

GOVERNMENT OF ZAMFARA STATE
ZAMFARA INVESTMENT PROMOTION AGENCY (ZIPA)

CORPORATE PLAN
2024 – 2029

October 2024

Zamfara Investment Promotion Agency
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1.0 Executive Summary

The Zamfara Investment Promotion Agency (ZIPA) was established pursuant to the Zamfara Investment Promotion Agency Law, 2023 to serve as the one-stop shop for unlocking private capital and driving economic transformation across Zamfara State. Established to catalyse investment and development, ZIPA plays a strategic role in actualising the aspirations of the Zamfara State Government to position the State as a competitive investment destination in Nigeria's North-West.

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

ZIPA's strategic direction prioritises agriculture and agribusiness, solid minerals, renewable energy, light manufacturing, and supporting infrastructure, grounded in enabling reforms in land administration, tax efficiency, and public financial management. The Plan integrates 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 Zamfara into one of Nigeria's most attractive subnational investment destinations while unlocking sustainable economic opportunities across priority sectors. ZIPA's commitment is not only to mobilise 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 Mobilisation: Attract USD 1 billion in new capital investments (domestic and foreign), with indicative sector benchmarks:

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

2. Job Creation: Facilitate over 50,000 direct and indirect jobs, with particular focus on youth and rural populations.

3. SME & Investor Support:

- Support at least 5,000 MSMEs through technical assistance, financing access facilitation, and value-chain linkages over the plan period.
- 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 targeting a substantial increase in inbound investor enquiries, online visibility, and event-led investor engagements (roadshows, summits, and B2Bs).

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

1.2 Strategic Pillars

ZIPA's action framework is organised under five strategic pillars:

- Pillar 1: Investment Promotion and Facilitation — Enhancing the visibility of Zamfara as an investment destination and attracting high-impact private-sector investments.
- Pillar 2: Infrastructure and PPP Development — Facilitating enabling logistics, energy, and industrial infrastructure through public-private partnerships.
- Pillar 3: Enabling Business Environment — Creating a competitive regulatory environment that prioritises ease of doing business, accelerated land access, and fast-track approvals.
- Pillar 4: Institutional Strengthening and Coordination — Optimising ZIPA's capacity and strengthening cross-sector collaboration with MDAs, LGAs, the private sector, and development partners.
- Pillar 5: Sustainable and Inclusive Investment — Promoting climate-smart, ESG-compliant, and inclusive investment practices.

1.3 Sectoral Focus

Guided by Zamfara's comparative advantages, ZIPA will prioritise four core sectors with strong growth potential, job-creation capability, and export value:

- Agribusiness: Value-chain development in millet, maize, rice, sorghum, groundnut, cotton, sesame, and livestock.
- Solid Minerals: Formalisation of mining clusters, processing hubs, and exploration-to-export corridor development, with focus on gold, lithium, copper, iron ore, limestone, and related minerals.
- Renewable Energy: Deployment of mini-grids, solar solutions for agro-processing and rural electrification under the Electricity Act framework.
- Light Manufacturing: Agro-processing, packaging, and assembly linked to agricultural and mineral value chains.

1.4 Resourcing the Plan

ZIPA 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; and 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 ZIPA's strategy within the policy frameworks, fiscal realities, and reform agenda of the Zamfara State Government, it ensures synergy, continuity, and performance-based accountability. This Corporate Plan positions ZIPA not only as a gateway to investment, but as a key driver of inclusive, industrial, and sustainable economic prosperity in Zamfara State.

2.0 Introduction and Context of Investment Promotion in Zamfara State

The Zamfara Investment Promotion Agency (ZIPA) was established as the institutional anchor for investment promotion, private-sector facilitation, and development coordination in Zamfara State. It plays a central role in the implementation of the State's investment-driven growth strategy.

With a strategic vision to transform Zamfara into a leading investment destination in Nigeria's North-West, the State Government has placed private capital mobilisation at the core of its development agenda. ZIPA has evolved into a proactive, reform-oriented, deal-facilitating entity that leads efforts to catalyse multi-sectoral investments, support institutional reforms, and enable inclusive economic growth across the State.

This 5-Year Corporate Plan (2024–2029) is the product of stakeholder consultations, technical diagnostics, policy reviews, and strategic planning sessions. The Plan outlines ZIPA'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 State Development Priorities

The overarching goal of ZIPA aligns with the Zamfara State Government's policy objectives, which prioritise inclusive development, job creation, infrastructure enhancement, economic diversification, and improved living standards. ZIPA, as the lead investment coordination body, is tasked with unlocking capital flows and policy interventions across priority sectors of agriculture, solid minerals, renewable energy, industry, trade, and related infrastructure.

ZIPA's mandate includes:

- Enhancing the visibility and competitiveness of Zamfara State 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, attracting private capital is essential. Investment promotion must be strategic, targeted, and supported by bold institutional reforms. ZIPA's investment promotion strategy draws on international best practices, including investor targeting, aftercare services, sector packaging, and regulatory advocacy.

Key focus areas include:

- Driving private-sector-led growth through enterprise formalisation and industrial expansion.
- Deepening value chains in agribusiness, mining, and manufacturing.
- Expanding access to new markets, including under the African Continental Free Trade Area (AfCFTA).
- Improving investment-climate indicators such as business registration time, land titling, and tax transparency.

2.3 State Investment Environment and Institutional Foundations

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

- **Strategic Location:** Located in North-West Nigeria, with borders connecting key trade corridors and proximity to neighbouring states and the Niger Republic.
- **Rich Endowments:** Significant deposits of gold and other solid minerals (including lithium, copper, iron ore, limestone, and granite), extensive arable land supporting agriculture, and water resources supporting irrigation and livestock.
- **Human Capital:** A growing youth population with access to tertiary institutions and vocational training opportunities.
- **Infrastructure Assets:** Ongoing development of industrial clusters, agro-processing initiatives, road networks linking rural producers to markets, and plans for enhanced air connectivity (including the Gusau airport project).
- **Institutional Enablers:** Land administration reforms, Ease of Doing Business reform structures, PPP framework under development, and the Framework for Responsible and Inclusive Land-Intensive Agriculture (FRILIA).

2.4 Ease of Doing Business Indicators

The Government of Zamfara State is committed to a reform roadmap to improve its standing on ease of doing business. Targets for ZIPA's facilitation role include:

- Reducing business registration time through digitalisation and inter-agency coordination.
- Operationalising a single-window / One-Stop Investment Centre.
- Streamlining land access and Certificate of Occupancy (C-of-O) processes in collaboration with relevant MDAs.
- Supporting the introduction of fiscal incentives and sector-specific reliefs consistent with federal and state policy.

2.5 Federal-Level Incentives and Climate-Smart Policy Integration

ZIPA has integrated 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 Zamfara may benefit from:

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

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

2.6 SWOT Analysis Summary

A synthesis of ZIPA's internal diagnostic and state-level insights presents the following investment-climate overview:

Strengths	Weaknesses
Strategic North-West location and trade corridors Abundant mineral resources (gold and others) Extensive arable land and livestock potential Growing labour force Supportive reform orientation and ZIPA mandate	Relatively low industrial base Power reliability challenges in some areas Infrastructure gaps in rural connectivity Limited formalisation of artisanal mining
Opportunities	Threats / Challenges
AfCFTA market access Growing interest in solid minerals and climate-smart agriculture PPP and blended-finance windows Diaspora and DFI engagement potential	Macroeconomic instability Competition from neighbouring states Climate and environmental risks Security and access challenges in some localities

Note: Security and access conditions vary across localities. ZIPA works with relevant security and community structures to support safe investment environments where feasible.

2.7 Overview of Departments and Responsibilities

The organisational design of ZIPA reflects its statutory mandate, benchmark analysis, and best-practice guidelines from investment promotion agencies. Core functions include:

Function	Overview of Responsibilities
Managing Director / Chief Executive Officer	Provides corporate direction and oversight of the State's investment promotion and development efforts. Works with stakeholders to improve the investment climate. Develops and oversees strategy and action plans to attract and facilitate investments. Represents the State at investment forums.
Investment Promotion & Facilitation	Marketing Zamfara as an investment destination; information services; investor targeting and outreach; pre- and post-investment support; roadshows and investment events; opportunity profiling.
Infrastructure Finance & PPP	Project packaging and feasibility support; transaction structuring; identification of PPP opportunities; monitoring of investment agreements; support to appraisal processes.
Business Reform / EoDB	Ease of Doing Business reforms; land access coordination; regulatory reviews; policy advocacy for a competitive business environment.
Strategy & Innovation	Policy insights; MDA stakeholder engagement; data and statistics for investment opportunities; M&E support; service delivery review.
Corporate Communications	Public and media relations; website and social media content; press releases; support to investor publicity and promotional communications.
Human Resources, Administration & Finance	Day-to-day HR, finance, ICT and administrative management; budgeting and planning support; professional development; asset and systems management.
Legal Adviser	Secretarial support; contracts and MoUs; interpretation of the enabling law; legal advice; protection of Agency interests.
Internal Audit	Operational, financial and compliance audits; internal control assurance; reporting to governing structures and statutory bodies.

3.0 Pillars of the ZIPA Corporate Plan

The ZIPA Corporate Plan (2024–2029) presents a forward-looking strategy aligned 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.

3.1 Pillar 1: Investment Promotion and Facilitation

This pillar focuses on enhancing the visibility of Zamfara as an investment destination and attracting and facilitating high-impact private-sector investments across agribusiness, solid minerals, renewable energy, and light manufacturing.

Key Objectives

- Strengthen investor targeting and global visibility of Zamfara’s opportunities.
- Improve investor access to a clear project pipeline and deal-room services.
- Deepen engagement through summits, roadshows, and diaspora channels.

Strategic Interventions

- “Invest in Zamfara” campaign and brand toolkit.
- Digital Investment Portal and deal room with project listings.
- Annual Zamfara Investment Summit.
- Strategic outbound investment roadshows.
- Diaspora investment facilitation platform.

Illustrative KPIs

- Increased inbound investor enquiries and event-led engagements.
- Functional digital portal with listed projects.
- Formal partnerships and MoUs from promotional activities.

3.2 Pillar 2: Infrastructure and PPP Development

Infrastructure is critical to competitiveness. This pillar focuses on facilitating logistics, energy, and industrial infrastructure to support investment inflows and regional trade, primarily through PPPs and project packaging rather than direct construction by ZIPA.

Key Objectives

- Support improved rural–urban connectivity and logistics for investment corridors.
- Facilitate expanded energy access for industrial and rural productive uses.
- Package and promote enabling infrastructure in investment clusters.

Strategic Interventions (Facilitation Role)

- Project preparation and packaging for priority roads, warehousing, cold storage, and market infrastructure in collaboration with relevant MDAs.
- Support to solar mini-grid and commercial & industrial (C&I) energy projects for SMEs and agro-clusters.
- Activation support for Special Agro-Processing Zone (SAPZ) or similar industrial platforms where designated.

- PPP capacity building for MDAs and publication of PPP pipeline.

Illustrative KPIs

- Number of bankable infrastructure/PPP packages prepared.
- Number of energy or logistics projects facilitated or connected.
- Anchor tenants or expressions of interest secured for priority zones.

3.3 Pillar 3: Enabling Business Environment

Reforms in land, tax, and administrative services are key to investor confidence. This pillar focuses on making Zamfara a competitive state in ease of doing business through coordination and advocacy.

Key Objectives

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

Strategic Interventions

- Support reduction of business registration and permitting times via digitalisation and inter-MDA coordination.
- Operationalise the Investment One-Stop Shop / Centre.
- Support establishment or operationalisation of MSME financing windows in partnership with banks and development partners.
- Technical support to MSMEs on compliance and growth strategies.
- Land access and titling acceleration in collaboration with the Ministry of Lands and related agencies.

Illustrative KPIs

- Increase in formal business registrations facilitated.
- Number of investors onboarded through the One-Stop Shop.
- Average C-of-O or land-process turnaround improvements (joint with MDAs).
- Number of MSMEs receiving technical or financing-linkage support.

3.4 Pillar 4: Institutional Strengthening and Coordination

Delivery depends on ZIPA's own capacity and effective collaboration across government and partners.

Key Objectives

- Strengthen ZIPA's systems, talent, and governance.
- Deepen coordination with MDAs, LGAs, and external partners.
- Embed performance management and evidence-based decision-making.

Strategic Interventions

- Staff training in investment analysis, PPPs, ESG, and related skills.
- Digital systems for investor tracking, M&E, and internal workflows.
- Reform Champions Committee and LGA investment desk officers.
- Donor and DFI engagement framework.

- Public–private dialogue series and MoU-based partnerships.

Illustrative KPIs

- Staff training coverage and skills-audit completion.
- Operational M&E and investor-tracking systems.
- Number of MDAs and LGAs actively coordinating with ZIPA.
- Number of formal partner frameworks signed.

3.5 Pillar 5: Sustainable and Inclusive Investment

In alignment with climate resilience and the Sustainable Development Goals, this pillar prioritises green investment and inclusive practices across sectors.

Key Objectives

- Support sustainable land and resource use in investment projects.
- Promote ESG compliance and green finance opportunities.
- Ensure inclusion of women, youth, and rural communities in investment benefits.

Strategic Interventions

- Enforce ESG criteria for ZIPA-facilitated large-scale investments.
- Promote climate-smart agriculture and renewable energy projects.
- Support gender- and youth-sensitive design in skills, credit access, and land programmes.
- Explore climate-finance partnerships (e.g., with relevant multilateral windows).

Illustrative KPIs

- Share of large-scale projects meeting defined ESG criteria.
- Number of green or climate-linked projects facilitated.
- Proportion of supported beneficiaries who are women or youth.

4.0 Corporate Architecture and Strategic Focus

ZIPA's Corporate Plan (2024–2029) is built on a four-part architecture designed to accelerate Zamfara State's emergence as a premier investment destination and economic growth hub in Nigeria's North-West:

- Corporate Focus
- Sector Focus
- Cross-Cutting Themes
- Strategic Enablers

4.1 Corporate Focus

At the heart of ZIPA's mandate is the transformation of Zamfara State's economy through strategic investment promotion, development facilitation, and policy advocacy. 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 or support 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

- Support development of investment zones, processing hubs, and export-oriented infrastructure.
- Facilitate transition from raw commodity export to value-added activities.

4.2 Sector Focus

ZIPA prioritises sectors where Zamfara has clear comparative advantage, market access, and transformational potential:

1. Agribusiness

- Priority value chains: Millet, maize, rice, sorghum, groundnut, cotton, sesame, and livestock.
- Target outcomes: Increased value-chain participation; agro-processing facilities; export linkages.

2. Solid Minerals

- Focus minerals: Gold, lithium, copper, iron ore, limestone, granite, and related deposits.
- Target outcomes: Formalisation of artisanal and small-scale mining (ASM); processing hubs; improved geological information for investors.

3. Renewable Energy & Power

- Focus areas: Mini-grids, solar solutions for commercial/industrial and agricultural use, aligned with the Electricity Act 2023.
- Target outcomes: Facilitated electrification of productive clusters and rural communities.

4. Light Manufacturing

- Sub-sectors: Agro-processing, packaging, assembly, and construction materials linked to local resources.
- Infrastructure: Industrial parks and agro-processing platforms.
- Target outcomes: MSME onboarding; anchor investors; increased local content.

4.3 Cross-Cutting Themes

ZIPA will mainstream the following across its programmes and investments:

- Inclusion and Equity: Ensure meaningful participation of women and youth in jobs, skills, and credit-access outcomes.
- Digital Transformation: Tech-enabled platforms for investor registration, land applications, and business tracking; real-time investment portal.
- Climate Resilience and ESG: ESG compliance for large-scale projects; promotion of green investments.
- Data and Evidence: Data observatory for investment trends and annual State Investment Performance reporting.

4.4 Strategic Enablers

- Land Administration Reform: Digitisation of land records; reduced C-of-O timelines; land bank for investment-grade sites (in collaboration with relevant agencies).
- Ease of Doing Business Reforms: One-Stop Investment Centre; streamlined approvals; Service Level Agreements across MDAs.
- Financing and PPP Frameworks: Robust PPP institutional framework; packaging of bankable projects with DFIs and private investors.
- Institutional Strengthening: Expanded staffing and sector desks; training; legal and policy tools.
- Coordination and Delivery: Linkage with State Executive Council and relevant delivery mechanisms; quarterly performance reviews.

5.0 ZIPA's Institutional Framework and Role in Delivering State Priorities

ZIPA is both a delivery vehicle and a policy catalyst for investment-led development in Zamfara State. The Agency operates as a quasi-autonomous public institution with authority to coordinate across sectors and engage with private and development actors.

This legal backing is provided by the Zamfara Investment Promotion Agency Law, 2023.

5.1 Statutory and Functional Mandate

ZIPA was established under the Zamfara Investment Promotion Agency Law, 2023 with statutory powers that include:

- Facilitate, promote, and coordinate investments in Zamfara State.
- Provide one-stop investor services, including registration, land access coordination, 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 a central coordination body for donor, multilateral, and bilateral engagements related to investment.

5.2 Institutional Role in State Delivery Systems

ZIPA's role includes:

- Investment Coordination: Aggregating and marketing opportunities from MDAs, LGAs, and communities into bankable projects.
- Reform Advocacy: Supporting reforms in land, tax, permitting, and enterprise development.
- PPP Structuring: Leading or supporting PPP deal design, procurement, and risk allocation in collaboration with relevant ministries.
- Monitoring and Evaluation: Reporting progress of investment projects and PPP pipelines to relevant state structures.
- Stakeholder Engagement: Convening the private sector, DFIs, and other partners through summits, dialogues, and policy platforms.

5.3 Institutional Structure

ZIPA functions as a central hub and horizontal integrator across government structures. Core units include:

Unit	Core Responsibilities
Investment Promotion Unit	Investor targeting, outreach, inbound missions, roadshows, opportunity profiling
Infrastructure Finance / PPP Unit	Project packaging, feasibility, transaction structuring, risk management, compliance support
Business Reform / EoDB Unit	EoDB reforms, land access coordination, tax incentives advocacy, regulatory reviews
Strategy and Innovation Unit	Planning, data analytics, M&E reporting
Corporate Communication Unit	Website, media, newsletters, social media, public responses
HR, Administration and Finance Unit	HR, finance, procurement, training, logistics

Governing body: The ZIPA Board (as provided under the applicable legal framework) provides strategic oversight. Day-to-day management is led by the Managing Director / Chief Executive Officer (or equivalent Executive Secretary as designated).

5.4 Foreign Direct Investment (FDI) Potential in Zamfara

Zamfara State is positioned as an emerging frontier for foreign direct investment, with locational advantages in the North-West, abundant natural resources, investor-friendly policy orientation, and improving infrastructure. ZIPA's FDI strategy aims to attract and retain long-term, responsible foreign capital across agribusiness, solid minerals, renewable energy, light manufacturing, and related sectors.

FDI is a vector for technology transfer, job creation, and industrial linkages. ZIPA's Corporate Plan ensures that Zamfara's FDI engagement is intentional, sector-specific, and aligned with the State's long-term development objectives.

FDI Value Proposition (Illustrative)

Factor	FDI Advantage
Location	North-West Nigeria; trade corridors linking to neighbouring states and the Niger Republic
Natural Resources	Gold and other solid minerals; extensive arable land; livestock potential
Policy Stance	Executive commitment to reforms, investment promotion, land access facilitation, and PPPs
Workforce	Young, trainable labour force; tertiary and vocational institutions
Enabling Reforms	Land administration improvements; EoDB structures; One-Stop Investment Centre; FRILIA framework

5.4.1 FDI Sectoral Priorities

ZIPA has identified priority sectors for foreign investment based on feasibility, investor interest, and alignment with state priorities and AfCFTA opportunities:

Sector	Key Opportunities	Indicative Target (USD)
Agribusiness	Commercial farms, agro-processing, seed systems, export value chains (millet, maize, rice, sorghum, groundnut, cotton, sesame, livestock)	\$400 million
Solid Minerals	Mining operations, processing plants, formalised ASM clusters, logistics corridors (gold, lithium, copper, iron ore, limestone, etc.)	\$400 million
Renewable Energy	Mini-grids, solar for C&I and agro-processing, rural productive electrification	\$150 million
Light Manufacturing	Agro-processing, packaging, assembly, construction materials	\$50 million

Total indicative capital mobilisation target (2024–2029): USD 1 billion (domestic and foreign). Sector figures are indicative benchmarks and may be adjusted based on pipeline development and market conditions.

5.4.2 FDI Enablers under ZIPA's Oversight

- Pre-arrival Investor Facilitation: Country-specific pitch materials, incentive briefings, and business-environment information.
- Post-Investment Support (Aftercare): Fast-track permitting coordination, land access support, and regulatory follow-up.
- Investment Incentive Packaging: Access to Pioneer Status and other federal/state schemes where applicable.
- PPP Structuring & Land Banking: Bankable projects in land-secured corridors with legal clarity.
- Diaspora FDI Channel: Engagement platforms for diaspora-linked investment in agribusiness, real estate, and other sectors.

6.0 Monitoring and Evaluation Framework

6.1 Key Metrics for Monitoring and Evaluation

Thematic Area	Performance Indicators
FDI & Investment Mobilisation	Number and value of investment projects facilitated Sectoral spread Pipeline-to-close ratio Diaspora investment volume
Job Creation	Direct and indirect jobs facilitated Jobs by sector and gender MSMEs linked to formal value chains
PPP Performance	Number of PPPs prepared, approved, and financed Project lifecycle duration Government leverage ratio
Business Environment & Reform	Reduction in permitting timelines Number 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	Number of green/ESG-compliant projects Climate adaptation metrics ESG integration in investment and PPP criteria

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 Zamfara” campaign Setup of EoDB Reform Desk LGA Investment Desk Officers training (14 LGAs) Investor tracking deployment Legal review of ZIPA framework Planning of Zamfara Investment Summit	Operationalisation of Digital Investment Portal Rollout support for mini-grid / green energy clusters Execution support for priority PPP transactions SAPZ or industrial platform phase support Full digital transformation of internal M&E Business process automation (Phase II)	Upgrade and automation of service windows Activation of Diaspora Investment Platform Investment Project Delivery data centre PPP portfolio expansion Organisational audit and systems upgrade Embed ZIPA M&E into state delivery dashboards Preparatory work for next Corporate Plan

7.0 Financing the ZIPA Corporate Plan

Implementing ZIPA'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 the capital investments the State seeks to attract; this section focuses on how ZIPA will finance its own operations, programmes, systems, and institutional growth.

7.1 Overview of Financing Needs

The efficient implementation of the ZIPA Corporate Plan will require substantial resources over the five years, with costs rising as the Agency scales its project pipeline, transaction volume, and facilitation services. Financing requirements 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 (investment promotion, MSME support, 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

Exact multi-year costings will be refined annually through the State budgeting process and ZIPA's internal planning. Indicative aggregate institutional financing needs over the plan period are in the order of several billion naira, subject to approved budgets and partner support.

7.2 Funding Sources

ZIPA will adopt a hybrid financing model comprising public subvention, donor support, service-generated revenue, and strategic partnerships.

7.2.1 State Government Subvention

- ZIPA will continue to receive direct annual allocations through the State budget.
- Budget allocations will be linked to performance, with annual plans submitted to the relevant 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

- ZIPA will seek grants, technical assistance, and pooled resources from development agencies to support investment promotion and aftercare; capacity building (PPP, ESG, project preparation); policy reform desks; and infrastructure planning and transaction design.
- Target partners include World Bank, AfDB, GIZ, UNDP, FCDO, USAID, and other relevant DFIs and technical partners.

7.2.3 Internally Generated Revenue (IGR)

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

- Investor facilitation fees.
- Service charges for due diligence, fast-tracking, and related services where authorised.
- Proceeds from co-hosted summits and sponsored exhibitions.
- Paid access to ZIPA-curated research, investment reports, and data rooms.

Projected IGR will be modest relative to overall institutional needs and will complement, not replace, subvention and partner support. Specific revenue estimates will be developed and approved in line with the establishing legislation and State financial regulations.

7.2.4 Special Purpose Funds and Technical Windows

- Infrastructure / Project Preparation Fund for feasibility studies, PPP advisory, and structuring.
- MSME Support Fund or window (in partnership with banks and development partners) for technical assistance and financing linkages.

7.3 Financial Management and Oversight

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

- Zamfara State Public Finance Management (PFM) laws and regulations.
- State Treasury Single Account (TSA) framework where applicable.
- Auditor-General's Office oversight and annual financial audits.
- Periodic financial reviews by the Ministry of Finance / Budget and Planning.

7.4 Assumptions for Planned Expenditure

Expenditure planning assumes continued State budget support; progressive growth in facilitation activity; partner co-financing for capacity and systems; and prudent use of any authorised IGR. Detailed annual workplans and budgets will cascade from this Corporate Plan.

8.0 Conclusion

The ZIPA Corporate Plan is a testament to the transformative commitment to Zamfara State's economic future. It is a bold roadmap that harnesses investment, innovation, and inclusion to position Zamfara as a leading destination for opportunity in Nigeria's North-West and beyond. By focusing on clear priorities—promoting investment, facilitating infrastructure through PPPs, simplifying business processes, strengthening institutions, and supporting inclusive outcomes—this Plan delivers a practical and ambitious path to sustainable growth.

At its heart, this Plan reimagines Zamfara's potential through practical steps: transforming regulations to support businesses, facilitating critical infrastructure, and unlocking opportunities in agriculture, solid minerals, renewable energy, and light manufacturing. By fostering a competitive environment, Zamfara will attract investment, strengthen value chains, and create jobs that uplift both urban and rural communities. ZIPA itself 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.

The true strength of this Plan lies in its focus on people. By supporting skills, small businesses, and the empowerment of youth and women, Zamfara will build a workforce ready for the future. These efforts are the foundation of lasting progress. This Plan ensures that citizens have a stake in the State's growth, creating opportunities that are inclusive, equitable, and sustainable.

Call to Action

The vision of the ZIPA 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. Development partners will contribute global insights and technical support, while communities and citizens shape the future they want. Every stakeholder has a role, and every action counts.

The ZIPA Corporate Plan is our shared blueprint for a thriving Zamfara State 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 Zamfara that stands as a beacon of possibility for the nation and beyond.

The time to act is now!

Annex A: High-Level One-Year Implementation Roadmap (2024/2025)

This Annex provides an indicative first-year focus consistent with the Corporate Plan. Detailed annual workplans will be approved by ZIPA management and the Board.

Focus Area	Priority Actions	Lead Unit
Investment Promotion	Launch Invest in Zamfara campaign toolkit Prepare first edition of sector opportunity profiles Plan and deliver Zamfara Investment Summit (or equivalent major event) Conduct targeted roadshows	Investment Promotion Unit
One-Stop / EoDB	Establish / operationalise One-Stop Investment Centre Set up EoDB Reform Desk and Reform Champions Committee Map priority regulatory bottlenecks	Business Reform / EoDB Unit
PPP & Infrastructure	Complete priority project preparation packages Advance SAPZ / industrial platform engagement Initiate green energy for SMEs pipeline mapping	Infrastructure Finance / PPP Unit
Coordination	Train LGA Investment Desk Officers (14 LGAs) Establish donor/DFI engagement matrix Sign priority partnership MoUs	Strategy & Investment Promotion
Institutional	Skills audit and training plan Deploy basic investor tracking and M&E tools Update corporate policies and induction materials	HR / Strategy / ICT

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