



PLATEAU STATE ONE STOP INVESTMENT CENTRE

AFTERCARE AND RETENTION STRATEGY



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INVESTMENT PROMOTION AGENCY AFTERCARE AND RETENTION STRATEGY

1.0. EXECUTIVE SUMMARY

The Plateau State Investment Promotion Agency (IPA) Aftercare and Retention Strategy provides a structured framework to support and sustain established investors in Plateau State, Nigeria. The strategy is designed to ensure that investors remain engaged, operational challenges are addressed promptly, and a conducive business environment is maintained.

The key objectives of the strategy are to:

- Retain existing investors by proactively identifying and resolving operational bottlenecks.
- Facilitate reinvestment and expansion opportunities through targeted support and advisory services.
- Enhance investor satisfaction and confidence by providing transparent, timely, and responsive aftercare services.
- Strengthen collaboration between investors, the IPA, and relevant state agencies to ensure coordinated problem-solving and policy alignment.
- Monitor and evaluate investor engagement to inform policy adjustments, improve service delivery, and maximize economic impact.

The strategy applies across all sectors of the State's economy, with particular emphasis on priority sectors such as Agriculture, Mining, Tourism, Energy, Manufacturing, Transportation, Health, Education, and ICT. Core services include facilitation of regulatory approvals, investment guidance, dispute resolution, market intelligence, and linkages to financial institutions.

By implementing this strategy, the IPA aims to maximize the contribution of retained and expanded investments to Plateau State's economic growth, job creation, and sustainable development, while fostering a transparent, efficient, and investor-friendly ecosystem.

2.0. INTRODUCTION

Investment Promotion Agencies (IPAs) are critical in supporting private sector-led economic growth, providing structured services throughout the investment lifecycle, from attraction and entry to establishment, retention, and expansion. Beyond securing new investments, IPAs have a strategic responsibility to ensure that existing investors remain competitive, anchored, and incentivized to reinvest within the State.

The Plateau State Investment Promotion Agency (PLASIPA) recognizes the importance of:

- Delivering high-quality, responsive aftercare services to investors across key economic sectors.
- Addressing operational challenges faced by investors to ensure business continuity and profitability.
- Strengthening investor confidence through proactive engagement, timely grievance resolution, and access to relevant market intelligence.
- Facilitating linkages between investors, government agencies, and development partners to support business growth and expansion.

Contextual Overview – Plateau State

Plateau State is located in Nigeria's North-Central region, bordered by Bauchi State to the northeast, Kaduna State to the northwest, Nasarawa State to the south, Taraba State to the southeast, and Gombe State to the east. This strategic positioning provides access to major Northern and Central Nigerian markets, facilitating trade, logistics, and investment connectivity. Its highland terrain and cooler climate make it unique among neighboring states, providing comparative advantages in agriculture, tourism, and renewable energy potential.

Economic Profile and Sectoral Opportunities

Plateau State's economy is diversified with significant potential across key sectors: Agriculture and Agribusiness: Fertile soils, temperate climate, and abundant water resources support staple crops, livestock, and

- horticulture. There is strong potential for agro-processing and value addition to serve domestic and regional markets.
- Mining and Minerals: The State hosts substantial deposits of industrial and strategic minerals such as tin, columbite, and rare earth elements, creating opportunities for responsible mining, beneficiation, and downstream processing.
- Tourism and Culture: Unique ecological features, cultural heritage, and ecotourism sites provide a foundation for sustainable tourism, generating employment and community benefits.
- Emerging Sectors: Light manufacturing, digital services, and renewable energy are growing areas where the State can leverage its location, climate, and skilled workforce.

Priority Investment Sectors

Plateau State has identified sectors with significant potential for growth, job creation, and private investment:

1. Agribusiness, AgriTech, and Agro-Processing:
 - Enhance agricultural production, strengthen value chains, and facilitate linkages between farmers, cooperatives, and private sector investors.
 - Leverage AgriTech solutions, including digital farming platforms, precision agriculture, climate-smart technologies, and data-driven decision-making.
 - Promote post-harvest management, storage, and processing infrastructure to reduce losses and increase value addition.
2. Mining and Value Addition:
 - Promote environmentally responsible mining with strong local content integration.
 - Develop mineral processing zones and industrial linkages to enhance beneficiation.
 - Encourage investment in exploration, midstream trading/logistics, and downstream value addition.
3. Tourism and Hospitality:
 - Develop eco-cultural destinations, infrastructure, and service quality to attract domestic and international tourists.

- Facilitate private sector participation in eco-tourism, heritage, and hospitality projects.
- Encourage digital solutions for marketing, bookings, and visitor experience.
- 4. Light Manufacturing and Services:
 - Support investors to add value to agricultural and mineral outputs.
 - Promote production of consumer goods, agro-products, and industrial inputs to create jobs and industrial linkages.
 - Encourage the adoption of modern production technologies to increase competitiveness.
- 5. Energy and Renewable Solutions:
 - Facilitate investment in renewable energy sources, including solar, hydro, and biomass.
 - Develop energy infrastructure to support industrial clusters and rural electrification.
 - Encourage private sector-led mini-grids and clean energy solutions.
- 6. Information and Communication Technology (ICT):
 - Promote digital infrastructure, broadband expansion, and ICT hubs.
 - Support software development, fintech solutions, e-commerce platforms, and data centers.
 - Encourage innovation hubs, tech startups, and public-private partnerships in ICT.
- 7. Transport and Logistics:
 - Investment in road, rail, and air transport infrastructure to improve connectivity.
 - Develop logistics and warehousing solutions to support trade and industrial growth.
 - Encourage private sector participation in transport services, fleet management, and last-mile delivery solutions.

Emerging Areas of Comparative Advantage

Plateau State's unique advantages include:

- Favorable Climate and Soil: Ideal for high-value agricultural production.

- Mineral Wealth: Significant mineral reserves provide industrial and value-addition opportunities.
- Eco-Cultural Tourism Assets: Unique landscapes and heritage sites attract visitors and investments.
- Strategic Location: Borders multiple states, allowing access to wide domestic markets and distribution networks.
- Human Capital: Presence of skilled labor and relatively stable social environment for business operations.

Existing Investor Base

Plateau State hosts an existing base of domestic and foreign investors across agriculture, tourism, and mining sectors. This strategy leverages the State's comparative advantages, addresses investor challenges, and provides a roadmap for structured aftercare and retention to enhance the contribution of investments to inclusive economic growth, employment, and sustainable development.

3.0. CRITERIA FOR PRIORITIZING INVESTORS FOR AFTERCARE SERVICES

PLASIPA will prioritize aftercare and retention services based on the RIBS framework (Responsible, Inclusive, Balanced, and Sustainable), ensuring that investor support aligns with Plateau State's long-term economic and social objectives. The specific criteria are:

1. Scale and Economic Impact (Responsible) – Investors that are large employers, make high-value capital investments, or demonstrate significant export potential and contribution to the State's Gross Domestic Product (GDP).
2. Sectoral Strategic Importance (Inclusive) – Companies operating in priority sectors such as agribusiness, AgriTech, mining, tourism, ICT, energy, transport, health, and education, ensuring alignment with Plateau State's development priorities and inclusive growth objectives.
3. Job Creation and Skills Development Potential (Balanced) – Investors with the capacity to generate substantial employment, provide training, and enhance local skills, thereby promoting equitable economic opportunities across communities.
4. Growth and Expansion Prospects (Sustainable) – Companies with credible plans for reinvestment, operational expansion, or diversification within Plateau State, supporting long-term industrial and economic sustainability.

1. Compliance, Governance, and Community Engagement (Responsible & Inclusive) – Investors demonstrating strong regulatory compliance, corporate governance, environmental stewardship, and active participation in community development initiatives, including Corporate Social Responsibility (CSR) programs.

4.0. TYPES OF AFTERCARE AND RETENTION SERVICES

PLASIPA's aftercare and retention services are designed to support investors throughout their operational lifecycle in Plateau State. Services are structured into General Services, Customized Services, and Facilitation & Advocacy, ensuring proactive, responsive, and investor-centric engagement.

4.1 General Services

- Regular dissemination of updated investment-related information, including laws, regulations, incentives, taxation, and operational costs.
- Organization of investor roundtables, sectoral workshops, and policy dialogue platforms.
- Publication of periodic investment performance and sectoral reports to guide business decisions.
- Updates on new investment opportunities, funding programs, and public-private partnership (PPP) initiatives.
- Networking events connecting investors with government agencies, development partners, and industry stakeholders.

4.2 Customized Services

- One-on-one investor consultations to address specific operational and expansion-related challenges.
- Implementation of a Grievance Redress Mechanism (GRM) to resolve all investment-related issues before escalation.
- Tailored business support, including facilitation of permits, licensing, and regulatory compliance.
- Assistance in accessing financing, grants, and development partner funding.
- Customized linkages with local suppliers, cooperatives, and human capital to enhance local content.
- Targeted investor forums to engage priority and existing investors, address sector-specific bottlenecks, and support reinvestment and expansion.

- Curated investment and economic summits designed to facilitate deal-making, strengthen investor confidence, and promote investment retention and expansion.

4.1 Facilitation & Advocacy

- Identification of systemic issues affecting investors and escalation to relevant policymakers for timely resolution.
- Proposal of evidence-based policy and regulatory reforms derived from investor feedback to improve the business environment.
- Advocacy for sector-specific infrastructure and service improvements to enhance competitiveness and productivity.
- Support for inter-agency coordination to streamline approvals, reduce bureaucratic delays, and improve service delivery.
- Representation of investor interests in state-level economic planning, policy dialogue, and strategic initiatives.

5.0. Monitoring, Evaluation & Key Performance Indicators (KPIs)

The Monitoring and Evaluation (M&E) framework will be used to systematically track the effectiveness of aftercare, retention, facilitation, and advocacy services. The framework combines quantitative and qualitative indicators to assess performance, inform decision-making, and support continuous improvement of investor services.

5.1 Quantitative Indicators

- Number of investors receiving aftercare and retention services within the reporting period.
- Number of one-on-one investor consultations conducted.
- Number of investor issues and grievances formally registered through the Grievance Redress Mechanism (GRM).
- Number and percentage of investor issues resolved within agreed service timelines.
- Number of investor forums, sector dialogues, and investment or economic summits organized.
- Number of reinvestment, expansion, or retention projects facilitated for existing investors.

Value of reinvestment or expansion commitments supported through aftercare interventions.

5.2 Qualitative Indicators

- Level of investor satisfaction with aftercare and retention services, measured through structured feedback surveys.
- Quality and timeliness of issue resolution as perceived by investors.
- Number and significance of policy, regulatory, or procedural reforms influenced by investor feedback and IPA advocacy.
- Evidence of improved inter-agency coordination and service delivery arising from facilitation and advocacy efforts.

6.0. CONCLUSION

Retaining and expanding existing investments is as critical to sustainable economic development as attracting new Foreign Direct Investment (FDI). This Aftercare and Retention Strategy places investor needs at the center of the Plateau State Investment Promotion Agency's operations, ensuring that the State not only welcomes investors but also provides continuous, structured support to enable them to operate efficiently, expand their activities, and integrate sustainably into the local economy.

Through the implementation of targeted aftercare services, effective facilitation and advocacy mechanisms, and a robust monitoring and evaluation framework, the Agency is positioned to proactively address investor challenges, strengthen investor confidence, and promote reinvestment and expansion. The Strategy also reinforces collaboration with relevant ministries, departments, and agencies to improve service delivery, reduce regulatory bottlenecks, and enhance the overall business environment.

By prioritizing investor retention and expansion, the Agency will facilitate increased capital reinvestment, job creation, skills development, and deeper integration of local value chains. Ultimately, the effective implementation of this Strategy will enhance Plateau State's competitiveness within Nigeria and the wider region, while reinforcing the State's position as a credible and attractive destination for long-term, inclusive, and sustainable investment.



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