BUSINESS ENABLING REFORM ACTION PLAN (BERAP)

Kebbi State 2025 BERAP Progress Report

Approved — Reporting period: January – December 2025

DOCUMENT	Approved Kebbi State 2025 BERAP Progress Report
REFORM AREAS COVERED	6
REPORTING PERIOD	1 January – 31 December 2025
STATUS SUMMARY	All six reform areas reported as Delayed
DATE PRODUCED	29 July 2026

Detailed reform-area table follows on the next pages.

KEBBI STATE BUSINESS ENABLING REFORM ACTION PLAN 2025

PROGRESS REPORT

s	Business Enabling Reform Areas	Reform Objectives	Action Steps	Description and Key Targets	Beneficiaries	Responsible MDA	Private Sector	Contributing MDAs	Estimated costs	Planned Start Date	Planned End Date	Status	Descripton of status	Next Steps
1	Review of frame work for responsible and inclusive land intensive agriculture (FRILIA)	Enhance investments in agriculture, with a focus on equity, and sustainability of investment	1. Introduce and educate eco-friendly farming methods to reduce environmental impact. 2. Land Tenure Reforms: Introduce affordable measures towards securing land rights of smallholder farmers 3. Capacity Building: Train farmers on good and sustainable practices targeted at productivity improvement. 4.Market Access: Develop channels for smallholders to access markets directly.	1. Reduce the states carbon footprint, water usage, and chemical inputs 2. Secure land rights for 100 smallholder farmers 3.Train 5,000 smallholder farmers in sustainable practices a 4. Enable direct market access for smallholders	Smallholder Farmers Farming communities, Investors	Kebbi State Investment Promotion Agency	Kebbi Chamber Of Commerce And Industry, Manufacturers Association of Nigeria (MAN)	Ministry of Lands and Housing, Ministry of Agriculture and Natural Resources	₦3,000,000,000	January 2, 2025	December 30, 2025	Delayed	Implementation activities commenced under the FRILIA framework review, including sensitisation and training programmes on eco-friendly farming practices for smallholder farmers and initial stakeholder engagements on land tenure reform. However, full implementation has been delayed due to the complexity of aligning multiple MDAs on a common implementation framework, the extended timelines required for community-level stakeholder consultations, and capacity constraints within the lead agency that have slowed the pace of field activities. Budgetary release schedules have also moderated the roll-out of planned capacity-building and land tenure interventions within the original timeframe.	1. Resume and conclude multi-MDA alignment meetings to agree on a unified implementation framework — Q1 2026. 2. Scale up training of smallholder farmers on sustainable and eco-friendly farming practices — Q2 2026. 3. Finalise and formalise land tenure reform measures, including securing land rights for target smallholder farmers — Q2 2026. 4. Develop and operationalise direct market access channels for smallholder produce — Q3 2026. 5. Establish a monitoring framework to track implementation progress against targets — Q2 2026.
2	Ease of Business Registration and Permits	Streamline and simplify the process of obtaining regulatory approvals towards reducing time and compliance costs	1. Establish a centralized One-Stop Business Registration and Permit Center in Birnin Kebbi 2.Develop an online platform for business registration and permit applications, ensuring services are accessible remotely. 3. Organize sensitization workshops for business owners on how to use the new platform and the benefits of formalizing their businesses.	1.Reduce the average time for business registration from 14 days to 5 days. 2.Increase in new business registrations within the state by the end of 2025.	MSMEs, Investors	Ministry of Commerce and Industry	Kebbi Chamber Of Commerce And Industry, Manufacturers Association of Nigeria (MAN),	Ministry of Finance, Kebbi Investment Promotion Agency	₦1,500,000,000	January 3, 2025	December 31, 2025	Delayed	Preparatory work on the centralised One-Stop Business Registration and Permit Center in Birnin Kebbi advanced during the reporting period, and sensitisation workshops for business owners on formalisation commenced. However, establishment of the One-Stop Centre and development of the online registration platform could not be completed within the 2025 timeframe. Delays are attributable to the extended timelines associated with public procurement processes — including tendering, evaluation, and approval stages — as well as inter-agency coordination requirements among the Ministry of Commerce and Industry, KIPA, and the Ministry of Finance. Competing demands on the State's capital budget have also affected the pace of fund disbursements to this reform area.	1. Resolve outstanding procurement and logistics constraints for the One-Stop Centre premises and equipment — Q1 2026. 2. Deploy staff and establish operational procedures for the One-Stop Centre — Q2 2026. 3. Commission and launch the One-Stop Business Registration and Permit Center — Q2 2026. 4. Finalise development and conduct user testing of the online business registration platform — Q2 2026. 5. Formally launch the online platform and sustain business owner sensitisation campaigns — Q3 2026. 6. Monitor reduction in average business registration turnaround time against the 5-day target — Q4 2026.
3	Improved Land and Property Registration Transparency	Enhance transparency and efficiency of land and property registration	1.Enhance automation of property registration process 2.Initiate the development of a comprehensive Land Information System (LIS) accessible to the public for verifying property ownership and status. 3.Train personnel in the Ministry of Lands and Urban Development on the new system and customer service best practices. 4.Launch a public awareness campaign to educate citizens on the new digital property registration system.	1.Reduce the average time for property registration to 12 months 2.Increase the issuance of Certificates of Occupancy (CofO) by at least 20%. 3.Ensure all records are digitized and accessible online	Investors	Kebbi State Geographic Information Service (KEBGIS)	Kebbi Chamber Of Commerce And Industry, Manufacturers Association of Nigeria (MAN),	Ministry of Lands and Housing, Ministry of Information and Culture, Kebbi State Geographic Information Service (KEBGIS)	₦4,000,000,000	January 10, 2025	December 31, 2025	Delayed	Implementation activities are underway to enhance the transparency and efficiency of land and property registration. Automation of the property registration process has progressed, initial steps toward developing the Land Information System (LIS) have been taken, and personnel training has commenced. However, the reform could not be completed within the planned timeframe due to the technical complexity of the digitisation and automation exercises, the limited availability of GIS-trained personnel within KEBGIS, and the need for multi-agency validation of data before the LIS can be made publicly accessible. Procurement of required ICT equipment has been delayed by public procurement cycle requirements, further extending implementation timelines.	1. Complete procurement and deployment of ICT equipment for property registration automation — Q1 2026. 2. Finalise the automation of the property registration process — Q2 2026. 3. Complete development of the Land Information System (LIS) and conduct internal validation — Q2 2026. 4. Open public access to the LIS for property ownership verification — Q3 2026. 5. Complete digitisation of all land records and ensure online accessibility — Q3 2026. 6. Sustain personnel training and launch the public awareness campaign on digital property registration — Q2 2026. 7. Monitor CofO issuance levels against the 20% increase target — Q4 2026.

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4	Taxation and Revenue Harmonization	Harmonize tax and revenue collection processes across state and local government levels, ensuring transparency and reducing the tax burden for businesses.	1.Adopt new presumptive tax rates and seek amendment to the State Revenue Law. 2.Develop and implement an electronic tax payment system that integrates all state and local taxes into one portal. 3.Train tax officers on the new system to enhance efficiency and accountability in tax collection. 4.Conduct workshops with business owners to educate them on the consolidated tax system and the benefits of compliance.	1.Increase tax compliance rate 2.Reduce the average time businesses spend on tax compliance activities to 7 weeks.	MSMEs	Kebbi State Internal Revenue Service	Kebbi Chamber Of Commerce And Industry, Manufacturers Association of Nigeria (MAN), Kebbi traders Association	Ministry of Finance, Ministry of Local Government and Chieftancy Affairs	₦2,000,000,000	January 2, 2025	December 31, 2025	Delayed	Significant progress has been recorded in harmonising tax and revenue collection processes. The electronic tax payment system integrating state and local taxes into a single portal has been launched, training of tax officers has been conducted, and business owner sensitisation workshops have commenced. However, adoption of the new presumptive tax rates remains outstanding, as the required amendment to the State Revenue Law has not yet been concluded. The legislative amendment process has been delayed due to the need to align the State Revenue Law with the 2025 federal tax reform framework, so as to avoid statutory inconsistencies, as well as the multi-stakeholder consultation requirements of the legislative drafting process. This outstanding deliverable has prevented full completion of the reform within the original timeframe.	1. Conclude alignment of the draft State Revenue Law amendment with applicable federal tax reform provisions — Q1 2026. 2. Present the amendment Bill to the State House of Assembly for consideration and passage — Q2 2026. 3. Gazette the amended State Revenue Law and operationalise the new presumptive tax rates — Q2 2026. 4. Deepen uptake of the electronic tax payment portal through targeted outreach to MSMEs — Q3 2026. 5. Sustain taxpayer sensitisation and education programmes across formal and informal sectors — Q3 2026. 6. Monitor tax compliance rates and time spent on compliance against the 7-week target — Q4 2026.
5	Improved regulatory framework for public private partnerships (PPP)	Increase private sector investment in public infrastructure	1.Identify and develop business case for such infrastructure projects. 2. Sensitize private sector on PPP regulatory policies 3. Launch State Project Facilitation Fund specifically for business development areas and attract investments.	Sign at least three MOUs with private sector on PPP Projects	Investors, business community	Kebbi Investment Promotion Agency (KIPA)	Kebbi Chamber Of Commerce And Industry, Manufacturers Association of Nigeria (MAN),	Ministry of Commerce and Industry, Ministry of Finance,	₦200,000,000	February 1, 2025	December 31, 2025	Delayed	Stakeholder engagements have commenced towards strengthening the regulatory framework for public private partnerships, and identification of priority infrastructure projects for PPP structuring is underway. Private sector sensitisation on PPP regulatory policies has taken place. However, the signing of MOUs with private sector partners and the operationalisation of the State Project Facilitation Fund could not be concluded within the 2025 cycle. Delays are primarily attributable to the extended timelines required for due diligence, legal review, and negotiation of MOU terms with prospective private sector partners. Funding mobilisation for the Project Facilitation Fund has also been slower than anticipated, owing to budgetary prioritisation constraints and the need for additional approval processes at the executive level.	1. Finalise business cases for at least three priority PPP infrastructure projects — Q1 2026. 2. Conclude legal review and negotiation of MOU terms with identified private sector partners — Q2 2026. 3. Sign a minimum of three MOUs with private sector partners on priority PPP projects — Q2 2026. 4. Secure funding approval and operationalise the State Project Facilitation Fund — Q2 2026. 5. Sustain private sector sensitisation on PPP regulatory policies and investment opportunities — Q3 2026. 6. Strengthen inter-MDA coordination mechanisms to support PPP implementation — Q2 2026.
6	Improved regulatory framework for private investment in fiber optic infrastructure	Enhance digital connectivity by promoting private sector investment in fiber optic infrastructure.	1. Establish an online platform to facilitate the ROW application process 2. Collaborate with private investors to set targets and track the deployment of new non-Gigabit Passive Optical Network (GPON) fiber optic cables 3. Organize public information campaigns to promote the benefits of improved digital connectivity and the state's commitment to enhancing digital infrastructure.	Establish an online platform for ROW requests and approvals by June 2025. Increase deployed non-GPON fiber optic cables by at least 20%	Internet Service Providers (ISP), Business, Communinty	Kebbi Investment Promotion Agency (KIPA)	Kebbi Chamber Of Commerce And Industry, Manufacturers Association of Nigeria (MAN),	Ministry of information and Culture, Ministry of Digital Economy	₦200,000,000	March 1, 2025	November 31, 2025	Delayed	Implementation activities commenced towards improving the regulatory framework for private investment in fibre optic infrastructure. Development of the online platform for Right of Way (ROW) applications is in progress, engagements with private investors on deployment targets are underway, and public information campaigns on digital connectivity have commenced. However, the online ROW platform could not be finalised and launched within the planned timeframe, primarily due to the technical complexity of developing and testing the platform within the State's existing ICT infrastructure. Procurement of technical support services has been subject to public procurement timelines, and coordination between the Ministry of Digital Economy and private investors on agreeing deployment benchmarks has taken longer than anticipated.	1. Finalise development and conduct user acceptance testing of the online ROW application platform — Q1 2026. 2. Formally launch the ROW online platform and integrate with relevant agency approval workflows — Q2 2026. 3. Conclude agreement with private investors on non-GPON fibre optic deployment targets — Q1 2026. 4. Establish a tracking mechanism to monitor fibre optic rollout progress against the 20% increase target — Q2 2026. 5. Sustain public information campaigns on the benefits of improved digital connectivity — Q3 2026. 6. Monitor ROW application turnaround times and investor uptake of the platform — Q4 2026.