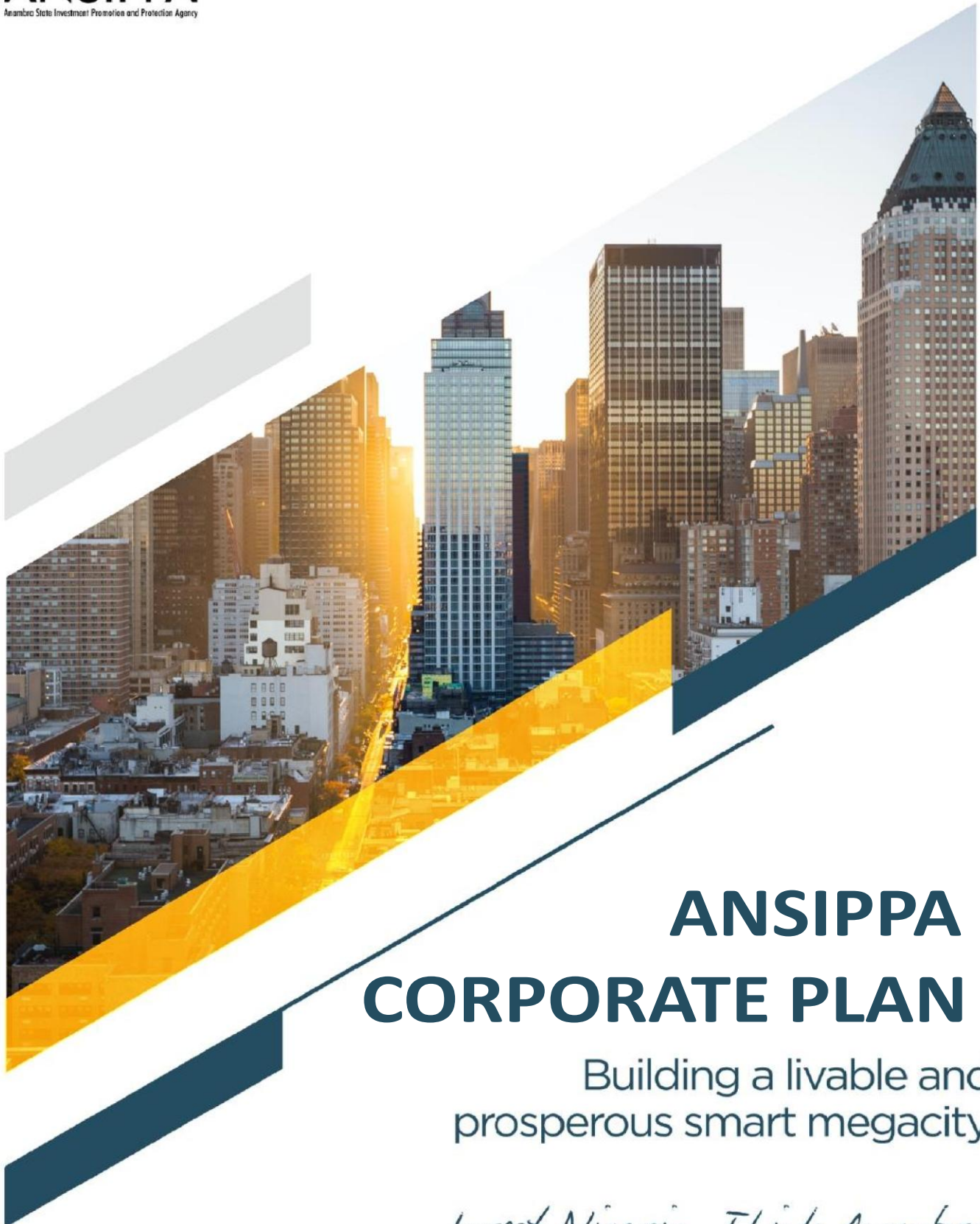


**ANAMBRA STATE INVESTMENT PROMOTION  
AND PROTECTION AGENCY**



# **ANSIPPA CORPORATE PLAN**

Building a livable and  
prosperous smart megacity

*Invest Nigeria...Think Anambra*

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## OVERVIEW

Anambra State, Nigeria, is one of the five states that make up the South East geopolitical zone with 21 local government areas. The State has interstate boundaries with Delta to the west, Imo and Rivers to the south, Enugu to the east, and Kogi to the north. The State capital is Awka, with Onitsha, Nnewi, and Ekwulobia as some of the other renowned commercial cities.

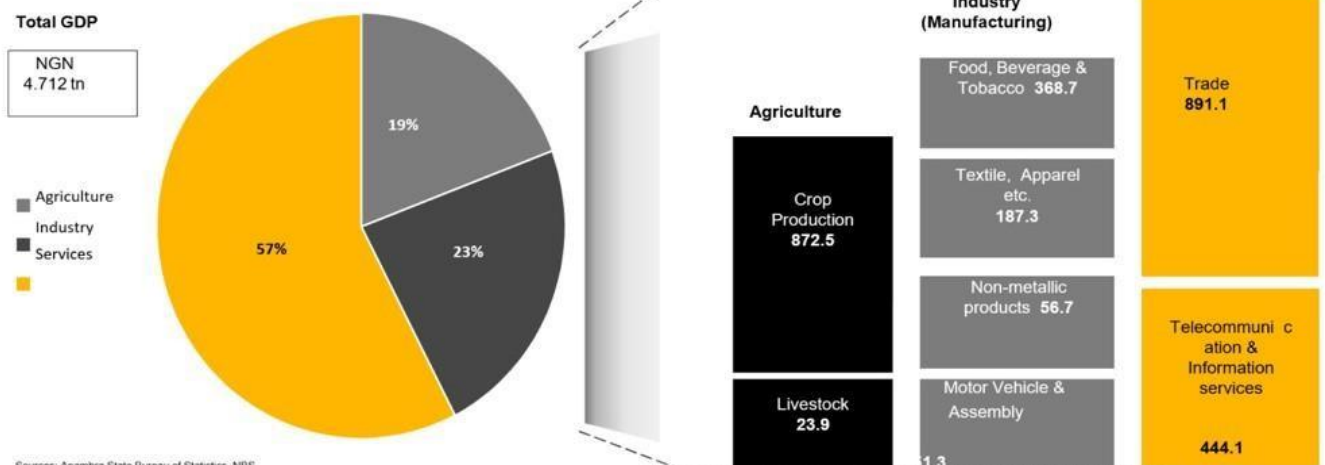
The principal minerals found in the State are gypsum, kaolin, bauxite, iron ore, and land. Anambra State also has natural gas and crude oil reserves. Major industries include breweries, automobiles, pharmaceuticals, and tourism. Locally produced sculptures of wood and metal are also of commercial importance.

The economic climate is highly favourable, with a combination of large markets, an abundantly skilled labor force, entrepreneurial ability, and easy access to capital and natural resources.

## Quick Facts

- Established: 27 August 1991
- Size 4,844km<sup>2</sup> (0.5% of Nigeria's land mass- 2nd smallest State in Nigeria)
- Population (2021 est): 6,358,494; 14TH most populous State in Nigeria
- Economy (2021): N5.14tn (\$12.7bn); Per capita: \$2,002
- Contributes 2.78% to Nigeria's GDP
- 1st in commercial trade volume in the SE (3rd in Nigeria after Lagos and Kano)
- The largest commercial market in West Africa
- Account for 35% of Nigeria's merchandise trade and less than 5% of Nigeria's foreign investment
- Resources: Natural gas, Crude oil, Bauxite, Kaolin, Salt, Gypsum, Lead, Lignite, limestones, Iron ore
- 98% arable soil for Oil palm, Corn, Rice, Yam, Cassava, Tomatoes, Fishing and Livestock farming.
- Tourism: Ogbunike Cave, Agulu Lake, Ogba Waterfalls in Owerre-Ezukala
- Anambra State has one of the lowest poverty rates in Nigeria

Sectoral Contribution to Anambra's GDP





Mr. Governor

**PROF CHUKWUMA  
CHARLES SOLUDO CFR**

## OFFICE OF THE GOVERNOR

Prof. Charles Chukwuma Soludo, CFR (born 28 July 1960) is a Nigerian politician and economics professor who serves as the fifth democratic Governor of Anambra State since 17 March 2022.

Prof. Soludo is a former governor and chairman of the board of directors of the Central Bank of Nigeria (CBN). He is also a member of the British Department for International Development's International Advisory Group and member of President Buhari's Presidential Economic Advisory Committee. The Governor's Manifesto – **The Soludo Solution: The People's Manifesto For A**

**Greater Anambra** – is the blueprint which guides the present government of the state, hinging on the following core line items:



**Economic Transformation and Enablers:** Towards the next industrial and technology hubs



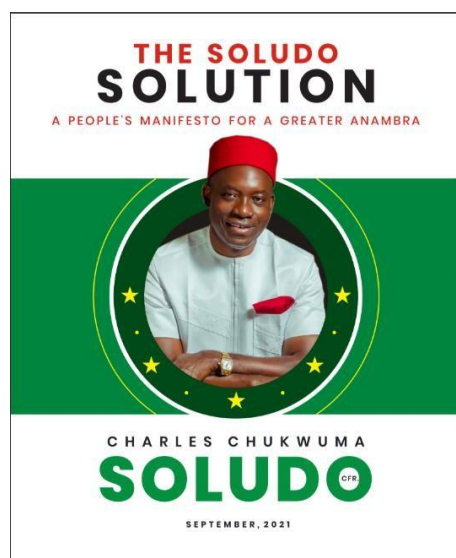
**Social Agenda:** Education, Health, Youths, Women and Vulnerable groups



**Governance, Rule of Law, and Value System:** Build the essence of government as the servant of the people



**Environment:** Clean, green, planned and sustainable cities, communities and markets





# WHAT IS ANSIPPA?

## ANSIPPA

The Anambra State Investment Promotion and Protection Agency (ANSIPPA) is a state-owned agency mandated to drive private sector-led development in Anambra. Since its inception in 2014, the agency has facilitated over 20 investment projects at various levels of execution, totaling \$400m of investments into Anambra. With its One-Stop-Shop services, ANSIPPA has created an enabling business environment for investors and continuously works to improve the ease of doing business in the state.

## ANSIPPA Vision & Mission

### VISION

To be the leading sub-national owned investment authority in Africa by 2032

### MISSION

To play a central role in driving inclusive economic growth, accelerated industrialization, sustainable development and stabilization support for existing and future generations of Ndi Anambra through the provision of an income-generating asset base

## Our Strategic Pillars

### STRATEGIC PILLARS

- **Operational Efficiency:** Deploying our resources optimally to ensure best performance
- **Stakeholder Management:** Ensure positive, inclusive and congruent stakeholder experience at every touchpoint
- **Commercial Excellence:** Focus on revenue and fund growth through agile and value-driven decisions
- **Investment Sustainability:** Ensure that all investments are self-sustaining with a strong ESG component

## Our Core Values

### CORE VALUES

- **Decisiveness:** We take a disciplined approach to risk and make informed decisions based on responsible business principles for the collective good of investors and the society
- **Respect:** We will function at full potential when our people are at their best. So, we create an environment that supports diverse perspectives and appreciates each person's unique attributes
- **Result Driven:** We are committed to delivering tangible and measurable results to our investors and the people of Anambra State
- **Innovation:** This will drive how we operate and create value
- **Integrity:** Our actions are underpinned by integrity. In all we do, we remain firm and do not negotiate on integrity

## Our Strategic Targets



Attain top 5 rank in Sub-National Ease of Doing Business Rankings by 2025



Attract \$100m of investment annually



Achieve financial close on 3 major infrastructure projects annually



Secure at least 10% return on investment on the Anambra State Wealth Fund annually



Facilitate the creation of 10,000 direct and indirect jobs annually

# ANSIPPA ORGANIZATIONAL PROFILE

## Governance Structure

The governance framework of the Anambra State Investment Promotion and Protection Agency (ANSIPPA) is designed to ensure strategic oversight, efficient management, and alignment with the state's economic development goals. The structure comprises two key tiers: the Governing Council and the Management Team.

## Governing Council

The Governing Council serves as the highest decision-making body within ANSIPPA, providing strategic direction, policy oversight, and governance. The Council is composed of both public sector leaders and private sector experts, ensuring a balanced and inclusive approach to investment promotion and infrastructural development.

### Members of the Governing Council



**Mustapha Chike-Obi**  
Chairman, ANSIPPA Governing Council



**Ejike Osisoma**  
MD/CEO, ANSIPPA



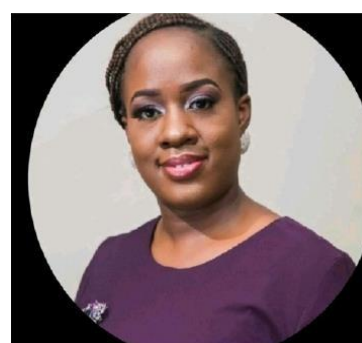
**Sylvia Ifemeje**  
Attorney-General, ANSG



**Izuchukwu Okafor**  
MC Finance



**Offornze Amucheazi**  
MC Lands



**Chiamaka Nnake**  
MC Eco Planning





**Christian Udechukwu**  
**MC Industry**



**Sam Chidoka**  
**Member**



**Patrick Ubajaka**  
**Member**



**Marcel Ofomata**  
**Member**



**Emeka Okeke**  
**Member**



**Chinedu Onyike**  
**Secretary to the GC**

### **Decision-Making Processes:**

- **Quarterly Meetings:** The Governing Council convenes quarterly to review ANSIPPA's performance, approve major projects, and set strategic priorities.
- **Special Sessions:** Emergency or special sessions may be called by the Chairman to address urgent issues or investment opportunities.
- **Consensus-Based Decisions:** Decisions are typically made through a consensus-driven approach. A majority vote determines the outcome when consensus is not reached.
- **Project Approval:** Large-scale investment proposals, public-private partnerships (PPPs), and major financial commitments require Council approval before implementation.

### **Oversight Mechanisms:**

- **Performance Monitoring:** The Governing Council monitors the agency's performance through quarterly and annual reports submitted by the MD/CEO.
- **Financial Oversight:** The Council reviews and approves ANSIPPA's budget, financial statements, and audit reports to ensure fiscal discipline.
- **Strategic Alignment:** The Council ensures that ANSIPPA's activities align with the state's broader economic development goals and policies.
- **Advisory Committees:** The Council may establish temporary committees to provide expert advice on specific projects or sectors.

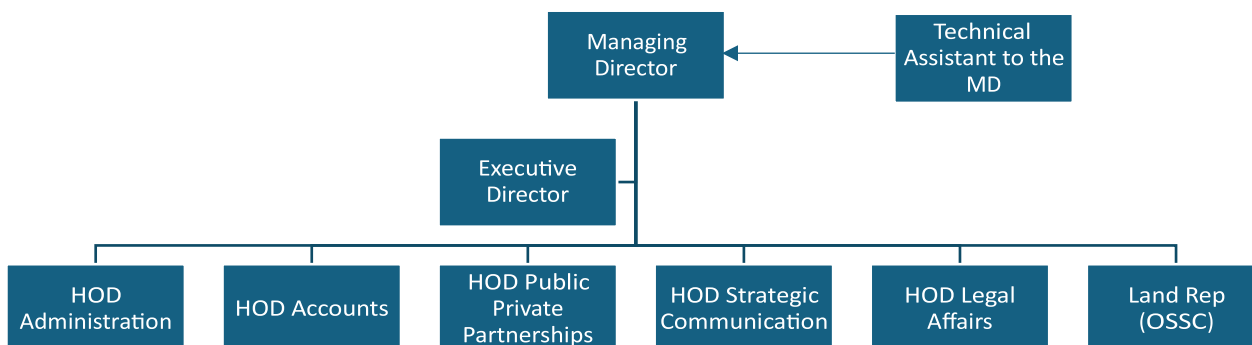
# ANSIPPA Management Team

The Management Team is responsible for the day-to-day operations of ANSIPPA, executing the strategic direction set by the Governing Council and managing relationships with investors, government agencies, and other stakeholders.

## Key Members of the Management Team:

1. **Managing Director/Chief Executive Officer (MD/CEO), ANSIPPA** – Provides leadership, oversees agency operations, and drives investment promotion efforts.
2. **Executive Director** – Supports the MD/CEO in managing strategic initiatives and operational functions.
3. **Technical Assistant (TA) to the MD/CEO** – Coordinates executive activities and supports key projects.
4. **Head of Department (HOD), Administration** – Manages internal operations, human resources, and administrative functions.
5. **Head of Department (HOD), Accounts** – Oversees financial management, budgeting, and financial reporting.
6. **Head of Department (HOD), Public-Private Partnership (PPP)** – Develops and manages PPP initiatives to attract private investment.
7. **Head of Department (HOD), Strategic Communications** – Manages public relations, branding, and stakeholder communication.
8. **Head of Department (HOD), Legal Affairs** – Provides legal advice and ensures compliance with laws and regulations.
9. **Land Representatives (One-Stop-Shop Centre)** – Facilitate land acquisition processes and act as a liaison between ANSIPPA and the Ministry of Lands on land-related matters. Together, the Management Team ensures that ANSIPPA operates efficiently and effectively in achieving its mandate of promoting investment and economic growth in Anambra State.

## Organizational Flowchart



## Decision-Making Processes:

- **Weekly Management Meetings:** The Management Team holds monthly meetings to review project progress, resolve operational issues, and coordinate inter-departmental activities.
- **Project Implementation:** Department heads submit project plans and updates to the MD/CEO for approval based on strategic relevance and resource availability.
- **Collaborative Decision-Making:** Operational decisions are typically made collaboratively by department heads, with final approval from the MD/CEO.

## Oversight Mechanisms:

- **Performance Tracking:** The MD/CEO and Executive Director track key performance indicators (KPIs) for ongoing projects, ensuring alignment with ANSIPPA's objectives.
- **Internal Audits:** Periodic internal audits are conducted to assess operational efficiency, compliance with regulations, and financial integrity.
- **Stakeholder Feedback:** The Management Team actively engages with investors, government agencies, and other stakeholders to gather feedback and make data-driven decisions.
- **Reporting:** The MD/CEO provides regular updates to the Governing Council, highlighting achievements, challenges, and recommendations for strategic interventions.

# ANSIPPA Departments and Functions

ANSIPPA's organizational structure is designed to facilitate seamless operations, drive investment initiatives, and ensure effective stakeholder engagement. The key departments within the agency play distinct but interconnected roles in achieving ANSIPPA's strategic objectives.

## Administration Department

### Role:

The Administration Department is responsible for ensuring the smooth internal operations of ANSIPPA, providing support services across all units, and managing human resources, logistics, and facilities.

### Key Functions:

- **Human Resources Management:** Recruitment, training, and development of staff to build organizational capacity.
- **Office Administration:** Management of office resources, facilities, and logistics to support daily operations.
- **Policy Implementation:** Development and enforcement of internal policies and procedures to maintain operational efficiency.
- **Records Management:** Maintenance of official records documentation, and correspondence for internal and external reference .

## Public-Private Partnership (PPP) and Business Development Department

### Role:

The PPP/Business Development Department is tasked with identifying and structuring investment opportunities, fostering partnerships with private sector investors, and driving economic development projects in collaboration with stakeholders.

### Key Functions:

- **Project Development:** Identification, planning, and execution of public-private partnership projects.
- **Investor Relations:** Engaging with potential investors to promote investment opportunities in Anambra State.
- **Feasibility Studies:** Conducting market and financial analyses to assess project viability and potential returns.
- **Negotiation and Contracting:** Structuring and negotiating PPP agreements, memoranda of understanding (MOUs), and other contractual arrangements.
- **Post-Investment Support:** Providing ongoing support to investors to ensure project sustainability and success.

## Strategic Communications Department

### Role:

The Strategic Communications Department manages ANSIPPA's public image, promotes investment opportunities, and facilitates effective communication with stakeholders.

### Key Functions:

- **Public Relations and Media Engagement:** Building and maintaining positive relationships with the media and managing press releases, interviews, and media campaigns.
- **Branding and Marketing:** Developing and implementing branding strategies to enhance ANSIPPA's visibility and attract investors.
- **Stakeholder Communication:** Engaging with government agencies, investors, and the public to communicate ANSIPPA's initiatives and achievements.
- **Content Development:** Creating and disseminating marketing materials, newsletters, reports, and digital content to promote investment opportunities.
- **Crisis Communication:** Managing communication during crises or reputational risks to protect ANSIPPA's image.

## Accounts Department

### Role:

The Accounts Department oversees ANSIPPA's financial management, ensuring transparency, compliance, and effective allocation of resources.

### Key Functions:

- **Financial Planning and Budgeting:** Preparing and managing the agency's annual budget and financial forecasts.

- **Accounting and Bookkeeping:** Recording and maintaining accurate financial transactions in compliance with accounting standards.
- **Financial Reporting:** Preparing financial statements and reports for internal and external stakeholders, including the Governing Council.
- **Compliance and Audit:** Ensuring compliance with financial regulations and facilitating internal and external audits.
- **Cash Flow Management:** Monitoring cash flow to ensure the availability of funds for operational and project-related expenses.

## Legal Department

### Role:

The Legal Department ensures that ANSIPPA operates within the legal framework of Anambra State and Nigeria, providing legal advice, drafting agreements, and ensuring regulatory compliance.

### Key Functions:

- **Legal Advisory:** Providing legal guidance to the Governing Council, Management Team, and all departments to ensure compliance with applicable laws and regulations.
- **Contract Drafting and Review:** Drafting, reviewing, and negotiating contracts, memoranda of understanding (MOUs), and other legal documents related to investment projects and partnerships.
- **Regulatory Compliance:** Monitoring changes in laws and regulations that impact ANSIPPA's operations and ensuring adherence to legal requirements.
- **Dispute Resolution:** Managing disputes or legal proceedings involving ANSIPPA, including arbitration, mediation, or litigation.
- **Risk Management:** Identifying potential legal risks associated with investment projects and advising on mitigation strategies.
- **Land and Property Issues:** Supporting the Land Representatives in legal aspects of land acquisition, allocation, and investor-related land agreements.

## ANSIPPA Workflow Integration

### 1. Project Lifecycle:

- **Initiation:** The PPP Department identifies investment opportunities and conducts initial feasibility studies.
- **Development:** Collaborates with the Legal, and Strategic Communications departments to structure the project, secure approvals, and develop contracts.
- **Implementation:** The Administration Department provides logistical support, while Strategic Communications manages stakeholder engagement and public relations.
- **Monitoring:** The Accounts and PPP Departments tracks financial performance, and the Legal Department ensures ongoing compliance and risk management.

### 2. Stakeholder Engagement Workflow:

- **Planning:** The Strategic Communications Department leads the development of stakeholder engagement plans, with input from the PPP and Legal departments.



- **Execution:** All departments contribute to engaging with stakeholders, including government agencies, investors, and community groups.
- **Feedback:** The PPP Department collects and shares stakeholder feedback with relevant departments to inform future strategies and decision-making.

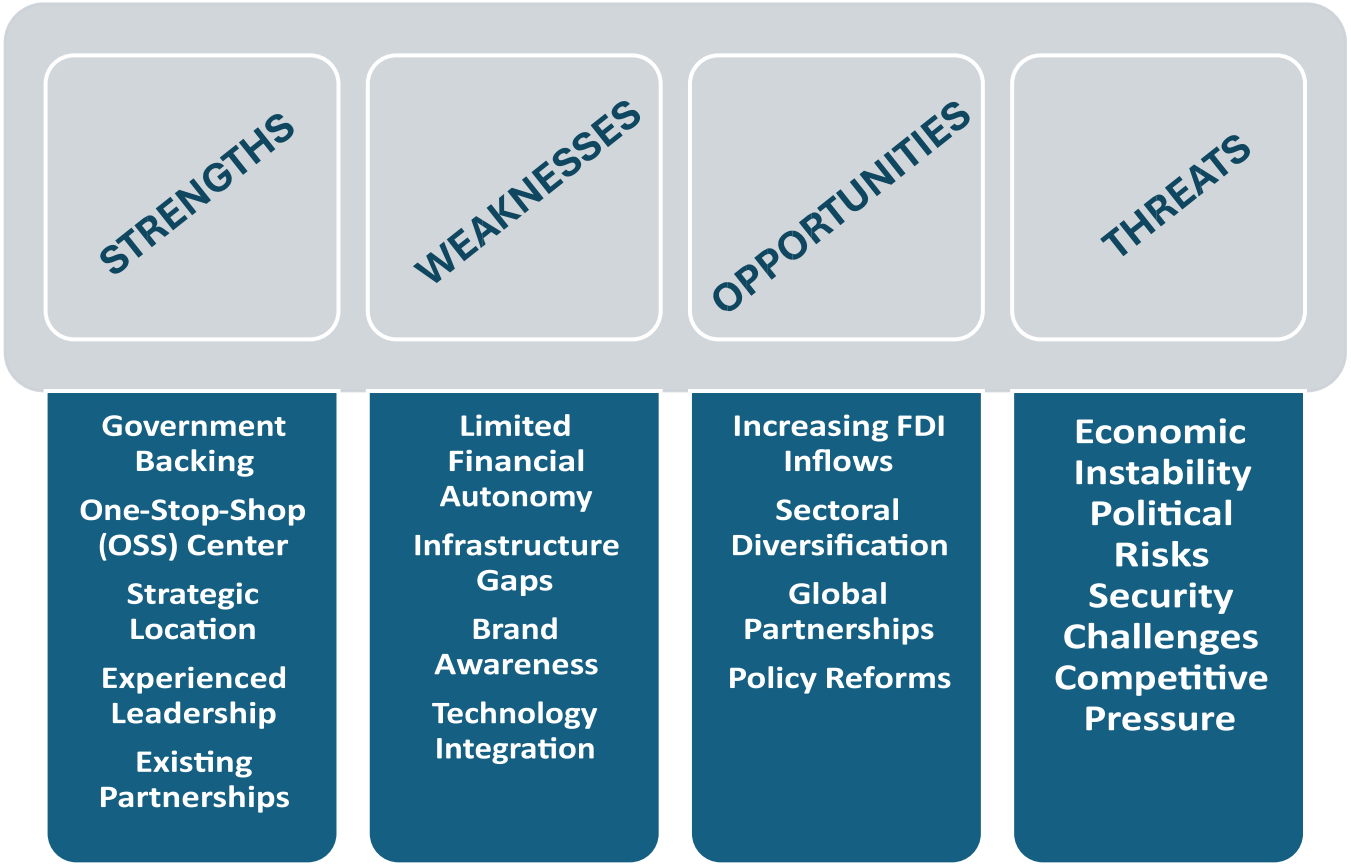
## Stakeholder Engagement

ANSIPPA recognizes the importance of effective stakeholder engagement in driving its mission to attract investment and promote sustainable economic growth and development in Anambra State. Key stakeholders include the state government, domestic and international investors, local communities, development partners, financial institutions, civil society organizations, and the media. Each of these groups is engaged through targeted strategies such as regular communication with government agencies, investor forums, and community consultations to ensure that projects meet local needs and align with broader state development goals.

The agency employs various communication channels, including quarterly briefings with the state government, one-on-one meetings with investors, town hall meetings with communities, and digital platforms for public outreach. To maintain transparency and responsiveness, the agency uses feedback mechanisms like public consultations, and dedicated grievance redress systems, ensuring that stakeholder concerns are addressed in real-time. Stakeholder management practices include maintaining an up-to-date stakeholder database, providing regular progress reports, and implementing capacity-building programs to strengthen partnerships and ensure project success.

# ANSIPPA STRATEGIC ANALYSIS

## SWOT Analysis



	<b>Strengths:</b>	<b>Opportunities:</b>	
	<p><b>Government Backing:</b> Direct support from the Anambra State Government ensures policy alignment and access to state resources.</p> <p><b>One-Stop-Shop (OSS) Center:</b> Streamlined investment facilitation services reduce bottlenecks for investors.</p> <p><b>Strategic Location:</b> Proximity to Lagos &amp; States, Onitsha Main Market (West Africa’s largest market) and other industrial hubs enhances investment appeal.</p>	<p><b>Increasing FDI Inflows:</b> Nigeria’s growing attractiveness for foreign investment presents significant potential for ANSIPPA-led initiatives.</p> <p><b>Sectoral Diversification:</b> Emerging industries such as renewable energy, agribusiness, and technology offer new investment avenues.</p> <p><b>Global Partnerships:</b> Expanding collaborations with international</p>	

Internal	<p><b>Experienced Leadership:</b> Competent management and a skilled workforce ensure operational efficiency and strategic foresight.</p> <p><b>Existing Partnerships:</b> Established relationships with international development organizations and private sector players.</p>	<p>organizations can unlock technical and financial resources.</p> <p><b>Policy Reforms:</b> Recent government incentives for industrialization and export processing zones bolster ANSIPPA's investment portfolio.</p>	External
	<b>Weaknesses:</b>	<b>Threats:</b>	
	<p><b>Limited Financial Autonomy:</b> Heavy reliance on government funding limits flexibility in resource allocation.</p> <p><b>Infrastructure Gaps:</b> Underdeveloped infrastructure in rural areas affects investment promotion.</p> <p><b>Brand Awareness:</b> Limited global recognition compared to other regional investment promotion agencies.</p> <p><b>Technology Integration:</b> Partial adoption of digital solutions hampers operational efficiency.</p>	<p><b>Economic Instability:</b> Fluctuating foreign exchange rates and inflation could deter potential investors.</p> <p><b>Political Risks:</b> Changes in government or policies may disrupt ongoing projects and investor confidence.</p> <p><b>Security Challenges:</b> Sporadic security concerns in certain parts of Nigeria could affect investor perceptions.</p> <p><b>Competitive Pressure:</b> Rival investment promotion agencies within Nigeria and across Africa.</p>	

## PESTLE Analysis

The PESTLE analysis evaluates external factors influencing ANSIPPA's operations and strategic priorities.

### Political Factors:

- Strong governmental support for industrialization and private-sector participation.
- State-driven initiatives like tax holidays, import duty waivers, and free trade zones enhance investment appeal.
- Potential risks from policy changes due to electoral cycles.

### Economic Factors:

- Nigeria's GDP growth trajectory and increasing demand for industrial and agricultural products.
- Exchange rate fluctuations and inflation could affect investment costs.
- Access to local and international funding options for large-scale projects.

### Social Factors:

- A youthful population with high demand for job creation and skill development aligns with ANSIPPA's objectives.

- Increasing urbanization drives demand for infrastructure development and real estate investments.
- Cultural alignment in promoting agribusiness and local community engagement.

#### **Technological Factors:**

- Growing adoption of digital tools and platforms for investor facilitation and project monitoring.
- Opportunities to leverage emerging technologies like AI, blockchain, and renewable energy solutions.
- Need for enhanced investment in ICT infrastructure to stay competitive.

#### **Legal Factors:**

- The regulatory framework, including land use laws and investment protection policies, promotes investor confidence.
- Challenges in navigating Nigeria's complex legal systems for land acquisition and contract enforcement.

#### **Environmental Factors:**

- Rising global demand for sustainable and environmentally friendly investments creates opportunities for renewable energy and green projects.
- Climate-related risks, including flooding and drought, must be addressed through adaptive planning.

## **Market Trends and Opportunities**

A review of market trends reveals areas of significant opportunity for ANSIPPA to position itself as a competitive investment destination.

#### **Current Trends:**

##### **1. Sectoral Diversification:**

- Increased investor interest in non-oil sectors like agribusiness, renewable energy, and manufacturing.
- Agribusiness remains a priority due to Anambra's fertile land and large local consumer market.

##### **2. Technological Integration:**

- The rising adoption of smart technologies and digital platforms in project management and facilitation.
- Opportunities to support tech startups and establish technology hubs.

### **3. Sustainable Investments:**

- Growing global demand for ESG (Environmental, Social, and Governance)-compliant projects.
- Increasing interest in renewable energy projects such as solar farms and hydroelectric power in Anambra.

### **4. Infrastructure Development:**

- High demand for investments in roads, logistics hubs, industrial parks, and real estate due to increasing urbanization.

## **Emerging Opportunities:**

### **1. Agribusiness Value Chain:**

- Development of agro-processing hubs to meet the rising demand for processed food exports.
- Promotion of export-oriented production in cassava, maize, and other high-demand crops.

### **2. Industrial Parks and SEZs:**

- Leveraging government incentives to establish industrial parks and Special Economic Zones (SEZs) targeting light manufacturing and exports.

### **3. Renewable Energy:**

- Opportunities for solar farms, mini-grids, and biomass projects to address energy deficits and attract green investments.

### **4. Real Estate Development:**

- Growing need for mixed-use urban centers and affordable housing to support increasing urbanization in Anambra.

### **5. Tourism and Hospitality:**

- Untapped potential in cultural tourism, eco-tourism, and hospitality investments to boost state revenue.



## Action Plan

Conduct sector-specific market research to refine investment strategies.

Organize targeted investment promotion campaigns for identified sectors and opportunities.

Develop investor-centric policy frameworks to capitalize on emerging market trends.

# INVESTING WITH ANSIPPA

The Private-Public Partnership (PPP) Department of the Agency diligently evaluates all proposals submitted to the State. Through a meticulous and thorough process, using the in-house developed Triple-Phase Evaluation System (TriPES), the department examines all submitted proposals and provides valuable recommendations to the management body for their consideration.



ANSIPPA provides additional services such as the following:

- Fast-track business permits and approvals
- Fast-track land applications and certificates of occupancy
- Provide sector/industry reports, statistical data and information requests
- Provide financial advisory and capital-raising services
- Resolve complaints and challenges with Ministries, Departments, and Agencies

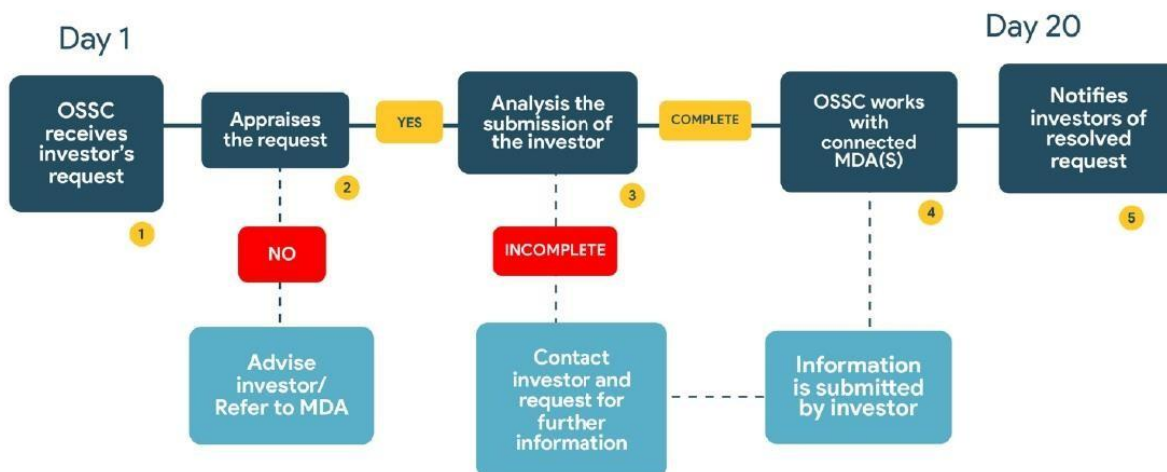
## The ANSIPPA One-Stop-Shop Investment Center

ANSIPPA has a One-Stop-Shop (OSS) Investment Center, a facilitation mechanism that brings relevant government agencies to one location with coordinated and streamlined processes to provide efficient and transparent services to investors.

The OSS provides investors with a single place to pick up all documents, approvals, permits, etc., that are required to set up a business in Anambra State. The Center aims to eliminate all obstacles and bureaucracies faced by investors when setting up and operating their businesses.

On average, as the Agency continues to revise and optimize processes, the total timeframe for completion of OSS's key processes has continually improved from about 60 working days at inception to 20 working days today.

### ONE STOP SERVICE CENTRE PROCESS FLOW



# ESG COMMITMENT STATEMENT

ANSIPPA is dedicated to promoting sustainable development by prioritizing opportunities that incorporate Environment, Social, and Government (ESG) considerations.

## Why ESG Matters to Us

### **Environmental Stewardship:**

We recognize the importance of preserving our environment and mitigating climate change. By prioritizing sustainable practices, we actively seek investments that minimize environmental impact, promote clean energy solutions, and contribute to a greener and more resilient future for Anambra State.

### **Social Responsibility:**

To create a livable and prosperous city, our investment decisions prioritize projects that create jobs, promote inclusive growth, enhance healthcare and education systems, and empower local communities, ensuring equitable and sustainable development.

### **Governance Excellence:**

As the Agency vested with the responsibility of attracting private sector-led development, we uphold the highest standards of corporate governance, transparency, and accountability. By promoting integrity, ethical behavior, and sound management practices, we establish trust and credibility among our stakeholders and investment partners.

## Our Approach to ESG Integration

### **Rigorous Due Diligence:**

We conduct thorough ESG assessments to evaluate the potential impacts and risks associated with our investment opportunities. This comprehensive approach enables us to make informed decisions that align with our sustainability goals and uphold the interests of our stakeholders.

### **Engaging Stakeholders:**

By fostering open dialogue and collaboration through regular public engagement sessions, we ensure that our investments align with the broader objectives of sustainable development.

### **Monitoring and Reporting:**

Regular assessments allow us to identify areas for improvement, drive continuous enhancement, and communicate transparently with our stakeholders on the progress made toward our ESG commitments.

## KEY STRATEGIC INITIATIVES

ANSIPPA's strategic initiatives are carefully crafted to position Anambra State as a leading investment destination by addressing critical challenges, maximizing opportunities, and driving

sustainable economic growth. These initiatives are aligned with our core mandate of promoting investments, facilitating business processes, and supporting the development of critical infrastructure to create an enabling environment for investors.

## KEY SECTORS AND AREAS OF FOCUS

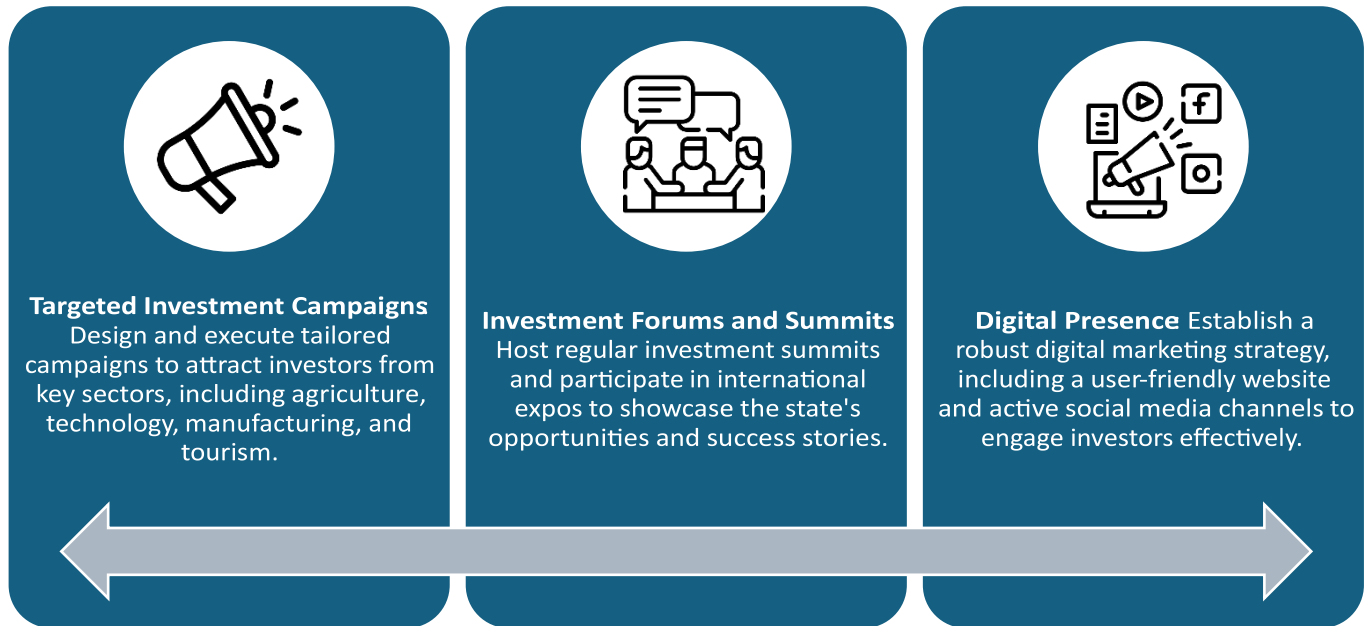


## Investment Promotion and Marketing

### Objectives:

- Enhance global visibility of Anambra State as a preferred investment destination.
- Leverage partnerships with local, national, and international stakeholders.

### Strategies:

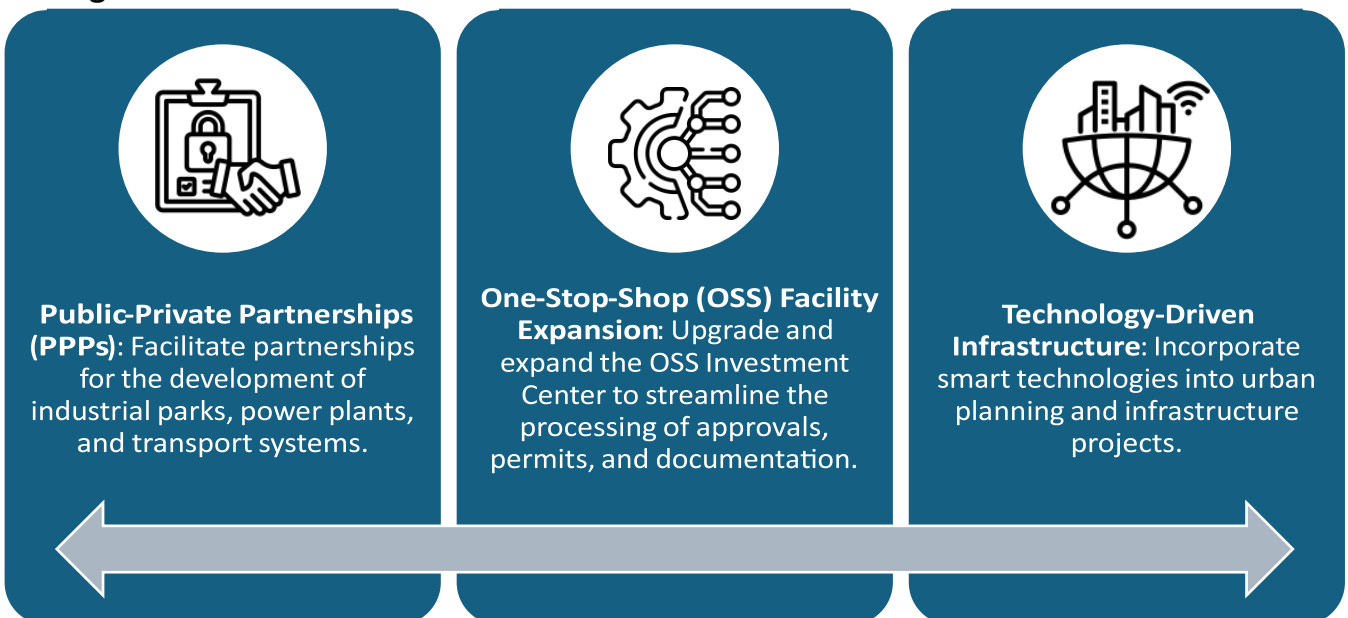


## Infrastructure Development

### Objectives:

- Provide world-class infrastructure to support private sector investments.
- Develop and maintain sustainable and resilient infrastructure systems.

### Strategies:



## Monitoring and Evaluation

The Monitoring and Evaluation (M&E) framework will enable the Agency to measure progress, identify areas for improvement, and report transparently to stakeholders. It will include indicators for job

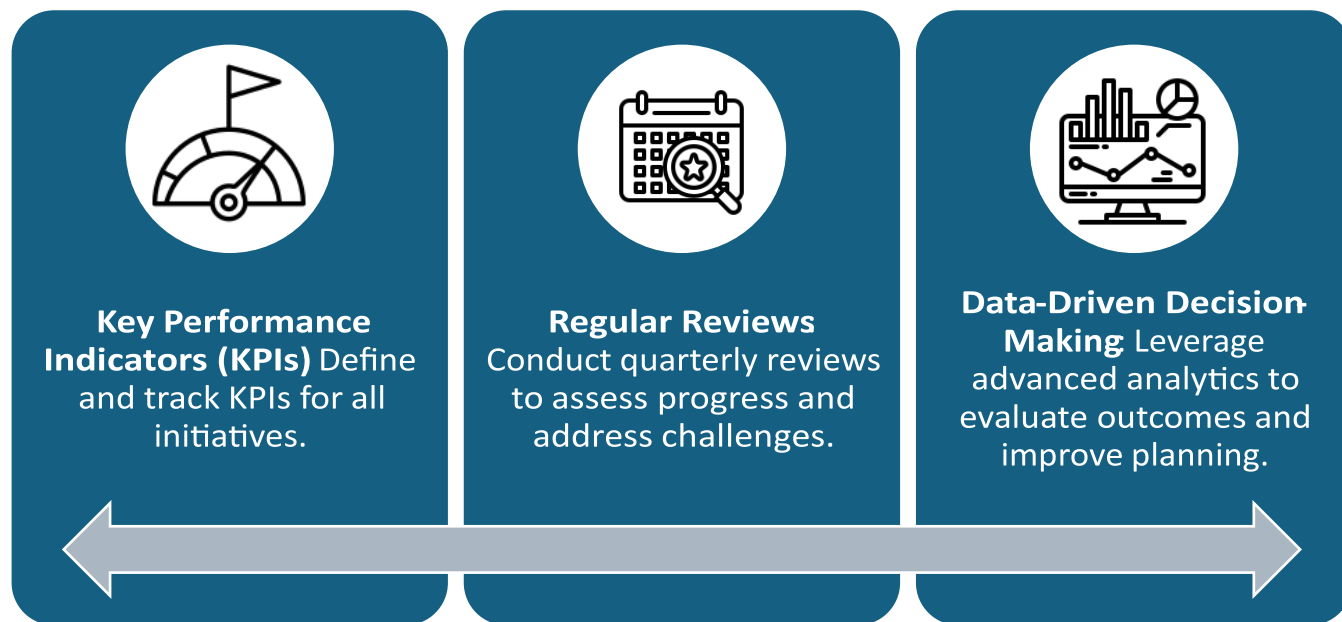


creation, such as quarterly tracking of employment generated per project and annual audits of job quality.

### Objectives:

- To provide a systematic approach for assessing the effectiveness of ANSIPPA's programs and initiatives.
- To ensure alignment with the Agency's mission and strategic goals.
- To enable data-driven decision-making and continuous improvement.

### Strategies:



### Key Performance Indicators (KPIs)

KPIs will be established to measure the impact of ANSIPPA's activities. These indicators will cover areas such as **investment inflows, job creation, project completion rates, and customer satisfaction** at the OSS Investment Center.

### Data Collection and Analysis

The M&E team will utilize both qualitative and quantitative methods to collect data on program outcomes. Regular surveys, stakeholder consultations, and performance reports will provide insights into the effectiveness of the Agency's initiatives.

### Reporting and Feedback Mechanism

Periodic reports will be shared with internal and external stakeholders, including government officials, investors, and the public. Feedback from these stakeholders will be incorporated into the planning and implementation of future programs.

# Strategic Opportunities of Interest

## 01 ANAMBRA MIXED-USE INDUSTRIAL CITY



<b>Investment Opportunities</b>	Manufacturing, Industry, Pharmaceuticals, Agriculture & Agro-Processing, Automotives, Real Estate, Hospitality & Leisure, Warehousing, Logistics, Power And Energy, Financial Services, SMEs And MSMEs		
<b>Location</b>	Aguata LGA, Orumba North LGA, Orumba South LGA		
<b>Sector</b>	Infrastructure - Industry		
<b>Implementing MDAs</b>	Ministry of Industry		
	ANSIPPA		
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
<b>Project Description</b>	<p>The Anambra Mixed-Use Industrial City is a flagship infrastructure project aimed at accelerating economic development in the state. Through this project, the state government will focus on developing industrial infrastructure—such as access roads, gas pipelines, and power—in a single location to create an enabling environment for industries to thrive.</p> <p>Supported by a comprehensive Masterplan designed by Artelier Consulting Engineers Ltd., this project offers strategic advantages and incentives for investors looking to partner with the State Government in implementing its transformation agenda. This project will operate under a Special Economic Zone licence with tailored incentives for investors.</p>		

<b>Project Type</b>	✓ Greenfield	Brownfield	Expansion
<b>Investment type</b>	✓ PPP	Joint Venture	Private
<b>Project Status</b>	Concept	Pre-feasibility	✓ Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		

# A. ANAMBRA MIXED- USE INDUSTRIAL CITY

SPECIAL AGRO-INDUSTRIAL PROCESSING  
ZONE



Investment Opportunities	Agro-Industrialization, Agro-Processing Plants, Cold Chain Facilities, Packaging And Export Hubs		
Location	AMIC		
Sector	Infrastructure - Industry		
Implementing MDAs	Ministry of Industry, Ministry of Agriculture		
	ANSIPPA		
Project Contact	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
Project Description	<p>Anambra State boasts a diverse agricultural landscape, cultivating over 20 different crops across its 21 local government areas. The region is also home to numerous agro-processing plants, where these crops are transformed into a variety of semi-finished and finished goods, including cassava flour, cassava chips, corn flour, yam chips, pounded yam, and fufu. Annually, the state generates approximately 1.58 million metric tons of cassava products, 1.41 million metric tons of yam products, 0.256 million metric tons of rice products, and 0.348 million metric tons of maize products.</p> <p>With eight significant agriculture clusters, the State has ample feedstock to supply its agro-processing plants. This project is aimed at solidifying food security by curbing post-harvest losses due to inadequate storage facilities through strategic investments in storage infrastructure and modern agro-processing plants.</p>		

Project Type	<div><div></div>Greenfield</div>	Brownfield	Expansion
Investment type	<div><div></div>PPP</div>	Joint Venture	Private
Project Status	Concept	Pre-feasibility	<div><div></div>Feasibility</div>
Project Status	Tax, Regulatory Service, Equity		

## B. ANAMBRA MIXED- USE INDUSTRIAL CITY

AGRICULTURAL TRANSFORMATIONAL  
CENTRES



<b>Investment Opportunities</b>	Smart Irrigation Systems, Seed Banks And Fertiliser Blending Plants, Commodity Exchanges And Warehousing		
<b>Location</b>	Awka North LGA, Anyamelum LGA Orumba South LGA		
<b>Sector</b>	Infrastructure - Industry		
<b>Implementing MDAs</b>	Ministry of Industry, Ministry of Agriculture		
	ANSIPPA		
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
<b>Project Description</b>	<p>The Agricultural Transformation Centres (ATCs) are a critical component of the Special Agro-Processing Zone (SAPZ) programme, designed to streamline agricultural supply chains and enhance food security. Three ATCs have been strategically proposed in Ogbunka-Ufuma, Omor, and Ebenebe, each with a procurement zone radius of 25 km to optimize the collection and distribution of raw materials for processing at the SAPZ.</p> <p>These ATCs serve as central hubs for aggregating and temporarily storing agricultural produce from surrounding intensive production zones. The infrastructure at each ATC includes single-day storage facilities, collection centers, and support services to ensure the immediate transfer of agricultural commodities such as cereals, pulses, fruits, vegetables, tubers, livestock, and agroforestry products to the SAPZ.</p>		

<b>Project Type</b>	<input checked="" type="checkbox"/> Greenfield	<input type="checkbox"/> Brownfield	<input type="checkbox"/> Expansion
<b>Investment type</b>	<input checked="" type="checkbox"/> PPP	<input type="checkbox"/> Joint Venture	<input type="checkbox"/> Private
<b>Project Status</b>	<input type="checkbox"/> Concept	<input type="checkbox"/> Pre-feasibility	<input checked="" type="checkbox"/> Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		



## C. ANAMBRA MIXED- USE INDUSTRIAL CITY

AUTOMOTIVES AND MOTOR VEHICLE  
ASSEMBLY ZONE



<b>Investment Opportunities</b>	<ul style="list-style-type: none"> <li>• Component Manufacturing - Piston, Gears, Alloy Wheel, Seat Frames, Processor, Power Train, Tyre, Seat, Electronics, Glass, Adhesives</li> <li>• Motor Vehicle Assembling</li> </ul>
<b>Location</b>	AMIC
<b>Sector</b>	Infrastructure - Industry
<b>Implementing MDAs</b>	Ministry of Industry
	ANSIPPA
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)
	ppp@anambrastate.gov.ng
<b>Project Description</b>	<p>The Automotives and Motor Vehicle Assembly Zone is a specialized industrial park dedicated to vehicle assembly and component manufacturing. This project is designed to establish Anambra State as the premier Automotive Manufacturing Hub for West Africa by providing world-class infrastructure that fosters innovation in automotive production and assembly operations.</p> <p>With a focus on supporting end-to-end manufacturing processes, the zone will drive economic growth, attract strategic investments, and create a competitive environment for automotive businesses. This initiative aims to position Anambra at the forefront of the automotive industry, fueling regional development and technological advancement.</p>

<b>Project Type</b>	<input checked="" type="checkbox"/> Greenfield <input type="checkbox"/> Brownfield <input type="checkbox"/> Expansion
<b>Investment type</b>	<input checked="" type="checkbox"/> PPP <input type="checkbox"/> Joint Venture <input type="checkbox"/> Private
<b>Project Status</b>	<input type="checkbox"/> Concept <input type="checkbox"/> Pre-feasibility <input checked="" type="checkbox"/> Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity



## D. ANAMBRA MIXED- USE INDUSTRIAL CITY

CHEMICAL AND  
PHARMACEUTICAL ZONE



<b>Investment Opportunities</b>	Medical Equipment (Preventive, Diagnostic & Therapeutic Procedures); Medical Devices (Stents, Implants, Artificial Bio-Devices); Diagnostics (In-Vitro Diagnostic Equipment, Reagents & Supplies); Consumables & Home Care Products (Consumables, Disposables); Targeted Pharmaceutical Prescriptive Medicines; R&D Centres For Pre-Clinical And Clinical Testing; And Non-Polluting Pharmaceutical Interventions		
<b>Location</b>	AMIC		
<b>Sector</b>	Infrastructure - Industry		
<b>Implementing MDAs</b>	Ministry of Industry, SPAD Pharmaceuticals		
	ANSIPPA		
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
<b>Project Description</b>	<p>The Chemical and Pharmaceutical Zone is a state-of-the-art industrial hub designed to drive innovation and growth in the healthcare and pharmaceutical sectors. By providing world-class infrastructure and a supportive ecosystem, the zone aims to attract strategic investments and promote the development and manufacturing of advanced medical and pharmaceutical products. With a strong emphasis on research and sustainable practices, this project will position Anambra as a key player in the regional and global pharmaceutical landscape, fostering economic development and improving healthcare outcomes.</p>		

<b>Project Type</b>	<input checked="" type="checkbox"/> Greenfield	<input type="checkbox"/> Brownfield	<input type="checkbox"/> Expansion
<b>Investment type</b>	<input checked="" type="checkbox"/> PPP	<input type="checkbox"/> Joint Venture	<input type="checkbox"/> Private
<b>Project Status</b>	<input type="checkbox"/> Concept	<input type="checkbox"/> Pre-feasibility	<input checked="" type="checkbox"/> Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		

# E. ANAMBRA MIXED- USE INDUSTRIAL CITY

TEXTILE AND LEATHER PROCESSING  
ZONE



Investment Opportunities	Textile Mills, Leather Processing Plants, Garment Manufacturing, Fashion Design And Innovation Hubs		
Location	AMIC		
Sector	Infrastructure - Industry		
Implementing MDAs	Ministry of Industry		
	AMIC		
Project Contact	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
Project Description	<p>The Textile and Leather Processing Zone is a dynamic industrial hub dedicated to transforming Anambra into a leading centre for textile and leather manufacturing. This zone will support the entire value chain—from raw material processing to high-value garment production and innovative fashion design—by offering modern infrastructure and fostering a culture of creativity and craftsmanship.</p> <p>By attracting investment and encouraging collaboration among manufacturers, designers, and innovators, the zone aims to boost economic growth, create job opportunities, and position Anambra as a competitive player in the global fashion and textile industry.</p>		

Project Type	<div><div></div>Greenfield</div>	Brownfield	Expansion
Investment type	<div><div></div>PPP</div>	Joint Venture	Private
Project Status	Concept	Pre-feasibility	<div><div></div>Feasibility</div>
Project Status	Tax, Regulatory Service, Equity		

## F. ANAMBRA MIXED- USE INDUSTRIAL CITY

GENERAL MANUFACTURING ZONE



<b>Investment Opportunities</b>	Pumps, Compressors, Valves, Heating Ventilation And Air Conditioning (HVAC); And Construction Equipment And Raw Materials Like Air Tools & Equipment, Drills, Masonry, Light Towers, Portable Air Compressors, Demolition Tools, Blades, Concrete Finish, Cement, Welding Equipment, Power Units Etc.		
<b>Location</b>	AMIC		
<b>Sector</b>	Infrastructure - Industry		
<b>Implementing MDAs</b>	Ministry of Industry		
	ANSIPPA		
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
<b>Project Description</b>	The General Manufacturing Zone is a well-planned industrial hub aimed at boosting industrial production and fostering economic development in Anambra. By providing cutting-edge infrastructure and a supportive environment for manufacturers, the zone will facilitate the production of a wide range of industrial and construction equipment.		

<b>Project Type</b>	<input checked="" type="checkbox"/> Greenfield	<input type="checkbox"/> Brownfield	<input type="checkbox"/> Expansion
<b>Investment type</b>	<input checked="" type="checkbox"/> PPP	<input type="checkbox"/> Joint Venture	<input type="checkbox"/> Private
<b>Project Status</b>	<input type="checkbox"/> Concept	<input type="checkbox"/> Pre-feasibility	<input checked="" type="checkbox"/> Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		



# G. ANAMBRA MIXED- USE INDUSTRIAL CITY

DOMESTIC TARIFF AREAS AND  
MSMES



Investment Opportunities	Small-Scale Manufacturing Units, Handicrafts And Artisan Workshops, Co-Working Spaces And Innovation Hubs, Local Food Production Facilities And Micro-Financing Services.		
Location	AMIC		
Sector	Infrastructure - Industry		
Implementing MDAs	Ministry of Industry		
	AMIC		
Project Contact	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
Project Description	This zone is tailored to foster local entrepreneurship and small-scale industries by providing favourable conditions for MSMEs. It offers a range of support services, including access to shared facilities, affordable utilities, and local market access, encouraging small businesses to scale and thrive.		
Project Type	<input checked="" type="checkbox"/> Greenfield	Brownfield	Expansion
Investment type	<input checked="" type="checkbox"/> PPP	Joint Venture	Private
Project Status	Concept	Pre-feasibility	<input checked="" type="checkbox"/> Feasibility
Project Status	Tax, Regulatory Service, Equity		

# H. ANAMBRA MIXED- USE INDUSTRIAL CITY

RESIDENTIAL AND COMMERCIAL  
ZONE



Investment Opportunities	Multi Formatted Housing, Place Of Worship, School, Creche, Public Amenities, Playground, Polyclinic, Retail Space Etc.		
Location	AMIC		
Sector	Infrastructure - Industry		
Implementing MDAs	Ministry of Industry		
	AMIC		
Project Contact	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
Project Description	The residential and commercial zone is designed to support the urban lifestyle of AMIC's workforce and residents. It offers quality housing, retail spaces, offices, and recreational facilities, creating a vibrant community within the industrial city for both investors and inhabitants.		
Project Type	<div><div></div>Greenfield</div>	Brownfield	Expansion
Investment type	<div><div></div>PPP</div>	Joint Venture	Private
Project Status	Concept	Pre-feasibility	<div><div></div>Feasibility</div>
Project Status	Tax, Regulatory Service, Equity		

## 02 ANAMBRA INTRA- CITY RAIL



Investment Opportunities	Rail And Supporting Infrastructure		
Location	Statewide Development		
Sector	Infrastructure – Transportation		
Implementing MDAs	Ministry of Transportation		
	ANSIPPA		
Project Contact	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
Project Description	<p>The State Intra-City Rail Project is a transformative urban transit initiative designed to deliver a reliable, efficient, and eco-friendly transportation system. With the route alignment finalized, this project is poised to alleviate traffic congestion, lower emissions, and spur economic growth by enabling seamless movement across key urban centers. By connecting residential, business, and industrial zones, the rail system will establish the state as a hub for modern, sustainable transportation, significantly enhancing the quality of urban mobility.</p>		

Project Type	<div> <div>✓</div> Greenfield </div>	Brownfield	Expansion
Investment type	<div> <div>✓</div> PPP </div>	Joint Venture	Private
Project Status	Concept	Pre-feasibility	<div> <div>✓</div> Feasibility </div>
Project Status	Tax, Regulatory Service, Equity		



# 03

## ANAMBRA INDEPENDENT POWER PROJECT



<b>Investment Opportunities</b>	Gas-Fired Power Plants, Exploration, CNG/LNG Plants, Wind & Hydro-Electric Power Plant, Solar Farms And Renewable Energy IPPs, Off-Grid And Embedded Power Projects.		
<b>Location</b>	Various Locations Across the State		
<b>Sector</b>	Power and Energy		
<b>Implementing MDAs</b>	Ministry of Transportation, Power Steering Committee,		
	Ministry of Power and Water Resources, ANSIPPA		
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
<b>Project Description</b>	<p>The Anambra State Government is actively investing in the energy sector to bridge critical gaps in power generation and distribution. To support this initiative, the state has developed a comprehensive Power and Energy Bill. With abundant natural gas reserves and favorable wind and solar conditions, Anambra offers lucrative investment opportunities in gas exploration, reticulation, gas-fired independent power plants (IPPs), and green energy solutions utilizing solar, wind, and hydro resources. By capitalizing on these rich energy assets, investors have the chance to drive sustainable development while meeting the state's growing energy demands.</p>		

<b>Project Type</b>	✓ Greenfield	Brownfield	Expansion
<b>Investment type</b>	✓ PPP	Joint Venture	Private
<b>Project Status</b>	Concept	✓ Pre-feasibility	Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		

04

AWKA ICC HOTEL



Investment Opportunities	Equity Stake
Location	Awka
Sector	Infrastructure - Tourism and Hospitality
Implementing MDAs	Ministry of Culture, Entertainment and Tourism
	ANSIPPA
Project Contact	Head, Public Private Partnership, ANSIPPA
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)
	ppp@anambrastate.gov.ng
Project Description	<p>This project involves the development of a world-class 10-storey hotel situated within the International Convention Center in the state. Designed to cater to high-end business travelers, international delegates, and tourists, the hotel will offer luxury accommodations, fine dining, and comprehensive hospitality services. By complementing the Convention Center, the hotel will provide a seamless experience for lodging and event hosting, enhancing the state's appeal as a top destination for business and leisure.</p>

Project Type	Greenfield	Brownfield	✓ Expansion
Investment type	✓ PPP	Joint Venture	Private
Project Status	Concept	Pre-feasibility	✓ Feasibility
Project Status	Tax, Regulatory Support		

# 05

## CONCESSION & UPGRADE OF AGULU LAKE HOTEL



<b>Investment Opportunities</b>	Development Of New Facilities: Beach Area, Golf Course, Outdoor Gym, Cultural Village/Private Beach Houses, Sports Area, Jetty, Etc.		
<b>Location</b>	Agulu		
<b>Sector</b>	Infrastructure - Tourism and Hospitality, Real Estate		
<b>Implementing MDAs</b>	Ministry of Culture, Entertainment and Tourism		
	ANSIPPA		
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
<b>Project Description</b>	<p>The Anambra State Government is inviting investors to participate in the expansion and renovation of the Agulu Lake Hotel. This transformative project seeks to revitalize the resort's infrastructure, elevate its luxury offerings, and enhance its reputation as a premier leisure and tourism destination. By providing world-class services in an eco-friendly environment, the initiative aims to attract a greater number of local and international tourists. This dynamic project underscores the Government's commitment to enriching leisure and tourism experiences within the State.</p>		

<b>Project Type</b>	Greenfield	Brownfield	✓ Expansion
<b>Investment type</b>	✓ PPP	Joint Venture	Private
<b>Project Status</b>	Concept	Pre-feasibility	✓ Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		



# 06

## SOLUTION FUN CITY



<b>Investment Opportunities</b>	Branded Furnishing Of The Awka Country Club, Restaurants, Cinema, Children's Indoor Playground, Gaming And Kids Arena, Etc		
<b>Location</b>	Awka		
<b>Sector</b>	Infrastructure - Tourism and Hospitality		
<b>Implementing MDAs</b>	Ministry of Culture, Entertainment and Tourism		
	ANSIPPA		
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
<b>Project Description</b>	<p>The Anambra State Government is laying the groundwork for a 12.7-hectare Fun City, featuring major leisure and tourism attractions, including an Amusement Park, a Water Park, and a Country Club. This ambitious project is designed to create a vibrant recreational destination that appeals to both locals and tourists in the capital city of Anambra State. With investment in the tourism and hospitality sectors steadily flowing in, the Fun City promises to become a key driver of economic growth and a key attraction for the region.</p>		

<b>Project Type</b>	Greenfield	✓ Brownfield	Expansion
<b>Investment type</b>	✓ PPP	Joint Venture	Private
<b>Project Status</b>	Concept	Pre-feasibility	✓ Feasibility (Construction)
<b>Project Status</b>	Tax, Regulatory Service, Equity		

# 07

## ONITSHA NEW CITY



<b>Investment Opportunities</b>	Real Estate Development, Infrastructure And Smart Systems, Renewable Energy Projects, Technological Hubs, Tourism & Leisure Zones, Light Manufacturing, Tourism, Education And Healthcare Facilities
<b>Location</b>	Ogbaru
<b>Sector</b>	Infrastructure - Real Estate, Trade and Commerce, Transport, Power
<b>Implementing MDAs</b>	Ministry of Works, Ministry of Lands ANSIPPA
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA Anambra State Investment Promotion & Protection Agency (ANSIPPA) ppp@anambrastate.gov.ng
<b>Project Description</b>	The Anambra State Government is actively transforming the infrastructural landscape of the State through the ongoing development of Onitsha New City. This ambitious initiative aims to accelerate real estate expansion, revitalize urban spaces, and enhance transportation networks in and around the Onitsha area. Beyond modernizing the State's infrastructure, this project opens compelling investment opportunities across multiple sectors, reinforcing Anambra's position as a dynamic and forward-thinking region.

<b>Project Type</b>	✓ Greenfield	Brownfield	Expansion
<b>Investment type</b>	✓ PPP	Joint Venture	Private
<b>Project Status</b>	Concept	Pre-feasibility	✓ Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		

# 08

## AWKA NEW CITY



<b>Investment Opportunities</b>	Real Estate Development, Infrastructure And Smart Systems, Renewable Energy Projects, Technological Hubs, Tourism & Leisure Zones, Light Manufacturing, Education And Healthcare Facilities
<b>Location</b>	Awka
<b>Sector</b>	Infrastructure - Real Estate, Trade and Commerce, Transport
<b>Implementing MDAs</b>	Ministry of Works, Ministry of Lands ANSIPPA
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA Anambra State Investment Promotion & Protection Agency (ANSIPPA) ppp@anambrastate.gov.ng
<b>Project Description</b>	Awka New City is a visionary urban development project spanning over 200 hectares, designed to establish a modern, sustainable, and thriving urban center. The city will include well-planned residential and commercial zones, complemented by recreational spaces and state-of-the-art infrastructure to support a growing population. This forward-thinking development aims to enhance the quality of urban living while promoting economic growth and sustainability.

<b>Project Type</b>	✓ Greenfield	Brownfield	Expansion
<b>Investment type</b>	✓ PPP	Joint Venture	Private
<b>Project Status</b>	Concept	Pre-feasibility	✓ Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		



# 09

## NEW ONITSHA MAIN MARKET



<b>Investment Opportunities</b>	Market Infrastructure, Energy Solutions, Transport And Logistics Hubs, Hospitality Facilities.
<b>Location</b>	Onitsha
<b>Sector</b>	Infrastructure - Trade and Commerce
<b>Implementing MDAs</b>	SPAD Market
	ANSIPPA
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)
	<a href="mailto:ppp@anambrastate.gov.ng">ppp@anambrastate.gov.ng</a>
<b>Project Description</b>	<p>Onitsha Main Market, the largest market in West Africa, serves as a cornerstone of regional commerce. To sustain its vital economic role and meet future demands, the market is undergoing a major redevelopment.</p> <p>This project will introduce modern infrastructure, multi-level structures, and environmentally friendly features, enhancing market operations and creating a more efficient, sustainable, and vibrant commercial hub.</p>

<b>Project Type</b>	<input checked="" type="checkbox"/> Greenfield <input type="checkbox"/> Brownfield <input type="checkbox"/> Expansion
<b>Investment type</b>	<input checked="" type="checkbox"/> PPP <input type="checkbox"/> Joint Venture <input type="checkbox"/> Private
<b>Project Status</b>	<input type="checkbox"/> Concept <input checked="" type="checkbox"/> Pre-feasibility <input type="checkbox"/> Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity

# 10

## REHABILITATION OF STATE LIBRARIES



<b>Investment Opportunities</b>	Library Infrastructure Development, Technology And E-Learning Platforms, Renewable Energy Installations, Furniture And Equipment.		
<b>Location</b>	Statewide Development		
<b>Sector</b>	Infrastructure – Education		
<b>Implementing MDAs</b>	Ministry of Information		
	ANSIPPA		
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
<b>Project Description</b>	<p>The rehabilitation of state libraries is an initiative aimed at revitalizing and modernizing libraries across Anambra to promote education, digital literacy, and lifelong learning. These libraries will be transformed into vibrant knowledge hubs, providing access to books, digital resources, research facilities, and community spaces. By upgrading infrastructure and incorporating modern technology, this project seeks to align public libraries with 21st-century needs, creating inclusive and innovative environments for learning and collaboration.</p>		

<b>Project Type</b>	Greenfield	Brownfield	✓ Expansion
<b>Investment type</b>	✓ PPP	Joint Venture	Private
<b>Project Status</b>	Concept	Pre-feasibility	✓ Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		

# 11

## DEVELOPMENT AND MANAGEMENT OF TOURISM SITES IN THE STATE



<b>Investment Opportunities</b>	Resort Development And Eco-Tourism Lodges, Restaurants, Retail And Souvenir Shops.		
<b>Location</b>	Anam, Owerre - Ezukala, Ogbunike & Agulu		
<b>Sector</b>	Infrastructure - Culture, Tourism & Hospitality		
<b>Implementing MDAs</b>	Ministry of Culture, Entertainment & Tourism		
	ANSIPPA		
<b>Project Contact</b>	Head, Public Private Partnership, ANSIPPA		
	Anambra State Investment Promotion & Protection Agency (ANSIPPA)		
	ppp@anambrastate.gov.ng		
<b>Project Description</b>	<p>The Anambra State Government is currently developing and enhancing key tourism sites, including Ogbunike Cave, Anam Beach, Owerre Ezukala Waterfalls, and Agulu Lake. This initiative seeks to stimulate economic growth, preserve and celebrate the rich cultural heritage of the Igbo people, and capitalize on investment opportunities in the tourism and hospitality sector. By transforming these attractions into world-class destinations, the project aims to boost tourism, create jobs, and strengthen Anambra's appeal as a cultural and leisure hub.</p>		

<b>Project Type</b>	Greenfield	✓ Brownfield	Expansion
<b>Investment type</b>	✓ PPP	Joint Venture	Private
<b>Project Status</b>	Concept	✓ Pre-feasibility	Feasibility
<b>Project Status</b>	Tax, Regulatory Service, Equity		

# FINANCIAL AND OPERATIONAL SUSTAINABILITY

## Revenue Generation Strategies

To ensure financial stability and create a self-sustaining operational model, ANSIPPA will implement a diversified revenue-generation framework. Key components include:

### 1. Facilitation Service Fees:

- Introducing structured service fees for facilitation services offered through the OneStop-Shop (OSS) Investment Center. These fees will reflect the value of the streamlined and efficient services provided to investors, such as obtaining permits, licenses, and business registrations.
- Tiered pricing models will cater to different investor categories (e.g., SMEs vs. large corporations), ensuring inclusivity while maximizing revenue.

### 2. Grants and International Funding:

- Actively pursuing grants from international development organizations and agencies focused on economic development, infrastructure, and capacity-building initiatives.
- Strengthening relationships with development finance institutions to secure funding for large-scale infrastructure and industrial projects.

### 3. Lease and Sale of Properties:

- Strategically utilizing state-owned industrial and commercial properties to generate income through long-term leases, outright sales, and Build-Operate-Transfer (BOT) arrangements.
- Identifying and rehabilitating underutilized state assets to increase their market value and revenue potential.

### 4. Public-Private Partnerships (PPPs):

- Entering into revenue-sharing agreements with private investors for co-financed projects, including agro-industrial parks, logistics hubs, and real estate developments.

## Cost Optimization Measures

Efficient management of operational expenses is critical to maintaining financial health without compromising service delivery. Strategies include:

### 1. Technology Integration:

- Automating internal processes such as documentation, reporting, and investor tracking to minimize manual workloads and errors.
- Implementing digital platforms for investor engagement, payment processing, and service delivery to reduce administrative overheads.

## 2. Energy Efficiency:

- Retrofitting office spaces with energy-efficient technologies, such as LED lighting and solar power, to reduce utility costs.
- Transitioning to paperless operations to save costs on printing and supplies. 3.

### **Streamlined Workflows:**

- Conducting periodic reviews of operational workflows to eliminate redundancies and improve overall productivity.
- Upskilling employees to adopt multitasking capabilities, reducing the need for outsourcing minor services.

## Partnerships and Collaboration

Strong partnerships and collaborations will be the cornerstone of ANSIPPA's resource mobilization strategy:

### 1. Private Sector Engagement:

- Partnering with established private firms to co-develop projects and share expertise in areas such as renewable energy, industrial parks, and digital innovation hubs.
- Facilitating investor syndicates to pool resources for large-scale projects.

### 2. Financial Institutions:

- Collaborating with local and international banks to provide credit guarantees, lowinterest loans, and equity investments in ANSIPPA-driven projects. 3.

### **International Organizations:**

- Establishing partnerships with global agencies such as the World Bank, African Development Bank (AfDB), and United Nations Development Programme (UNDP) to access technical expertise and financial resources. 4. **Community Stakeholders:**

- Engaging local communities as active participants in projects to ensure inclusivity and enhance project acceptability.

## Risk Management Framework

A proactive risk management system will ensure resilience and adaptability to changing conditions:

### 1. Risk Identification and Assessment:

- Identifying financial, operational, environmental, and reputational risks associated with ANSIPPA's projects and operations.
- Conducting comprehensive risk assessments at every stage of project planning and implementation.



## **2. Mitigation Strategies:**

- Diversifying revenue sources to reduce dependency on a single stream.
- Establishing contingency funds for unforeseen operational disruptions or emergencies.

## **3. Monitoring and Evaluation:**

- Deploying robust monitoring tools to track risk indicators and ensure timely interventions.
- Regularly updating risk management policies to reflect emerging challenges and industry best practices.

# **Long-Term Vision and Planning**

To maintain its strategic relevance and financial sustainability, ANSIPPA will prioritize long-term planning:

## **1. Strategic Financial Plan:**

- Developing a 10-year financial roadmap aligned with ANSIPPA's key objectives and future growth aspirations.
- Incorporating economic scenarios and sensitivity analyses to account for external uncertainties.

## **2. Periodic Reviews:**

- Instituting biannual reviews of financial and operational plans to adapt to evolving economic climates and market trends.
- Engaging external consultants for independent assessments to ensure alignment with global best practices.

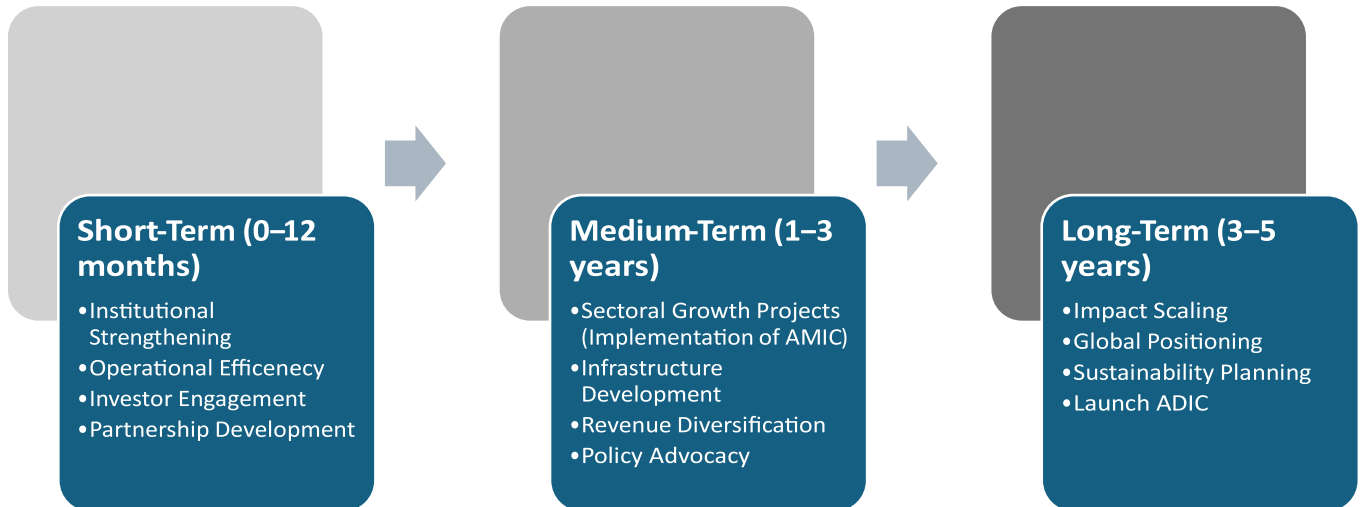
## **3. Capacity Building for Sustainability:**

- Investing in capacity-building programs for ANSIPPA staff to equip them with skills for dynamic project management, financial planning, and stakeholder engagement.
- Encouraging innovation and fostering a culture of continuous improvement to remain competitive and forward-thinking.



# TIMELINE AND PHASED APPROACH

A phased implementation strategy will guide the execution of ANSIPPA's initiatives, balancing short-term wins with long-term strategic goals.



## Roles and Responsibilities

Effective implementation relies on clearly defined roles and responsibilities across all stakeholders:

- **ANSPPA Leadership:** Provide strategic direction, ensure alignment with state policies, and oversee the implementation of corporate strategies.
- **Departmental Heads:** Manage day-to-day execution of initiatives, including project planning, resource allocation, and stakeholder engagement.
- **Project Teams:** Drive specific project execution, ensuring timely delivery and adherence to objectives.
- **Private Sector Partners:** Collaborate on infrastructure projects, co-invest in industrial and commercial developments, and bring in technical expertise.
- **State Government:** Support ANSIPPA through enabling policies and legislation, budgetary allocations, and inter-ministerial coordination.
- **International Partners:** Offer funding, technical assistance, and capacity-building programs to accelerate development outcomes.

## Success Metrics

Success will be measured through well-defined metrics to ensure accountability and track progress:

- **Investment Facilitation:**
  - Increase in the number of investments facilitated through the OSS by 20% annually.

- Total value of FDI and domestic investments attracted per annum.
- **Project Execution:**
  - Percentage completion of key infrastructure projects within planned timelines.
  - Number of operational industrial parks and agribusiness hubs by Year 5.
- **Economic and Social Impact:**
  - Number of direct jobs created via facilitated projects: Target 5,000 annually (tracked quarterly via employer reports).
  - Number of indirect jobs supported (e.g., supply chain): Target 20,000 annually (measured through economic multipliers).
  - Employment rate improvement in targeted LGAs: 15% increase by 2027 (via state labour surveys).
- **Revenue Generation:**
  - Annual revenue generated from facilitation fees, property leases, and other income streams.
- **Stakeholder Engagement:**
  - Number of partnerships formed with private-sector entities and international organizations.
  - Investor satisfaction levels, measured through annual surveys.
- **Brand Recognition:**
  - Improvement in ANSIPPA's rankings among African investment promotion agencies.
  - Media and digital engagement metrics reflecting enhanced global visibility.

# CONCLUSION

The conclusion reinforces ANSIPPA's commitment to driving transformative investments and sustainable development in Anambra State.

## Summary of Key Goals and Strategies

This Corporate Plan provides a clear roadmap for ANSIPPA to realize its vision of positioning Anambra as a premier investment destination. Key goals include:

- ***Strengthening institutional capacity to deliver world-class investment facilitation services.***
- ***Promoting sectoral diversification by targeting high-growth industries such as agribusiness, manufacturing, and renewable energy.***
- ***Leveraging strategic partnerships and international collaborations to mobilize resources for large-scale projects.***
- ***Enhancing revenue streams through innovative revenue-generation initiatives while optimizing operational costs.***
- ***Mitigating risks through a comprehensive Risk Management Framework to safeguard ANSIPPA's operations and reputation.***

By focusing on these goals, ANSIPPA will catalyse economic growth, create over 50,000 direct and indirect jobs by 2030, and enhance the quality of life for the people of Anambra State.

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