



YOBE STATE GOVERNMENT

**YOBE STATE AGENCY FOR PUBLIC PRIVATE
PARTNERSHIP AND INVESTMENT PROMOTION
(YAPPIP)**

CORPORATE PLAN

December 2024

Foreword

It is my honour to present the Corporate Plan for the Yobe State Investment and Promotion Agency (YAPPIP), a comprehensive framework designed to position Yobe State as a premier destination for sustainable investment. This strategy reflects our firm commitment to driving economic growth, improving the business environment, and promoting sectoral diversification to ensure long-term development.

Developed through extensive consultation with key stakeholders, this document sets out actionable priorities that will enhance the ease of doing business, attract targeted investments, and foster sector-specific innovation. It is focused on measurable outcomes and aligns seamlessly with Yobe's broader economic development objectives, laying a solid foundation for a prosperous future.

I would like to express my sincere gratitude to the Government of Yobe State for its unwavering support, and to the YAPPIP team for their dedication and hard work. Together with our partners, we are confident that this strategy will unlock Yobe's full economic potential, creating sustainable opportunities for businesses and citizens alike, while delivering tangible benefits for the state's growth and development.

Signed

Director General

Yobe State Agency for Public Private Partnership and Investment Promotion

DECEMBER 27, 2024

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1. Executive Summary

Yobe State Agency for Public Private Partnership and Investment Promotion (YAPPPIP) is an agency set up by the Yobe State government mainly for investment attraction and facilitation, and for the coordination of all investment promotion activities in the state. Over the years, the agency has continued to build a strong foundation capable of securing investment in Yobe state. It has become necessary to consolidate the efforts into a corporate road map. The Agency has deemed it necessary to develop a corporate and operational plan for the period 2025-2027.

The Yobe State Agency for Public Private Partnership and Investment Promotion (YAPPPIP) is the primary institution established by the Yobe State Government to drive investment attraction and facilitation. This Corporate and Operational Plan for 2025–2027 outlines a strategic approach to enhancing YAPPPIP’s role in promoting economic growth and positioning Yobe State as a competitive destination for investment in Nigeria.

The plan provides a roadmap for leveraging Yobe State’s unique strengths and opportunities to attract private-sector investments, support enterprise development, and optimise resources for infrastructure improvements. It focuses on creating a sustainable and inclusive economic environment by aligning investment strategies with the state’s development priorities.

YAPPPIP remains committed to strengthening its internal capacity and operational framework to effectively deliver its mandate. By fostering partnerships, addressing investment barriers, and identifying key growth areas, the Agency aims to increase investment inflows, support business growth, and enhance the welfare of the people of Yobe State.

This Corporate Plan serves as a guide for aligning YAPPPIP’s efforts with the state’s overarching economic goals, ensuring that Yobe State continues to harness opportunities for sustainable development and prosperity

YAPPPIP’s Vision

To be the foremost destination for sustainable investments in Northern Nigeria, driving economic prosperity and transformation.

YAPPPIP’s Mission

To attract, promote, and facilitate strategic investments in agriculture, entrepreneurship, and infrastructure, creating a conducive environment for long-term economic growth and development in Yobe State.

YAPPIIP's strategic objectives is focused on:

- Attract investments that create sustainable, high-quality jobs for Yobe's local population.
- Promote SMEs with strong linkages to agriculture, fostering industrialisation and wealth generation.
- Facilitate the development of infrastructure and services, including the establishment of an Export Processing Zone.
- Enhance access to financial services and credit for investors and entrepreneurs.
- Advocate for investments aligned with the Sustainable Development Goals (SDGs) and digital transformation across sectors.

Figure: YAPPIIP' Strategic Pillars

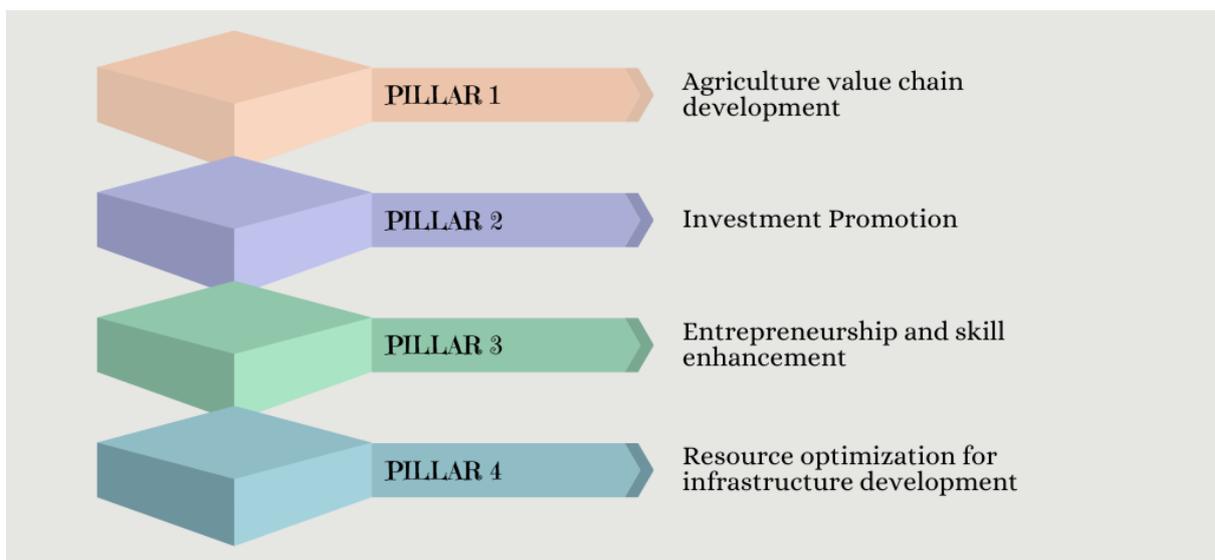


Figure: Key Performance Indicators

YAPPIIP Strategic Objectives and Targets (2025-2027)

1. Agriculture Value Chain Development

- Number of FDI Projects Secured: Target: Attract 15 new agriculture-related investment projects by 2027.
 - Crop Production: 8 projects
 - Agro-processing: 5 projects
 - Livestock and Fisheries: 2 projects
- Total Investment Value: Target: Secure \$500 million in investment capital by 2027.
 - Agro-processing: \$300 million
 - Crop Production: \$150 million
 - Livestock and Fisheries: \$50 million
- Job Creation: Target: Generate 2,000 direct jobs in the agriculture sector by 2027.
 - Crop Production: 800 jobs
 - Agro-processing: 1,000 jobs
 - Livestock and Fisheries: 200 jobs

2. Investment Promotion

- Number of FDI Projects Secured: Target: Attract 30 new investment projects across key sectors by 2027.
 - Agriculture: 10 projects
 - Power & Infrastructure: 10 projects
 - Tourism: 5 projects
 - Solid Minerals: 5 projects
- Total Investment Value: Target: Secure \$1.5 billion in investment capital by 2027.
 - Agriculture: \$600 million
 - Power & Infrastructure: \$500 million
 - Tourism: \$200 million
 - Solid Minerals: \$200 million
- Job Creation: Target: Create at least 5,000 direct jobs by 2027.
 - Agriculture: 2,000 jobs

- Power & Infrastructure: 1,500 jobs
- Tourism: 1,000 jobs
- Solid Minerals: 500 jobs

3. Entrepreneurship Development and Skills Enhancement

- Number of SMEs Supported: Target: Support 500 SMEs by 2027.
 - Agro-business: 200 SMEs
 - Manufacturing: 150 SMEs
 - Services: 150 SMEs
- Skills Development Programs: Target: Provide training for 5,000 individuals by 2027.
 - Agriculture: 2,000 individuals
 - Construction and Infrastructure: 1,500 individuals
 - Technology & Services: 1,500 individuals
- Job Creation: Target: 2,500 new jobs through SMEs by 2027.

4. Resource Optimisation for Infrastructure Development

- Infrastructure Projects Secured: Target: Facilitate 10 major infrastructure projects by 2027.
 - Roads and Transportation: 4 projects
 - Power and Energy: 3 projects
 - Water Supply and Irrigation: 3 projects
- Special Economic Zones (SEZs): Target: Establish 2 SEZs to support sector-specific investments by 2027.
- Job Creation: Target: Generate 3,000 direct jobs through infrastructure projects by 2027.
 - Roads and Transportation: 1,000 jobs
 - Power and Energy: 1,000 jobs
 - Water Supply and Irrigation: 1,000 jobs

5. Technology and Knowledge Transfer

- Technology Transfer Projects: Target: Implement 10 projects promoting modern technology and innovation by 2027.
 - Agriculture: 4 projects
 - Power and Infrastructure: 4 projects
 - Tourism: 2 projects
- Job Creation: Target: Create 1,500 direct jobs in sectors leveraging technology by 2027.
 - Agriculture: 600 jobs
 - Power and Infrastructure: 700 jobs
 - Tourism: 200 jobs

Yobe State's Corporate Plan seeks to establish the state as a premier investment hub by leveraging strategic pillars in agriculture, investment promotion, entrepreneurship, and infrastructure development. The plan aims to attract \$1.5 billion in investments, create 5,000 direct jobs, and facilitate the growth of existing projects. By enhancing regulatory frameworks, promoting key sectors like agriculture, power, tourism, and solid minerals, and providing robust investor support, the plan will drive economic growth, job creation, and sustainable development in Yobe by 2027.

2. Introduction and Strategic Context of Investment Promotion in Yobe State

The primary objective of this corporate plan is to establish a clear, actionable framework aimed at stimulating economic growth, creating jobs, and improving the investment climate in Yobe State. By aligning investment promotion activities with both national and international development agendas, this plan provides a strategic roadmap to attract investments, foster private sector growth, and enhance the overall business environment in the state. Through targeted interventions, Yobe seeks to unlock new economic opportunities, capitalise on key sectors, and optimise its investment ecosystem.

National Development Plan (2021–2025)

The National Development Plan (NDP) 2021–2025 emphasises economic diversification, industrialisation, and inclusive growth. Key priorities include reducing reliance on oil and promoting investments in agriculture, manufacturing, renewable energy, and technology. Yobe State’s corporate plan is fully aligned with these national objectives, focusing on creating an enabling environment that attracts both local and foreign investments. By leveraging its agricultural potential and emerging industrial sectors, Yobe aims to become a key player in Nigeria’s economic transformation.

President Tinubu Administration’s Economic Vision

The economic transformation agenda under President Bola Ahmed Tinubu’s administration prioritises diversification, inclusivity, and sustainability, with a focus on attracting both domestic and international investments. The administration’s economic reforms, including the removal of fuel subsidies, unification of exchange rates, and infrastructural development, align with Yobe’s goals. The state aims to capitalise on these reforms to promote sectors such as agriculture, renewable energy, infrastructure, and solid minerals, positioning itself as a leading investment destination in northern Nigeria.

Key policies include:

- **Economic Reforms:** The removal of fuel subsidies and unification of exchange rates have made Nigeria a more attractive investment destination.

- **Infrastructural Development:** Increased focus on infrastructure, agriculture, and food security to support economic diversification.
- **International Partnerships:** Strategic international agreements are fostering foreign direct investment, aligning with Yobe's goals to attract global capital.

Investment Priorities for Yobe State

Yobe is well-positioned to capitalise on national economic goals. The state's abundant natural resources, strategic location, and commitment to development make it an attractive destination for investment in the following priority sectors:

1. Agriculture and Agro-Processing

- **Agricultural Potential:** Yobe's fertile land makes it a good attraction for agribusiness growth, particularly in value-added activities such as agro-processing.
- **Job Creation & Industrial Growth:** The state is focusing on driving job creation and industrial growth through strategic investments in agribusiness and agro-processing.

2. Renewable Energy

- **Energy Transition:** Yobe presents significant opportunities for renewable energy investments, supporting Nigeria's transition to sustainable energy solutions.
- **Green Energy Projects:** The state is positioning itself as a key player in renewable energy, especially in solar and wind energy, to meet national sustainability goals.

3. Infrastructure Development

- **Industrial Infrastructure:** There is a major focus on developing infrastructure, including roads, power generation, and industrial parks, to support investment in various sectors.
- **Connectivity & Logistics:** Investments in transportation and logistics infrastructure will improve the ease of doing business and facilitate the movement of goods across the state and beyond.

4. Tourism

- **Cultural and Eco-Tourism:** Yobe has a rich cultural heritage and numerous natural attractions, offering vast potential for eco-friendly and sustainable tourism development.
- **Tourism Infrastructure:** Focused efforts on improving tourism-related infrastructure, such as resorts, cultural centers, and eco-lodges, will make the state a destination for both domestic and international tourists.

5. Solid Minerals

- **Mineral Resource Potential:** Yobe is rich in solid mineral resources such as gypsum, limestone, Trona Potash etc , providing opportunities for sustainable mining investments.
- **Value Addition & Local Processing:** The state aims to attract investments that focus on the extraction and local processing of minerals, creating jobs and boosting local economies.

IPA's Role in Delivering the Vision

Yobe's Investment Promotion Agency (YAPPIP) plays a critical role in driving the state's economic aspirations by:

- Streamlining investment processes and offering robust support for investors.
- Promoting the state's unique value propositions in agriculture, renewable energy, and other key sectors.
- Aligning local initiatives with national economic reforms to maximise impact and attract investment.

Through these strategic actions, Yobe aims to contribute to the realisation of the National Development Plan and President Tinubu's economic vision, positioning the state as a leading investment and growth hub in northern Nigeria.

Supporting Nigeria's Ease of Doing Business Initiatives

In recent years, Nigeria has made significant strides in improving its position in the World Bank's Doing Business report, moving from 146th in 2019 to 131st in 2020. Yobe has embraced these national reforms by streamlining local business registration processes, reducing bureaucratic red tape, and implementing investor-friendly policies. These efforts have been supported by improvements

in infrastructure, such as transport and power, which further enhance the ease of doing business in the state.

The Presidential Enabling Business Environment Council (PEBEC) Secretariat, a key government transformation office, collaborates with subnational governments to track the progress of the Ease of Doing Business through its annual Subnational Surveys. These surveys focus on essential economic factors such as infrastructure, transparency, regulatory frameworks, labour skills, and the overall business environment. Yobe is committed to monitoring its progress in these areas, ensuring it remains competitive and attractive for investors.

YAPPIIP’s corporate plan supports Nigeria’s national Ease of Doing Business initiatives, which aim to create a more business-friendly environment. National reforms, such as simplifying business registration and improving infrastructure, are being adapted at the state level to ensure a seamless experience for investors. Yobe has made significant progress in aligning with these reforms, improving the state’s business climate and reducing bureaucratic barriers.

Yobe State ranked 25th and 9th in the 2021 and 2023 Subnational baseline survey respectively, thereby indicating improving economic realities.

Figure: Yobe’s performance in the PEBEC Subnational Ease of Doing Business Survey

		'21	'23	
Infrastructure	Rank	10	2	↑
	Score	6.29	6.00	↓
Electricity		5.83	5.82	↓
Transport		5.83	6.00	↑
Logistics		-	6.64	
Telecom and internet		-	7.25	
Transparency and Accessibility of Information	Rank	23	9	↑
	Score	4.15	6.02	↑
Investment promotion		4.84	6.22	↑
Accessing key information		3.46	5.18	↑
Skills and Labour	Rank	24	4	↑
	Score	5.76	6.65	↑
Skills and labour		5.76	6.65	↑
Secure and Stable Environment	Rank	15	4	↑
	Score	6.17	6.64	↑
Security and Safety		6.17	6.64	↑
Regulatory Environment	Rank	28	8	↑
	Score	4.18	5.70	↑
Business registration		-	6.60	
License renewal		-	5.95	
Contract enforcement		-	4.14	
Land and property acquisition		7.15	6.57	↓
Paying taxes		3.73	5.25	↑
Economic Opportunity	Rank	-	2	
	Score	-	5.65	
Funding		-	5.39	
Forex		-	5.00	
New/range of customers		-	6.99	

Overall, the business climate in Yobe improved between 2021 and 2023. The subnational's overall satisfaction score increased from 5.10 in 2021 to 6.15 in 2023. It also ranked 4th nationally and 3rd in the North-West region of the country. However, it saw disparate improvements across indicators and sub-indicators in its Ease of Doing Business (EoDB) performance.

Nigeria's Investment Landscape

Yobe's economy is undergoing a transformative shift toward diversification, with agriculture, renewable energy, manufacturing, and infrastructure emerging as key growth drivers. The state is endowed with abundant natural resources, including vast stretches of fertile land, which present substantial opportunities for agribusiness. Yobe is particularly renowned for its agricultural output, especially crops such as rice, maize, and sorghum, all of which offer potential for value-added agro-processing industries. The state's strategic location and strong agricultural base position it as a future hub for both local and international investment in the agriculture sector.

While the technology sector in Yobe is still in its early stages of development, it is set for expansion. The increasing digitalisation of government services, combined with the growing mobile technology market, will catalyse the growth of the sector. With a rapidly developing digital economy, Yobe is well-positioned to become a significant player in Nigeria's technology landscape in the years to come.

Renewable energy, particularly solar power, holds significant promise for Yobe. The state's high levels of sunshine provide a unique opportunity to invest in solar energy solutions, supporting Nigeria's national goal of transitioning to sustainable energy. With strategic investments, Yobe has the potential to become a regional leader in renewable energy generation, meeting both local energy demands and contributing to the country's energy independence.

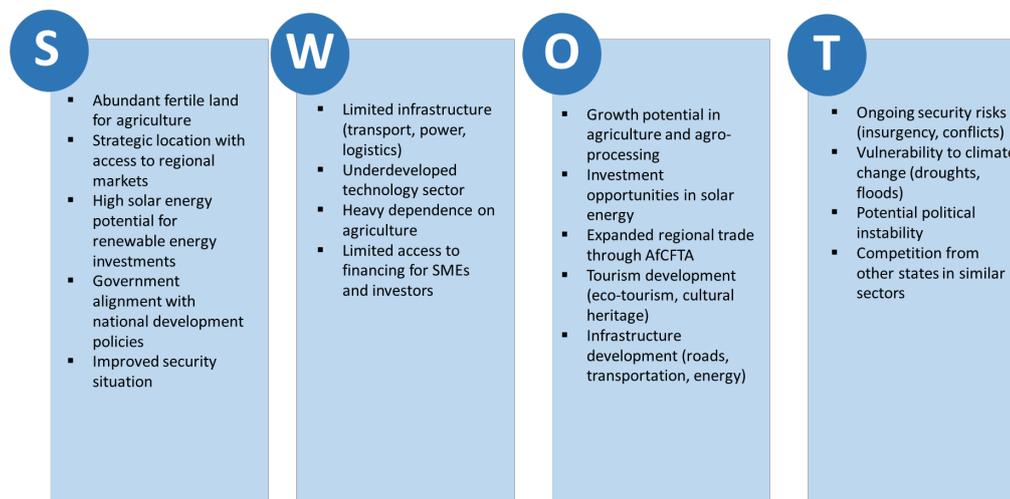
Foreign Direct Investment Trends

Foreign Direct Investment (FDI) trends reveal a growing interest in agriculture, renewable energy, and infrastructure, aligning with Yobe's strategic priorities. In 2022, Nigeria attracted \$4.7 billion in FDI, with agriculture securing a substantial share. Yobe is well-positioned to capitalise on these global investment trends by providing a conducive environment for business, including investor-friendly policies, enhanced infrastructure, and regulatory reforms that foster investor confidence.

Yobe's participation in the African Continental Free Trade Area (AfCFTA) further strengthens its appeal as an investment destination. The AfCFTA offers access to a market of over 1.2 billion people, creating significant opportunities for intra-

African trade, especially in agricultural products, renewable energy, and manufacturing. Leveraging its rich agricultural potential and emerging sectors, Yobe stands to benefit greatly from the expanded regional trade opportunities, solidifying its status as an attractive destination for foreign investment.

SWOT Analysis



Strategic Role of YAPPPIP

Yobe State Agency for Public Private Partnership and Investment Promotion (YAPPPIP) is essential in driving the state's economic development, focusing on attracting investment and supporting sustainable growth.

- Investment Attraction and Facilitation**
 YAPPPIP attracts investments into key sectors, offering regulatory support, incentives, and facilitation to boost economic growth.
- Promoting Economic Diversification**
 YAPPPIP helps diversify the economy by focusing on high-growth sectors, reducing reliance on a single industry.
- Supporting Private Sector Development**
 YAPPPIP creates a favourable business environment by removing obstacles and enhancing market access for investors.
- Enhancing Regional and Global Connectivity**
 YAPPPIP connects Yobe to broader markets through regional trade agreements and global marketing efforts.

- **Infrastructure Development and Capacity Building**
YAPPIP supports infrastructure projects and workforce development to enhance business operations and economic growth.

3. Strategic Pillars of YAPPIIP

YAPPIIP’s core mission is to empower the private sector to play a central role in driving economic transformation and sustainable growth in Yobe State. The agency supports the implementation of the state’s Comprehensive Development Framework, which is centered on the overarching goal of “sustainably securing the socio-economic well-being of the people” by fostering investment, diversifying the economy, and improving the quality of life for all residents.



YAPPIIP's core mandate include:

- Serving as a central hub for facilitating investments and providing support to both existing and prospective investors in Yobe.
- Promoting an investor-friendly ecosystem through cross-sector collaboration and regulatory reforms.
- Developing Investment Promotion Zones (IPZs) across Yobe, particularly through strategic public-private partnerships.
- Attracting and nurturing investments, with a special emphasis on securing Foreign Direct Investments (FDIs).
- Fostering sustainable economic growth and broadening the state's economic foundation.
- Enhancing foreign exchange sources and increasing export revenue from key sectors.
- Encouraging innovation, facilitating the integration of advanced technologies, and generating new job opportunities.

Operationalisation of the Strategic Pillars

YAPPIIP's three-year operational plan is designed to set a robust foundation for Yobe State's economic growth by prioritising strategic actions that align with its economic development objectives. The operational plan focuses on creating visible progress, fostering partnerships, and building the institutional capacity required to attract investments and transform the state's economy.

Strategic Pillar 1: Agriculture Value Chain Development, YAPPIIP will focus on strengthening the entire agricultural value chain by enhancing productivity, promoting agro-processing, and ensuring market access. This pillar aims to position Yobe as a hub for agribusiness, contributing to food security and economic diversification.

Strategic Pillar 2: Investment Promotion, YAPPIIP will implement strategies to attract domestic and foreign investors through a business-friendly environment, targeted sectoral incentives, and partnerships. This pillar seeks to highlight Yobe's untapped potential, creating sustainable investment opportunities for long-term growth.

Strategic Pillar 3: Entrepreneurship Development and Skills Enhancement, YAPPIIP will prioritise fostering entrepreneurship, particularly among youths and women, by providing access to skills training, finance, and business incubation. This pillar seeks

to create a vibrant SME sector that drives innovation, job creation, and economic inclusion.

Strategic Pillar 4: Resource Optimisation for Infrastructure Development, YAPPIIP will leverage innovative funding models to optimise resource allocation for infrastructure development. This pillar aims to deliver impactful projects that enhance connectivity, promote sustainable growth, and support key economic sectors.

Targets

The operational plan outlines ambitious yet realistic goals for YAPPIIP's first three years, focusing on delivering measurable results while building a strong institutional foundation.

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- Job Creation: Target: Create 1,500 direct jobs in sectors leveraging technology by 2027.
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 - Tourism: 200 jobs

Activity Targets

To achieve these goals, YAPPIIP will:

- Attract 15 agriculture-related investment projects, securing \$500 million and creating 2,000 jobs by 2027.
- Secure 30 new investment projects across key sectors, totaling \$1.5 billion and generating 5,000 jobs.
- Support 500 SMEs and provide training for 5,000 individuals, creating 2,500 new jobs by 2027.
- Facilitate 10 major infrastructure projects, establish 2 Special Economic Zones (SEZs), and generate 3,000 jobs.
- Implement 10 technology transfer projects, creating 1,500 technology-driven jobs by 2027.

Sectoral Focus & Key Drivers

YAPPIIP's investment promotion efforts will focus on the following sectors:

Agribusiness: Unlocking Yobe State's Agricultural Potential

Yobe State, located in northeastern Nigeria, is poised for substantial economic growth, driven by its resources, strategic positioning, and the resilience of its people. The state's development agenda focuses on harnessing its potential in various sectors. Below are the key priority areas for investment, along with the drivers and corresponding opportunities:

1. Agriculture

Drivers:

- **Abundant Arable Land:** Yobe's vast land area is well-suited for agriculture, particularly for crops like millet, sorghum, groundnuts, and maize. The state also has significant grazing land for livestock farming.

- **Government Support:** The state government is committed to boosting agricultural productivity through policies that encourage commercial farming and value chain development.
- **Rising Domestic and Global Demand:** Increased demand for local food production, both in Nigeria and internationally, due to a growing population and a focus on food security.

Investment Opportunities:

- **Commercial Crop Farming:** Large-scale production of high-value crops like maize, millet, and groundnuts, with a focus on sustainable farming practices.
- **Livestock Farming:** Investment in cattle, sheep, and goats farming, with a focus on meat and dairy production, alongside opportunities in poultry farming.
- **Agro-Processing:** Establishing agro-processing plants to add value to agricultural produce, such as milling grains, processing dairy products, and producing packaged foods.

2. Infrastructure Development

Drivers:

- **Urbanisation:** Increasing population growth and urban migration are putting pressure on existing infrastructure.
- **Government Focus:** The state government is investing in upgrading roads, electricity, and water supply to enhance business and living conditions.
- **Strategic Location:** Yobe's proximity to major highways and regional markets makes it a potential hub for commerce and trade.

Investment Opportunities:

- **Road Construction and Rehabilitation:** Development of roads and bridges to connect rural and urban areas, facilitating smoother transportation of goods and people.
- **Affordable Housing:** Investment in residential housing projects to accommodate the growing population, particularly in urban centers like Damaturu.
- **Power Infrastructure:** Opportunities in renewable energy, particularly solar power, and expansion of electricity grids to rural and underserved areas.

3. Energy

Drivers:

- **High Solar Radiation:** Yobe is blessed with abundant sunlight, making it an ideal location for solar energy generation.
- **Rural Electrification Needs:** Many rural areas in Yobe are off the national grid, creating a demand for alternative energy solutions.
- **Government's Renewable Energy Initiatives:** State policies are increasingly focused on renewable energy sources to provide sustainable and reliable power.

Investment Opportunities:

- **Solar Power Generation:** Establishing solar energy farms and off-grid solar solutions for rural communities.
- **Renewable Energy Projects:** Investment in wind, solar, and biomass energy to diversify the state's power sources.
- **Energy Storage and Distribution:** Development of infrastructure to store and distribute clean energy efficiently.

4. Education and Skills Development

Drivers:

- **Youthful Population:** Yobe has a large population of young people, making education and skill development essential for economic growth.
- **Government Focus on Human Capital Development:** The state government is investing in education, with a focus on vocational and technical training.
- **Demand for Workforce Development:** There is a growing need for skilled labor in sectors like agriculture, manufacturing, and technology.

Investment Opportunities:

- **Vocational and Technical Training:** Establishment of vocational schools and training centers focused on sectors such as construction, agriculture, and technology.
- **Private Educational Institutions:** Investment in private schools, universities, and tertiary institutions to improve access to quality education.
- **E-Learning Platforms:** Development of digital learning platforms to reach remote areas and expand access to education.

5. Healthcare

Drivers:

- **Limited Healthcare Infrastructure:** Despite progress, the state's healthcare sector requires significant investment to improve facilities and access.
- **Growing Population:** The increasing population places pressure on healthcare services, making it essential to expand and modernise health systems.
- **Government Commitment to Healthcare:** The Yobe State government has identified healthcare as a priority, focusing on improving service delivery and facilities.

Investment Opportunities:

- **Private Healthcare Facilities:** Investment in building modern hospitals and clinics, especially in rural and underserved areas.
- **Pharmaceutical Manufacturing:** Establishing local pharmaceutical manufacturing to reduce dependency on imported drugs.
- **Telemedicine Solutions:** Development of health tech solutions like telemedicine to improve access to healthcare services, particularly in remote areas.

6. Tourism

Drivers:

- **Cultural and Natural Heritage:** Yobe is home to unique cultural and natural attractions, including historical landmarks and natural reserves.
- **Unexplored Market Potential:** The tourism sector in Yobe remains underdeveloped, offering substantial room for growth.
- **Government Interest in Diversification:** The state government is increasingly interested in promoting tourism as part of its economic diversification strategy.

Investment Opportunities:

- **Eco-Tourism Development:** Investment in eco-tourism sites, including safari parks, wildlife reserves, and hiking trails.
- **Cultural Tourism:** Development of cultural tourism infrastructure, including museums, cultural centers, and annual festivals.
- **Tourism Infrastructure:** Investment in hotels, resorts, restaurants, and transportation infrastructure to support the tourism industry.

7. Technology and Innovation

Drivers:

- **Digital Transformation:** There is a growing focus on digital technology as a key enabler for development in agriculture, education, and healthcare.
- **Youth Innovation:** Yobe has a vibrant, young population increasingly interested in technology-driven opportunities.
- **Government Support for Digital Initiatives:** The state government is adopting policies to create a conducive environment for tech startups and innovation hubs.

Investment Opportunities:

- **Tech Parks and Incubators:** Establishing innovation hubs, tech parks, and incubators to foster startups and promote entrepreneurship.
- **Digital Infrastructure:** Investments in broadband connectivity and mobile networks to ensure widespread access to the internet.
- **Agri-Tech and Health-Tech Solutions:** Development of technology solutions for agriculture, including precision farming, and healthcare, including telemedicine.

8. Manufacturing

Drivers:

- **Raw Material Availability:** Yobe is rich in agricultural and natural resources, providing a strong foundation for manufacturing.
- **Industrialisation Drive:** There is increasing interest from both the government and private sector to develop local manufacturing capacity.
- **Infrastructure Improvements:** Investments in roads, power, and logistics will help support the growth of manufacturing.

Investment Opportunities:

- **Agro-Processing Plants:** Development of processing units for agricultural products, including milling, packaging, and food processing.
- **Cement and Building Materials Manufacturing:** Establishment of cement plants and production of other building materials to support the construction sector.
- **Light Manufacturing:** Investment in industries such as textiles, plastics, and packaging, which can utilise local resources and create jobs.

Governance and needs assessment

Yobe State recognises the importance of a strong governance structure to drive its investment objectives. To achieve this, Yobe State Agency for Public Private Partnership and Investment Promotion(YAPPPIP) has implemented a streamlined governance framework that ensures efficiency, accountability, and collaboration across key departments. This structure supports the promotion of key sectors like agriculture, infrastructure, and energy, aligning with the state's strategic priorities. By focusing on transparency and effective decision-making, YAPPPIP is positioned to attract investments and foster sustainable development in Yobe State:

The key departments and their functions include:

- Investment Strategy and Policy Department
- Sector-Focused Investment Promotion Units
- Investor Support and Relations Department
- Data and Monitoring Unit

1. Investment Strategy and Policy Department

- **Functions:**
 - Formulate investment strategies that align with Yobe's priorities.
 - Identify incentives and create investment-friendly policies to drive economic growth.
 - Track investment trends to align Yobe's opportunities with global best practices.

2. Sector-Focused Investment Promotion Units

- **Agriculture and Agro-Processing Unit:**
 - Focus: Leverage Yobe's agricultural potential to attract investment in farming and agro-processing.
 - Opportunities: Develop large-scale farming projects, agro-processing hubs, and export initiatives.
- **Infrastructure and Energy Unit:**
 - Focus: Drive investment in roads, transportation, and renewable energy (especially solar power).
 - Opportunities: Establish PPPs for road development, energy supply projects, and power generation.
- **Tourism and Hospitality Unit:**

- Focus: Develop tourism projects around Yobe's natural and cultural resources.
- Opportunities: Invest in eco-tourism, resorts, and community-based tourism projects.

3. Investor Support and Relations Department

- Functions:
 - Provide regulatory guidance, licensing support, and aftercare services for investors.
 - Create a one-stop-shop for investors to access necessary services and approvals.
 - Maintain strong relationships with local and international investors.

4. Data and Monitoring Unit

- Functions:
 - Monitor investment inflows and the progress of ongoing projects.
 - Provide data analytics to inform investment strategies and improvements.
 - Conduct impact assessments to ensure investments deliver economic benefits

4. IPA Corporate Plan and Development Process

Corporate Objectives

The YAPPPIP corporate plan aims to position Yobe State as a leading investment hub in the North and across Nigeria. With a primary objective of attracting investments worth \$1.5 billion, the plan focuses on leveraging Yobe’s strategic sectors to maximise its economic potential. By strengthening the agricultural value chain, promoting investment, fostering entrepreneurship, and optimising infrastructure, YAPPPIP is committed to driving sustainable economic growth and creating a more competitive business environment in Yobe State.

Pillars	Corporate Priorities	Objectives	Objectives description
Strategic Pillar 1	Develop a robust agricultural value chain	Enhance agricultural productivity	Introduce modern farming technique, improve seed and fertiliser distribution, and provide extension services to farmers to boost productivity and output.
		Strengthen processing and storage	Establish agro-processing centres and modern storage facilities to reduce post-harvest losses and increase value addition.
		Promote market access	Facilitate market linkages through trade fairs, digital platforms, and

			direct farmer-buyer connections to enhance profitability for farmers.
		Support agricultural finance access	Provide affordable financing options through partnerships with financial institutions and government-backed schemes for smallholder farmers and agribusinesses.
Strategic Pillar II	Create an attractive investment climate	Attract foreign direct investment	Organise investment roadshows, develop marketing materials, and provide incentives to attract international investors to Yobe's priority sectors.
		Simplify business processes	Streamline business registration, licensing, and tax procedures to make Yobe an investor-friendly destination.

		Promote public-private partnerships	Facilitate PPPs for major infrastructure projects, ensuring mutually beneficial arrangements between the government and private sector.
		Strengthen investor relations	Establish a dedicated investor desk to provide support, resolve issues, and maintain strong relationships with existing and potential investors.
Strategic Pillar III	Build entrepreneurial capacity	Foster youth and women entrepreneurship	Offer specialised training, mentorship programmes, and funding opportunities for youth and women-led enterprises.
		Enhance technical skills	Establish technical and vocational education and training (TVET) centres to equip individuals with employable

			skills in key industries.
		Provide access to finance	Create grant and loan schemes targeted at startups and small businesses to support innovation and business growth.
Strategic Pillar IV	Maximise infrastructure funding sources	Mobilise resources for key projects	Explore alternative funding mechanisms, such as bonds, grants, and PPPs, to ensure adequate resources for infrastructure development.
		Ensure efficient resource allocation	Conduct detailed feasibility studies and cost-benefit analyses for all infrastructure projects to optimise spending and achieve maximum impact.
		Promote sustainable infrastructure	Incorporate eco-friendly designs and renewable energy solutions in infrastructure

			projects to ensure sustainability and resilience.
		Enhance infrastructure maintenance	Develop and implement proactive maintenance plans to extend the lifespan of public infrastructure and reduce the cost of future repairs.

4. Implementation of Strategic Priorities

I. Agriculture Value Chain Development

Objectives	Key Initiatives/Input	Expected Output/KPI	Expected Outcome	Impact	Owner Department	Start Period	Completed By	Frequency
Enhance agricultural productivity	Introduce modern farming techniques and equipment	- 30 new investment projects secured across 5 sectors (Agriculture, Power, Infrastructure, Tourism, Solid Minerals) - \$1.5 billion total investment raised	Higher food production and income for farmers	Improved food security and rural livelihoods	Sector Focused Investment Promotion Unit	Q1 2025	Q4 2025	Annual
Strengthen processing and storage	Establish agro-processing centres and modern storage units	- 20 business permits issued to new investors annually - 50% reduction in business registration time	Increased value addition and market access	Higher earnings for farmers and local businesses	Ministry of Agriculture and Commerce	Q2 2025	Q4 2026	Biannual

Promote access to agricultural finance	Partner with financial institutions to offer affordable loans	- \$100 million allocated for agricultural loans - 3 agricultural financing institutions set up	Enhanced investment in farming activities	Growth in the agricultural sector and rural economy	Ministry of Finance	Q1 2025	Q3 2025	Quarterly
Foster market linkages	Organise farmer-buyer forums and agricultural trade fairs	- 100 new market linkages established - 20 new export partnerships developed - 3 agricultural trade fairs organised annually - 50 new businesses participating in trade fairs	Growth in agricultural exports and development of new market channels	Boosted trade and agricultural exports	Ministry of Commerce	Q2 2025	Q2 2026	Annual

II. Investment Promotion

Objectives	Key Initiatives/Input	Expected Output/KPI	Expected Outcome	Impact	Owner Department	Start Period	Completed By	Frequency
Attract foreign direct investment (FDI)	Conduct investment roadshows in key international markets	- 30 new FDI projects secured - \$1.5 billion in investments - 10 new international partnerships formed	Increased FDI inflow into priority sectors	Diversified economic base	Investment Promotion Agency	Q1 2025	Q4 2025	Annual
Enhance ease of doing business	Simplify registration and licensing procedures	5 business processes streamlined - 10 regulations revised - 1 central business registration hub established	Increased business registrations	Thriving business environment	Ministry of Commerce and Industry	Q1 2025	Q4 2025	Ongoing
Promote Yobe as an investment destination	Develop marketing campaigns showcasing opportunities	- 3 major campaigns launched annually -5 forums and exhibitions held annually	Improved perception of Yobe as an investment hub	Increased investment inquiries and commitments	Investment Promotion Agency	Q2 2025	Q4 2026	Biannual

Establish public-private partnerships (PPPs)	Facilitate PPP frameworks for infrastructure projects	- 2 new PPP frameworks introduced - 5 major infrastructure projects launched through PPPs	Accelerated infrastructure development	Improved public services and economic competitiveness	Ministry of Finance	Q3 2025	Q2 2026	Annual
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III. Entrepreneurship Development and Skills Enhancement

Objectives	Key Initiatives/Input	Expected Output/KPI	Expected Outcome	Impact	Owner Department	Start Period	Completed By	Frequency
Enhance entrepreneurship training	Launch business incubation and mentorship programmes	- 500 SMEs trained - 10,000 individuals trained annually - 5 new partnerships formed with training institutions	Improved skills for business management and entrepreneurship	Boosted job creation and SME growth	Ministry of Youth and Employment	Q2 2025	Q4 2025	Biannual
Improve access to finance for SMEs	Provide grants and loans to start-ups	- \$50 million allocated to SME loan facilities - 200 SMEs finance	Growth in small businesses and innovation	Strengthened local economy	Ministry of Finance	Q1 2025	Q3 2025	Quarterly
Foster technical and vocational skills	Establish technical and vocational training centres	- 2,000 individuals trained in technical skills annually	Enhanced employability and reduced unemployment	Skilled workforce contributing to economic development	Ministry of Education and Employment	Q2 2025	Q4 2026	Annual

Promote women and youth entrepreneurship	Provide tailored entrepreneurship programmes	- 1,000 women and youth entrepreneurs trained - 300 businesses launched by women and youth - \$20 million allocated to women and youth-focused fund	Improved economic inclusion of women and youth	Balanced economic growth	Ministry of Gender Affairs	Q1 2025	Q4 2025	Ongoing
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IV. Resource Optimisation for Infrastructure Development

Objectives	Key Initiatives/Input	Expected Output/KPI	Expected Outcome	Impact	Owner Department	Start Period	Completed By	Frequency
Mobilise resources for infrastructure	Identify alternative funding sources, including PPPs	- 2 new investment vehicles created annually - \$500 million secured for infrastructure projects - 5 new partnerships formed annually	Improved infrastructure availability	Accelerated socio-economic development	Ministry of Finance	Q1 2025	Q4 2025	Annual
Improve infrastructure project planning	Conduct feasibility studies for all major projects	-10 infrastructure projects planned and ready for execution annually	Enhanced efficiency in resource allocation	Higher-quality infrastructure projects	Ministry of Works	Q2 2025	Q4 2026	Biannual
Enhance maintenance of existing infrastructure	Develop and implement maintenance schedules	-100% of key infrastructure under maintenance plans - Quarterly maintenance reports produced for key infrastructure	Extended lifespan of infrastructure assets	Cost savings and better utilisation of resources	Ministry of Works and Infrastructure	Q1 2025	Q4 2025	Quarterly

Promote green infrastructure	Incorporate sustainability in infrastructure projects	<ul style="list-style-type: none"> - 3 green infrastructure projects launched annually - Green building codes adopted for 100% of new infrastructure projects 	Improved environmental sustainability	Reduced carbon footprint and climate resilience	Ministry of Environment	Q3 2025	Q2 2026	Ongoing
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Target

Objective	Key Metrics	2025 Target	2026 Target	2027 Target	Owner
Agriculture Development	FDI Projects, Investment Value, Jobs	5 projects, \$150M, 500 jobs	10 projects, \$300M, 1,200 jobs	15 projects, \$500M, 2,000 jobs	Agriculture, Investment Promotion
Investment Promotion	FDI Projects, Investment Value, Jobs	10 projects, \$300M, 1,500 jobs	20 projects, \$1B, 3,500 jobs	30 projects, \$1.5B, 5,000 jobs	Investment Promotion
Entrepreneurship & Skills	SMEs Supported, Skills Development	100 SMEs, 1,000 trained	300 SMEs, 3,000 trained	500 SMEs, 5,000 trained	SME Development, Training
Infrastructure Development	Infrastructure Projects, Jobs	2 projects, 600 jobs	6 projects, 1,800 jobs	10 projects, 3,000 jobs	Infrastructure Development
Technology Transfer	Tech Transfer Projects, Jobs	2 projects, 300 jobs	6 projects, 1,000 jobs	10 projects, 1,500 jobs	Technology & Innovation

5. Stakeholder Management

YOBE STATE AGENCY FOR PUBLIC PRIVATE PARTNERSHIP AND INVESTMENT PROMOTION (YAPPIIP) aims to foster investment and economic growth by identifying key stakeholders who will support the state's strategic development goals. As YAPPIIP is still in its early stages of establishment, its stakeholder management strategy highlights the importance of cultivating relationships with critical actors both within the state and across Nigeria, and build credibility and trust. This chapter outlines a stakeholder engagement strategy, identifying the key groups YAPPIIP must collaborate with to achieve its objectives.

Stakeholder Category	Key Stakeholders	Role/Interest	Engagement Strategy	Frequency of Engagement
1. Development/Investment Partners	<ul style="list-style-type: none"> - Federal Ministries (e.g., Ministry of Industry, Trade, and Investment) - Nigerian Investment Promotion Commission (NIPC) - World Bank, AfDB, USAID 	Investment promotion, policy support, financial assistance	Regular communication through meetings, policy alignment, joint initiatives	Quarterly
2. Strategic Alliances	<ul style="list-style-type: none"> - Yobe State University, Usmanu Danfodiyo University - Yobe State Chamber of Commerce - Nigeria Association of Small and Medium Enterprises (NASME) 	Capacity building, sector-specific partnerships	Collaborative projects, joint workshops, information exchange	Bi-annually

3. Corporate Leaders & Influencers	- Chairmen of Olam Nigeria, Dangote Group, BUA Group - Major agribusiness owners in Yobe State - Local traditional rulers	Investment attraction, local advocacy	High-level meetings, media outreach, public events	Annually
4. Government & Regulatory Bodies	- Yobe State Ministries (e.g., Ministry of Agriculture, Ministry of Finance) - Nigerian Customs, NAFDAC, SON, NESREA	Regulatory compliance, policy implementation	Continuous dialogue on regulatory matters, policy updates, joint committees	Monthly
5. Media & Public Relations	- Channels TV, The Guardian, Yobe State Radio - MediaReach OMD, Stears Business	Awareness, image building	Press releases, media briefings, public relations campaigns	Monthly
6. Investor Community	- Multinational Corporations (e.g., Shell, Chevron) - Private Equity & Venture Capital Firms (e.g., Actis Capital, African Infrastructure Investment Managers)	Capital injection, business expansion	Investment pitches, networking events, investor forums	Quarterly

6. Financial Plan

Primary Revenue Streams

- **Government Funding:** The bulk of YAPPPIP's funding will come from allocations from the Yobe State Government, which will cover 75-85% of the agency's operational costs in the early stages. As YAPPPIP matures and expands its revenue-generating activities, reliance on government funding is expected to decrease gradually.
- **International Grants:** YAPPPIP will seek grants and financial support from global development organisations and donor agencies. The agency will utilise its network to secure non-repayable funding for specific projects and initiatives that support its long-term goals.
- **Revenue from Services:** YAPPPIP will generate income by offering specialised services, such as conducting feasibility studies, investor research, and event management. These fee-based services will be in line with YAPPPIP's mandate and will contribute to the agency's financial sustainability as it grows.
- **Partnerships with Service Providers:** YAPPPIP will establish partnerships with professional firms (e.g., law, finance, consulting) who will provide financial support in exchange for being featured as official service providers in YAPPPIP's publications and on its website. These partnerships may also include pro bono support, further enhancing YAPPPIP's operational capacity.
- **Revenue from Local Development Projects:** Contributions may be obtained from local initiatives, such as industrial parks and other investment projects, with the expectation that revenue from these ventures will be reinvested into YAPPPIP's ongoing operations.
- **Non-Monetary Support:** In addition to financial contributions, YAPPPIP will benefit from in-kind support, including expertise, technical assistance, training, and knowledge-sharing from international development partners and other stakeholders. This type of support will help strengthen YAPPPIP's internal capabilities and enhance its service delivery.

Key

Assumptions for Planned Expenditure

Strategic Pillar	Objective	Assumption	Planned Expenditure
Investment Promotion & Facilitation	Increase foreign and domestic investments	Expenditure on marketing, trade missions, and promotional materials to attract investors.	1. Marketing Campaigns and Trade Missions: 25% of budget.
		Build and maintain relationships with potential investors through events and networking.	2. Investor Events and Networking: 15% of budget.
Infrastructure Development	Support infrastructure projects in key sectors	Capital investment for the development of industrial parks and investment zones.	3. Infrastructure Development Projects: 30% of budget.
		Expenditure on establishing business-friendly zones with necessary utilities and services.	4. Utilities and Service Development: 10% of budget.
Capacity Building & Training	Enhance local workforce skills	Budget allocation for training programs targeting local entrepreneurs and skilled labor.	5. Capacity Building Initiatives: 10% of budget.
		Establish partnerships with educational institutions for ongoing training programs.	6. Educational Partnerships: 5% of budget.
Policy & Regulatory Reforms	Improve ease of doing business	Expenditure on legal consultancy services for regulatory reforms and policy review.	7. Legal and Consultancy Services for Policy Reforms: 5% of budget.

		Funding for seminars and workshops to train government officials and stakeholders on new policies.	8. Policy Training & Workshops: 5% of budget.
Stakeholder Engagement & Partnerships	Strengthen relationships with key stakeholders	Investment in stakeholder engagement activities, including meetings and consultations.	9. Stakeholder Engagement Activities: 5% of budget.

Project Expenditure

Strategic Priorities	Objectives	Outcome	2025 (N'000)	2026 (N'000)	2027 (N'000)
Investment Promotion & Facilitation	Increase foreign and domestic investments	Attract more investors, improve investment climate	50,000	70,000	90,000
		Host trade missions, promotional campaigns, and investor events	20,000	30,000	40,000
Infrastructure Development	Support infrastructure projects in key sectors	Establish investment zones, develop industrial parks	100,000	120,000	140,000
		Build necessary utilities and services in investment zones	40,000	50,000	60,000
Capacity Building & Training	Enhance local workforce skills	Empower local businesses and skilled labor	30,000	40,000	50,000
		Establish partnerships with educational institutions	10,000	15,000	20,000
Policy & Regulatory Reforms	Improve ease of doing business	Streamlined policies and regulations, reduced business barriers	15,000	20,000	25,000
		Conduct seminars, training, and workshops for stakeholders	5,000	7,500	10,000
Stakeholder Engagement & Partnerships	Strengthen relationships with key stakeholders	Build strong relationships with key partners	10,000	15,000	20,000

		Increase collaborative efforts with development agencies	10,000	15,000	20,000
Total Expenditure			280,000	374,500	455,000

7. Risk Management Framework

The risk management framework for Yobe State is designed to identify and address potential risks that could impact the successful implementation of its strategic initiatives. By assessing key risks, their likelihood, and impact, the framework outlines mitigation strategies to ensure the achievement of the State’s development goals and maintain a conducive investment environment.

S/N	Risk Title	Probability	Impact	Trigger Event	Effect	Mitigation
1	Security Concerns	Medium	High	Increase in insurgent attacks or banditry within Yobe	Investor reluctance, reduced mobility, lower investment inflows	Strengthen state security apparatus, collaborate with federal forces, increase local intelligence sharing
2	Poor Stakeholder Engagement	Low	High	Lack of collaboration from local and regional stakeholders, slow buy-in	Projects stalled or delayed, low investor interest	Proactive communication, regular consultations with local and regional actors, incentivise local partnerships
3	Bureaucratic Delays in Regulatory Approvals	Medium	Medium	Slow approvals in permits, land acquisition, business registration	Project delays, investor frustration	Streamline processes, set clear timelines, establish one-stop-shop for regulatory approvals
4	Failure to Attract Foreign Direct Investment (FDI)	Medium	High	Negative press or poor reputation of the business environment	Low FDI inflows, slow economic development	Improve PR and marketing, highlight investment opportunities, leverage

						international networks
5	Environmental Degradation	Low	Medium	Natural disasters (flooding, drought) affecting local agriculture	Damage to agricultural investments, reduced food security	Develop climate-resilient agricultural practices, improve early warning systems for natural disasters
6	Lack of Access to Finance for SMEs	Medium	High	Limited availability of financial products tailored to local businesses	Low growth for MSMEs, higher business failure rates	Partner with banks and microfinance institutions to develop financing options, create loan guarantees
7	Economic Diversification Challenges	Medium	Medium	Over-reliance on agriculture, underdeveloped manufacturing or tech sectors	Vulnerability to commodity price fluctuations, slow economic diversification	Promote industrial parks, support local manufacturing, incentivise tech start-ups
8	Failure in Public-Private Partnerships (PPPs)	Medium	Medium	Disputes between government and private investors, misalignment of interests	Delayed infrastructure projects, decreased private investment	Establish clear PPP frameworks, set terms and conditions early, resolve conflicts swiftly
9	Inadequate Monitoring and Evaluation (M&E)	Medium	Medium	Lack of effective data collection or performance monitoring systems	Failure to track project success, delayed corrective actions	Strengthen M&E capacity, integrate M&E in all strategic projects, ensure accountability

10. Conclusion

Yobe State is on a path toward strengthening its economic growth and improving its business environment. The strategies laid out in this plan are designed to attract investment, promote economic diversification, and create a sustainable foundation for growth over the next few years.

By focusing on key areas such as stakeholder engagement, security, infrastructure, and regulatory improvements, Yobe aims to position itself as an attractive investment destination. The strategic priorities outlined for 2025, 2026, and 2027 will help build strong relationships with development partners, businesses, and government agencies, all of which are crucial to the state's development.

While challenges such as security, workforce development, and infrastructure gaps remain, the planned mitigation measures will address these risks. Effective management of these challenges, along with strong collaboration across sectors, will be essential in achieving the desired outcomes.

With focused efforts and sustained implementation, Yobe has the potential to achieve significant economic growth and create a favourable environment for businesses and investors.