



IMO STATE INVESTMENT PROMOTION, AGENCY

5 YEAR CORPORATE PLAN

Table of Contents

1.	Executive Summary	5
2.	Introduction	8
3.	Context of Investment Promotion in Imo State	9
3.1.	About Imo State	9
3.2.	Imo State Investment Environment.....	10
3.3.	Overview of ISIPA Mandate and Implications for its Organization.....	13
3.4.	Needs Assessment and Strategic Analysis	18
4.	Strategic Focus	23
4.1.	Vision, Mission, and Core Values	23
4.2.	StrategicPriorities.....	24
4.3.	Targets	24
4.3.1	InwardInvestmentTargets:	24
4.3.2	ActivityTargets:.....	25
4.4.	SectorFocus.....	25
4.5.	StrategiesforPrioritySectors	27
4.5.1	Agribusiness:.....	27
4.5.2	LightManufacturing:	28
4.5.3	Renewable Energy.....	29
4.5.4	SolidMineral:	29
4.5.5	Others:	29
4.6.	StrategicPartnerships&Networks.....	31
4.7	Marketingstrategy.....	33
4.7.1	Imageandbrandbuilding	33
4.7.2	Marketsegmentation.....	33
4.7.3	Marketingactivitiesandcommunication materials.....	33
4.8	Funding	35
5.	StrategicPlanDevelopment Process	37
5.1	SummaryofDevelopmentProcess	37
5.2	StrategicObjectives	37
5.3	KeyInitiatives.....	38
5.3.1	Enhance State Visibility.....	39
5.3.2	AttractandFacilitatePrivateSectorInvestment	40
5.3.3	EnableCompetitiveRegulatoryEnvironment	42

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

1. Executive Summary

Imo State Investment Promotion Agency (ISIPA) was established by law in 2010 to facilitate, coordinate, grow and monitor all investments in the state economy with special focus on making the economy private sector driven. The investment promotion effort of the agency are geared towards proactively marketing Imo State, internationally, regionally and locally as an attractive investment “heartland” that offers an array of investment opportunities, therefore attracting the right type of investors that will positively contribute to the long term development of Imo State. The Agency has deemed it necessary to develop a corporate and operational plan for the period 2024-2029.

ISIPA aims to establish itself as the catalyst for investment in the State, striving to make Imo the top investment choice in Nigeria. This involves identifying, promoting, and facilitating the exploration of opportunities for the private sector, particularly in climate-smart investments, which will generate jobs and enhance the prosperity and welfare of Imo State's citizens.

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

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

The key objectives of the Agency for the 5-year period are to attract investments worth 1 billion USD and to create 3,000 direct jobs within the State.

The specific strategies to achieve these objectives include enhancing state visibility; attracting and facilitating private sector investment; creating an enabling and competitive regulatory environment; promoting cooperation and collaboration; and optimising internal operations. These five corporate priorities were agreed upon at the strategy session conducted in October 2023.

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

- At least 30 new inward investor projects are to be attracted.
 - Agribusiness: 12
 - Light Manufacturing: 10
 - Renewable Energy: 5
 - Solid Minerals: 3
- 1 billion USD of capital investments by these projects.
 - Agribusiness: 500 Million USD
 - Light Manufacturing: 200 Million
 - Renewable Energy: 200 Million
 - Solid Minerals: 100 Million USD

- At least 3,000 direct jobs created by these projects.
 - Agribusiness: 1,000
 - Light Manufacturing: 1,000
 - Renewable Energy: 500
 - Solid Minerals: 500
- At least 3 expansion projects from existing inward investors.

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

2. Introduction and Context of Investment Promotion in Imo State

ISIPA, the agency responsible for attracting investments to Imo State, has crafted a 5-year corporate plan and a 1-year Implementation Plan, developed through consultations with key stakeholders in the state's investment facilitation and management ecosystem. The focus is on promoting investment, diversifying the economy through MSMEs, solid minerals, and tourism, and pursuing Public-Private Partnerships (PPP) to mobilise foreign and domestic investments, serving as an alternative method for financing public expenditure.

In alignment with the Imo State Government's economic developmental policies and objectives, ISIPA aims to create an environment that encourages private sector investments, particularly those that are climate-smart, and to support their growth and impact within the State. It plans to achieve this by concentrating on essential corporate priorities.

The 5-year corporate plan outlines the Agency's priorities, deliverables, and a framework for monitoring its progress. It serves as a roadmap for ISIPA to achieve its objectives in attracting and growing local and foreign investment inflows to the State. This corporate plan aims to raise awareness of investment opportunities, attract investments, and foster economic growth to enhance the socio-economic well-being of ImoState's people.

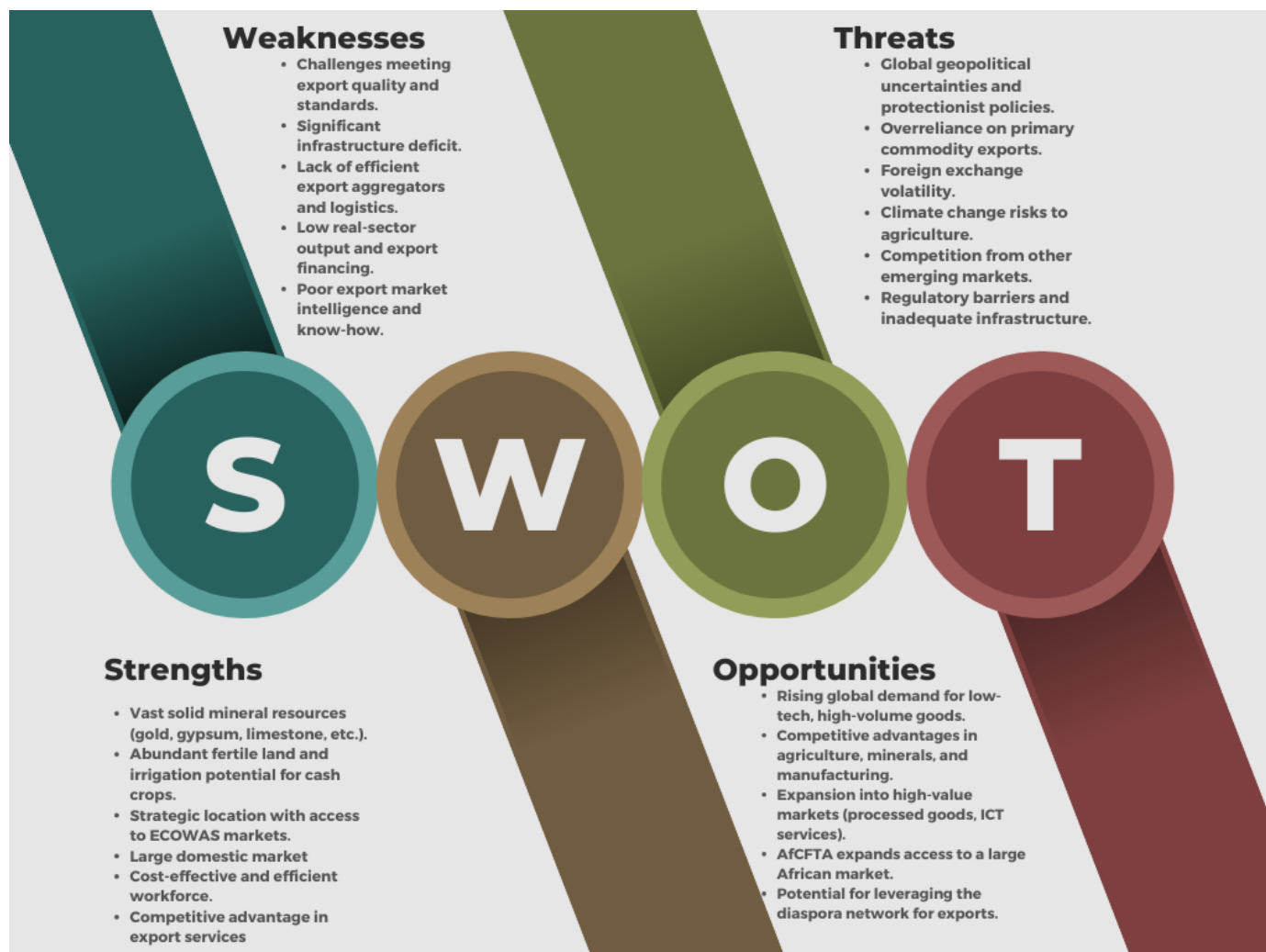
Imo State Investment Environment

Imo State presents a compelling investment environment with a unique combination of advantages. In the drive to grow and transform the State's economy, the mobilisation of private resources (local and foreign) is critical. The current administration has continued to show strong political will in support of development, initiatives, partnerships and sustaining investor friendly policies. Over the years, the state has proactively pursued policies and programmes to strengthen public sector institutions and make them function more efficiently.

There is business-supportive infrastructure within Imo State, such as good road network, industrial clusters, an export processing zone and other institutional frameworks to facilitate investment (i.e., Ease of Doing Business Committee, Land Acquisition and Resettlement Framework for Large Scale Agribusiness Investments, etc.). Businesses in Imo include agriculture, light manufacturing, transportation, logistics, warehousing, production and processing, financial services, construction, hospitality and many more. Imo State accommodates people of all social and economic strata.

Below is an analysis of Imo State's investment climate, focusing on key strengths, weaknesses, opportunities, and threats.

SWOT Analysis



ISIPA needs to enhance its efforts to promote remedial actions to tackle weaknesses and threats to the state's investment climate. Fortunately, there are federal incentives that will enhance economic activity within the state's agricultural value chain. The 2020 Finance Act, which came into effect on January 1st, 2021, introduced over 80 amendments across 14 laws. Key changes within this Act will have a positive influence on the state:

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

This document delves into the multifaceted drivers and enablers that are propelling Imo State's journey towards export led growth and diversification. From ambitious infrastructure projects to cutting edge technologies and forward thinking policies, Imo state is leveraging a range of factors to drive its investment oriented agenda and chart a course towards sustained economic prosperity.

- **Imo State Investment Promotion Agency: A Gateway to Industrialization and Export Expansion:**
The agency stands as a pivotal driver of investment and export expansion in Imo state. This is set to revolutionize trade by providing a direct and efficient link to global markets. The agency corporate action plan along with the state committee on export promotion synergy will facilitate high level of business in the state
- **The New Nigeria Electricity Act: Empowering Industries and Enhancing Competitiveness:**
The enactment of the New Nigeria Electricity Act is a significant enabler of Imo State's corporate growth in non-oil exports. Access to uninterrupted power is pivotal for industrialization, production and value addition. The new act addresses historical energy constraints]
- **The Nigeria Agricultural Transformation Agenda: Diversification and Export Enhancement::**
Imo state's alignment with the Nigerian Agricultural Transformation Agenda reinforces its commitment to diversifying the agricultural sector and propelling non-oil exports. The agenda focuses on crop diversification, agro processing, value addition and technology driven agricultural practices.
- **African Continental Free Trade Agreement (AfCFTA): Seizing Regional and Global Opportunities:**
Imo state's active participation in the African continental free trade agreement positions it as a key player in regional and global trade dynamics. This landmark agreement aims to create a single market within Africa, fostering economic integration, reducing trade barriers, and facilitating market access.
- **Technological Enablers: AI and Blockchain Revolutionizing Non-Oil Exports:**
Imo State's embrace of cutting-edge technologies, such as Artificial Intelligence (AI) and blockchain, underscores its commitment to innovation and competitiveness. AI-powered solutions offer real-time insights into market trends, consumer preferences, and demand fluctuations. This data-driven approach empowers exporters to make informed decisions, optimize supply chains, and tailor their products to meet evolving market demands.
- **Global Sustainability Measures: From Compliance to Competitive Advantage:**
Imo State's commitment to global sustainability measures is a testament to its forward-thinking approach and responsible business practices. In an era marked by heightened environmental consciousness, sustainability transcends regulatory compliance to become a competitive differentiator. By adopting eco-friendly practices, minimizing waste, and adhering to international environmental standards, Imo State enhances the marketability of its non-oil export products.
- **New Trade and Investment Policies: Navigating the Path to Export Success:**
Imo State's corporate approach to trade and investment policies creates an enabling environment for non-oil export growth. By streamlining regulations, reducing bureaucratic hurdles, and offering incentives to exporters and investors, the state fosters

an atmosphere conducive to business expansion. This policy framework instils confidence among stakeholders, stimulates innovation, and attracts both local and foreign investments, thereby strengthening the export ecosystem.

Overview of Imo Mandate and Implications for its Organisation

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

ISIPA seeks to:

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

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

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

Function	Overview of Responsibilities
Director General	– Provides corporate direction and oversight function to the State's Investment Promotion and Development efforts, functioning as Director General of ISIPA. – Work with non-investor stakeholders and support initiatives to improve the quality of the investment climate within Imo State. – Develop and oversee the implementation of a comprehensive strategy and action plans to attract and facilitate new investments. – Represent the State at investment forums.

Internal Audit	– Responsible for leading the Audit and assurance function of ISIPA, 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.
Investor Services	– Provide comprehensive marketing services to promote Imo State 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.
Legal Adviser	– Act as the secretary of the Agency. – Support the DG with secretarial duties at committee engagements and 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 ISIPA. – Support the defence of all civil matters involving the Agency and protection of the Agenc 's interest where they are affected or threatened . – Advice the Agency on all issues and their legal implications to prevent undue litigation or statutory infringements.

Transaction Advisory & Monitoring	– 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.
Policy, Research & Stakeholder Management	– 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 Imo State. – Generate data and statistics required to communicate specific investment opportunities. – Support the DG to actively review all engagements with investors along the Agency's service delivery mandate to identify service failures and recommend remedial actions.
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 ISIPA's initiatives and activities. – Provide appropriate support to the Investor Services 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.

Support Service	– 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 ISIPA. – Develop ISIPA's humanresources and administration strategy, enhancing professional development, compensation and benefits, performance evaluation, training and recruitment in line with best practice. – 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 runningof the Agency's internal administration and its cost effectiveness.
-----------------	--

3. PILLARS OF ISIPA

This Investment Promotion Agency Corporate plan serves as a blueprint to industrialise and diversify Imo State's economy by boosting investment in the state over the next five years.. Its main goals are:

Generating at least \$1 billion in annual foreign revenue.

Creating 3,000 new jobs annually.

Lifting 1 million people out of poverty.

Pillar 1: Enhancing Agricultural Productivity and Agribusiness

Modernise Agricultural Practices

Action Steps:

- Distribute subsidised farm inputs (fertilisers, seeds, pesticides) to 30% of smallholder farmers annually.
- Facilitate partnerships with agricultural equipment suppliers for provision of affordable mechanisation tools.
- Conduct bi-annual farmer training sessions on improved farming techniques.

KPIs:

- Train 1000 farmers annually.
- 20% percentage increase in mechanised farming adoption.
- 20% reduction in farm input costs.

Expand existing Irrigation Infrastructure

Action Steps:

- Rehabilitate 5 irrigation schemes across the state annually.
- Develop small-scale irrigation systems in underserved rural areas.
- Partner with private investors to co-fund irrigation projects.

KPIs:

- 10,000 hectares under irrigation annually.
- 10% increase in number of irrigation schemes completed.

Promote Agribusiness and Value Chain Development

Action Steps:

- Support 20 local agro-processing SMEs per year through grants and low-interest loans.
- Establish two agro-processing hubs for key crops (rice, millet, sorghum) by 2026.
- Connect local producers to national and international markets.

KPIs:

- 27% increase in the number of SMEs supported annually.
- 30% increase in volume of agro-processed goods exported.

Pillar 2: Promoting Infrastructure Development

Enhance Road and Transport Networks

Action Steps:

- Complete the rehabilitation of 500 km of rural and urban roads by 2028.
- Conduct feasibility studies for additional road connectivity projects.
- Ensure annual road maintenance contracts are awarded transparently.

KPIs:

- 5000 Kilometres of roads completed/maintained annually.
- 30% reduction in transportation costs.

Improve Power and Energy Access

Action Steps:

- Expand rural electrification projects to 30% of off-grid communities by 2026.
- Support independent power producers (IPPs) in solar and renewable energy projects.
- Upgrade urban power infrastructure to reduce outages by 50%.

KPIs:

- 20% of rural areas electrified.
- 17% increase in number of renewable energy projects initiated.

Boost Water Supply and Sanitation Infrastructure

Action Steps:

- Rehabilitate 20 water supply systems annually.
- Provide boreholes in underserved local government areas.
- Implementation of sanitation campaigns targeting 50,000 households annually.

KPIs:

- Number of water systems rehabilitated.
- Percentage increase in access to potable water.

Pillar 3: Accelerating Human Capital Development

Enhance Education Quality and Access

Action Steps:

- Construct or renovate 100 primary and secondary schools annually.
- Train 1,000 teachers annually on modern teaching methods.
- Implement a free school feeding programme to increase enrolment rates.

KPIs:

- Number of schools upgraded annually.
- Percentage increase in school enrolment and retention rates.

Improve Healthcare Infrastructure and Delivery

Action Steps:

- Upgrade 10 primary healthcare centres annually.
- Recruit and train 500 healthcare workers yearly.

- Expand immunisation coverage to 90% of children under five.

KPIs:

- Number of healthcare centres upgraded.
- Percentage increase in immunisation coverage.

Promote Youth Empowerment and Skills Development

Action Steps:

- Establish two vocational training centres by 2025.
- Launch entrepreneurship grants for 5,000 youths annually.
- Collaborate with private sector to facilitate job placement programmes.

KPIs:

- Number of youths trained annually.
- Number of jobs created through skills programmes.

Pillar 4: Fostering an Enabling Business Environment

Streamline Business Registration Processes

Action Steps:

- Reduce the time for business registration from 10 days to 5 days.
- Digitalise company registration services for ease of access.
- Launch business registration awareness campaigns across the state.

KPIs:

- Reduction in business registration timeline.
- Number of new businesses registered annually.

Promote Access to Finance for MSMEs

Action Steps:

- Facilitate partnerships with financial institutions to provide low-interest loans.
- Establish a ₦2 billion MSME Development Fund by 2026.
- Train 1,000 MSMEs annually on financial management and business growth strategies.

KPIs:

- Total loans disbursed to MSMEs annually.
- Percentage growth in MSME turnover.

Attract Investments Through Policy Reforms

Action Steps:

- Develop an investment incentive package for investors in agriculture, energy, and manufacturing.
- Conduct 10 annual investment summits to showcase Imo's opportunities.
- Establish a Public-Private Partnership (PPP) office for infrastructure and business projects.

KPIs:

- Number of new investments secured.
- Value of investments attracted annually.

Pillar 5: Promoting Environmental Sustainability

Strengthen Climate Change Mitigation Efforts

Action Steps:

- Plant 1 million trees annually under a state-wide afforestation programme.
- Promote climate-smart agricultural practices among 5,000 farmers.
- Conduct environmental awareness campaigns across local governments.

KPIs:

- Number of trees planted annually.
- Number of farmers trained on climate-smart practices.

Improve Waste Management Systems

Action Steps:

- Establish waste collection and recycling centres in all major urban centres.
- Partner with private companies for waste-to-energy projects.
- Implement a monthly sanitation exercise for all LGAs.

KPIs:

- Number of waste collection centres established.
- Percentage of urban areas with improved waste management.

Protect Water Bodies and Ecosystems

Action Steps:

- Monitor and regulate industrial activities to prevent pollution.
- Implement wetlands protection programmes in identified areas.
- Support fisheries management initiatives to protect aquatic resources.

KPIs:

- Number of water bodies protected annually.
- Reduction in pollution levels.

4. Corporate Focus

Corporate Priorities

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

1. Enhance State Visibility: After deliberations it was agreed that the Agency's organisational behaviour will be shaped by the following 4 critical questions:
 - How would Imo State sustain itself solely on locally generated non-oil revenues?
 - Which goods and services should Imo State focus on?
 - What strategy will generate enough jobs and improve the quality of life within the state?
 - How fast can Imo State pivot to an export-driven, industrial, and formal economy?
2. Attract and Facilitate Private Sector Investment: The need to capture the attention of investors, facilitate and support the implementation of their investments into the state by handling investment bottlenecks.
3. Enable Competitive Regulatory Environment: The need to create a conducive business and regulatory environment that will compliment and support the growth objectives of investments and investors.
4. Promote Cooperation and Collaboration: The need to stimulate the investment ecosystem to harness benefits from synergy, alignment, and collaboration to achieve the state's economic development objectives.
5. Promote climate smart investment particularly in agricultural production and light manufacturing
6. Optimise Internal Operations: The need to position internal systems and operations to efficiently support the investment promotion and facilitation activities.

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

Targets

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

Inward Investment Targets:

1. At least 30 new inward investor projects were attracted.
 - Agribusiness: 12
 - Light Manufacturing: 10
 - Renewable Energy: 5
 - Solid Minerals: 3
2. 1 Billion USD of capital investments by these projects.
 - Agribusiness: 500 Million USD
 - Light Manufacturing: 200 Million USD
 - Renewable Energy: 200 Million USD
 - Solid Minerals: 100 Million USD
3. At least 3,000 direct jobs created by these projects.
 - Agribusiness: 1,000
 - Light Manufacturing: 1,000
 - Renewable Energy: 500
 - Solid Minerals: 500
4. At least 3 expansion projects from existing inward investors.

Activity Targets:

1. 300 potential new investors need to be targeted for a new investment to materialise.
2. 150 business leads need to be generated. i.e., a company with a confirmed interest in investing in the State and would consider a given location for investment.
3. 75 existing investors who need to be met for an expansion investment to take place.
4. Completion of at least 50% of key initiatives or actions as stated within the IPA corporate plan by 2027.

Sector Focus

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

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

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

Strategies for Priority Sectors

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

Agribusiness: Strengthening the Sector for Sustainable Growth Empowering the Value Chain

Climate-Smart Rice Production and Processing

- ISIPA will promote the adoption of sustainable practices in rice cultivation and processing by introducing solar-powered irrigation systems, energy-efficient processing equipment, and training programs for farmers and processors
- ISIPA will collaborate with agricultural research institutions to provide technical assistance, improve seed varieties, and optimize crop yields.

Stakeholder Engagement and Support

ISIPA will organize regular consultative sessions with key stakeholders, including farmers, processors, and investors, to identify challenges and opportunities in rice production and other agribusiness sectors.

Ensure the implementation of actionable recommendations from stakeholder discussions, focusing on capacity building, market linkages, and infrastructure improvements

Policy and Financial Incentives

- ISIPA is in works to develop favorable policies that provide tax reliefs, land-use incentives, and access to affordable credit for agribusiness investments
- ISIPA will facilitate partnerships with financial institutions to offer grants and subsidized loans to farmers and processors to expand capacity and modernize operations

Infrastructure Development and Market Integration

Enhancing Processing Capacity

ISIPA will rehabilitate and expand existing food processing facilities, to boost production and quality standards.

Establish new processing hubs in corporate locations, prioritizing accessibility to raw materials and markets

Export and Market Linkages

- Position Imo State as a leading exporter of high-quality processed rice by leveraging its corporate location near international borders with Niger and Benin Republics.
- Collaborate with agencies like the Nigerian Export Promotion Council (NEPC) to streamline export processes and secure market access

Corporate Partnerships and Capacity Building

- Collaborating with Leading Industry Players
- Partner with established rice processing companies such as Labana Rice, Dangote Mills, and GB Foods to attract investments and expand local processing capabilities.
- Encourage public-private partnerships (PPPs) to co-develop agribusiness infrastructure and processing facilities

Institutional and Technical Support

ISIPA will engage development partners such as FCDO-LINKS for technical advisory services and capacity-building programs tailored to agribusiness growth.

Strengthen the role of institutions like the Imo State Agricultural Development Authority in providing extension services and farmer training

Targets and Expected Outcomes

Production Increase: ISIPA plans to achieve a 40% increase in rice production through improved agricultural practices and expanded irrigation systems.

Processing Capacity: Double the capacity of existing processing plants while establishing at least two new facilities by 2026.

Export Growth: Increase the share of processed rice in Imo exports by 30% through enhanced market access and quality standards

Job Creation: Generate over 10,000 direct and indirect jobs across the rice value chain through expanded processing and export activities

Strengthening the Livestock and Meat Processing Sector in Imo State Empowering the Sector and Value Chain Players

Capacity Building for Farmers and Associations:

- Collaborate with farmer associations, herders, and cooperative groups to provide training on modern animal husbandry practices, disease prevention, and sustainable grazing methods. Support these groups through initiatives like cross-breeding programs, artificial insemination, and the adoption of advanced feeding practices to enhance livestock productivity

Improving Access to Resources and Infrastructure

- ISIPA will work with relevant stakeholders to rehabilitate and modernize critical facilities and other underutilized livestock centers.
- Establish new abattoirs and meat processing units equipped with state-of-the-art technology, ensuring compliance with food safety and international export standards
- Develop grazing reserves and water points to reduce conflicts between farmers and herders and to enhance productivity

Enhancing Market Linkages

Strengthen connections between smallholder farmers and markets by organizing aggregation points, offering transport subsidies, and leveraging Imo's ultramodern Market as a hub for local and international trade

Expanding Livestock Health Services

Boost veterinary services by providing accessible clinics across key zones and increasing vaccination programs to combat zoonotic diseases and improve herd health

Enabling Environment and Incentives

Policy and Financial Support

- ISIPA is in the process of developing and implementing livestock-focused policies to incentivize investments in meat processing, dairy production, and animal feed industries. For example:
- ISIPA offers tax breaks or subsidies for businesses investing in climate-smart livestock practices.
- ISIPA provides microfinance loans and grants to cooperatives and smallholder farmers to scale their operations

Infrastructure and Technology Adoption

ISIPA will endeavor to promote renewable energy solutions, such as solar-powered cooling systems, to ensure the preservation of meat and dairy products. Invest in ICT solutions for supply chain management and farm monitoring to improve operational efficiency

Promoting Public-Private Partnerships (PPPs)

ISIPA will facilitate PPPs to fund infrastructure upgrades, establish processing plants, and enhance market access. Collaborate with entities such as the African

Development Bank (AfDB) and the Central Bank of Nigeria (CBN) to co-fund key projects

Targets and corporate Outcomes

Productivity Goals: ISIPA plans to Increase livestock yields by 30% through improved breeding programs and enhanced access to veterinary care.

Processing Capacity: ISIPA plans to establish at least two functional meat processing facilities and expand the utilization of the Jega Livestock Market for large-scale trade.

Market Integration: ISIPA will Increase the export of livestock products by connecting producers to markets in Niger, Benin, and beyond

Job Creation: ISIPA plans to generate at least 5,000 direct and indirect jobs through expanded processing and market access initiatives

Renewable Energy:

- ISIPA will follow up with NERC and other stakeholders at the federal level via the Governor, to address issues and requirements for proceeding with the current pipeline of investors in the renewable sector.

Solid Minerals: Unlocking the Potential for Sustainable Development:

Empowering the Sector and Value Chain Players

1. Capacity Building for Artisanal Miners

- ISIPA will establish training programs to transition artisanal miners from crude practices to modern, environmentally friendly mining techniques.
- ISIPA will partner with institutions like the Mining Cadastre Office and development agencies to deliver technical and vocational education in areas such as mineral exploration, processing, and compliance with environmental standards.

2. Organizing Artisanal Miners into Cooperatives

- ISIPA will form and register miners' cooperatives to provide a structured framework for accessing funding, training, and technology.
- ISIPA offers incentives such as tax holidays and equipment leasing programs for registered cooperatives adopting best practices in mining.

3. Enhancing Local Processing Capabilities

- ISIPA will develop a centralized processing hub equipped with modern technologies for refining minerals like gold, gemstones, and limestone.
- Introduce value addition facilities such as a gemstone faceting and lapidary center to enhance the quality and marketability of mined materials

4. Encouraging Exploration and Investment

- Conduct detailed geological surveys to identify and map mineral deposits across the state, providing accurate data for prospective investors.
- Promote public-private partnerships (PPPs) for large-scale exploration and mining operations, focusing on corporate minerals like gold, coal, iron ore, and limestone

Targets and Corporate Outcomes

- Increased Production: Scale up mineral output by 50% by 2026 through improved mining practices and the establishment of industrial mining operations.
- Value Addition: Increase the proportion of processed minerals by 60%, prioritizing gemstones, gold, and limestone for both domestic use and export.
- Employment Creation: Generate at least 7,000 direct and indirect jobs across mining and processing activities.
- Revenue Growth: Double revenue from mining royalties and export earnings by 2026

Incentives and Enabling Partnerships

1. Fiscal Incentives

- Offer tax holidays for companies investing in mining and mineral processing infrastructure.
- Introduce reduced import duties for mining and processing equipment to lower operational costs.

2. Infrastructure Support

- Develop transport networks, such as roads and railways, connecting mining sites to processing hubs and markets.
- Provide access to reliable power sources, including renewable energy solutions, for mining and processing activities.

3. Streamlined Regulatory Environment

- Simplify the licensing process for exploration and mining operations.
- Establish a one-stop shop for obtaining mining permits and addressing compliance issues

4. Sustainability Measures

- Introduce policies to ensure environmentally sustainable mining, such as mandatory reclamation plans and reduced carbon footprints in operations.
- Facilitate partnerships with environmental organizations to promote climate-smart practices in the mining sector

Corporate Partnerships

- Collaborate with the Federal Ministry of Mines and Steel Development to align with national mineral development policies and access federal incentives.
- Engage international mining firms and investors to introduce capital, expertise, and cutting-edge technology into the sector.
- Partner with universities and research institutes for mineral resource mapping, innovation, and workforce development

Corporate Partnerships & Networks

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

To drive its corporate objectives, ISIPA will focus on building and strengthening key partnerships and networks in the following areas:

Resource Exploration and Development

- Engage with miners, agribusiness corporations, and exporters to streamline the discovery, extraction, and value addition of Imo State's resources.
- Collaborate with the Federal Ministry of Mines and Steel Development and major industry players to attract expertise and investments in mining and agriculture

Capacity Building Networks

- Partner with universities, vocational training centers, and technical institutions to enhance workforce skills in sectors like agriculture, mining, and renewable energy.
- Establish collaborations with organizations like the Nigerian Institute of Mining and Geosciences to provide technical training for artisanal miners

Climate Change and Environmental Sustainability

- Develop alliances with environmental organizations and agencies to promote sustainable practices in agriculture, mining, and energy production.
- Work with the Nigerian Meteorological Agency (NIMET) and international environmental bodies to align projects with climate-smart solutions

Development Partners

- Strengthen relationships with entities such as the African Development Bank (AfDB), the World Bank, and FCDO-LINKS to access funding and technical expertise for corporate projects.
- Foster partnerships with the United Nations Industrial Development Organization (UNIDO) and similar bodies for technology transfer and industrial growth

Investor Support and Funding Networks

- Establish linkages with financial institutions like the Central Bank of Nigeria (CBN) and commercial banks to create accessible credit lines for businesses and investors.
- Collaborate with investment promotion bodies like the Nigerian Investment Promotion Commission (NIPC) to attract foreign direct investments and showcase ISIPA's potential to global investors

4.7 Marketing strategy

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

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

4.7.1 Image and brand building

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

4.7.2 Market segmentation

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

4.7.3 Marketing activities and communication materials

- Marketing brochure / fact sheet: Produce tailored promotional brochures for each sector with detailed opportunities along the value chain
- Newsletter: Produce and send out targeted newsletters to investors and the investment community containing information on specific investment activities in the state.
- Robust website: Continuously update ISIPA website to promote inward investment to the state with functional feedback mechanism.
- Advertising: Is the most common form of marketing communication tool. It is a form of paid non-personal communication to promote Imo State as an attractive investment destination through mass media. Therefore, the following advertising techniques represent ISIPA marketing mix.
 - Print advertising, such as newspapers and magazines
 - o Direct mail advertising
 - o Television advertising
 - o Radio advertising
 - o Mobile advertising
 - o Social media advertising
- Personal selling (sales presentation): Involves a face-to-face presentation and interaction between ISIPA and prospective investors about investment opportunities that abound in Imo state. It represents a two-way form of communication where ISIPA aims to persuade the prospective investor to invest in its location. This will be a key marketing communication tool and would require marketing experts and would provide information on the Imo State investment opportunities.
- Investor targeting events: Investor targeting is a corporate approach that, while more cost-effective than promotional marketing, requires significant resource dedication and specialized sectoral and commercial expertise. This process demands time-intensive efforts to identify, connect with, and build relationships with high-value investors. Success hinges on a selective and focused methodology to ensure optimal use of available resources. To implement this effectively, ISIPA will leverage a combination of targeted events as part of its investment marketing strategy in Imo State
- After-care support services: After-care support services play a vital role in sustaining and enhancing investments within Imo State. Existing foreign and domestic investors serve not only as key contributors to the state's economic growth through project expansions and upgrades but also as valuable conduits for attracting new investments. Through their networks of suppliers, customers, competitors, and advisors, these investors provide critical insights and influence on future investment decisions.

Imo State will implement a comprehensive after-care strategy to maximize this potential, focusing on tailored services and programs designed to strengthen investor confidence and foster long-term collaboration. This approach will ensure the continuous promotion and attraction of investments to Imo State, leveraging the relationships and networks established through the after-care program.

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

Funding

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

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

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

5. IPA Corporate Plan Development Process

5.1 Summary of Development Process

The IPA corporate plan serves as a practical roadmap for positioning Imo State as a competitive destination for investment. Its development was guided by consultations with key stakeholders, sector experts, and in-depth analyses of Imo's investment opportunities.

The corporate plan outlines actionable strategies to attract foreign and domestic investment, build investor confidence, and align efforts across state agencies to create an enabling environment for business growth. It identifies priority sectors, practical initiatives, and measurable targets to ensure Imo maximizes its economic potential.

FDI Potential in Imo State

Imo State is strategically poised to attract significant Foreign Direct Investment (FDI) due to its abundant resources, strong government support, and location advantages. Key sectors with high FDI potential include:

1. Agriculture and Agro-Processing

- As a leading producer of rice and sesame in Nigeria, Imo offers investment opportunities in agro-processing and export-oriented farming.
- The presence of successful ventures such as the Rice Mill demonstrates the state's capacity for high-value agribusiness investments.

2. Solid Minerals

- With deposits of gold, limestone, iron ore, and coal, Imo is a prime location for mining and mineral processing ventures.
- Establishing industrial mineral plants and gemstone processing hubs could significantly boost value addition in the sector.

3. Renewable Energy

- Imo's solar and hydro potential presents unique opportunities for investment in off-grid renewable energy solutions and industrial power projects.
- Logistics and Infrastructure Development
- The state's international cargo airport and strategic location near borders with Niger and Benin Republics make it a hub for regional trade and logistics infrastructure.

Steps

1. Streamlining Processes
 - Simplify the approval and licensing processes for foreign investors through ISIPA's one-stop investment center.
 - Digitize processes to reduce bureaucratic bottlenecks and ensure seamless investor engagement.
2. Proactive Investor Engagement
 - Develop tailored sector profiles and project teasers to showcase opportunities in Imo.
 - Organize targeted investment roadshows, roundtables, and trade missions to engage with high-potential investors.
3. Policy Incentives
 - Offer tax holidays, land-use waivers, and reduced import tariffs on critical equipment for investors in priority sectors.
 - Ensure investor-friendly policies that align with federal government incentives for strategic industries.
4. Infrastructure Investments
 - Expand key infrastructure such as industrial parks, road networks, and processing facilities.
 - Integrate renewable energy solutions to support industrial projects

Corporate Objectives

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

The plan will achieve the following objectives:

Table 5: corporate priorities, objectives and their description

Corporate Priorities	Objectives	Objective Description
A. Enhance State Visibility	Strengthen Agency's Legal Foundation	To ensure ISIPA has adequate legal standing to support its operations.
	Create greater awareness	Creating greater awareness of the investment potential of the state.
B. Attract and Facilitate Private Sector Investment	Attract Private Sector Investments	To increase private sector investments into the State
	Enhance Attractiveness of the State	To address areas of weakness regarding the State's investment climate.

	Improve Investor Experience	To improve investor experience and satisfaction as it relates to addressing key issues affecting turnaround time.
C. Enable Competitive Regulatory Environment	Alignment with State Economic Development Strategy	To ensure activities within the Agency is contributing positively to the State's developmental agenda.
	Improve Regulatory & Policy Framework	To improve the regulatory and business environment for investments to thrive and grow.
	Stimulate Business and Growth	To stimulate growth of existing investments through incentives and support.
Corporate Priorities	Objectives	Objective Description
D. Promote Cooperation and Collaboration	Improve Synergy and Collaboration	To improve collaboration and synergy with critical stakeholders.
E. Optimise Internal Operations	Increase Performance and Achieve corporate Objectives	To drive and monitor organisational performance.
	Enhance Operational Skills and Capacity	To improve delivery capacity of the Agency through the strengthening of critical skills and capabilities.
	Organisational Enhancement and Improvement	To address gaps within the investment promotion practice, support organisational continuity and consistency.
	Enhance Technology Infrastructure	To ensure the appropriate technology infrastructure to drive efficiency and sustain operations are available.

5.3 Key Initiatives

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

5 Year Corporate Plan (2024 - 2028)

5.3.1 Enhance State Visibility

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Strengthen Agency's Legal Foundation	Review of the establishment law	- Review guidelines and deliverables - Passed and gazetted Law with expected amendments suitable to the operations of the Agency	Legislative backing and enablement to carry out functions and guidance on scope of Management, Governing Council and Agency	Secretary/Legal Adviser	Quick win	Done Dec, 2024	one off
Create awareness greater	Plan roadshow and media related programmes	- Road show and event calendar - Execution of Road shows and media related programmes - Evaluation of roadshows/programmes and improvement recommendations - Number of follow up and enquires from each roadshow and programmes	Increase in the awareness of the State's investment opportunities	Investor Services	1st Year	Done 2024	Annual
	Conduct roadshow and media related programmes	- Programme plan - Programme budget - Execution of programme - Evaluation of programme and recommendations for improvement - Number of enquiries and follow up	Increase in the awareness of the State's investment opportunities	Investor Services	2nd Year	2026	As required

5 Year Corporate Plan (2024 - 2028)

	Development and implementation of marketing communication initiatives	- Annual planned initiatives in alignment with IPA corporate plan - Status of implementation	Increase in awareness and rise in number of private sector visits to the state	Investor Services	1st Year	2024-2026	As required
	Enhancement of the Agency's website to contain useful information and features	- Updated website - Accuracy of information on website	Increase in the awareness of the State's investment opportunities	Investor Services	Quick win	Done for 2023 and 2024	Annual
	Establishment of foreign networks with investment intermediaries and coalitions	- Increase in pipeline deals - Inspections and visits - Investor enquiries - Investor proposals	Increase in the awareness of the State's investment opportunities	Investor Services	1st Year	2026	As required

5.3.2 Attract and Facilitate Private Sector Investment

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Attract Private Sector Investments	Development of detailed priority sector engagement strategies	- Deal books and Investment profiles/papers - Inspections and visits - Investor enquiries - Investor proposals/Project	Increase in attraction of private sector to priority sectors	Transaction Advisory & Monitoring	1st Year	2024	one off

5 Year Corporate Plan (2024 - 2028)

	Drive investments into Legacy business	- Investment profiles/papers for each of the legacy businesses - Inspections and visits - Investor enquiries - Investor proposals	Private sector investment into Legacy businesses and revival	Investor Services	1st Year	2024	one off
	Drive investments into MSME businesses	- List of MSMEs - MSME investment profile - Inspections and visits - Investor enquiries - Investor proposals	Increase in private sector investment in MSMEs in the State	Investor Services	1st Year	2026	one off
	Preparation of sector/investment broker targeted pitch decks	- Investment profiles - Inspections and visits - Investor enquiries - Investor proposals	Increase in attraction of private sector to priority sectors	Investor Services	1st Year	Oct, 2024	one off
	Project Development e.g. Mechanisation financing	Deal books and Investment profiles/papers	Availability of well-packaged and attractive investment opportunities	Transaction Advisory & Monitoring	1st Year	Feb, 2024	one off
Enhance Attractiveness of the State	Support the development of critical skills in the state	- List of critical skills - Development of road map for skills development - Outcome of engagement with Ministry of Education, Science and Technology, Directorate of Economic Empowerment, etc. - Monitoring and evaluation of skills development roadmap/initiatives	- Increase in attractiveness of state. - Increase in the quality of labour within the State	Investor Services	1st Year	March, 2026	Annual

5 Year Corporate Plan (2024 - 2028)

Improve Investor Experience	Engagement with Ministry of Land, Housing, Urban Development and Regional	Agreed operational modalities and guiding template for land issuance to investors	Improved investor experience	Policy, Research &	Quick win	Nov 2023	one off
Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
	Planning (MoLHUD&RP) to improve turnaround time for land issuance			Stakeholder Mgt.			one off
	Inaugurate all investment associated committees	- Inaugural sitting - Terms of Reference for Committees - Minutes of meetings	- Improved investor experience - Better turnaround time	DG	Quick win	Done	
	Development of an investor's guideline/guidebook, i.e., detailed information of the approvals required, duration, procedure, etc.	- Investor journey map - Information of necessary steps estimated timeline on the website	Improved investor experience	Investor Services	1st Year	March 2024	

5.3.3 Enable Competitive Regulatory Environment

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Alignment with State Economic Development Strategy	Ensure linkages of promotional strategy with State economic development strategy	- Approved IPA corporate plan - Updates to IPA corporate plan	Increase contribution and support to the achievement of the State's economic development objectives	DG	Quick win	Dec, 2024	one off
Improve Regulatory Policy Framework	Continuous improvement with the Ease of Doing Business parameter through engagement with key stakeholders	- Periodic committee meeting - Status of implementation of recommendation	- Increase ease of doing business ranking and shortened distance to frontier - Increase attractiveness - Improve enabling environment	DG	1st Year	March, 2026	Continuous
	Finalisation of PPP Policy	Approval of reviewed policy by the Executive Council	- Clarity on PPP related projects - Implementation of PPP policy	DG	2nd Year	June 2024	one off
	Modification of Land Acquisition and Resettlement Framework (LARF)	- Approval of reviewed LARF by the Executive Council - Policy recommendations	Clarity on Land acquisition for all types of investment	DG	Quick win	June 2024	one off
	Recommend and advocate for policies to attract right quality of labour into the state	- Minutes of meetings from interactions with respective owner MDAs of policies - Status of policy	Increase attractiveness	Policy, Research & Stakeholder Mgt.	1st Year	March, 2026	Continuous
Stimulate	Compilation and activation of incentives	Approval of incentives and clear criteria by government	Stimulate growth and improve enabling	Investor Services	Quick win	Dec, 2023	one off

5 Year Corporate Plan (2024 - 2028)

Business and Growth			environment				
	Secure pre-approved incentives and criteria for implementation Facilitate linkages for access to finance	- List of recommended incentives - Approval memo - Feedback from Executive Council/ Authorising entity - List of financing entities - Financing criteria	- Increase attractiveness - Stimulate growth and improve enabling environment - Stimulate growth and improve enabling environment	DG Investor Services	1st Year 1st Year	March 2023 Dec, 2026	one off Continuous

5.3.4 Promote Cooperation and Collaboration

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Improve Synergy and Collaboration	Formalization/conduct of engagement forums for stakeholder management	- Schedule events calendar - Notice of meeting	Strengthened collaboration and cooperation	Policy, Research & Stakeholder Mgt.	Quick win	March, 2026	Periodic
	Roundtable session with individual MDAs	Action plan with identified responsibilities and timelines	Coordinated support between the Agency and all MDAs	Policy, Research & Stakeholder Mgt.	Quick win	Done	one off

5.3.5 Optimise Internal Operations

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Increase Performance and Achieve corporate Objectives	Institution of an organisational planning process	- Status and plan update - Number/value of FDI - Achievement status of performance target	- Implementation of IPA corporate plan - Achievement of mandate and performance objectives	DG	Quick win	Dec 2026	one off
	Establishment of an FDI database to track inflows	- Updated database with monetary values - Tracker containing all investors with transition and duration spent along the lifecycle	Availability of FDI related data for operational use	Investor Services	Quick win	Nov, 2023	one off
	Utilisation of and adherence to service quality charter to monitor operations	- Evaluation report of activities - Assessment against charter parameter	- Improved investor experience - Improved organisational performance	Policy, Research & Stakeholder Mgt.	1st Year	2026	Periodic
Enhance Operational Skills and Capacity	Conduct trainings to enhance operational and technical capacity of staff	- Training need analysis - Training report - Other training related statistics	Enhancement of delivery capacity of the Agency	Support Services	Quick win	March, 2026	Continuous
	Develop engagement formality for consultants and specialists	- ToR for engagement of consultants - Types of skills that fall within the category of outsourcing	Enhancement of delivery capacity of the Agency	Support Services	Quick win	2024	one off
	Recruitment of skilled and experienced people into the agreed organisational structure	Recruited staff	Enhancement of delivery capacity of the Agency	Support Services	Quick win	March, 2024	Continuous

5 Year Corporate Plan (2024 - 2028)

Organisational Enhancement and Improvement	Assessment of the SWOT of target sectors, preparation of appropriate research and datasheets for those sectors	- SWOT analysis - Datasheets	Availability of investor related information	Policy, Research & Stakeholder Mgt.	1st Year	, 2024	one off
	Development of a service quality charter and monitoring mechanism	Signed service charter by respective staff	Improved investor experience	Policy, Research & Stakeholder Mgt.	Quick win	March 2024	one off
	Development of internal processes and procedures document	- Approved operational process by DG & Governing Council - Process documents and templates	Operational efficiency and consistency	Support Services	1st year	June 2024	one off

Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency
Enhance Technology	Establish an investor relationship management framework and system	Documented framework	Improved investor experience	Investor Services	1st Year	, Dec, 2024	one off
	Implementation of an effective organizational structure	Approved structure by Governing Board	Operational efficiency	DG	Quick win	t, 2024	one off
	Develop sector strategy and conduct research to be used for promotion and project conceptualization	Sector research output	Availability of information for investors	Policy, Research & Stakeholder Mgt.	1st Year	March, 2026	Annual
	A central repository system/server including CCTV	- Server infrastructure - Backed up data	Organisational continuity	Support Services	1st Year	Dec, 2024	one off

5 Year Corporate Plan (2024 - 2028)

Infrastructure	Advanced productivity suite with collaborative capabilities	• Active licenses on all official systems	• Operational efficiency and effectiveness	Support Services	2nd Year	June 2024	one off
	Centralised UPS/inverter system	• Installed and functional backup power system	• Operational efficiency and effectiveness	Support Services	Beyond 3rd Year	Done	one off
	Establishment of a data centre with proper access control	• Modified space to house servers	• Organisational continuity	Support Services	Beyond 3rd Year	March, 2026	one off
	Establishment of a disaster recovery and business continuity protocol	• Business continuity plan	• Organisational continuity	Support Services	Beyond 3rd Year	June 2024	one off
	Establishment of office intercom	• Functional intercom	• Operational efficiency and effectiveness	Support Services	Quick win	Nov, 2024	one off
	Establishment of service level agreements for all vendor related services	• Template for service level agreements (SLA)/SLAs	• Enhancement of delivery capacity of the Agency	Support Services	Quick win	Dec, 2024	one off
	Expansion of support team (depending on the size of IT infrastructure)	• Recruited support staff/technical assistant	• Enhancement of delivery capacity of the Agency	Support Services	Beyond 3rd Year	Dec, 2024	one off
	Installation of a managed network with adequate bandwidth and wireless coverage for all offices	• Network access in the offices	• Operational efficiency and effectiveness	Support Services	Quick win	Oct 2024	one off
	Installation of an antivirus programme on all systems	• Active licenses on all official systems	• Operational efficiency and effectiveness	Support Services	Quick win	2026	Continuous
Objectives	Key Initiatives	Expected Output/KPI	Expected Outcome	Owner/Dept	Start Period	Completed by	Frequency

5 Year Corporate Plan (2024 - 2028)

	Installation of licensed basic productivity suite including virtual meeting application	• Purchased and active licenses for all staff	• Operational efficiency and effectiveness	Support Services	Quick win	Dec,, 2024	one off
	Provision of departmental external drives and a central external drive/cloud storage for backup of operational data	• Backed up official documents	• Organisational continuity	Support Services	Quick win	Dec, 2024	one off
	Purchase and customisation of business applications i.e., COMFAR 3, etc.	• Active licenses on all official systems	• Operational efficiency and effectiveness	Support Services	Beyond 3rd Year	March, 2025	one off

5.4 Target Milestones

Table 6: Target milestones

Target KPI	Target Value	Baseline	2023	2023	2024	2025	2026
Number of new inward investor projects	>30	13	6	12	18	24	>30
• No. of Agribusiness projects:	12	-	2	5	7	10	>12
• No. of Light Manufacturing projects	10	-	2	4	6	8	>10
• No. of Renewable Energy projects	5	-	1	2	3	4	5
• No. of Solid Minerals projects	3	-	1	1	2	2	3
Value Capital investment (USD)	>1,000,000,000	1,000,000,000	200,000,000	400,000,000	600,000,000	800,000,000	>1,000,000,000
• Agribusiness projects (USD)	500,000,000	-	100,000,000	200,000,000	300,000,000	400,000,000	>500,000,000
• Light Manufacturing projects (USD)	200,000,000	-	40,000,000	80,000,000	120,000,000	160,000,000	>200,000,000
• Renewable Energy projects (USD)	200,000,000	-	40,000,000	80,000,000	120,000,000	160,000,000	200,000,000
• Solid Minerals projects (USD)	100,000,000	-	20,000,000	40,000,000	60,000,000	80,000,000	100,000,000
Number of direct jobs created	>2,500	-	500	1,000	1,500	2,000	>2,500
• No. of Agribusiness direct jobs	1,000	-	200	400	600	800	>1,000
• No. of Light Manufacturing direct jobs	1,000	-	200	400	600	800	>1,000
• No. of Renewable Energy direct jobs	250	-	50	100	150	200	250
• No. of Solid Minerals direct jobs	250	-	50	100	150	200	250

5 Year Corporate Plan (2024 - 2028)

Number of expansion projects	3	2	1	1	2	2	3
Number of potential investors engaged	750	-	150	300	450	600	750
Number of business leads generated	150	33	30	60	90	120	150
Number of existing investors engaged	75	-	15	30	45	60	75
Implementation status of the plan (%)	100	-	20	40	60	80	100

5.5 Implementation Horizon

Immediate	2024-2025	2026-2028
Review of the establishment law	Formalization/conduct of engagement forums for stakeholder management (continuous)	Installation of an antivirus programme on all systems
Inaugurate all investment-associated committees	Conduct training to enhance operational and technical capacity (continuous)	Centralized UPS/inverter system
	Recruitment of skilled and experienced people into the agreed organizational structure	Establishment of a Data Centre with proper access control
	Plan roadshow and media-related programs	Purchase and customisation of business applications
	Development and implementation of marketing communication materials	Formalization/conduct of engagement forums for stakeholder management (continuous)
	Establishment of foreign networks with investment intermediaries and agencies	Conduct training to enhance operational and technical capacity (continuous)
	Development of detailed priority sector engagement strategies	Conduct roadshows and media-related programs (continuous)

5 Year Corporate Plan (2024 - 2028)

	Project development, e.g., Mechanization financing	Support the development of critical skills in the state (continues)
	Development of an investor's guide/brochure, i.e., detailed approval stages and requirements	Ease of Doing Business parameter through engagement with key stakeholders (continuous)
	Secure pre-approved incentives and criteria for implementation	Facilitate linkages for access to financing (continuous)
	Preparation of the SWOT sheet across target sectors	
	Undertake research and datasets for those sectors	
	Preparation and dissemination of an investor management framework and system	
	Conduct roadshow and media-related programs (continues)	
	Identify and link MSME businesses	
	Support the development of critical skills in the state (continues)	
	Continuous improvement with the Ease of Doing Business parameter through engagement with key stakeholders (continuous)	
	Facilitate access to financing	

6. Monitoring and Evaluation Framework

Logical Framework: Inputs, Outputs, Outcomes, and Impacts

Inputs

Resources essential for executing the corporate plan effectively:

- Financial Resources: Annual budget allocation for ISIPA programs, estimated operational costs for investment roadshows, feasibility studies, and infrastructure support. Example: N20M budget for promotional activities and investor facilitation over five years.
- Human Resources: Skilled personnel in ISIPA, including investment analysts, transaction advisors, and project managers. Goal: Train 50% of staff in advanced investment promotion strategies by 2025.
- Infrastructure: Establishment of industrial parks, logistics hubs, and processing zones, supported by expanded road and rail networks.
- Technology: Deployment of digital platforms for investor engagement, licensing, and tracking project milestones.
- Partnerships: Collaboration with development partners (e.g., AfDB, World Bank), government agencies, and private sector stakeholders for co-financing projects.

Outputs

Short-term deliverables and measurable results:

- FDI Projects Secured: Target to secure at least 30 FDI projects across priority sectors such as agriculture, mining, and renewable energy by 2026.
- Jobs Created: Creation of 2,500 direct and 5,000 indirect jobs through investment initiatives.
- Partnerships Formed: Formalize 20 strategic partnerships with international investors, financial institutions, and development organizations.
- Investor Forums Organized: Host 2 major investment summits or trade missions to showcase Imo's opportunities.
- Capacity-Building Initiatives: Conduct 12 training sessions for local SMEs on scaling operations and meeting international market standards.

Outcomes

Indicators reflecting the success of translating activities into meaningful progress:

- Improved Business Climate: Reduction in regulatory processing times by 30% through streamlined procedures and a one-stop investment center.
- Enhanced Investment Inflows: Annual increase of \$200M in investment inflows, with a focus on non-oil sectors.
- Economic Diversification: Significant growth in the state's GDP contribution from agriculture, mining, and renewable energy, reducing dependency on federal allocations by 15%.
- Local Enterprise Growth: 25% increase in local SME capacity, enabling them to integrate into global supply chains.

Impacts

Long-term, transformative effects aligning with Imo State's development objectives:

- Sustainable Economic Growth: 8% average annual growth rate in ISIPA GDP over a decade.
- Reduction in Unemployment: Decrease in the unemployment rate by 10% through expanded job creation and skills development initiatives.
- Improved Living Standards: Increase in per capita income and broader socio-economic benefits through enhanced infrastructure and industrialization.
- Environmental Sustainability: Adoption of green technologies in priority sectors, contributing to a 20% reduction in the state's carbon footprint.

Metrics for Monitoring and Evaluation

FDI Metrics

- Number and value of FDI projects attracted annually.
- Sectoral distribution of FDI (e.g., agriculture, mining, renewable energy).
- Increase in Imo's share of national FDI inflows.

Job Creation Metrics

- Number of direct and indirect jobs created across sectors.
- Employment diversity (e.g., skilled vs. unskilled, gender distribution).

Regulatory Improvements

- Reduction in business registration and licensing turnaround time.
- Investor satisfaction surveys on regulatory services.

Economic Diversification Metrics

- Growth in non-oil export earnings (e.g., processed rice, gemstones).
- Share of GDP from prioritized sectors.

Environmental Sustainability Metrics

- Number of climate-smart projects implemented.
- Reduction in environmental degradation from mining and other industries.

7. Financial Summary

The financial implication for the strategic plan is built on a conservative scenario over a 5-year period, from Q2 2024 to Q1 2026. Details of the financial implication comprises of the following:

- General Assumptions
- Projected Expenditure

General Assumptions for the 5-year Strategic Plan

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

Human Resource

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

Funding

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

Projected Expenditure Assumptions for the 5-year Strategic Plan

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

Table 7: Assumptions for planned expenditure

Strategic Priorities	Objectives	Planned Expenditure Assumptions
Enhance Visibility	Strengthen Agency's Legal Foundation	- Staff working hours - Consultation services and stakeholder meetings - 5 stakeholder meetings-sitting allowance/refreshments and consultancy fee (unless supported by FCDO or other external parties)

5 Year IPA corporate plan (2023 - 2028)

Attract and Facilitate Private Sector Investment	Create greater awareness	- Staff working hours - Logistics arrangements i.e., Cost of venue, rental, promotional material, advert, et, promotion, honorarium, etc - Programmer fees - Participation fees - Travel logistics
	Attract Private Sector Investments	- Staff working hours - Consultancy services - Travel logistics - Existing promotional budget for 'creating greater awareness
	Enhance Attractiveness of the State	- Staff working hours - Programme logistics - Training is either sponsored by donors or other bodies such as NEPC, Federal Min of Agriculture and Rural Development, etc.
	Improve Investor Experience	- Staff working hours - Sitting allowance and refreshments
Enable Competitive Regulatory Environment	Alignment with State Economic Development Strategy	- Staff working hours
	Improve Regulatory & Policy Framework	- Staff working hours - Sitting allowance and refreshments
	Stimulate Business and Growth	- Staff working hours
Promote Cooperation and Collaboration	Improve Synergy and Collaboration	- Staff working hours - Refreshments and other logistics
Optimise Internal Operations	Increase Performance and Achieve Strategic Objectives	- Staff working hours
	Enhance Operational Skills and Capacity	- Staff working hours - Training fee - Allowances - Recruitment advert cost - Headhunting/consultancy fees - Part of the support from FCDO-LINKS, etc. for recruitment and training
	Organisational Enhancement and Improvement	- Staff working hours - Part of the support from FCDO-LINKS for Development of internal processes and procedures document - Consultant's fee for development of Job descriptions - Cost of engagement of field data gathering resources

5 Year IPA corporate plan (2023 - 2028)

	Enhance Technology Infrastructure	- Staff working hours - Cost of equipment and installation - Cost covered in Microsoft Office 365 - Cost of 6Kva inverter, 16 batteries, racks and 10% installation - Cost of space modification - Cost of phones and installation of intercom - 24mbs @N300,000 per month - Cost of Microsoft Office 365 - Cost of virtual meeting application licence - Cost of twelve 2Tb HDD @N37,500
Strategic Priorities	Objectives	Planned Expenditure Assumptions
		- Cost of 3 years COMFAR3 application license with 5 runtime/extra user licences and estimated EUR 7,000 for remote training and cost of a manual. Cost of application server (N3.5m)

6.3 Projected Expenditure

			Expenditure Budget '23-28'					
Strategic Priorities	Objectives	Outcome	2023	2024	2025	2026	2027	2028
Enhance Visibility	Strengthen Agency's Legal Foundation	Legislative backing and enablement to carry out functions and guidance on scope of Management, Governing Council and Agency.	7,000,000	-	-	-	-	-
	Create greater awareness	Increase in the awareness of the State's investment opportunities and rise in private sector visits.	100,000,000	152,000,000	167,500,000	205,000,000	227,500,000	97,500,000
Attract and Facilitate Private Investment	Attract Private Investments	Increase in attraction of private sector investments to priority sectors, MSME & other opportunities.	5,000,000	-	-	-	-	-
	Enhance Attractiveness of the State	Increase in attractiveness of state. Increase in the quality of labour within the State.	200,000	200,000	200,000	200,000	200,000	200,000
	Improve Investor Experience	Improved investor experience & turnaround time.	2,000,000	-	-	-	-	-
Enable Competitive Regulatory Environment	Alignment with State Economic Development Strategy	Increased contribution to the achievement of the state's economic development objectives	-	-	-	-	-	-
	Improve Regulatory & Policy Framework	Improved enabling environment and ease of doing business	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	500,000
	Stimulate Business and	Stimulated growth and improved enabling	-	-	-	-	-	-

5 Year IPA corporate plan (2023 - 2028)

	Growth	environment						
Promote Cooperation and Collaboration	Improve Synergy and Collaboration	Strengthened collaboration and cooperation	10,700,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
Optimise Operations	Increase Performance and Achieve Strategic Objectives	Implementation of strategic plan, achievement of mandate and performance objectives.	-	-	-	-	-	-
	Enhance Operational Skills and Capacity	Enhanced delivery capacity of the Agency.	26,400,000	43,050,000	40,480,000	34,100,000	40,700,000	5,270,000
	Organisational Enhancement and Improvement	Operational efficiency, improved investor experience and availability of information.	9,000,000	15,000,000	15,000,000	15,000,000	15,000,000	6,000,000
	Enhance Infrastructure	Operational efficiency, effectiveness and organisational continuity.	6,597,240	15,725,400	7,745,400	17,416,600	13,080,700	3,098,160
			171,897,240	237,975,400	242,425,400	283,216,600	307,980,700	114,168,160

8. Conclusion

The ISIPA corporate plan represents a transformative vision, one rooted in action and a shared commitment to growth. Anchored on four strategic pillars—Institutional Reforms, Infrastructure Development, Investment Promotion, and Capacity Building—the plan lays out a clear path for building a thriving, inclusive economy.

At the heart of this plan lies a drive to create an environment where businesses flourish, partnerships thrive, and the people of Imo State reap the benefits of sustainable development. By streamlining institutional processes and reducing bureaucratic bottlenecks, the government is committed to fostering transparency, efficiency, and trust. These reforms will ensure that businesses no longer see regulatory processes as a barrier but as a support system enabling their success.

Simultaneously, investments in infrastructure—be it modernised road networks, improved energy access, or enhanced digital connectivity—will lay the foundation for economic transformation. Such developments will not only lower the cost of doing business but will also open up new opportunities for trade, investment, and innovation, creating stronger links between rural communities and urban markets.

Equally vital is the effort to position Imo State as an investment destination of choice. With investor-friendly policies, the establishment of a robust Investment Promotion Agency, and strategic collaborations, Imo is poised to attract both local entrepreneurs and international investors. The doors are wide open for visionary partnerships that will create jobs, fuel innovation, and revitalise key sectors.

None of this will succeed without people—the heart of the state's economy. Through targeted capacity-building programmes, individuals will gain the skills and knowledge needed to participate actively in this growth story. From empowering small businesses to equipping the workforce with entrepreneurial and technical expertise, Imo's people will be central to its resurgence.

But this journey is not one for the government alone; it calls for collaboration and commitment from all stakeholders. Government agencies must lead with integrity and determination, ensuring that every promise translates into action. Private sector investors have a crucial role to play in seizing the opportunities the state offers, transforming potential into tangible results. Development partners will bring technical know-how, financial support, and invaluable guidance to bolster these efforts. Above all, the people of Imo State are called to embrace the opportunities ahead, standing as active participants in shaping their future.

This corporate plan is not just a document—it is a commitment to change, a promise of a better tomorrow. By aligning our vision, resources, and energy, we can create Imo State where businesses thrive, opportunities abound, and prosperity is shared by all.

The way forward is clear, and the time to act is now. Together, we will chart a course for sustainable development, creating a legacy of growth, resilience, and opportunity for generations to come.

