



OYSIPA CORPORATE STRATEGIC PLAN

(2023-2027)

ACCELERATING GROWTH, CREATING OPPORTUNITY

1.0 Executive Summary

1.1 Strategic Imperative

Oyo State stands at a pivotal juncture, poised for a new phase of economic transformation. The strategic imperative for the Oyo State Investment Promotion and Public-Private Partnership Agency (OYSIPA) is to serve as the critical catalyst in this transition, driving sustainable private investment to unlock the state's vast economic potential.

This mission is set against a dynamic and evolving landscape. Globally, shifts in capital flows and supply chains create new opportunities for sub-national entities that can demonstrate a clear and predictable investment climate. Domestically, Oyo State must navigate complex macroeconomic factors while simultaneously leveraging its unique competitive advantages, such as its strategic location and abundant human capital.

To achieve its development goals, the state must accelerate the mobilization of private capital beyond traditional government-led initiatives. This requires a proactive, strategic, and data-driven approach to investment promotion and public-private partnerships (PPPs). By doing so, OYSIPA will directly contribute to the state's key objectives of attracting foreign and domestic investors, facilitating job creation, and fostering a robust economic foundation that improves the living standards of its citizens. The overarching objective is to reduce reliance on federal allocations by building a diversified, resilient, and private sector-led economy.

1.2 Vision & Mission

Vision: To position Oyo State as a top-tier investment destination driving a diversified, sustainable economy.

Mission: To catalyze Oyo State's economic growth by facilitating strategic investments, fostering public-private partnerships, and promoting sector-specific opportunities that drive sustainable development and job creation.

OYSIPA's vision is ambitious yet clear: to establish Oyo State as the undisputed leader in attracting private investment within Nigeria. This is more than a simple aspirational statement; it is a foundational commitment to leveraging private sector dynamism to achieve public good. The mission outlines the core functions necessary to realize this vision. By focusing on facilitating investments, fostering PPPs, and promoting sector-specific opportunities, OYSIPA will act as the key enabler of economic diversification. This strategic approach will systematically unlock the

state's potential in critical sectors such as agribusiness, renewable energy, and infrastructure, ultimately creating a robust, sustainable, and inclusive economy for all citizens.

1.3 Headline Targets (2023-2027)

OYSIPA's strategic direction is anchored by a set of clear and ambitious headline targets designed to drive tangible economic impact over the next four years. These targets, aligned with the state's broader development goals, serve as both a benchmark for success and a mandate for action.

- **Foreign & Domestic Investment:** Attract a cumulative **\$500 million** in new foreign and domestic investment commitments by the end of 2028. This target signifies a major push to unlock private sector capital and diversify the state's economy beyond traditional sources of revenue.
- **Job Creation:** Facilitate the creation of **50,000 direct and indirect jobs** by the end of 2028. This goal directly links investment attraction to improved livelihoods and economic opportunities for the citizens of Oyo State, ensuring that economic growth is inclusive and widely felt.

These headline targets are not merely aspirational figures; they are the foundation upon which OYSIPA will build its strategic pillars, monitor its progress, and ultimately be held accountable.

1.4 Strategic Pillars

To achieve its ambitious headline targets, OYSIPA will operate through four interconnected strategic pillars. These pillars form the core of the agency's operational and strategic framework, ensuring a holistic and coordinated approach to economic development.

1. **Proactive Investment Attraction:** This pillar focuses on actively identifying, targeting, and engaging with potential investors. It involves creating a pipeline of bankable projects, executing strategic marketing campaigns, and showcasing Oyo State's competitive advantages to both domestic and international audiences.
2. **Enhanced Ease of Doing Business:** This pillar is dedicated to creating a business environment that is transparent, efficient, and supportive for investors. Key initiatives include establishing a **One-Stop Investment Centre** and institutionalizing investor aftercare services to reduce bureaucratic hurdles and improve investor satisfaction.
3. **Strategic PPP & Infrastructure Development:** This pillar addresses the critical need for infrastructure to support a growing economy. It focuses on mobilizing private capital

through structured **Public-Private Partnerships (PPPs)** to deliver key infrastructure projects and ensure long-term, sustainable development.

4. **Institutional Strengthening & Governance:** This final pillar ensures that OYSIPA itself is a high-performing, data-driven, and accountable institution. Activities under this pillar include building a strong talent base, implementing a robust monitoring and evaluation framework, and ensuring fiscal prudence.

These four pillars are designed to work in synergy, creating a self-reinforcing cycle of investment, infrastructure development, and institutional excellence that will transform Oyo State's economic landscape.

1.5 Expected Impact

The successful implementation of this Strategic Plan will have a transformative and lasting impact on Oyo State. The outcomes will extend beyond mere financial metrics to create a more resilient, inclusive, and prosperous economy for all citizens.

- **Diversified Economy:** The focus on attracting private capital will reduce the state's reliance on federal allocations, leading to a more stable and self-sufficient economy. This diversification will be driven by growth in high-potential sectors such as agribusiness, renewable energy, and technology.
- **Improved Livelihoods:** The strategic target of **50,000 jobs** will translate directly into tangible improvements in the quality of life for families across the state. This will be complemented by the economic multiplier effect of new investments, which will stimulate growth in local supply chains and small businesses.
- **Resilient, Modern Infrastructure:** Through effective **Public-Private Partnerships (PPPs)**, critical infrastructure such as roads, ports, and power facilities, will be developed and maintained, creating a robust backbone for economic activity and improving connectivity and service delivery for residents.
- **Enhanced Global Positioning:** By establishing a reputation as a transparent and supportive investment destination, Oyo State will enhance its standing on the global stage, attracting further capital and talent.

In essence, the expected impact of this plan is the creation of a dynamic, modern, and resilient economic base that will drive prosperity for future generations.

2.0 A New Trajectory for Oyo State

2.1 Strategic Vision & Mission

2.1.1 Vision Statement

To position Oyo State as the leading investment destination in Nigeria, driving sustainable development, fostering innovation, and creating economic opportunities for generations to come. OYSIPA's vision is a bold declaration of intent. It goes beyond the simple attraction of capital to encompass a holistic approach to state development. The phrase **"leading investment destination"** establishes a clear competitive ambition within the Nigerian context. The vision is not just about transactions; it is about the transformative outcomes of those transactions. By emphasizing **"sustainable development," "fostering innovation,"** and **"creating economic opportunities,"** the statement links investment directly to long-term prosperity, environmental stewardship, and social well-being. This vision serves as the ultimate benchmark for every action and initiative undertaken by OYSIPA, ensuring that all efforts are aligned with a future-focused, inclusive, and resilient Oyo State.

2.1.2 Mission Statement

To catalyze Oyo State's economic growth by facilitating investments, fostering public-private partnerships, and promoting sector-specific opportunities that drive sustainable development and job creation.

OYSIPA's mission statement is the actionable roadmap to achieving its vision. It is built on three core functions:

1. **Facilitating Investments:** OYSIPA will serve as the primary point of contact for all investors, streamlining bureaucratic processes and providing comprehensive support throughout the entire investment lifecycle.
2. **Fostering Public-Private Partnerships (PPPs):** The agency will proactively identify and develop viable PPP projects in critical sectors, mobilizing private sector capital and expertise to deliver key infrastructure and services efficiently.
3. **Promoting Sector-Specific Opportunities:** OYSIPA will go beyond general promotion by developing and marketing targeted investment briefs for high-potential sectors such as agribusiness, renewable energy, and technology, ensuring that investment flows into the areas with the highest potential for economic impact.

This mission statement not only defines what OYSIPA does but also underscores its commitment to the ultimate outcomes: **sustainable development** and **job creation**. Every activity and initiative under this plan is designed to directly contribute to these two fundamental goals.

2.2 Alignment with State Development Goals

2.2.1 Anchoring in State Policy

OYSIPA's Strategic Plan is not an isolated document but an integral component of the Oyo State Government's broader development agenda. It is directly anchored in and aligned with the foundational policy documents that guide the state's long-term vision.

- **Oyo State Roadmap for Sustainable Development (2023-2027):** This strategic plan serves as a key implementation vehicle for the economic pillar of the roadmap. By focusing on private investment and PPPs, OYSIPA will directly contribute to the roadmap's goals of fostering a robust and resilient economy, creating jobs, and improving citizen welfare.
- **Oyo State Development Plan (2021-2040):** The agency's long-term strategy is built to support the 20-year vision for the state. OYSIPA's focus on sustainable infrastructure, economic diversification, and institutional excellence is designed to lay the groundwork for a prosperous future, ensuring that the state's growth trajectory is both ambitious and enduring.

This deliberate alignment ensures that OYSIPA's efforts are fully integrated into the state's governance framework, maximizing synergy with other government ministries, departments, and agencies (MDAs) and guaranteeing that the agency's work directly contributes to the collective progress of Oyo State.

2.2.2 Supporting Key Economic Sectors

OYSIPA's strategic plan is designed to be a direct enabler of Oyo State's key economic sectors, identified in the state's broader development frameworks. The agency will prioritize its efforts to channel investment into these high-potential areas, thereby accelerating the state's economic growth and diversification goals.

- **Infrastructure Development:** Infrastructure is the backbone of a modern economy. OYSIPA will leverage Public-Private Partnerships (PPPs) to attract private capital for the development of critical infrastructure projects, including roads, transportation hubs, and energy facilities. This will improve connectivity, reduce the cost of doing business, and unlock new economic corridors.

- **Agribusiness:** As a state with significant agricultural potential, agribusiness is a core focus. OYSIPA will promote investments across the entire value chain, from commercial farming and processing to logistics and export. This will not only boost food security but also create jobs and increase state revenue.
- **Tourism:** Oyo State's rich cultural heritage and historical landmarks present a unique opportunity for tourism development. OYSIPA will work to attract investors for the development of modern hospitality facilities, heritage sites, and eco-tourism ventures, positioning the state as a major tourist destination in Nigeria.
- **Solid Mineral Exploitation:** The state is endowed with a variety of solid minerals. OYSIPA will facilitate investments in the exploration and responsible exploitation of these resources, ensuring that the process is managed sustainably and contributes to the state's economic development.

By strategically supporting these key sectors, OYSIPA will ensure that its investment promotion efforts are directly aligned with and amplify the state's most promising economic opportunities.

3.0 Impact Framework & Headline Targets (2023-2027)

3.1 Impact Objective 1: Economic Diversification & Growth

Sector Targets and Pipeline Conversion Framework

To strengthen delivery effectiveness and align with global investment–promotion standards, OYSIPA shall adopt a sector-specific target framework that translates the Agency’s headline goals into measurable, actionable objectives.

A. Investment & Job-Creation Targets by Sector (2023–2027)

Priority Sector	Investment Target (USD)	# Projects to Financial Close	Direct Jobs	Indirect Jobs	Yearly Phasing (%)
Agribusiness & Agro-Processing	\$120,000,000	8	11,000	25,000	20 / 25 / 25 / 20 / 10
Renewable Energy & Power	\$80,000,000	5	3,000	8,000	15 / 20 / 25 / 25 / 15
Solid Minerals & Processing	\$70,000,000	6	5,000	10,000	15 / 20 / 25 / 25 / 15
Tourism, Hospitality & Creative Economy	\$50,000,000	4	6,000	9,000	20 / 20 / 20 / 20 / 20
ICT, Digital Services & Innovation	\$60,000,000	7	10,000	15,000	15 / 20 / 25 / 25 / 15
Infrastructure & PPP Projects	\$120,000,000	5	15,000	25,000	20 / 25 / 25 / 20 / 10

Total: \$500M • 35 projects • 50,000 direct jobs • 92,000+ indirect jobs.

B. Pipeline Conversion Framework (Lead → Project → Financial Close)

Stage	Definition	KPI (2023–2027)	Owner
Raw Lead	Investor contact, enquiry, summit interaction	500 leads	Investor Relations
Qualified Lead	Lead assessed, sector fit confirmed	220 (44%)	Sector Desk Officers
Active Opportunity	Investor receives detailed pack, visits site	80 (16%)	Investor Services Team
Structured Project	Feasibility/ESIA/land/title/PPP work completed	45 (9%)	Transaction Advisory Unit
Financial Close	Signed agreements, financing secured	35 (7%)	Transaction Advisory Unit

Purpose: This framework guides marketing, outreach, resource allocation, and reporting. It defines how OYSIPA converts interest into bankable projects.

3.1.1 Goal: Economic Diversification & Growth

The primary goal of OYSIPA's strategic plan is to achieve robust **economic diversification and growth**. This objective is not just about attracting a larger volume of investment, but about fundamentally transforming the state's economic structure.

The current economic model, heavily reliant on federal allocations, is inherently vulnerable to external shocks and policy changes. By fostering a **robust, private-sector-led economy**, Oyo State can build a more resilient and sustainable financial base. This will be accomplished by:

- **Reducing Reliance on Federal Allocations:** A diversified economy will generate a higher proportion of internally generated revenue (IGR), providing the state with greater fiscal autonomy and stability.
- **Fostering a Dynamic Private Sector:** OYSIPA will work to create an environment where private enterprises, from large corporations to small and medium-sized enterprises (SMEs), can thrive, innovate, and contribute to job creation and wealth generation.

- **Attracting Strategic Investment:** The focus will be on investments in high-growth and high-impact sectors that are aligned with the state's comparative advantages, such as agribusiness, technology, and renewable energy, ensuring that growth is both targeted and sustainable.

By achieving this goal, OYSIPA will help secure a more prosperous and stable future for Oyo State, positioning it as a model of economic self-reliance and innovation within Nigeria.

3.1.2 FDI/DDI Target

To operationalize the goal of economic diversification and growth, OYSIPA has set a clear and quantifiable target for investment attraction. The agency aims to attract a cumulative **\$500 million** in new investment commitments by the end of year 2027.

This target is a strategic benchmark that reflects the agency's ambition and is broken down into two components:

- **Foreign Direct Investment (FDI):** Attracting foreign capital is critical for bringing in new technologies, management expertise, and access to global markets. OYSIPA will proactively engage with international investors through targeted roadshows, digital campaigns, and participation in global forums.
- **Domestic Direct Investment (DDI):** Mobilizing domestic capital is equally important. This includes encouraging investments from Nigerian businesses and individuals, both within and outside Oyo State. By creating a favorable business climate, OYSIPA will incentivize local capital to invest in the state's economy, leading to a strong, self-reliant economic base.

This cumulative target is the key metric for measuring the success of OYSIPA's investment promotion efforts and will guide all activities under the "Proactive Investment Attraction" pillar. It represents a significant step towards achieving the state's vision of a private sector-led economy.

3.1.3 PPP Target

To further drive economic diversification and infrastructure development, OYSIPA is committed to leveraging private sector capital through Public-Private Partnerships (PPPs). The strategic target is to increase the number of active, large-scale PPP projects in priority sectors to 40 by the end of 2027.

This target is critical for several reasons:

- **Mobilizing Private Finance:** PPPs are a proven mechanism for attracting private investment into public infrastructure projects, thereby alleviating the financial burden on the state government and ensuring the timely delivery of critical assets.
- **Enhancing Efficiency:** Private sector involvement often brings a higher degree of efficiency, innovation, and expertise in project execution and long-term asset management, leading to better quality infrastructure and services for citizens.

- **Delivering Flagship Projects:** The focus on large-scale projects, such as the Ibadan Inland Dry Port and the Circular Road, will create significant economic multipliers, stimulating growth in related sectors and attracting further investment.

This target serves as a key performance indicator for the Strategic Pillar 3, demonstrating the agency's commitment to not only promoting investment but also structuring it in a way that creates sustainable, long-term value for Oyo State.

3.2 Impact Objective 2: Job Creation & Economic Opportunity

3.2.1 Goal: Job Creation & Economic Opportunity

The ultimate measure of success for this strategic plan is its ability to translate investment inflows into tangible improvements in the lives of the citizens of Oyo State. The core goal of job creation & economic opportunity ensures that the Agency's efforts are people-centric and directly contribute to alleviating poverty and improving livelihoods.

The objective is to ensure that the economic growth catalyzed by OYSIPA is inclusive and widely distributed. This will be achieved by:

- **Translating Capital to Jobs:** Every investment commitment secured will be followed by a clear plan for facilitating the creation of both direct and indirect employment opportunities. Direct jobs will be created within the new or expanded businesses, while indirect jobs will emerge in ancillary services and local supply chains.
- **Fostering a Culture of Enterprise:** By promoting a vibrant private sector, OYSIPA will indirectly support the creation of new entrepreneurial ventures and small businesses that fill the gaps in the market and serve the needs of the growing economy.
- **Improving Livelihoods:** Beyond simply creating jobs, the focus is on creating **economic opportunity**. This includes facilitating access to training, skills development, and financial support, ensuring that citizens are well-equipped to participate in and benefit from the new economic landscape.

By prioritizing this goal, OYSIPA commits to ensuring that its work directly impacts the daily lives of citizens, making economic development a powerful tool for social progress.

3.2.2 Job Creation Target

The tangible output of OYSIPA's job creation goal is the target to facilitate the creation of 50,000 direct and indirect jobs by the end of 2027. This metric is a direct reflection of the agency's success in attracting and retaining private investment.

This target is meticulously calculated to reflect the expected impact of new investments and Public-Private Partnerships (PPPs). Direct jobs will be generated by the companies that establish or expand

their operations in Oyo State, while indirect jobs will be created through the economic multiplier effect in ancillary sectors such as logistics, hospitality, and local services.

To achieve this, OYSIPA will:

- **Link investment to employment:** The agency will work with investors to ensure that job creation is a key component of investment agreements.
- **Track and report:** A robust monitoring and evaluation (M&E) framework will be implemented to track the number of jobs created, ensuring that progress is measured and publicly reported.
- **Coordinate with skills development programs:** OYSIPA will collaborate with relevant government agencies and private sector partners to ensure that the local workforce has the necessary skills to fill the new job opportunities.

This ambitious target serves as a powerful incentive for OYSIPA to prioritize investments that have a significant and immediate impact on the lives of citizens, making it a central component of the agency's accountability framework.

3.2.3 MSME Support Target

The strategic plan recognizes that sustainable economic growth requires a bottom-up approach that empowers local businesses. To complement the focus on large-scale investment, OYSIPA will work to facilitate the growth of Micro, Small, and Medium Enterprises (MSMEs). The target is to reach 50,000 new beneficiaries through grant and support programs by the end of 2027.

This target will be achieved through close coordination with relevant government agencies and existing initiatives, including:

- **SAfER (Sustainable Action for Economic Recovery):** OYSIPA will leverage the SAfER program to ensure that MSMEs and nano-enterprises have access to the necessary financial and technical support to recover from economic shocks and scale their operations.
- **NG-CARES (Nigeria COVID-19 Action Recovery and Economic Stimulus):** The agency will coordinate with the NG-CARES program to channel support to vulnerable households and small businesses, ensuring that economic benefits are equitably distributed and reach those who need them most.

By focusing on MSME support, OYSIPA ensures that its economic development strategy is not just about attracting big corporations but also about building a strong and resilient local economy. This will create a robust ecosystem where large-scale investments and local enterprises can thrive together, driving inclusive growth and shared prosperity.

3.3 Federal Export Linkages and National Incentive Integration

OYSIPA will strengthen alignment with national export frameworks to enhance competitiveness for investors manufacturing, processing, and exporting from Oyo State.

A. Federal Linkages

The Agency will institutionalize collaboration with:

- **Nigerian Export Promotion Council (NEPC)** – export certification, non-oil export strategies
- **Nigeria Investment Promotion Commission (NIPC)** – investment incentives, visa facilitation
- **Standards Organisation of Nigeria (SON)** – quality certification
- **Federal Ministry of Industry, Trade & Investment** – export financing instruments
- **NEXIM Bank** – export development funds, guarantees

B. Export-Focused Incentives for Investors

OYSIPA will market and facilitate access to:

- Export Expansion Grant (EEG)
- Pioneer Status Incentive for manufacturing
- Duty-free import of production machinery
- NEXIM export credit, guarantees and FX windows
- Federal Special Economic Zone incentives

C. Export Targets (2023–2027)

Sector	Export Target	Key Products
Agribusiness	\$50M	Cocoa, cashew, poultry products, cassava derivatives
Manufacturing	\$40M	Plastics, packaging, fertilizers
Solid Minerals	\$70M	Talc, lithium, gemstones

Creative Economy	\$10M	Media, content distribution
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4.0 Strategic Pillar 1 - Proactive Investment Attraction & Promotion

4.1 Key Outcome & KPIs

Pillar 1 Key Outcome: That Oyo State is recognized as a competitive investment destination with a robust pipeline of bankable projects.

This is the central outcome of the Proactive Investment Attraction & Promotion pillar. It moves beyond passive marketing to establish a strategic, proactive approach to engaging with potential investors. A "competitive investment destination" is one that is not only known for its potential but is also trusted for its ease of doing business, stability, and transparent regulatory environment. A “robust pipeline of bankable projects” means that OYSIPA has done the necessary groundwork to present investors with well-researched, financially viable opportunities, thereby reducing their risk and accelerating the investment decision process.

This outcome will be measured by two key performance indicators (KPIs):

- **Value of investment pipeline:** The target is to build a project pipeline worth a cumulative ₦1 Trillion. This metric will track the total value of all projects that have been vetted and are ready for investor engagement, demonstrating the agency's effectiveness in sourcing and preparing high-potential opportunities.
- **Number of qualified investment leads annually:** The target is to generate 100+ qualified investment leads per year. This KPI measures the success of OYSIPA's outreach and marketing efforts, ensuring a continuous flow of potential investors into the pipeline.

These KPIs ensure that the agency’s efforts are not just about marketing, but about creating tangible, measurable results that directly contribute to the state’s economic growth.

4.2 Key Outputs & Activities

To achieve the desired outcome of a robust investment pipeline, OYSIPA will focus on two core sets of activities: Developing a Bankable Project Pipeline and Executing Strategic Marketing & Outreach. These outputs are designed to systematically move potential investors from awareness to commitment.

4.2.1 Develop a Bankable Project Pipeline

A "bankable" project is one that has undergone thorough preparation, making it attractive and low-risk for investors. OYSIPA will:

- **Conduct pre-feasibility studies for 30+ projects:** The agency will invest in the upfront work of conducting initial studies to confirm the technical, financial, and market viability of potential projects. This de-risks opportunities for investors.
- **Focus on Agribusiness, Renewable Energy, and Logistics:** The pipeline will be strategically built around sectors where Oyo State has a clear comparative advantage. This focus ensures that OYSIPA's efforts are aligned with the state's economic strengths and the highest-potential opportunities.

4.2.2 Execute Strategic Marketing & Outreach

Once the projects are ready, OYSIPA will proactively take them to the market through targeted and effective outreach. This includes:

- **Launch targeted digital marketing campaigns:** The agency will use data-driven digital platforms to reach specific investor segments, showcasing the state's opportunities and providing access to project information.
- **Host an annual Oyo Investment & Innovation Summit:** This will be a premier event bringing together local and international investors, policymakers, and project owners to network, discuss opportunities, and forge partnerships.
- **Organize international roadshows in key financial hubs:** OYSIPA will take its best projects directly to global capital, engaging with potential investors in major financial centers to build relationships and secure commitments.

These activities are the engine of OYSIPA's investment promotion efforts, designed to generate a continuous flow of qualified leads and convert them into tangible investment commitments.

4.3 Sector Intervention Strategies and KPIs

A. Agribusiness & Agro-Processing

- **KPIs:**
 - 8 projects to financial close
 - 15,000 smallholder linkages
 - 3 processing hubs operational
 - 10,000 direct jobs

B. Renewable Energy

- **KPIs:**
 - 30MW embedded generation
 - 5 industrial clusters electrified
 - 3 IPPs supported to bankability

5.0 Strategic Pillar 2 - Enhanced Ease of Doing Business & Investor Support

5.1 Key Outcome & KPIs

Pillar 2 Key Outcome: Investors experience a streamlined, transparent, and supportive business environment.

This is the central outcome for the Enhanced Ease of Doing Business & Investor Support pillar. It moves beyond simply attracting investors and focuses on what happens after they express interest. A “streamlined, transparent, and supportive” environment is crucial for converting leads into concrete investments and ensuring their long-term success in the state. This outcome is about building trust and credibility with the investor community by making the entire process of investing in Oyo State as seamless as possible. It is a direct response to a common barrier to investment: complex, slow, or opaque bureaucratic processes.

This outcome will be measured by two key performance indicators (KPIs):

- **Investor satisfaction rate (>85%):** This is a direct measure of the quality of service provided to investors. OYSIPA will conduct regular surveys to gauge investor sentiment on key aspects of the business environment, such as the efficiency of permit acquisition, the clarity of regulations, and the responsiveness of government agencies. A satisfaction rate above 85% will demonstrate that OYSIPA is meeting its commitment to providing exceptional investor support.
- **Average investor onboarding time (<30 working days):** This KPI measures the efficiency of the initial process for new investors, from the moment they formally engage with OYSIPA to the point where they have received all necessary initial permits and information. A target of less than 10 working days will position Oyo State as a leader in business facilitation, signaling a commitment to speed and efficiency.

These KPIs ensure that OYSIPA’s efforts are not just about marketing, but about delivering a concrete, high-quality experience that encourages long-term investment and repeat business.

5.2 Key Outputs & Activities

To achieve a streamlined and transparent business environment, OYSIPA will focus on two key areas: the establishment of a One-Stop Investment Centre and the Institutionalization of Investor Aftercare & Regulatory Reform.

5.2.1 Establish a One-Stop Investment Centre

The One-Stop Investment Centre will be the physical and digital hub for all investor-related services. It is designed to eliminate the need for investors to navigate multiple government agencies, saving them time and effort. The center will:

- **Integrate NIPC, NEPC, BOI, and key state MDAs:** This integration will bring all relevant federal and state agencies under one roof, or at least one coordinated digital platform, ensuring seamless and rapid approval processes.
- **Automate permit and licensing processes:** By digitizing the application, payment, and approval processes, OYSIPA will reduce bureaucracy, increase transparency, and minimize opportunities for corruption.

5.2.2 Institutionalize Investor Aftercare & Regulatory Reform

OYSIPA's commitment to investors extends beyond the initial setup. Aftercare ensures that investors remain satisfied and continue to grow their businesses within the state. This will be achieved by:

- **Implement a CRM system for tracking investor relations:** A dedicated Customer Relationship Management (CRM) system will allow OYSIPA to proactively monitor the progress of investor projects, anticipate their needs, and respond to challenges quickly.
- **Establish an investor grievance redress committee:** A formal committee will be created to provide a clear and transparent channel for investors to voice concerns and resolve disputes, building confidence in the state's regulatory framework.
- **Support the Digitization of the Certificate of Occupancy (CoO) process:** The digitization of this crucial process will significantly reduce the time and complexity associated with land acquisition, a common hurdle for many investors.

These activities are the cornerstone of OYSIPA's commitment to not only attracting investment but also ensuring a supportive ecosystem where businesses can thrive and grow.

5.3 Investment Promotion Playbook and Investor Engagement Framework

To align with global promotion-agency practice, OYSIPA adopts a structured marketing and investor-engagement playbook. This playbook guides all promotional campaigns, outreach, and relationship management.

A. Target Investor Segments

Segment	Priority Countries	Investment Interest	Engagement Approach
Agribusiness Conglomerates	Netherlands, South Africa, UAE, US	Processing, cold-chain, packaging	Sector briefs, site tours, incentives brief
Renewable Energy Developers	India, China, UK, US	IPPs, embedded power, equipment	Technical meetings, regulatory briefing
Solid Minerals & Mining Firms	Australia, Canada, China	Exploration, processing	Mineral maps, concession information
Infrastructure Investors & PPP Funds	UK, UAE, China, South Africa	Toll roads, markets, logistics	Data room access, PPP frameworks
Technology & Digital Firms	US, Kenya, Rwanda, India	Hubs, data centres, outsourcing	Startup packs, ICT incentives

B. Core Marketing Materials (Mandatory)

OYSIPA shall prepare the following standard materials:

- 10 Sector Briefs
- Investment Climate Guide for Oyo State
- PPP Handbook
- Bankable Project Portfolio Booklet
- Investor Aftercare Guide
- One-Stop Centre Service Charter

These will be updated annually and published on the Investor Portal.

C. Investor Engagement Funnel KPIs

Funnel Stage	Target per Year	Examples
Awareness	150+ organisations	Roadshows, social media campaigns
Lead Generation	100 leads	Web enquiries, summits, embassies
Qualified Leads	44% of generated leads	Sector-fit assessment
Site Visits	25 visits	Cluster visits, stakeholder meetings
Structuring	10–15 projects	Feasibility/ESIA support
Financial Close	5–7 projects	PPP agreements, FDI entry

D. Broker & Market Intermediary Strategy

OYSIPA shall partner with:

- Multilateral organizations (IFC, AfDB, FCDO, UNIDO)
- Trade & commercial attachés
- Private investment banks
- FDI advisory networks
- Diaspora business groups

Purpose: Increase high-quality leads, improve project match-making, and strengthen capital mobilisation.

6.0 Strategic Pillar 3 - Strategic PPP & Infrastructure Development

6.1 Outcome & KPIs

Pillar 3 Key Outcome: Private sector capital is successfully mobilized to develop critical, climate-resilient infrastructure.

This outcome is the core objective of the Strategic PPP & Infrastructure Development pillar. It shifts the state's approach to infrastructure from a sole reliance on public funds to a strategic collaboration with the private sector. The phrase "climate-resilient" is a forward-looking addition, acknowledging the need for infrastructure that can withstand the impacts of climate change and contribute to a sustainable future. The successful mobilization of private capital for such projects will ensure that Oyo State can deliver on its long-term development goals without over-leveraging its public budget.

This outcome will be measured by two key performance indicators (KPIs):

- **Private finance mobilized via PPPs (Target: ₦100+ Billion):** This KPI directly measures the financial success of the PPP program. It tracks the total value of private capital committed to infrastructure projects, demonstrating the agency's effectiveness in attracting and structuring large-scale deals. Reaching this target will show a significant shift in how the state funds its infrastructure needs.
- **150 km of roads delivered annually via PPPs:** This is a specific, tangible metric that links the financial target to a physical output. It provides a clear measure of progress in addressing the state's infrastructure deficit. The annual target ensures a consistent and aggressive pace of development, signaling to both citizens and investors that the state is serious about improving connectivity and logistics.

These KPIs are designed to be both financially ambitious and physically concrete, providing a clear roadmap for OYSIPA's infrastructure development efforts and ensuring accountability.

6.2 Key Outputs & Activities

To achieve the outcome of mobilizing private capital for infrastructure, OYSIPA will focus on three core activities: Delivering Flagship PPP Projects, Operationalizing the Project Facilitation Fund (PFF), and Enforcing Climate Screening.

6.2.1 Deliver Flagship PPP Projects

The agency will prioritize a select number of high-impact projects that demonstrate the viability and potential of PPPs in Oyo State. This includes:

- **Advancing key projects:** OYSIPA will drive forward critical projects such as the **Ibadan Inland Dry Port**, the **Circular Road**, and the **Shell Gas Infrastructure**. These projects are strategically chosen for their potential to stimulate economic activity, improve logistics, and secure long-term energy supply for the state.
- **Maintain a public PPP Contract Management Database (PPP Disclosure Portal):** Transparency and accountability are paramount. OYSIPA will create and maintain a publicly accessible database of all PPP contracts. This will build trust with investors and the public, ensuring that project terms are clear and that commitments are met.

6.2.2 Operationalize the Project Facilitation Fund (PFF)

Many high-potential projects fail to attract investment due to a lack of proper preparation. The PFF is designed to bridge this gap. OYSIPA will:

- **Secure ₦2.5 Billion-line item in the 2026 State Budget:** The agency will work with the Ministry of Finance to secure dedicated funding for the PFF. This capital will be used to de-risk projects and make them more attractive to private investors.
- **Fund feasibility studies, ESIs, and transaction advisory services:** The PFF will be used to pay for the professional services required to bring a project to the point of being "bankable." This includes conducting thorough feasibility studies, Environmental and Social Impact Assessments (ESIs), and hiring legal and financial advisors to structure the deal.

6.2.3 Enforce Climate Screening

In a forward-thinking move, OYSIPA will integrate sustainability into its project development. The agency will:

- **Mandate climate risk screening for 100% of new PPPs:** Every new PPP project will undergo a formal climate risk assessment. This ensures that the state's infrastructure is resilient to the long-term impacts of climate change and that projects are developed in an environmentally responsible manner.

By focusing on these activities, OYSIPA will not only attract capital but also ensure that it is channeled into projects that are well-prepared, transparently managed, and built to last.

6.3 Organizational Structure and Functional Responsibilities

New Unit: Transaction Advisory, PPP & Project Preparation Department

Mandate:

To structure, prepare, and secure financing for priority investment and PPP projects in Oyo State.

Functions:

- Lead feasibility studies, ESIA, financial modelling
- Manage Project Facilitation Fund
- Structure PPPs and investment agreements
- Support MDAs during appraisal and procurement
- Drive projects to financial close
- Monitor compliance post-close

Key Roles:

- Director, Transaction Advisory
- Senior PPP Specialist
- Financial Modelling Specialist
- Legal & Regulatory Advisor

Project Development Associate

6.4 Costed Implementation Plan (2023–2027)

OYSIPA will implement a costed financing framework aligned with its strategic pillars. This table summarizes projected expenditure, funding sources, and annual allocations.

A. Multi-Year Expenditure Summary (USD)

Strategic Area	2023/24	2024/25	2025/26	2026/27	Total
Project Preparation (Feasibility, ESIA, Legal, PPP Transaction Advisory)	2.5M	3M	3M	2.5M	11M
Investment Promotion (Summits, Roadshows, Marketing Packs)	1.2M	1.5M	1.2M	1M	4.9M
MSME Development & Support Instruments	1M	1.5M	2M	2M	6.5M

Sector Studies & Data Systems	400k	400k	300k	300k	1.4M
Staff Recruitment & Capacity Building	700k	800k	800k	800k	3.1M
One-Stop Investment Centre	500k	700k	300k	300k	1.8M
PPP Contract Management & Monitoring	300k	350k	350k	350k	1.35M

Total Projected Cost: USD 30.05 Million

B. Funding Sources

Source	Estimated Contribution	Notes
Government of Oyo State	\$12M	Recurrent & capital allocations
Project Facilitation Fund (PFF)	\$10M	Dedicated to project preparation
Development Partners	\$5M	Technical assistance, studies
Private Sector Cost-Sharing (PPP)	\$3M	Co-funding feasibility studies

7.0 Strategic Pillar 4 - Institutional Strengthening & Governance

7.1 Outcome & KPIs

Pillar 4 Key Outcome: OYSIPA operates as a high-performing, data-driven, and accountable institution.

This outcome is the foundation of the Institutional Strengthening & Governance pillar. It recognizes that OYSIPA's external success is a direct result of its internal capacity and effectiveness. A "high-performing" institution is one that has the right people, processes, and systems in place to execute its mandate with excellence. "Data-driven" means that decisions are not based on intuition but on measurable evidence and real-time performance metrics. "Accountable" means that the agency is transparent in its operations and can be held responsible for its results. This pillar ensures that OYSIPA is not just a temporary initiative but a robust and enduring engine of economic growth for Oyo State.

This outcome will be measured by two key performance indicators (KPIs):

- **Annual budget execution rate (>90%):** This KPI is a direct measure of the agency's operational efficiency and fiscal prudence. A high execution rate indicates that OYSIPA is effectively utilizing its allocated resources to implement its strategic plan, minimizing waste and maximizing impact.
- **Staff competency levels:** This is a qualitative KPI that will be measured through a combination of performance reviews, professional development assessments, and feedback from internal and external stakeholders. It ensures that the agency is continuously investing in its human capital and that its team has the necessary skills and expertise to deliver on its mandate.

These KPIs are designed to ensure that OYSIPA maintains a culture of excellence and accountability, which is essential for earning and keeping the trust of both investors and the public.

7.2 Key Outputs & Activities

To build a high-performing and accountable institution, OYSIPA will focus on two core sets of activities: Building a High-Performance Culture & Talent and Implementing Data-Driven Governance & M&E.

7.2.1 Build a High-Performance Culture & Talent

The people within OYSIPA are its greatest asset. The agency will therefore invest in its human capital to ensure it has the expertise needed to deliver on its mandate. This includes:

- **Recruit and train 15+ technical officers:** OYSIPA will strategically recruit a new cadre of professionals with expertise in areas such as financial analysis, project management, law, and environmental planning. This will enhance the agency’s capacity to identify, structure, and execute complex investment and PPP projects.
- **Implement a clear performance management system:** The agency will establish a robust system to set clear goals, provide regular feedback, and reward high performance. This will foster a culture of excellence and accountability throughout the organization.

7.2.2 Implement Data-Driven Governance & M&E

OYSIPA will leverage technology and data to ensure that its decisions are informed and its progress is measurable. This involves:

- **Launch a real-time OYSIPA Performance Dashboard:** A digital dashboard will be created to track key performance indicators (KPIs) and project progress in real time. This will allow management to quickly identify challenges and make data-driven decisions.
- **Publish an Annual Corporate Plan Scorecard with external verification:** The agency will publicly release an annual scorecard that reports on its progress against the strategic plan. To ensure credibility, this report will be externally verified, demonstrating OYSIPA’s commitment to transparency and accountability to all stakeholders.

These activities are essential for transforming OYSIPA from a traditional government agency into a modern, agile, and effective institution capable of driving sustained economic growth for Oyo State.

7.3 MSME Delivery Channels, Targeting Methodology and KPIs

To deliver meaningful impact to 50,000 MSMEs, OYSIPA will deploy a structured, measurable framework combining capacity-building, finance access, and market linkages.

A. Delivery Channels

Channel	Description	Partners
One-Stop MSME Clinic	On-the-spot registration, tax advisory, NAFDAC/SON guidance	CAC, NAFDAC, BOI, LIRS
Digital MSME Portal	E-learning, templates, grant finder, loan application	OYSIPA ICT, BOI
Sector Clusters	Physical support centres in Ibadan, Ogbomoso, Iseyin	Local Governments

Market Access Programme	Trade fairs, exhibitions, supply-chain linkage	Private Sector Partners
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B. Targeting Criteria

MSME beneficiaries will be selected using the following:

- Registered or willing to register with CAC
- Operate in priority value chains
- Employ 1–20 staff
- Evidence of growth potential
- Commitment to training attendance

C. MSME KPIs (Annual)

Indicator	Year 1	Year 2	Year 3	Year 4–5
MSMEs trained	2,000	5,000	8,000	10,000 annually
MSMEs linked to finance	500	1,500	2,000	2,500 annually
MSMEs formalised (CAC/SON/NAFDAC)	800	2,000	3,000	4,000 annually
Women-Owned MSMEs	40%	45%	50%	50% sustained
Youth-Owned MSMEs	50%	50%	55%	60% sustained

8.0 Financial Plan & Resource Mobilization

8.1 OYSIPA Operational Budget (2023-2027)

The successful execution of OYSIPA's strategic plan requires a robust and well-managed financial plan. The agency's operational budget for the period of 2023-2027 will be meticulously structured to ensure that every naira is spent efficiently and effectively in pursuit of the stated goals.

The budget will have a detailed breakdown of projected costs, which will be categorized into three main areas:

- **Personnel:** This includes salaries, allowances, and benefits for all OYSIPA staff, from the executive leadership to technical officers. The budget will also account for the recruitment and training of the additional 15+ technical officers outlined in the institutional strengthening pillar.
- **Overheads:** This category covers the essential operational expenses required to keep the agency running. It includes costs for office rent, utilities, maintenance, and administrative supplies.
- **Marketing & Promotion:** This is a crucial component of the budget, funding all external-facing activities. It will cover the costs of digital marketing campaigns, hosting the annual Oyo Investment & Innovation Summit, and organizing international roadshows.

This detailed budget will not only serve as a financial roadmap but also as a tool for accountability, ensuring that the agency's spending is transparent, purposeful, and directly aligned with the strategic plan's objectives.

8.2 Funding Strategy for Strategic Initiatives

While the operational budget covers the day-to-day running of OYSIPA, a separate and more strategic funding approach is required to finance the agency's key initiatives. This multi-pronged strategy will leverage a combination of state support, donor funds, and a dedicated project preparation facility.

- **Leveraging state budget allocations for core operations:** The primary source of funding for OYSIPA's administrative and operational costs will come from the Oyo State Government's annual budget. This ensures institutional stability and direct alignment with the state's fiscal policy.
- **Utilizing the Project Facilitation Fund (PFF) and donor support for project preparation:** For high-impact, high-cost projects, the PFF will be a critical tool. This fund

will be used to pay for the upfront costs of feasibility studies, legal advisory, and technical assessments, making projects more attractive to private investors. OYSIPA will also actively seek out donor support and grants from international development partners to supplement the PFF, particularly for projects with strong social and environmental benefits.

- **Coordinating with MDAs for grant programs like NG-CARES and SAfER:** To support the MSME target, OYSIPA will not create its own grant programs but will instead coordinate with other Ministries, Departments, and Agencies (MDAs) that already manage such initiatives. This avoids duplication of effort and ensures that OYSIPA's support for MSMEs is seamlessly integrated into the existing government framework.

This funding strategy is designed to be both sustainable and flexible, enabling OYSIPA to deliver on its strategic initiatives without being solely reliant on a single source of funding.

8.3 PPP Transparency, Disclosure and Contract Management Framework

OYSIPA adopts a transparency framework aligned with global PPP disclosure standards.

A. PPP Project Disclosure Pipeline

OYSIPA will publish quarterly updates showing:

Pipeline Stage	Description	Disclosed Information
Identification	Concept note submitted	Project name, sponsoring MDA
Appraisal	Feasibility/ESIA ongoing	Summary findings, timelines
Procurement	Competitive bidding	Bid notices, shortlisted bidders
Negotiation	Final structuring	Risk allocation summary
Financial Close	Contracts signed	PPP agreement summary
Implementation	Construction/operations	Compliance reports

B. Contract Management Unit (CMU)

Functions:

- Track PPP contract milestones
- Monitor service delivery obligations
- Prepare quarterly compliance reports

- Conduct annual performance audits
- Provide early warning on deviations

Tools:

- Digital PPP Monitoring Dashboard
- Red-Flag Alert System
- Compliance Scorecard

C. PPP KPIs

KPI	Target
PPP projects reaching financial close	12 by 2027
Contracts publicly disclosed	100%
Annual compliance reports	2 per project
Resolution of contract deviations	Within 60 days

9.0 Monitoring, Evaluation, and Learning (MEL) Framework

9.1 The Logical Framework Summary

To ensure that the Strategic Plan is not merely a set of aspirations but a practical guide for action, OYSIPA will implement a robust Monitoring, Evaluation, and Learning (MEL) Framework. The core of this framework is the Logical Framework (LogFrame), which provides a clear and systematic overview of the causal links between the agency's activities and its ultimate impact.

The LogFrame will be a foundational table that summarizes the entire strategic plan, showing how each component builds upon the next:

- **Activities:** These are the specific tasks OYSIPA will undertake, such as "Conduct pre-feasibility studies for 30+ projects" or "Launch a real-time OYSIPA Performance Dashboard."
- **Outputs:** These are the direct results of the activities, such as "A bankable project pipeline of ₦1 Trillion" or "A real-time performance dashboard operational."
- **Outcomes:** These are the short-to-medium-term changes that result from the outputs, such as "Investors experience a streamlined, transparent, and supportive business environment."
- **Impact Objectives:** This is the ultimate, long-term change that the plan aims to achieve, such as "Economic Diversification & Growth" and "Job Creation & Economic Opportunity."

This framework provides a clear line of sight from the day-to-day work of the agency to the long-term vision for Oyo State. It ensures that every action is intentional and directly contributes to the overarching strategic goals, providing a powerful tool for management, accountability, and communication with stakeholders.

9.2 Reporting Cadence & Accountability

A well-defined reporting cadence is essential for maintaining momentum, ensuring accountability, and enabling timely course corrections. OYSIPA will establish a clear schedule for monitoring and reporting its progress against the strategic plan. This structured approach will ensure that all stakeholders, from internal management to the general public, are kept informed and that the agency remains on track to meet its objectives.

The reporting cadence will be as follows:

- **Monthly: Internal project and disbursement reviews:** OYSIPA's management team will hold monthly meetings to review the progress of specific projects, track financial

disbursements, and address any immediate operational challenges. This ensures day-to-day execution is aligned with the strategic plan.

- **Quarterly: KPI and milestone reports to the Governing Board:** The agency will present a comprehensive report to its Governing Board every quarter. This report will detail progress against key performance indicators (KPIs), highlight major milestones achieved, and provide a forecast for the coming quarter. This allows the board to provide high-level oversight and strategic guidance.
- **Annually: Public release of the Corporate Plan Scorecard with external verification:** At the end of each fiscal year, OYSIPA will publish a public scorecard that provides a transparent and detailed summary of its performance against the strategic plan. This report will be independently verified to ensure its credibility and will serve as the ultimate measure of the agency's accountability to the people of Oyo State.

This reporting structure will provide a continuous feedback loop, ensuring that OYSIPA remains agile, responsive, and fully accountable to its mandate and stakeholders.

9.3 Strategic Risk Register

To enhance resilience and delivery accountability, OYSIPA adopts a structured risk-management framework consistent with global investment agency standards.

Risk	Likelihood	Impact	Mitigation Strategy	Responsible Unit
Delays in land acquisition / title issues	Medium	High	Land bank verification; early state-level approvals	Transaction Advisory Unit
Macroeconomic instability (FX, inflation)	High	High	Encourage local financing; hedging structures; phased project financing	DG / PPP Unit
Security concerns affecting investor site visits	Medium	High	Security briefings; escorted visits;	Investor Services

			collaboration with security agencies	
Slow regulatory approvals	High	High	Regulatory MoUs; One-Stop Centre escalation system	One-Stop Centre
Low-quality feasibility studies	Medium	High	Quality-assurance panel; standard ToR templates	PFF Management
PPP contract non-compliance	Low	High	Digital compliance portal; quarterly monitoring	Contract Management Unit
Insufficient funding for project prep	Medium	Medium	Annual PFF capitalization; donor engagement	Finance & PFF Secretariat

9.4 OYSIPA Annual Delivery Scorecard

A. Institutional Performance Indicators

Pillar	KPI	Target
Investment Promotion	Leads generated	120 per year
Project Preparation	Feasibility/ESIA completed	12 per year
PPP Delivery	Projects at financial close	5 per year
MSME Development	MSMEs supported	10,000 per year
Ease of Doing Business	Average approval time	< 15 days
Investor Aftercare	Repeat-investor rate	30%

B. Traffic-Light Rating

Rating	Definition
Green	$\geq 90\%$ target achieved
Amber	60–89% target achieved
Red	$< 60\%$ target achieved

C. Annual Publication

The scorecard will be publicly released every December through:

- Investor Portal
- Press briefing
- Submission to the State Executive Council

10.0 Conclusion

Implementation Timeline (2023–2027)

Year 1 (2023/24)

- Recruit 15 technical and transaction officers
- Develop 10 bankable project profiles
- Launch One-Stop Investment Centre (pilot)
- Conduct Oyo Investment Summit
- Launch digital investor platform
- Sign MoUs with key MDAs for regulatory fast-tracking

Year 2 (2024/25)

- Prepare feasibility studies for top 8 priority projects
- Host 2 international roadshows
- Commission digital PPP disclosure portal
- MSME support rollout (5,000 beneficiaries)
- Investor service charter operational

Year 3 (2025/26)

- Complete ESIA & structuring for 6 projects
- 5 projects reach financial close
- Launch local content supplier development programme
- Expand One-Stop Centre operations

Year 4 & 5: Full pipeline delivery, scorecard publication, monitoring expansion

10.1 Summary of Strategic Intent

This strategic plan represents a bold and actionable blueprint for OYSIPA to transform Oyo State's economic landscape. It is not a document of passive hope, but a roadmap for active engagement and catalytic change. The plan's strategic intent is clear: to systematically transition Oyo State into a top-tier investment destination by leveraging its unique advantages and proactively addressing the barriers to private sector growth. Through the four strategic pillars outlined in the document, OYSIPA will build a resilient and diversified economy. The plan's headline targets of attracting \$500 million in new investments and facilitating 50,000 jobs are a testament to this ambition, ensuring that every effort is aimed at creating tangible and lasting prosperity for the people of Oyo State.

10.2 Call to Action

The success of this plan is not the sole responsibility of OYSIPA; it requires a collective effort. It is a call to action for all stakeholders to collaborate in realizing this shared vision. For the government, it calls for continued policy support, fiscal discipline, and inter-agency coordination. For the private sector, it is an invitation to partner with the state, to invest in its potential, and to contribute to its growth. For the citizens, it is a promise of a more prosperous future, one built on a foundation of economic opportunity and sustainable development. By working together, we can ensure that this strategic plan is fully executed, positioning Oyo State as a model of economic dynamism and a beacon of good governance in Nigeria and beyond.



Folami Said Olatilewa
Director-General (OYSIPA)
Date: 11/10/2023

