



**PLATEAU STATE ONE STOP
INVESTMENT CENTRE (PS-OSIC)**

PLATEAU STATE ONE STOP INVESTMENT CENTRE (PS-OSIC)

AFTERCARE AND RETENTION PROGRAM

EXECUTIVE BRIEF

(JANUARY - DECEMBER, 2025)

1.0 Overview



The Plateau State One Stop Investment Centre (PS-OSIC) implemented a structured Aftercare and Retention Programme in 2025 to support existing investors, address operational challenges, facilitate reinvestment, and enhance investor confidence. The Programme was designed around strategic and sectoral relevance to maximize economic impact and support Plateau State's economic transformation agenda.

Throughout the reporting period, PS-OSIC engaged investors across priority sectors, provided regulatory navigation and facilitation support, strengthened linkages with government and private sector stakeholders, advocated for reforms to improve the investment climate, and deployed monitoring mechanisms to track investor issues and outcomes. A key achievement of the Programme was the resolution of investor and MSMEs issues. This Executive Brief presents a summary of the Programme's activities, outputs, outcomes, and overall impact for 2025.



2.0 Introduction

Aftercare and retention are critical pillars of a comprehensive investment promotion strategy. While attracting new Foreign Direct Investment (FDI) and new Domestic Direct Investments (DDI) remains important, the sustainability and expansion of existing investments are equally essential for inclusive economic growth, job creation, and long-term development.

The PS-OSIC Aftercare and Retention Programme was therefore structured to provide continuous and targeted support to investors throughout the investment lifecycle. By proactively identifying investor needs, addressing operational constraints, and facilitating partnerships, the Programme reinforced Plateau State's competitiveness as a credible destination for long-term investment.



3.0 Prioritization Criteria

To ensure efficient use of resources and maximize developmental outcomes, PS-OSIC applied clear prioritization criteria to identify investors eligible for targeted aftercare services.

a. Sectoral Relevance

Investors were prioritized based on alignment with Plateau State's economic ecosystem and strategic sectors. Engagements covered actors connected to the broader business environment, including the Manufacturing Association of Nigeria (MAN), National Association of Small-Scale Industrialists (NASSI), National Association of Microfinance Banks (NASME), Plateau Chamber of Commerce, Industry, Mines and Agriculture (PLACCIMA), civil society organizations, media, academia, financial institutions, Persons with Disabilities (PWDs), and the ICT sector.

Within the ICT sector, discussions focused on broadband connectivity, protection of critical infrastructure under the Federal Government's Critical National Information Infrastructure (CNII) Order of 2024, and investment opportunities arising from competitive policies such as Plateau State's waiver of right-of-way fees for telecom operators.

In addition, Technical Working Groups (TWGs) comprising public and private sector stakeholders were constituted across ten priority sectors: Agriculture and Agro-Processing; Solid Minerals; Tourism and Hospitality; Healthcare and Pharmaceuticals; Education; Light Manufacturing; ICT; Renewable Energy; Transport and Logistics; and the Green Economy. These TWGs helped identify sector-specific aftercare priorities.

b. Strategic Relevance

Investors were considered strategically relevant where their operations:

- Generated significant employment opportunities;
- Demonstrated potential for reinvestment or expansion;
- Contributed to local value chain development; and
- Had the capacity to catalyze wider economic impact.

This approach ensured that aftercare services were directed at investments with strong socio-economic value for Plateau State.

4.0 Key Services Delivered

The Programme delivered a range of targeted aftercare services during the year:

a. Regulatory Navigation Support: PS-OSIC provided investors with guidance on regulatory requirements, compliance frameworks, and administrative procedures at both state and federal levels to enable smoother business operations.

b. Permit Renewals and Expansion Support: Investors received facilitation support for permit renewals, licence extensions, and expansion applications, including engagement with relevant MDAs to reduce delays and bureaucratic bottlenecks.

c. Strategic Linkages and Facilitation: The Centre facilitated structured linkages between investors and:

- Ministries, Departments, and Agencies (MDAs);
- Domestic and international companies; Suppliers and service providers;
- Institutions supporting business expansion and value-chain integration.

d. Investment Climate Advocacy: PS-OSIC actively contributed to policy dialogue and reform processes through:

- Stakeholder engagements on the State Investment Policy and New Investment Incentives;
 - Advocacy for broadband infrastructure development and protection of ICT assets; and
 - Participation in multi-stakeholder forums informing regulatory improvements.
- These efforts strengthened policy coherence and reinforced Plateau State's commitment to a more predictable and investor-friendly environment.

5.0 Key Achievements (2025)

Programme performance was monitored using measurable indicators:

- Investors supported: Approximately 4,950 MSMEs and investors received facilitation support in business registration, licensing, and permits.
- Issues raised: Investor concerns relating to regulatory delays, licensing, land access, and operational constraints were formally documented.
- Issues resolved: 100% of registered investor issues were resolved within the reporting period, reflecting effective investment facilitation and inter-agency coordination.
- Stakeholder engagements: Four (4) major investor and ecosystem engagement sessions were conducted; the PWD Investors Workshop, ICT Sector Roundtable, and the Ecosystem Forum, Stakeholder's Dialogue on Promoting the Green Economy, culminating in the Made in Plateau Business Carnival 1.0. Additionally, the Investment Policy and New Investment Incentives Validation Session were conducted separately to guide policy reform and sectoral incentives.

These indicators reflect PS-OSIC's commitment to efficient service delivery and measurable impact.

6.0 Data And Intelligence Gathering

Data and intelligence gathering formed a core component of Programme implementation. PS-OSIC convened key investor and ecosystem roundtables that generated actionable insights and informed targeted interventions:

PWD Investors Workshop: Addressed barriers faced by persons with disabilities in accessing investment support services.

ICT Sector Roundtable: Focused on broadband investment opportunities, regulatory challenges, and infrastructure protection.

Stakeholder's Dialogue on Promoting the Green Economy: Brought together




government agencies, private sector actors, MSMEs, investors, and development partners to explore opportunities in renewable energy, sustainable agriculture, waste-to-value initiatives, and green technology adoption. Discussions identified barriers, incentives, and partnership opportunities to advance sustainable investments in Plateau State.

Ecosystem Forum Roundtable: Stakeholder engagements under this forum informed priority investment needs and directly led to the organization of the Made in Plateau Business Carnival 1.0 (2–6 December 2025), implemented in collaboration with key MDAs, including PLASMIDA and SMEDAN.

6.1 Justification for Sector Focus:

The selected sectors were prioritized based on their capacity to generate employment, enhance local value chains, attract reinvestment, and contribute to the State's economic transformation objectives. Insights from these engagements informed both the design of aftercare services and the strategic initiatives, such as the Plateau Business Carnival, to address investors' key challenges in market access, networking, and visibility.

Investment Policy and New Investment Incentives Validation Session: Conducted separately to ensure that incentives and regulatory reforms were evidence-based and aligned with the strategic priorities of these critical sectors.

7.0 Support Rendered

a. Ecosystem Forum Roundtable – Outcome and Intervention: Stakeholder engagements revealed persistent investor and MSME challenges, including limited platforms for business visibility, weak networking opportunities, constrained market access, and difficulties in accessing finance.

In response, PS-OSIC conceptualized and implemented the Plateau Business Carnival 1.0 (2–6 December 2025) as a coordinated, market-oriented intervention to address these gaps. The Carnival was implemented in collaboration with the Plateau State Microfinance Development Agency (PLASMIDA) and the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), with support from GIZ/GOPA.

The Carnival functioned as a comprehensive business development and

investment promotion platform, providing opportunities for product exhibitions, market access, enterprise formalization and certification, capacity-building, pitching sessions, and structured networking. It convened PLACCIMA, MSME clusters, financial institutions, academia, media, regulators, and other ecosystem actors to showcase enterprise capabilities, strengthen value-chain linkages, and advance investment and growth opportunities across Plateau State.

b. Investment Policy and New Investment Incentives: Stakeholder consultations highlighted the absence of a clear policy roadmap for priority sectors and limited incentives to support investment decisions.

In response, PS-OSIC, with support from GIZ/SEDIN, constituted Technical Working Groups drawn from ten critical sectors, incorporating both public institutions and private sector clusters. Over a four-month period, the TWGs undertook structured reviews and consultations, culminating in a Validation Session to review and endorse the draft State Investment Policy and New Investment Incentives Framework. This process ensured policy alignment with investor needs, sector realities, and national investment priorities.

c. Project and Business Profiling for Investment Readiness: Another critical issue identified was the absence of bankable, investor-ready project profiles across key sectors.

To address this, PS-OSIC and PIPC Ltd., in collaboration with the Nigerian Investment Promotion Commission (NIPC) and Core International (UK), undertook a targeted Project Profiling Mission to Plateau State. The mission aimed to identify, validate, and elevate high-potential investment opportunities, strengthen subnational investment readiness, and build a verified pipeline of investor-aligned projects.

Strategic engagements were held with key MDAs, including the Ministries of Commerce and Industry, Agriculture, Livestock Development, Tourism Corporation, iMINE team, and NIPC's North Central Zonal Office. Site visits were conducted to priority assets; the Hill Station and Plateau Hotel (PPP), Rock Hotel, Plateau Dry Inland Port, and the Special Agro-Industrial Processing Zone (SAPZ).

The mission identified opportunities in hospitality redevelopment, agro-processing, logistics, and resource-based industrialization, while outlining the need for structured project documentation, financial modelling, and regulatory clarity.

Clear implementation steps were agreed, including the establishment of a Joint Steering Committee, appointment of MDA focal points, adoption of standard profiling templates, development of a central project repository, detailed technical and commercial analysis, preparation of investor-ready briefs, and presentation of priority projects at international roadshows.

8.0 Performance Outcomes (2025)

Increased Investor Confidence: Strengthened trust in Plateau State as a business-friendly destination, demonstrated by resolution of investor issues and high participation in aftercare services.

Local Value Chain Development & Job Creation: Facilitated reinvestment and linkages that supported local suppliers, contributed to employment generation, and enhanced skills development.

Improved Regulatory Environment: Advocated for policy and regulatory reforms based on investor feedback, resulting in streamlined procedures, faster approvals, and a more predictable business climate.

Enhanced Domestic & International Collaboration: Strengthened partnerships through roundtables, sectoral forums, and engagements with international and national investors, creating opportunities for investment expansion and knowledge sharing.

9.0 Conclusion

The 2025 Aftercare and Retention Programme delivered tangible results in supporting investors, resolving operational challenges, and strengthening Plateau State's investment ecosystem. Through strategic prioritization, responsive interventions, and effective partnerships, PS-OSIC reinforced Plateau State's position as a credible, competitive, and sustainable investment destination.

The Programme's effectiveness is demonstrated through the successful resolution of investor concerns, extensive stakeholder engagement, and the provision of tailored services. These achievements underscore the Programme's critical role in positioning Plateau State as a credible, attractive, and competitive destination for long-term, inclusive, and sustainable investment.


APPENDIX 1 – Stakeholders Engagements

People With Disabilities (PWDs) Workshop (Before and Outcomes)



INVITATION~ Policy Dialogue on Disability-Inclusive Business Reforms
The Plateau State Government is committed to fostering an inclusive business environment that supports persons
gonzalezmedia247.com.ng

INVITATION~ Policy Dialogue on Disability-Inclusive Business Reforms
<https://gonzalezmedia247.com.ng/2025/06/06/in-vitation-policy-dialogue-on-disability-inclusive-business-reforms/>



From Policy to Practice: Driving Disability-Inclusive Business and Skills Development in...
The Policy Dialogue on "Disability-Inclusive Business Enabling Environment (BEE) Reforms and Skills
gonzalezmedia247.com.ng


From Policy to Practice: Driving Disability-Inclusive Business and Skills Development in Plateau State
<https://gonzalezmedia247.com.ng/2025/06/07/from-policy-to-practice-driving-disability-inclusive-business-and-skills-development-in-plateau-state/>

Ecosystem Stakeholders Engagement (Before and Outcomes)



Plateau State's MSME Ecosystem Engagement: March 20th, 2025
We are pleased to invite you to the MSME Ecosystem Engagement organized by the Plateau State One Stop
gonzalezmedia247.com.ng

Plateau State's MSME Ecosystem Engagement: March 20th, 2025
<https://gonzalezmedia247.com.ng/2025/03/19/plateau-states-msme-ecosystem-engagement-march-20th-2025/>



Empowering MSMEs: Plateau State's Ecosystem Engagement Summit
The Plateau State One Stop Investment Centre (PS-OSIC), in collaboration with the Plateau State Micro, Small and
gonzalezmedia247.com.ng

Empowering MSMEs: Plateau State's Ecosystem Engagement Summit
<https://gonzalezmedia247.com.ng/2025/03/20/empowering-msmes-plateau-states-ecosystem-engagement-summit/>

APPENDIX 1 – Stakeholders Engagements

ICT Sector Roundtable Stakeholders Engagement (Before and Outcomes)



Building a Tech Future: PS-OSIC's Stakeholders Dinner Invitation

The Plateau State One Stop Investment Centre (PS-OSIC), in collaboration with the Plateau State Information and gonzalezmedia247.com.ng

Building a Tech Future: PS-OSIC's Stakeholders Dinner Invitation

<https://gonzalezmedia247.com.ng/2025/12/18/building-a-tech-future-ps-osics-stakeholders-dinner-invitation/>



Plateau State Tech Ecosystem Stakeholders Engagement

The Plateau State One Stop Investment Centre (PS-OSIC), in collaboration with the Plateau State Information and gonzalezmedia247.com.ng

Plateau State Tech Ecosystem Stakeholders Engagement

<https://gonzalezmedia247.com.ng/2025/12/19/plateau-state-tech-ecosystem-stakeholders-engagement/>

•Stakeholder's dialogue on promoting the green economy of plateau state (Before



INVITATION: Dialogue on Green Economy: Plateau State's Path to Sustainability

The Plateau State One Stop Investment Centre (PS-OSIC), in collaboration with the Plateau State Ministry of gonzalezmedia247.com.ng

INVITATION: Dialogue on Green Economy: Plateau State's Path to Sustainability

<https://gonzalezmedia247.com.ng/2025/04/16/in-vitation-dialogue-on-green-economy-plateau-states-path-to-sustainability/>



Plateau State's Green Economy: Key Outcomes and Next Steps


The Plateau State One Stop Investment Centre (PS-OSIC), in collaboration with the Plateau State Ministry of gonzalezmedia247.com.ng

Plateau State's Green Economy: Key Outcomes and Next Steps

<https://gonzalezmedia247.com.ng/2025/04/17/plateau-states-green-economy-key-outcomes-and-next-steps/>

APPENDIX 2 – Support Rendered

Development of Investment Policy and New Investment Incentives (Before and Outcomes)



INVITATION~ Investing in Plateau State: Policy & Incentives Workshop

The Plateau State One Stop Investment Centre (PS-OSIC) cordially invites you to the Inaugural Workshop on the gonzalezmedia247.com.ng

Invitation- Investing in Plateau State: Policy & Incentives Workshop
<https://gonzalezmedia247.com.ng/2025/10/15/in-vitation-investing-in-plateau-state-policy-incentives-workshop/>



Plateau State's Investment Future Takes Shape: Workshop Outcomes

The Plateau State One Stop Investment Centre (PS-OSIC) successfully convened the Inaugural Workshop on the gonzalezmedia247.com.ng

Plateau State's Investment Future Takes Shape: Workshop Outcomes

<https://gonzalezmedia247.com.ng/2025/10/16/plateau-states-investment-future-takes-shape-workshop-outcomes/>

Sustainable Investment Profiling for Plateau State (Before and Outcome)



Driving Investment in Plateau State: A Two-Day Stakeholders Dialogue

The Plateau State One Stop Investment Centre (PS-OSIC), in collaboration with PIPC Limited, the Nigerian gonzalezmedia247.com.ng

Driving Investment in Plateau State: A Two-Day Stakeholders Dialogue
<https://gonzalezmedia247.com.ng/2025/11/12/driving-investment-in-plateau-state-a-two-day-stakeholders-dialogue/>



Project Profiling Mission: Stakeholders Align for Investment Success

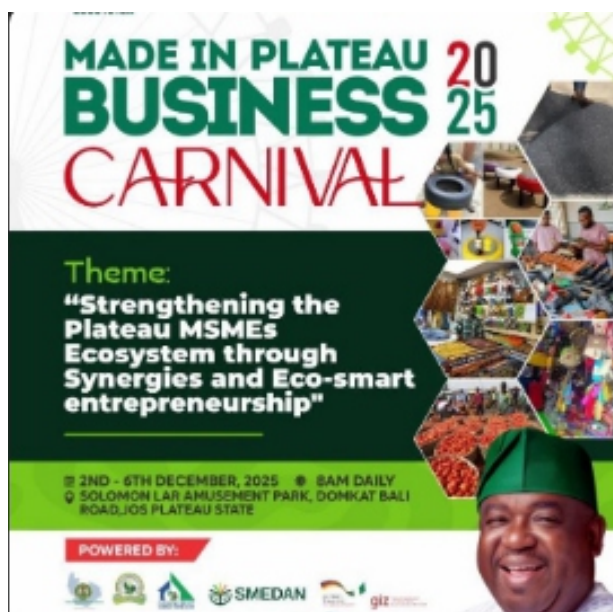
The Plateau State One Stop Investment Centre (PS-OSIC), in collaboration with PIPC Limited, the Nigerian gonzalezmedia247.com.ng

Project Profiling Mission: Stakeholders Align for Investment Success

<https://gonzalezmedia247.com.ng/2025/11/14/project-profiling-mission-stakeholders-align-for-investment-success/>

APPENDIX 2 – Support Rendered

Plateau Business Carnival (Before and Outcome)



MSMEs Carnival 2025: Made in Plateau Business - You're Invited

With the support of GIZ/GOPA, the Plateau State One Stop Investment
gonzalezmedia247.com.ng

MSMEs Carnival 2025: Made in Plateau Business - You're Invited

<https://gonzalezmedia247.com.ng/2025/12/06/msmes-carnival-2025-made-in-plateau-business-youre-invited/>




MSMEs Carnival 2025: Strengthening Plateau's Business...

With the support of GIZ/GOPA, the Plateau State One Stop Investment
gonzalezmedia247.com.ng

MSMEs Carnival 2025: Strengthening Plateau's Business Ecosystem

<https://gonzalezmedia247.com.ng/2025/12/07/msmes-carnival-2025-strengthening-plateaus-business-ecosystem/>

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