver on an expanded investment mandate.

1.3 Sectoral Focus

Guided by the competitive advantages highlighted in NEDS, SICL will prioritise four sectors with strong growth potential, job creation capability, and export value:

- **Agribusiness**: Value chain development in Rice, Maize, Cassava, Yam, Soybean, Sesame, Groundnut, Sorghum, Vegetables (Tomato, Pepper, Okra), and livestock and aquaculture.
- **Light Manufacturing**: Agro-processing, chemical allied products, packaging, and assembly.
- **Solid Minerals**: Formalisation of mining clusters, processing hubs, and exploration-to-export corridor development.
- **Renewable Energy**: Deployment of mini-grids, solar irrigation, and rural electrification under the new Nigeria Electricity Act framework.

1.4 Resourcing the Plan

SICL will mobilise resources from multiple streams, including:

- State Government subvention and project budgetary allocation.
- Fee-based investment services.
- Grant financing from bilateral and multilateral donors.
- Public-private partnerships and blended finance.
- Technical support from institutional development partners.

1.5 Outlook

This plan represents more than a corporate framework—it is a declaration of intent. By anchoring SICL's strategy within the policy frameworks, fiscal realities, and reform agenda of NEDS, it ensures synergy, continuity, and performance-based accountability. This corporate plan positions SICL not only as a gateway to investment, but as a key driver of inclusive, industrial, and sustainable economic prosperity in SokotoState.

2.0 Introduction and Context of Investment Promotion in SokotoState

The SokotoState Investment and Development Agency (SICL) was established as the institutional anchor for investment promotion, private sector facilitation, and development coordination in SokotoState. It plays a central role in the implementation of the State's investment-driven growth strategy, as outlined in the SokotoEconomic Development Strategy (NEDS 2019–2023).

With a strategic vision to transform Sokotointo one of Nigeria's top three investment destinations, the State Government has placed private capital mobilisation at the core of its development agenda. SICL has thus evolved from a traditional investment promotion agency into a proactive, reform-oriented, deal- facilitating entity. It now leads the charge to catalyse multi-sectoral investments, support institutional reforms, and enable inclusive economic growth across the state.

This 5-Year Corporate Plan (2024–2029), along with its corresponding 1-Year Implementation Roadmap, is the product of extensive stakeholder consultations, technical diagnostics, policy reviews, and strategic planning sessions held between 2023 and 2024. The plan outlines SICL's priorities, sector focus, implementation mechanisms, and institutional commitments to deliver on the State's investment and development ambitions.

2.1 Strategic Mandate and Alignment with NEDS

The overarching goal of SICL aligns directly with NEDS' policy objectives, which prioritise inclusive development, job creation, infrastructure enhancement, economic diversification, and improved living standards. NEDS identifies five "game "changers"— employment and wealth creation, urban housing and sustainable housing development, human capital, industrialisation, and infrastructure—as the pillars of sustainable transformation in Sokoto. SICL, as the lead investment coordination body, is tasked with unlocking capital flows and policy interventions across these game-changing sectors of agriculture, solid mineral, health and education, power and transport, industry, trade and tourism and security.

SICL's mandate includes:

- Enhancing the visibility and competitiveness of SokotoState in domestic and global markets.
- Facilitating and de-risking private sector investments in priority sectors.

- Promoting public-private partnerships (PPPs) to finance and deliver infrastructure and service delivery gaps.
- Supporting reforms that improve the ease of doing business and institutional transparency.
- Coordinating donor and development partner engagement.
- Advising the government on economic strategy, investment policy, and market trends.

2.2 The Role of Investment Promotion in Economic Transformation

In a fiscal environment constrained by over-reliance on federal transfers (which historically account for over 70% of Sokoto's annual budget), attracting private capital is not merely aspirational—it is essential. Investment promotion, therefore, must be strategic, targeted, and supported by bold institutional reforms. SICL's investment promotion strategy draws on international best practices, including investor targeting, aftercare services, sector packaging, and regulatory advocacy.

In line with NEDS, the key focus of SICL's promotional efforts is to:

- Drive private sector-led growth through enterprise formalisation and industrial expansion.
- Deepen value chains in agribusiness, mining, and manufacturing.
- Expand access to new markets, especially under the African Continental Free Trade Agreement (AfCFTA).
- Improve investment climate indicators, such as business registration time, land titling, and tax transparency.

2.3 State Investment Environment and Institutional Foundations

Sokotois well-positioned to attract large-scale and SME-level investments, owing to a combination of geographic, demographic, and policy advantages. These include:

- **Strategic Location**: Bordering the Federal Capital Territory and connecting key trade corridors in North Central Nigeria.
- **Rich Endowments**: Over 35 solid minerals, 2.7 million hectares of arable land, and water bodies supporting year-round agriculture.

- **Human Capital**: A growing youth population with access to tertiary institutions and vocational training.

- **Infrastructure Assets**:

  ✓ Lafia Cargo Airport facilitating logistics and exports.
  ✓ Industrial clusters and the ongoing development of the Special Agro-Processing Zone (SAPZ).
  ✓ Road networks linking rural producers to urban markets.

- **Security and Stability**: NEDS highlights Sokotoas one of the most peaceful states in Nigeria, with low crime incidence and no history of extremist insurgency.

- **Institutional Enablers**:

  ✓ Land Acquisition and Resettlement Framework for investors.
  ✓ Ease of Doing Business Reform Committee.
  ✓ PPP framework and Investment Incentive Policy under development.
  ✓ SokotoGeographic Information System (NAGIS) for digital land management.

2.4 Ease of Doing Business Indicators

Although the 2018 World Bank Subnational Doing Business Report placed Lafia at 24th of 37 Nigerian cities, the Government of SokotoState has committed to a reform roadmap to leap into the top 10. The targets for SICL include:

- Reducing business registration time from 10 to 5 days.
- Operationalising a single-window investment clearance system.
- Streamlining land access and Certificate of Occupancy (C-of-O) issuance within 30 days.
- Introducing fiscal incentives and sector-specific tax reliefs.

2.4 Federal-Level Incentives and Climate-Smart Policy Integration

SICL has integrated the federal instruments into its investment facilitation services, enabling seamless access to national-level incentives for subnational investors.

Under the Finance Act and various national policies, investors in Sokotoalso benefit from:

- Tax holidays under the Pioneer Status Incentive (PSI).
- Zero-duty imports for agricultural and mining equipment.
- VAT exemptions for agro-processing and solar energy deployment.
- National housing, renewable energy, and climate-smart agriculture initiatives.

The Agency is also working to ensure that all large-scale projects align with climate-smart principles and environmental, social, and governance (ESG) benchmarks.

2.5 SWOT Analysis Summary

A synthesis of SICL's internal diagnostic and NEDS insights presents the following investment climate overview:

Strength

- ✓ Proximity to national capital.
- ✓ Safety and security
- ✓ Abundant mineral resources.
- ✓ Arable land and freshwater bodies.
- ✓ Growing skilled and unskilled labour force
- ✓ Supportive & enabling business reforms and regulations

Weakness

- ✓ Low industrial bases.
- ✓ Power reliability issues

Opportunities

- ✓ AfCFTA market access.
- ✓ Robust PPP framework.
- ✓ Agricultural and climate investment platforms

Threat

- ✓ Macro instability.
- ✓ Competition from neighbouring states
- ✓ Climate risk

Diagram 1: SWOT Analysis Summary

2.6 Overview of Departments and their Responsibilities

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

Function	Overview of Responsibilities
Managing Director & Chief Executive Officer	- Provides corporate direction and oversight function to the State's Investment Promotion and Development efforts, functioning as Chief Executive Officer of SICL. - Work with non-investor stakeholders and support initiatives to improve the quality of the investment climate within SokotoState. - Develop and oversee the implementation of a comprehensive strategy and action plans to attract and facilitate new investments. - Represent the State at investment forums.
Investment Promotion & Facilitation	- Provide comprehensive marketing services to promote SokotoState as an attractive investment destination, with a focus on showcasing key opportunities. - Offer information services to potential investors, providing them with up-to-date market trends, sector insights, and tailored investment data to guide their decisions. - Advocate for policies that support and incentivize investments, ensuring that the business environment remains conducive to growth and sustainability. - Deliver robust assistance services, including pre-investment support and post-investment facilitation, to help investors navigate the local market and overcome potential challenges. - Plan and organize targeted promotional activities such as roadshows and investment tours to highlight the state's investment potential. - Engage in direct marketing and outreach to secure investors for high-priority sectors, using a corporate approach to identify and reach the most suitable investors. - Develop clear communication strategies to engage and attract investors, presenting specific investment opportunities aligned with the state's priorities. - Ensure a seamless entry and establishment process for investors, facilitating access to local suppliers, skilled workforce, and necessary infrastructure to support their investments.

Infrastructure Finance & PPP	- Analyse and determine the viability of investment proposals. - Provide support to the investment appraisal committee with pre-screening insights on the various investment proposals to be discussed at the committee meeting. - Support the Agency with structuring transactions and ensuring that it protects the interest of the State. - Assessment of the various operations and budgets of MDAs to identify opportunities for PPP and support with developing such projects for promotion. - Identification of MSME and other projects that can be repackaged and promoted for investment. - Monitor and evaluate the implementation and delivery of projects as contained in investment agreements.
Strategy and Innovation	- Provide insights on policies that will further enhance and promote investment and foster a conducive operating environment. - Handle all MDA-related stakeholder engagements to develop policies or working modalities to support operational efficiency. - Assist in capacity building/training of public sector stakeholders and indigenes in understanding the various investment-positive features available in SokotoState. - Generate data and statistics required to communicate specific investment opportunities. - Support the MD/CEO to actively review all engagements with investors along the Agency's service delivery mandate to identify service failures and recommend remedial actions.
Human Resources6/Administration and Finances	- Responsible for the efficient day-to-day management of the human resources, finance, information technology, and administrative functions. - Lead and coordinate general administrative, human resources, Finance and general services. - Support with corporate budgeting and planning for SICL. - Develop SICL's human resources and administration strategy, enhancing professional development, compensation and benefits, performance evaluation, training and recruitment in line with best practices. - Responsible for the Agency's IT resources, maintaining and reviewing the most appropriate and efficient systems. - Coordinate and monitor internal policy implementation. - Management of equipment and other assets of the Agency - Ensure the overall smooth running of the Agency's internal administration and its cost effectiveness.

Corporate Communication	- Coordinate public responses, including ones relating to incidents or conflicts associated with the Agency. - Manages internal communications tools (website content, staff intranet, newsletters & social media). - Respond to requests for information from the media or designate an appropriate spokesperson or information source. - Write press releases or other media communications to promote SICL's initiatives and activities. - Provide appropriate support to the Investor Keys Division with respect to publicity and promotional communications. - Plan or directly develop or communicate programmes to maintain favourable public stakeholder perceptions of the Agency's accomplishments, agenda, or responsibility.
Legal Adviser	- Act as the secretary of the Agency. - Support the MD/CEO with secretarial duties at committee engagements and the Governing Council (where applicable). - Coordinate management and drafting of all contracts, MOUs and vetting of same - Interpretation of the enabling law of the Agency and recommendations of amendments where required. - Provision of legal advice and other services to SICL. - Support the defence of all civil matters involving the Agency and the protection of the Agency's interests where they are affected or threatened. - Advice the agency on all issues and their legal implications to prevent undue litigation on or statutory infringements.
Internal Audit	- Responsible for leading the audit and assurance function of SICL and for planning and conducting operational, financial and compliance audits to ascertain the effectiveness of internal controls. - Report on audit/internal control findings to the Governing Council Audit Committee (if any) and state statutory body quarterly/periodically. - Ensure reports of all audited, investigated, and other special assignments on the Agency are in line with statutory guidelines.

Table 1: Overview of the Departments and Responsibilities:

3.0 Pillars of SICL Corporate Plan

The SICL Corporate Plan (2024–2029) presents a forward-looking strategy that builds on the foundation of the SokotoEconomic Development Strategy (NEDS) and aligns directly with the State Government's goal of accelerating inclusive and sustainable growth. The plan adopts a five-pillar approach, each representing a strategic lever for economic diversification, competitiveness, and investment mobilisation across SokotoState.

The design of these pillars is shaped by evidence from NEDS, outcomes from stakeholder consultations, sector diagnostics, and lessons from the Agency's investment facilitation work. Each pillar includes actionable interventions and measurable outcomes tied to NEDS game-changers—agriculture, solid minerals, human capital, industrialisation, and infrastructure.

3.1 Pillar 1: Enhancing Agricultural Productivity and Agribusiness

Agriculture remains the backbone of Sokoto's economy, employing over 70% of the population. This pillar focuses on transforming agriculture from subsistence to commercial, value-adding, and export-oriented agribusiness.

Key Objectives:

- Development of the state agricultural policy and the state agricultural investment plan.
- Boost productivity through mechanisation, irrigation, and input access.
- Scale up agro-processing and link farmers to markets.
- Expand climate-smart practices and reduce post-harvest losses.

Strategic Interventions:

- Distribute subsidised inputs (fertilizers, certified seeds, herbicides) to at least 50,000 farmers annually.
- Support climate-smart irrigation systems across 15,000 hectares.
- Operationalise 3 agro-processing hubs (rice, sesame, and livestock) by 2026.
- Facilitate off-take agreements and export linkages through SokotoState Committee on Export Promotion (NSCEP), NEPC and other trade corridors.

KPIs:

- 68% increase in mechanised farm area by 2027.
- 50,000 jobs created along priority crop value chains.
- 25% increase in agro-processed export volumes.

3.2 Pillar 2: Promoting Infrastructure Development

Infrastructure is critical to competitiveness. This pillar focuses on enabling logistics, energy, and industrial infrastructure to support investment inflows and regional trade.

Key Objectives:

- Improve rural-urban connectivity.
- Expand energy access to off-grid and industrial zones.
- Establish enabling infrastructure in investment corridors and clusters.

Strategic Interventions:

- Construct and rehabilitate 1,200 km of priority roads and feeder routes by 2028.
- Scale solar mini grids in 30% of unelectrified rural communities.
- Operationalise the Export Processing Zone (EPZ) with one anchor tenant by 2027.
- Facilitate PPPs for warehousing, cold storage, and market infrastructure.

KPIs:

- 40% reduction in average logistics costs.
- 1500 SMEs connected to stable power infrastructure.
- 3 investment corridors serviced with basic infrastructure (power, roads, ICT).

3.3 Pillar 3: Accelerating Human Capital Development

As underscored in NEDS, human capital is foundational to growth. This pillar seeks to develop a productive workforce, particularly among youth and women, through education, health, and skills.

Key Objectives:

- Improve access to quality education and technical training.
- Enhance healthcare delivery and public health systems.
- Equip youth with entrepreneurial and digital skills.
- Reduce rural urban migration through improve social and community development

Strategic Interventions:

- Support 2 new technical colleges and 3 vocational centers.
- Train 50,000 youths on entrepreneurship, ICT, and agribusiness.
- Collaborate with the private sector to facilitate 5,000 job placements.
- Upgrade 100 PHCs in 13 LGAs and their development areas.

KPIs:

- 20% increase in school-to-work transition rates.
- 60% reduction in skilled labour gaps.
- 40% increase in immunization and maternal health coverage.

3.4 Pillar 4: Fostering an Enabling Business Environment

Reforms in land, tax, and administrative services are key to investor confidence. This pillar is focused on making Sokotoa top-tier state in ease of doing business.

Key Objectives:

- Simplify investment processes and approvals.
- De-risk private investment through policy incentives.
- Expand finance access for MSMEs and cooperatives.

Strategic Interventions:

- Reduce business registration time from 10 to 5 days via digitalisation.
- Operationalise the Investment One-Stop Shop in 2025.
- Establish ₦2 billion MSME Fund with participating banks.
- Provide technical support to 1,000 MSMEs annually on compliance and growth strategies.

KPIs:

- 200% increase in formal business registrations by 2027.
- 300% rise in MSME access to credit (baseline: 2022).
- 100 new investments will be onboarded through the One-Stop Shop by 2029.

3.5 Pillar 5: Promoting Environmental Sustainability

In alignment with NEDS' commitment to climate resilience and the SDGs, this pillar prioritises green investment and sustainability practices across sectors.

Key Objectives:

- Support sustainable land and resource use.
- Enhance environmental protection and resilience.
- Promote green finance and innovation.

Strategic Interventions:

- Launch a tree-planting drive targeting 1 million trees/year.
- Partner with the private sector on waste-to-energy pilot projects in Lafia and Karu.
- Enforce ESG criteria for all new SICL-facilitated investments.
- Implement wetlands protection and reforestation around river basins.

KPIs:

- 20% reduction in waste pollution across 5 urban centers.
- 50% of large-scale projects meeting ESG compliance.
- 3 climate finance partnerships activated (Green Climate Fund, AfDB, private equity).

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4.0 Corporate Architecture and Strategic Focus

SICL's Corporate Plan (2024–2029) is built on a four-part architecture designed to accelerate SokotoState's emergence as a premier investment destination and economic growth hub in Nigeria. This architecture is grounded in the SokotoEconomic Development Strategy (NEDS 2019–2023) and refined to respond to the evolving macroeconomic and development context in Nigeria and globally.

1. The four components are;
2. Corporate Focus
3. Sector Focus
4. Cross-Cutting Themes
5. Strategic Enablers

4.0.1 Corporate Focus

At the heart of SICL's mandate is the transformation of SokotoState's economy through strategic investment promotion, development facilitation, and policy advocacy. These reflects NEDS' emphasis on doing things differently moving from passive state involvement to strategic and coordinated public-private engagement that delivers tangible growth outcomes. The Agency's corporate focus is to serve as:

1. Catalyst for Private Sector Investment

   - Attract and facilitate domestic and foreign direct investment (FDI) into key sectors.
   - Design and promote bankable investment opportunities for PPPs, concessions, and blended finance.

2. Coordinating Platform for Development

   - Align donor, multilateral, and bilateral support with state development priorities.
   - Interface with MDAs to streamline investment project execution.

3. Driver of Institutional and Regulatory Reform

   - Lead Ease of Doing Business reforms in land, tax, permitting, and investor services.
   - Support legislation, policy drafting, and investor protection mechanisms.

4. Accelerator for Industrialisation and Value Chain Development

- Develop investment zones, processing hubs, and export infrastructure.
- Facilitate transition from raw commodity export to value-added manufacturing.

4.0.2 Sector Focus

These approach responds to NEDS' recommendation to prioritise sectors where Sokotohas a clear comparative advantage, market access, and transformational potential. NEDS identifies **five game-changer sectors** and **nine sectoral priorities** that can transform Sokoto's economy. SICL's sector focus operationalises these through structured investment promotion, project development, and investor facilitation.

1. Agribusiness

- **Priority Value Chains:** Rice, Maize, Cassava, Yam, Soybean, Sesame, Groundnut, Sorghum, Vegetables (Tomato, Pepper, Okra), and livestock and aquaculture.
- **Target Outcomes**: 50% increase in value chain participation; establishment of 3 agro-processing parks; export linkage.

2. Solid Minerals

- **Focus Minerals:** Barite, lithium, lead and zinc, marble, gold, tin, columbite, tantalum, coal and granite.
- **Target Outcomes:** Formalisation of 70% of ASM (Artisanal and Small-Scale Mining); processing hubs; investment in geological mapping.

3. Renewable Energy & Power

- Focus Areas: Mini-grids, hydro power, smart metering anchored on the Electricity Act 2023, which grants states regulatory autonomy.
- Target Outcomes: 60 rural communities electrified; 200 MW off-grid pipeline unlocked.

4. Light Manufacturing

- Sub-sectors: Agro-processing, packaging, assembly and construction materials.
- Infrastructure: Special Agro Processing Hub (SAPZ), Industrial Parks.
- Target Outcomes: 500 MSMEs onboarded; 10 anchor investors in SAPZ; 30% local content increase.

5. Tourism & Hospitality

- Sites: Farin Ruwa Falls, Maloney Hills, Salt Village.
- Investments: Eco-resorts, cultural trails, heritage preservation.
- Target Outcomes: 100,000 tourist visits annually by 2028.

4.0.3 Cross-Cutting Themes

In alignment with the SDGs, national reform frameworks, and global best practices, SICL will mainstream the following cross-cutting themes across its programmes and investments:

1. Inclusion and Equity
   - Ensure at least 40% of beneficiaries (jobs, skills, credit access) are women and youth.
   - Embed gender sensitivity in investment policy, land access, and training programmes.

2. Digital Transformation
   - Deploy tech-enabled platforms for investor registration, land applications, and business tracking.
   - Operationalise a real-time **SICL Investment Portal** with project pipelines, incentives, and aftercare dashboards.

3. Climate Resilience and ESG
   - Require ESG compliance for all large-scale projects.
   - Promote green investments—solar, waste-to-energy, and climate-smart agriculture.
   - Align with the Green Climate Fund (GCF), SEforALL, and AfDB Green Growth frameworks.

4. Data and Evidence for Decision-Making
    - Establish a data observatory for investment trends, sector analysis, and M&E.
    - Publish annual State Investment Performance Reports.

4.0.4 Strategic Enablers

Delivery of SICL's corporate plan depends on the enabling environment within and outside government. The following are foundational enablers for success:

1. Land Administration Reform
    - Digitise land records through NAGIS.
    - Reduce the C-of-O issuance timeline to 30 days.
    - Implement a Land Bank for investment-grade sites.

2. Ease of Doing Business (EoDB) reforms
    - Activate the One-Stop Investment Centre by 2025.
    - Streamline investor approvals, licensing, and reporting.
    - Implement Service Level Agreements (SLAs) across MDAs.

3. Financing and PPP Frameworks
    - Develop a robust PPP law and institutional framework.
    - Activate a ₦5 billion SokotoState Infrastructure Fund.
    - Package and market bankable projects with DFIs, PFAs, and private investors.

4. Institutional Strengthening
    - Expand SICL's staffing and sector desks.
    - Invest in training, legal advisory, policy drafting, and stakeholder management tools.

5. Coordination and Delivery Mechanism
    - Anchor delivery through the **Governor's Delivery Unit (GDU)**.
    - Integrate project planning with MTSS and SIPs.
    - Establish quarterly performance reviews with the Executive Council.

5.0 SICL's Institutional Framework and Role in Delivering NEDS

The SokotoEconomic Development Strategy (NEDS 2019–2023) identified institutional coordination, implementation capability, and policy coherence as central to translating development ambitions into measurable results. As the State's designated Investment Promotion Agency and development facilitation organ, SICL is both a **delivery vehicle** and a **policy catalyst** for the implementation of NEDS and its successor frameworks.

SICL's institutional framework is designed to bridge policy and practice, connecting high-level strategy with real-world investment outcomes, job creation, and economic diversification. The Agency operates as a quasi-autonomous public institution, accountable to the Governor through the Ministry of Finance, Budget and Planning, but with cross-cutting authority to coordinate across sectors and engage with private and development actors.

This legal backing provides the institutional legitimacy and authority for SICL to lead the State's investment and development interface.

5.1 Statutory and Functional Mandate

SICL was established under the **SokotoState Investment Development Agency Law** with the following statutory powers:

- Facilitate, promote, and coordinate investments in SokotoState.
- Provide one-stop investor services, including registration, land access, permits, and aftercare.
- Promote public-private partnerships (PPPs) in line with state priorities.
- Develop, market, and implement investment-ready projects in collaboration with MDAs.
- Advise the government on investment policy, incentives, and reform strategies.
- Serve as the central coordination body for donor, multilateral, and bilateral engagements.

5.2 Institutional Role in NEDS Delivery

NEDS outlines a delivery system anchored on the **Medium-Term Sector Strategies (MTSS)**, **Sector Implementation Plans (SIPs)**, and coordinated reporting to the **Governor's Delivery Unit (GDU)**. SICL's role in this system includes:

- **Investment Coordination**: Aggregating and marketing opportunities from MDAs, LGAs, and communities into bankable projects.
- **Reform Advocacy**: Supporting reforms in land, tax, permitting, civil service and enterprise development.
- **PPP Structuring**: Leading PPP deal design, procurement, and risk allocation in collaboration with relevant ministries.
- **Monitoring and Evaluation (M&E)**: Reporting progress of investment projects, PPP pipelines, and sector targets to the GDU and EXCO.
- Stakeholder Engagement: Convening the private sector, DFIs, NGOs, and citizens through summits, town halls, and policy platforms.

5.3 Institutional Structure

In line with the **Coordination, Integration and Delivery** (CID) principle defined in NEDS, SICL functions as both a central hub and a horizontal integrator across government structures.

To execute its mandate, SICL operates through the following units, which ensures a balance between external engagement (investors, partners) and internal rigour (systems, performance, compliance).

Unit	Core Responsibilities
Investment Promotion Unit	Investor targeting, outreach, inbound missions, roadshows
Infrastructure Finance/ PPP Unit	Project packaging, feasibility, transaction structuring, Legal frameworks, risk management, compliance
Business Reform/ EoDB Unit	EoDB reforms, land access, tax incentives, regulatory reviews

Strategy and Innovation Unit	Planning, data analytics, M&E reporting to GDU and EXCO
Corporate Communication Unit	Manages internal communications tools (website content, staff intranet, newsletters & social media) and coordinate public responses, including ones relating to incidents or conflicts associated with the Agency
HR and Accounts Unit	HR, finance, procurement, training, logistics

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5.3.1 Investment Promotion & Facilitation

Objectives	Key Initiatives	Expected Output / KPI	Expected Outcome	Department/ Unit	Start Period	Completed by	Frequency
Strengthen investor targeting and visibility	Invest in SokotoCampaign	• Fully developed brand kit • Campaign rollout across digital, print, and media platforms • 1 million+ impressions annually	• Increased global awareness of Sokoto's investment potentials • Improved state visibility in key investor markets	Investment Promotion Unit	Q2 2024	Q4 2024 (rollout); annual updates	Annual
Improve investor access to project pipeline	Digital Investment Portal & Deal Room	• Functional portal launched • 50 projects listed • Investor dashboard and chatbot enabled	• Real-time investor engagement • Improved service turnaround and investor tracking	ICT & Investor Services Unit	Q3 2024	Q2 2028	Continuous
Deepen pipeline engagement	Annual SokotoInvestment Summit	• Annual summit delivered with 500+ participants	• Expanded investor pipeline	Investment Promotion Unit	Q2 2024	Q2 2028	Bi-annual

and anchor outreach		• 5 MoUs signed per summit	• Increased anchor investor commitment				
Unlock diaspora-linked investment channels	Diaspora Investment Facilitation Platform	• Platform launched with onboarding tools • 10 diaspora-driven projects profiled • Engagement toolkit disseminated	• Diaspora channel contributes $30 million in investments by 2029	Donor & Diaspora Desk	Q1 2026	Q4 2028	Rolling
Drive proactive investor outreach in target markets	Strategic Investment Roadshows (Outbound Missions)	• Roadshows to Abuja, Lagos, Norway, Tanzania, Angola, Rwanda, etc • 2–3 missions per year with investor events	• Growth in project inquiries from targeted geographies • Stronger deal traction and follow-up	MD/CEO Office & Investment Promotion	Q4 2024	Q4 2029	Annual
Standardise opportunity promotion materials	Investment Opportunity Profiling (Booklet Series)	• Project booklets and sector factsheets • 10 sectors profiled • Updated yearly	• Consistent investor messaging • Improved quality of leads and pitches	Investment Promotion Unit	Q2 2024	Q3 2024 (first edition); updated annually	Annual

Table 3: Investment Promotion & Facilitation

5.3.2 Public-Private Partnerships (PPP)

Objectives	Key Initiatives	Expected Output / KPI	Expected Outcome	Department/ Unit	Start Period	Completed by	Frequency
Strengthen SICL's PPP structuring and transaction readiness capacity	Project Preparation & Development	• 15 project preparation packages completed • Templates for PPP feasibility, legal, and risk assessment developed • Standard PPP transaction handbook issued	• Increased number of bankable infrastructure projects • Enhanced credibility with DFIs and private sponsors	Infrastructure Finance /PPP Unit	Q1 2022	Q4 2029	Continuous

Deliver industrial infrastructure through PPPs	Special Agro-Processing Zone (SAPZ) Activation Programme	• SAPZ masterplan and regulatory framework finalised • Anchor tenant secured • Infrastructure rollout commenced	• Operationalised SAPZ with functional services • Growth in manufacturing and processing sector jobs	Infrastructure Finance & PPP Unit and Investment Promotion Unit	Q3 2024	Q4 2029	Phased
Support decentralised energy infrastructure for SMEs	Green Energy for SMEs	• 30 C&I mini-grid projects identified and packaged • MoUs signed with private developers and DFIs • At least 15 clusters connected by 2029	• Improved power access for rural and peri-urban SMEs • Increased SME productivity and resilience	Infrastructure Finance & PPP Unit and Investment Promotion Unit	Q2 2024	Q4 2027	Rolling (2024-2029)

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Facilitate agro-logistics infrastructure via PPP	Agro-Industrial Corridor Infrastructure Programme	• 3 agro corridors mapped with infrastructure gaps • Project profiles developed with land, utilities, and access features • At least 5 PPP investor expressions of interest (EOIs) received	• Greater private sector investment in rural processing and transport infrastructure • Strengthened rural-urban market linkages	Investment Promotion / Infrastructure Finance & PPP Unit	Q2 2022	Q2 2029	Phased
Embed PPP governance best practices within MDAs	PPP Capacity Building and MDA Partnership Protocol	• Training for 10 MDAs on PPP models and state policy • Partnership templates signed with key service MDAs • Annual PPP pipeline published	• Faster project turnaround and reduced duplication • MDAs collaborate more effectively in project origination	Infrastructure Finance & PPP Unit	Q3 2024	Q4 2026	Annual

Table 4: Infrastructure Finance & PPP

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5.3.3 Enabling Business Environment

Objectives	Key Initiatives	Expected Output / KPI	Expected Outcome	Department/ Unit	Start Period	Completed by	Frequency
Establish a central reform coordination mechanism	Ease of Doing Business Reform Desk	• Desk established with MDA linkages • 15 regulatory bottlenecks addressed. • Reform tracker operational (manual)	• Improved regulatory interface • Enhanced confidence among private sector investors • Improved subnational EoDB ranking	Business Reform/ EoDB Unit	Q2 2024	Q4 2029	Quarterly Review

Improve investor access to titled land	Land Access and Titling Acceleration Programme	• Standardised land processing templates • Average C-of-O turnaround reduced to under 30 days • Digitisation of approval workflows	• Improved investor confidence in land security • Reduced entry friction for capital projects	Ministry of Lands, NAGIS and SICL	Q1 2022	Q2 2029	Continuous
Strengthen evidence-based reform policymaking	Policy Advisory Facility for Investment Reform	• 15 investment-related policies developed • 10 MDAs supported with reform blueprints	• More responsive and investor-friendly regulatory environment • Stronger legislative support for reforms	Ministry of Lands, NAGIS NUDA, MENR, NSBPP, MTII, NSWB, NSIRS and SICL	Q2 2022	Q4 2029	As Required

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Enhance public-private sector engagement on regulatory issues	Regulatory Dialogue Forum	• 3 forums hosted per year • 7 policy issues documented • 7 private sector recommendations adopted into policy	• Increased trust and feedback mechanism between the private sector and MDAs • Practical reform adoption	Business Reform Unit / MD's Office	Q2 2022	Q4 2029	Annually
Simplify and digitise business-related government services	Business Process Automation	• End-to-end automation of 10 investor-related services (e.g. permits, tax clearance, approvals) • E-signature and online status tracker introduced	• Reduced cost and time of doing business • Reduced human interface in compliance processes	MDAs (Coordination via SICL)	Q2 2022	Q4 2029	Phase-based

Table 5: Business Enabling

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5.3.4 Coordination with MDAs, LGAs, and External Partners

The Agency has institutionalised a **Reform Champions Committee** composed of representatives from business related MDAs to fast-track project approvals and implementation. Moreover, SICL will deepen its collaborative role with the following stakeholders:

- **MDAs**: Co-designing investment projects and aligning policy incentives.
- **LGAs**: Identifying land for investment, community engagement, and inclusive development planning.
- **Development Partners**: Managing DFID, GIZ, UNDP, World Bank, AfDB, and Afreximbank programs in line with state priorities.
- **Private Sector**: Hosting regular investor dialogues, pre-procurement consultations, and private capital roundtables.

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Objectives	Key Initiatives	Expected Output / KPI	Expected Outcome	Department/ Unit	Start Period	Completed by	Frequency
Strengthen inter-agency collaboration for investment project delivery	Reform Champions Committee	• Reforms champions Committee formally established with 12 core MDAs • 20 projects reviewed annually for approvals and clearances • Escalation and Grievance redress protocol adopted	• Reduced approval timelines and project backlogs • Seamless inter-MDA execution of investment projects	Business Reforms/ EoDB Unit, Investment Promotion, Strategy & Innovation Unit	Q2 2024	Q2 2029 (setup); operational through 2029	Quarterly

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Coordinate development partner activities around investment priorities	Donor and DFI Engagement Framework	• Development Partner Matrix and Project Map completed • 5 donor-supported programmes aligned with the Corporate Plan • Biannual partner coordination roundtables held	• Greater donor alignment with state investment objectives • Reduced duplication of effort and fragmentation	Business Reforms/ EoDB Unit, Investment Promotion, and Infrastructure Finance & PPP Unit	Q2 2024	Q4 2026	Biannual
Promote investment readiness across LGAs	LGA Investment Desk Officers	• 13 LGAs trained on land packaging, investor hosting, and project tracking • LGA focal desk designated in each council • Joint investment leads shared with SICL	• Greater grassroots participation in investment opportunities • Reduced project disruption and improved local buy-in	Investment Promotion Unit	Q1 2025	Q4 2029	Annual

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Institutionalise private sector and citizen participation in reform and investment planning	Public-Private Dialogue (PPD) Series	• 4 structured dialogues held with business associations, SMEs, and civil society • 10 policy recommendations adopted • Sectoral scorecards published	• Strengthened legitimacy, inclusiveness, and reform uptake • Improved business trust and transparency	Business Reforms/ EoDB Unit, and MD's Office	Q3 2022	Q4 2029	Semi-Annual
Formalise strategic partnerships for institutional support	MoU-Based Collaboration Framework	• Signed collaboration frameworks with 10 national and international partners (e.g., NIPC, NESG, GIZ, UNDP) • Co-implemented events and knowledge products	• Enhanced institutional reach, shared platforms, and cost savings • Peer learning and access to technical expertise	Strategy & M&E / MD's Office	Q2 2023	Q4 2029	Rolling (as partnerships emerge)

Table 6: Institutional Coordination & Development Partner Engagement

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5.3.5 Institutional Strengthening Agenda (2024–2029)

To deliver on its expanded role, SICL will undertake a comprehensive institutional strengthening programme that includes:

- **Capacity Building**: Annual training plans for technical and professional staff in investment analysis, PPPs, ESG, and public finance.
- **Digital Systems**: Full automation of investor onboarding, case tracking, and performance dashboards by 2028.
- **Legal Frameworks**: Review and update of the Investment Law and PPP Guidelines to reflect global best practices.
- **Performance Management**: KPIs and results-based management tied to staff performance.
- **Partnerships**: Strategic MOUs with NIPC, NESG, NIPC, Afreximbank, and regional investment hubs.

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Objectives	Key Initiatives	Expected Output / KPI	Expected Outcome	Department/ Unit	Start Period	Completed by	Frequency
Upgrade SICL's workforce and technical competencies	Human Capital & Skills Strategy	• Institutional skills audit completed • Workforce development plan approved • 100% staff trained on PPP, ESG, investment policy	• Competent and professional workforce delivering strategic functions • Improved organisational culture	HR Unit/Strategy and Innovation	Q2 2024	Q3 2029	Bi-weekly
Digitise internal processes and service delivery systems	Digital Services Transformation Initiative	• MIS for workflow, M&E, investor tracking deployed • E-signature and status-tracking platform live • 3 processes fully automated by 2026	• Increased transparency and speed • Real-time reporting to MD and EXCO	Corporate Services / ICT	Q2 2026	Q2 2029	Continuous

Improve the financial sustainability of SICL operations	Resource Mobilisation & Budget Sustainability Plan	• Develop Finance performance dashboards.	• Enhanced financial resilience and flexibility	Finance & Admin / Strategy Unit	Q2 2024	Q4 2029	Annual
Embed a strong performance culture within SICL	Performance Management & Results Framework	• Corporate KPIs cascaded to teams • Quarterly M&E dashboard submitted to management • Annual performance reviews implemented	• Results-driven agency culture • Improved accountability to stakeholders	Strategy & Innovation unit.	Q3 2024	Q2 2025 (setup); ongoing reporting	Quarterly

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Modernise institutional governance and documentation	Corporate Policy & Operations Manual Update	• Corporate governance manual updated • Internal policies on procurement, compliance, ethics, and HR finalised • Staff induction and compliance sessions conducted	• Improved internal controls, reduced compliance risks • Clearer operational roles and responsibilities	HR Unit	Q4 2024	Q4 2025	One-off (update every 3 years)

Table 7: Organisational

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5.4 Foreign Direct Investment (FDI) Potential in Sokoto

SokotoState is strategically positioned as one of Nigeria's emerging frontiers for foreign direct investment (FDI), with strong locational advantages, abundant natural resources, investor-friendly policies, and improving infrastructure. The State's competitive edge lies in its unique combination of proximity to the Federal Capital Territory (FCT), resource diversity, low-cost factors of production, and the government's proactive investment promotion stance, led.

by SICL

SICL's FDI strategy builds on these advantages to attract and retain long- term, responsible foreign capital across agriculture, solid minerals, renewable energy, light manufacturing, real estate, tourism, and ICT.
FDI is not just a capital inflow it is a vector for technology transfer, job creation, and industrial linkages. SICL's corporate plan ensures that Sokoto's FDI engagement is intentional, sector-specific, and aligned with the State's long-term development objectives.

Factor	FDI Advantage
Proximity to Abuja (FCT)	<1 hour drive to Nigeria's capital; access to policymakers, embassies, DFIs, and high-income consumer markets
Natural Resource Endowment	Over 35 commercially viable minerals; 2.7 million hectares of arable land; hydro potential at Farin Ruwa
Stable Governance and Security	Consistently ranked as one of the most peaceful states in Northern Nigeria, with investor protection guarantees.
Investor-Friendly Government	Executive Council commitment to reforms, investment promotion, land access, and infrastructure PPPs
Growing Young Population	Labour availability, young, trainable workforce; presence of tertiary institutions and vocational centres
Improving Infrastructure	Ongoing investments in roads, Lafia Cargo Airport, mini-grid electrification, and digital systems
Enabling Reforms	Land digitisation via NAGIS, tax harmonisation, Ease of Doing Business Committee, Investment One-Stop Shop (2025)

Table 8: FDI Value Proposition of SokotoState

5.4.1 FDI Sectoral Priorities

SICL has identified and packaged key sectors for foreign investment, based on feasibility assessments, investor interest, and alignment with NEDS and the AfCFTA opportunity.

Sector	Key Opportunities	Target FDI Inflow (USD)
Agribusiness	Commercial farms, agro-processing, seed companies, export value chains (Rice, Maize, Cassava, Yam, Soybean, Sesame, Groundnut, Sorghum, Vegetables (Tomato, Pepper, Okra), and livestock and aquaculture.)	$400 million
Solid Minerals	Mining operations, processing plants, formalised ASM clusters, logistics corridors	$400 million
Renewable Energy	Mini-grids, hydro projects (Farin Ruwa), solar farms for commercial/industrial (C&I) clusters	$150 million
Light Manufacturing	Assembly plants, packaging, industrial processing, textiles	$50 million
Real Estate & Tourism	Industrial parks, eco-tourism resorts, serviced commercial land, housing PPPs	$100 million
ICT & Digital Economy	Data centres, fibre backbone infrastructure, innovation hubs	$50 million

Table 9: Total Targeted FDI Inflow (2024-2029): $1.150 billion USD

5.4.1 FDI Enablers Under NASIDA's Oversight

NASIDA will support and de-risk FDI through the following instruments:

- **Pre-arrival Investor Facilitation**: Country-specific pitch decks, incentive briefings, and business environment FAQs.
- **Post-Investment Support (Aftercare)**: Fast-track permitting, land access Support and regulatory follow-up.
- **Investment Incentive Packaging**: Access to Pioneer Status, tax reliefs, and duty waivers under Federal and State schemes.
- **PPP Structuring & Land Banking**: Bankable projects in land-secured corridors with legal clarity and investment models.
- **Diaspora FDI Channel**: Leveraging diaspora remittances and networks for medium-sized FDI in agribusiness, real estate, and healthcare.

Trend	SICL's Response
Shift to Subnational Investment	State-led marketing, Invest in Sokotoplatform, and deal packaging.
ESG and Impact Investing	Green project pipeline (energy, agribusiness), ESG compliance protocol
AfCFTA Trade Corridors	Export infrastructure (EPZ, Lafia Airport), regional logistics corridors
Risk-sensitive Capital	Investor de-risking tools: land readiness, offtake agreements, PPP frameworks
Diaspora Capital Surge	Engagement platforms, co-financing schemes, Invest Diaspora product

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6.0 Monitoring and Evaluation Framework

6.1 Key Metrics for Monitoring and Evaluation

Thematic Area	Performance Indicators
FDI & Investment Mobilisation	• No. and the value of investment projects facilitated • Sectoral spread (agriculture, energy, manufacturing) • Pipeline-to-close ratio • Diaspora investment volume
Job Creation	• Direct and indirect jobs created • Jobs by sector and gender • MSMEs linked to formal value chains
PPP Performance	• No. of PPPs prepared, approved, and financed • Project lifecycle duration • Government leverage ratio
Business Environment & Reform	• Reduction in permitting timelines • No. of reform instruments implemented • Investor satisfaction score
Institutional Performance	• Percentage of initiatives on track • Budget execution rate • M&E dashboard coverage • Staff training coverage
Environmental & Social	• No. of green/ESG-compliant projects • Climate adaptation metrics • ESG integration in investment and PPP Prioritizing Investors

Table 11: Key Metrics for Monitoring and Evaluation

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6.2 Implementation Horizon

Immediate (2024-2025)	Mid-Term (2026-2027)	Long-Term (2028-2029)
• Launch of One-Stop Investment Centre • Start of "Invest in Sokoto" campaign • Setup of Ease of Doing Business Reform Desk • LGA Investment Promotion Desk Officers training across all councils • Deployment of investor tracking • Legal audit of the existing SICL Act • Planning of the 2026 SokotoInvestment Summit	• Operationalisation of Digital Investment Portal • Rollout of 30 Green Energy mini-grid clusters • Execution of 4 PPP transactions in logistics, real estate, SAPZ • SAPZ infrastructure phase (I) construction • Full digital transformation of internal M&E dashboard	• Upgrade and automation of all service windows • Activation of Diaspora Investment Platform • Establishment of Investment Project Delivery Data Centre • PPP portfolio expansion to energy and interstate logistics • Organisational audit and systems upgrade • Embed SICL's M&E reports into the Governor's Delivery Unit dashboards
• Expand Reform Champions Committee • Publish 2024–2026 pipeline of bankable projects • Continuous regulatory dialogue series with business councils	• Business Process Automation (Phase II) • Launch of Agro-Industrial Corridors PPP packaging • Quarterly stakeholder policy feedback forums • Rollout of sector-specific investor playbooks • Second edition of the SICL Investor Handbook	• New Corporate Plan preparatory work begins (2029) • Knowledge transfer and ESG benchmarking • Embed reforms in successor legislation for SICL and state PPP framework

Table 12: Implementation Horizon

7.0 Financing the SICL Corporate Plan

Implementing SICL's 5-year Corporate Plan requires a sustainable and diversified financing strategy that allows the Agency to function optimally, deliver its mandate, and respond flexibly to emerging opportunities. Funding the corporate plan is distinct from financing infrastructure projects; this section focuses on how SICL will finance its own operations, programmes, systems, and institutional growth.

As SICL deepens its role in investment facilitation, policy reform, public-private partnerships (PPPs), and development coordination, the agency must have access to predictable resources for core operations, strategic programming, and stakeholder engagement.

7.1 Overview of Financing Needs

The efficient implementation of the SICL Corporate Plan will require approximately ~~₦8~~-**10 billion** over the 5 years, with costs escalating as the agency scales its project pipeline, transaction volume, and investment facilitation services. The financing requirements for the Corporate Plan fall into four core categories:

Category	Purpose
Operational Funding	Staff salaries, overheads, utilities, ICT infrastructure, and office operations
Programme Funding	Implementation of core strategic pillars, e.g., investment promotion, MSME support, and policy desks.
Technical Funding	Legal advisory, PPP structuring, data analytics, and investor facilitation services.
Strategic Projects	Promotion campaigns, summits, digital platforms, one-stop shop deployment, and state branding.

Table 13: The four (4) core categories of financing

7.2 Funding Sources

To meet its institutional financing needs, SICL will adopt a **hybrid financing model** comprising public subvention, donor support, service-generated revenue, and strategic partnerships.

7.2.1 State Government Subvention

- SICL will continue to receive direct annual allocations through the State budget.
- Budget allocations will be linked to performance, with annual plans submitted to the Ministry of Finance, Budget and Planning.
- Capital and recurrent components will support staffing, administration, and core programme delivery.

7.2.2 Donor and Development Partner Support

- SICL will seek grants, technical assistance, and pooled resources from development agencies to support:
  - ✓ Investment promotion and aftercare services.
  - ✓ Capacity building (PPP, ESG, project preparation).
  - ✓ Policy reform desks and advisory support.
  - ✓ Infrastructure planning and transaction design.
- Target partners include **World Bank, AfDB, GIZ, UNDP, FCDO, USAID, ACF AGRA, AFC, SMDF,** and **NESG**.

7.2.3 Internally Generated Revenue (IGR)

SICL will activate modest, legally permissible IGR mechanisms, including:

- Investor facilitation fees.
- Service charges for land processing, due diligence, and fast-tracking.
- Proceeds from co-hosted summits and sponsored exhibitions.
- Paid access to SICL-curated research, investment reports, and data rooms.

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PROPOSED REVENUE STREAM	ESTIMATES (₦)	% of TOTAL
Facilitation Services (Fees-General)	1,500,000,000.00	35.46%
Concession Fee on Investment	1,500,000,000.00	35.46%
Investment Income	550,000,000.00	13.00%
Dividend Received on Government Investment	280,000,000.00	6.62%
Other Related Services Permissible Under its Establishing Legislation	-	0.00%
Gain On Disposal of Assets – Investment Property	400,000,000.00	9.46%
Feasibility And Pre-Feasibility Studies	-	0.00%
Transaction Advisory Services, Including Negotiations	-	0.00%
Specialized Research and Market Intelligence	-	0.00%
TOTAL	**4,230,000,000.00**	**100.00%**

Table 14: Revenue Stream
Here's the table showing the share of each item in the total. (Blank amounts were treated as ₦0.00. Total = ₦4,230,000,000.00) as projected for the 5 years

7.2.4 Special Purpose Funds and Technical Windows

- SICL will structure and manage funds dedicated to key strategic activities:

✓ **Infrastructure Fund** for feasibility studies, PPP advisory, and structuring.

✓ **MSME Support Fund** (₦2 billion target)

7.3 Financial Management and Oversight

All resources received and expended by SICL will be managed in accordance with:

- SokotoState Public Finance Management (PFM) laws
- State Treasury Single Account (TSA) framework
- Auditor-General's Office oversight and annual financial audits
- Monthly financial reviews by the Ministry of Finance, Budget and Planning.

7.4 Assumptions for planned expenditure

Strategic Priority	Objective	Planned Expenditure Assumptions
1. Investment Mobilisation	Create visibility for Sokotoas an investment destination	▪ Staff working hours (communications & promotion units) ▪ Branding/visual identity development ▪ Venue and logistics for roadshows & summits ▪ Media production: documentaries, ads, investor videos ▪ Global digital promotion & paid placement ▪ Design & printing of investment brochures & sector playbooks ▪ Travel and accommodation costs for outbound missions ▪ Honoraria and guest speaker fees for events
	Package and promote a bankable investment pipeline	▪ Staff time (analysts, investment officers) ▪ External consultants for project modelling & investor decks ▪ Sector specialists for opportunity scoping ▪ Translation and production of dealbooks ▪ Hosting and technical maintenance of digital investment portal

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	Facilitate diaspora capital mobilisation	▪ Staff time (diaspora desk) ▪ Outreach campaign design and rollout ▪ Diaspora investment platform technical development ▪ Event costs for engagement forums ▪ Sponsored content in diaspora publications and embassies
2: Public-Private Partnerships (PPP)	Structure and de-risk priority projects	▪ Engagement of transaction advisors (legal, technical, financial) ▪ Project feasibility studies and pre-feasibility packaging ▪ Cost-benefit and risk assessments ▪ Site inspections and field mobilization ▪ Legal review and documentation of concession agreements ▪ Stakeholder consultations (BPP, MOJ, MDAs)
	Activate Export Processing Zones and industrial corridors	▪ Land survey, access road planning, utility studies ▪ Infrastructure gap assessments ▪ Environmental and social baseline studies ▪ Stakeholder consultation logistics (community, LGAs, MDAs) ▪ GIS mapping, infrastructure phasing blueprint

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	Expand energy access through commercial mini-grid PPPs	▪ Energy demand and GIS mapping ▪ Developer scoping sessions and workshops ▪ Technical design consulting for off-grid solutions ▪ Concession structuring and legal negotiation support ▪ Procurement and contracting processes
3: Enabling Business Environment	Improve ease of doing business	▪ Staff time (Policy & Reform team) ▪ Design of regulatory simplification frameworks ▪ Facilitation of EoDB Working Group sessions ▪ Stakeholder consultation workshops ▪ Automation of select regulatory processes ▪ Development of a business portal interface (basic licensing + feedback mechanism)
	Support investor-centric reforms	▪ Legal audit of business-related laws and executive orders ▪ Policy paper writing and review fees ▪ Stakeholder validation sessions ▪ Workshops with private sector actors and regulators

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		▪ Design and rollout of investor satisfaction surveys ▪ Reform monitoring dashboard (in-house or supported by donors)
4: Institutional Coordination & Development Partner Engagement	Strengthen inter-agency delivery mechanisms	▪ Staff time (Strategy, M&E, MDAs) ▪ Joint Investment Delivery Taskforce (JIDT) coordination meetings ▪ Stakeholder mapping and MDA profiling ▪ Field visits and desk-based investment tracking ▪ Logistics (venue, refreshments, documentation)
	Engage development partners and DFIs	▪ Partner mapping study ▪ Preparation of funding proposals and concept notes ▪ Donor roundtable coordination and logistics ▪ Monitoring of donor-supported programmes ▪ External advisory support (if donor-supported
	Build LGA investment readiness	▪ Training module design and printing ▪ Workshops in 13 LGAs (venues, trainers, logistics) ▪ Development of LGA-specific investment opportunity booklets

		▪ Facilitation of cross-level government sessions on land readiness ▪ Local facilitation and community liaison support
5: Organisational Capacity Building	Strengthen internal capabilities and human resources	▪ Staff training fees and trainer honoraria ▪ Professional certification and development tracks ▪ Benchmarking visits to peer IPAs (domestic and international) ▪ Participation in regional learning forums ▪ Sponsorship or co-financing from development partners (e.g., GIZ, FCDO)
	Digitalise operations and reporting systems	▪ Procurement of MIS and workflow automation software ▪ Design and setup of M&E dashboard (real-time KPI tracking) ▪ CRM deployment for investor handling ▪ Staff training on system use ▪ Technical maintenance contracts
	Recruit and retain high-performing professionals	▪ Recruitment ad placements and digital promotion ▪ Headhunting consultancy fees ▪ Interview logistics and onboarding materials

		▪ Job description review consultancy ▪ Development of HR policies and internal service charters
	Upgrade governance, systems, and institutional documents	▪ Development or revision of SICL's organogram ▪ Internal policy documents (HR, procurement, finance SOPs) ▪ Board facilitation logistics ▪ Office space and IT upgrades (hardware, internet, Microsoft 365) ▪ Field resource kits for implementation staff

Table 15: Assumptions for

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8.0 Conclusion

The SICL Corporate Plan is a testament of the transformative commitment to SokotoState's economic future. It is a bold roadmap that harnesses investment, innovation, and inclusion to position Sokotoas a leading destination for opportunity in Nigeria and beyond. By focusing on clear priorities, promoting investment, financing infrastructure, simplifying business processes, strengthening institutions, and empowering people, this plan delivers a practical and ambitious path to sustainable growth. It is not just a vision; it is a promise to create an economy that works for everyone, driven by collaboration and measurable results.

At its heart, this plan reimagines Sokoto's potential through practical steps: transforming regulations to support businesses, building critical infrastructure like roads, energy, and digital systems, and unlocking opportunities in agriculture, manufacturing, renewable energy, and solid minerals. By fostering a competitive environment, Sokotowill attract investment, strengthen value chains, and create jobs that uplift both urban and rural communities. SICL itself has and will continue to evolve into a modern, technology-driven agency, ensuring investors experience seamless support from start to finish, while the state's brand grows stronger on the global stage.

The true strength of this plan lies in its focus on people. By investing in skills, supporting small businesses, and empowering youth and women, Sokotowill build a workforce ready for the future. These efforts are not secondary, they are the foundation of lasting progress. This plan ensures that every citizen has a stake in the state's growth, creating opportunities that are inclusive, equitable, and sustainable. Together, these actions will shape Sokotothat is not only prosperous but also united in purpose.

Call to Action

The vision of the SICL Corporate Plan cannot be achieved by one group alone, it demands a shared effort. The government will provide clear direction, consistent policies, and disciplined execution. The private sector must bring its expertise, innovation, and capital to drive progress. Development partners will contribute with global insights and technical support, while communities and citizens must actively shape the future they want. Every stakeholder has a role, and every action counts.

The SICL Corporate Plan is our shared blueprint for a thriving Sokotostate where opportunity knows no bounds, and progress lifts every community. Join us in building this future. Collaborate, invest, and engage. Together, we will create a Sokotothat stands as a beacon of possibility for Nation and beyond.

The time to act is now!