



# **OYO STATE AFTERCARE & RETENTION STRATEGY**

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The State acknowledges the role of existing investors whose insights shaped this Strategy and whose continued reinvestment underpins Oyo's growth story.

## **ABOUT OYSIPA**

Established under the Oyo State Investment and Public-Private Partnership Agency Law (2019), OYSIPA serves as the State's central agency for investment promotion, facilitation, and PPP management. OYSIPA's mission is to attract, retain, and expand investments that transform Oyo's economy, create jobs, and strengthen competitiveness.

This Strategy represents the Agency's next step which is institutionalising investor aftercare and retention as a cornerstone of Oyo's economic transformation agenda.



## **FOREWORD BY THE OYO STATE GOVERNOR**

*By His Excellency, The Governor of Oyo State*

Investment is not just about capital flows — it is about confidence, partnership, and continuity. Over the past few years, Oyo State has laid the groundwork for a modern investment climate: fiscal discipline through the FCCL Framework, transparency through the PPP Disclosure Framework, and stronger governance through our PPP Legal & Institutional Framework. These reforms have made us more competitive, but we recognise that the real test of credibility is not how many investors we attract, but how many choose to stay and grow with us.

This Aftercare & Retention Strategy is therefore a milestone. It represents a promise to existing investors that Oyo is not only open for business but committed to long-term partnership. It introduces service guarantees, grievance redress pathways, and reinvestment facilitation channels that make retention as important as attraction. It also signals to the world that Oyo State is ready to compete not just with other Nigerian states but with investment destinations globally.

I commend OYSIPA for leading this effort and urge all Ministries, Departments, and Agencies (MDAs) to play their part in delivering on this Strategy. Investors do not engage with agencies in silos; they experience the State as one government. Together, let us make Oyo a place where businesses not only arrive, but thrive.

**Signed**

His Excellency Oluseyi Makinde

Governor of Oyo State

## **FOREWORD BY THE OYSIPA DG**

*By The Director-General, OYSIPA*

The future of investment promotion lies in aftercare. While much of the narrative around investment focuses on attraction, the real growth engine for economies worldwide has been reinvestment by existing firms. Oyo is no different: the investors who are already here are the ones who create the most jobs, expand supply chains, and carry the strongest signals of confidence to their peers.

This Strategy places aftercare at the centre of OYSIPA's mandate. For the first time, we are institutionalising a CRM-backed Investor Tracking System, a dedicated Aftercare & Retention Unit, and a digital service loop linking investors, government officers, and leadership dashboards. With these tools, grievances will no longer be lost in bureaucracy, reinvestments will no longer be left to chance, and systemic bottlenecks will be flagged for reform in real time.

Our commitment is clear: we will measure ourselves not by the number of ribbon cuttings, but by the loyalty and expansion of those who already trust Oyo with their capital. With the adoption of this Strategy, Oyo joins the ranks of forward-looking jurisdictions that understand that retention is the true measure of competitiveness.

**Signed**

Tilewa Folami

Director-General, OYSIPA

## **EXECUTIVE SUMMARY**

### **Rethinking Investment Retention in Oyo State**

Investment promotion in Nigeria has traditionally focused on attraction and its colorful side events such as ribbon cuttings, launch ceremonies, and media headlines. Yet global evidence shows a different reality: the majority of foreign direct investment (FDI) comes not from new arrivals, but from reinvestments by existing investors. These firms, already embedded in the local economy, are the ones who create jobs, deepen supply chains, and signal to the world that a location is worth betting on.

Oyo State has built strong foundations for investment governance: the Fiscal Commitment and Contingent Liability (FCCL) Framework has strengthened fiscal discipline; the PPP Legal and Institutional Framework has improved bankability of infrastructure projects; and the PPP Disclosure Framework has enhanced transparency. However, what has been missing is a structured, State-wide program to retain and expand the investors we already have. Without it, grievances can fester, reinvestments may stall, and silent exits could undermine the credibility of the State.

This Aftercare & Retention Strategy document closes that gap. It institutionalises investor support as a formal government commitment, anchored in OYSIPA, backed by digital infrastructure, and aligned with global benchmarks. It is both a roadmap and a promise: Oyo will not only attract investors; it will keep them.

### **The Core Commitment**

At its heart, the Strategy rests on a simple but transformative commitment: investors in Oyo State will receive predictable, transparent, and accountable support across their entire lifecycle. This is not a slogan but a service guarantee, operationalised through three major innovations:

1. An Investor Aftercare & Retention Unit (IARU) which is a dedicated team within OYSIPA responsible for investor support, staffed with Investor Relations Officers, grievance managers, and digital system specialists.

2. A CRM-backed Investor Tracking System which is a digital backbone that records every investor, every project, every grievance, and every expansion. It ensures institutional memory, enables data-driven reform, and builds credibility with DFIs and donors.
3. A Five-Pillar Investor Services Framework which is tailored to Oyo's context but grounded in global best practice, ensuring that services are comprehensive, structured, and proactive.

### **The Five Service Pillars**

Oyo's framework adapts the SABER global model (marketing, information, assistance, advocacy) into five interlocking service pillars:

- **Grievance Redress & Dispute Resolution:** A structured Investor Grievance Mechanism (IGM) with a Red Flag system that escalates unresolved issues to the Governor's Ombudsman.
- **Licensing & Facilitation (Priority Lane):** A fast-track approval channel with published service-level agreements (SLAs) for land titles, permits, and fiscal incentives.
- **Expansion & Reinvestment Services:** Dedicated support for reinvestment projects, including incentive alignment, SME linkages, and sector roundtables.
- **Investor Health Monitoring:** Surveys, early-warning dashboards, and the Annual Investor Health Report to track satisfaction, reinvestment rates, and systemic bottlenecks.
- **Engagement & Outreach:** Structured forums such as quarterly sector clinics and the Governor-led Oyo Investor Roundtable, creating dialogue, trust, and reinvestment pledges.

These five pillars move aftercare from reactive firefighting to strategic relationship management.

### **The Digital Ecosystem**

To deliver these services, Oyo will rely on a **digital loop of three interconnected tools**:

- The **Investor Portal** which is the front door where investors log grievances and track requests.
- The **CRM** which is the engine room where officers record and manage investor data across the lifecycle.

- The **Dashboard** which is the radar screen where leadership sees performance in real time and where anonymised results are published for transparency.

This ecosystem ensures that aftercare is measurable, accountable, and credible. It mirrors the same transparency principles already embedded in Oyo's FCCL and PPP Disclosure frameworks.

### **Strategic Payoff**

By institutionalising this Strategy, Oyo State stands to achieve four transformative outcomes:

1. **Increased Reinvestment Flows** – with a target of at least 50% of new capital inflows coming from existing investors by Year 3.
2. **Job Creation & Retention** – safeguarding thousands of existing jobs while generating new ones through expansions.
3. **Policy Feedback & Reform** – using aftercare data to directly inform Ease of Doing Business (EoDB) reforms, ensuring bottlenecks are systematically removed.
4. **Enhanced Reputation** – positioning Oyo as the first Nigerian subnational with a codified Aftercare Strategy, setting a benchmark for others and building credibility with DFIs and global investors.

This Strategy is aimed to move from paper to practice. Thus, in a competitive global economy, retention is the new frontier of investment promotion. With this Investment Aftercare Strategy, Oyo declares itself ready not just to attract capital, but to keep it and to turn investors into long-term partners for growth.

## 1.0 GLOBAL IMPORTANCE OF AFTERCARE

### 1.1 Overview

Around the world, investment promotion agencies (IPAs) have learned that winning new investors is only half the battle. The greater challenge lies in retaining and expanding the commitments of those already present. Global evidence shows that 50–70% of all foreign direct investment (FDI) inflows come from reinvestments by existing investors, not new greenfield entrants. This makes investor aftercare the single most cost-effective path to sustainable growth.

#### Reinvestment as the Dominant FDI Flow

UNCTAD's *World Investment Report* consistently highlights reinvestment as the backbone of global capital flows. For example:

- In **Ireland**, the Investment Development Agency (IDA) reports that the majority of annual FDI inflows derive from multinational companies already operating in the country, with aftercare programs ensuring expansion.
- In **South Africa**, the *InvestSA One-Stop Aftercare Centre* has become a benchmark for sub-Saharan Africa, resolving investor challenges across permits, licensing, and regulatory bottlenecks.
- In **Ghana**, the GIPC established a dedicated **Retention and Expansion Unit** to prevent “silent exits,” ensuring that investors deepen rather than withdraw their commitments.

These examples illustrate that a robust aftercare strategy can be more decisive than attraction campaigns in building an investor-friendly reputation.

#### Why Aftercare Outperforms Attraction

1. **Lower cost of capital attraction:** Retaining investors costs far less than marketing to new ones.
2. **Faster job creation:** Expansion projects by existing firms can scale quickly, often within months.
3. **Signal effect:** When current investors expand, it signals to global peers that the location is conducive to business.

4. **Risk mitigation:** Continuous engagement helps governments anticipate and resolve problems before they escalate into investor exits or disputes.

### **Strategic Lesson for Oyo State**

For Oyo, where OYSIPA has already structured frameworks for fiscal prudence (Fiscal Contingency and Commitment Liability Framework (FCCL)), transparency (PPP Disclosure Framework), and PPP governance (PPP Legal and Institutional Framework), the missing layer is a formal aftercare program that converts existing investments into repeat commitments. Without it, the State risks focusing on attraction while losing out on the higher-value flows of reinvestment.

## **1.2 Oyo State Investment Landscape & Retention Gaps**

### **Current Investment Profile**

Oyo State is strategically positioned as one of Nigeria's most attractive investment destinations. According to the OYSIPA Corporate Plan, the State already leverages its comparative advantages:

- **Agribusiness & Agro-processing:** Anchored by fertile land and a strong smallholder farming base.
- **Infrastructure & Real Estate:** Rapid urbanisation and major projects like the Ibadan Inland Dry Port.
- **Technology & Innovation:** Growth in ICT hubs around Ibadan, supported by a vibrant youth population.
- **Tourism & Hospitality:** Leveraging cultural assets and natural heritage.
- **Renewable Energy & Healthcare:** Emerging as critical investment priorities.

These sectors show growing investor interest. However, sustaining and expanding this interest requires more than attraction, it requires structured retention mechanisms.

### **Existing Gaps in Aftercare**

Despite progress on investment attraction, four systemic gaps weaken investor retention in Oyo State:

## **1. Scattered Mandates**

- The Corporate Plan acknowledges “Investor Retention & Aftercare” only as a sub-component of promotion.
- There is no dedicated unit or statutory process for retention.

## **2. Reactive Engagement**

- Investor support is typically issue-driven (e.g., disputes, licensing delays) rather than proactive and preventive.
- Unlike FCCL (which provides systematic fiscal oversight), aftercare remains ad hoc.

## **3. Institutional Blind Spots**

- No unified escalation system exists between OYSIPA, line ministries, and the Governor’s Office.
- Grievances are handled inconsistently, leading to “silent exits” where investors disengage without public notice.

## **4. No Monitoring & Evaluation (M&E) Metrics**

- While FCCL and PPP Disclosure frameworks embed dashboards and verification, there are no KPIs for:
  - Investor satisfaction
  - Expansion projects facilitated
  - Jobs retained or created through reinvestment

## **Implications**

Without addressing these gaps, Oyo risks:

- Losing reinvestment flows that could be larger than initial capital inflows.
- Weakening its investment reputation compared to peer locations like Lagos or Ghana.



- Missing the chance to integrate retention with ease-of-doing-business (EoDB) reforms, which are critical to competitiveness.

A structured Aftercare & Retention Strategy is therefore essential to transform Oyo’s investment success from one-time wins into long-term economic partnerships.

### **1.3 Alignment with OYSIPA Mandate & Existing Frameworks**

#### **Statutory Anchor in the OYSIPA Law**

The Oyo State Investment and Public–Private Partnership Agency Law (2019) provides a strong legal basis for aftercare:

- **Section 5** empowers OYSIPA to *“encourage, promote, coordinate, monitor and manage all investments in the State for economic and financial benefits.”*
- **Section 5(n)–(p)** mandates the Agency to maintain a reliable investor database and publish periodic investment data.
- **Section 5(m)** requires OYSIPA to *articulate growth strategies and incentives to expand the local private sector.*

These provisions, while not labelled “aftercare,” already give OYSIPA the statutory legitimacy to adopt and operationalise a State Aftercare & Retention Strategy.

#### **Complementarity with Existing Frameworks**

A retention strategy will not duplicate, but rather strengthen Oyo’s existing policy architecture:

##### **1. OYSIPA Corporate Plan**

- Lists “Investor Retention & Aftercare” as a priority but without detailed implementation.
- The new strategy will expand this into a full program with unit ownership, KPIs, and budget alignment.

##### **2. PPP Legal & Institutional Framework**

- Defines end-to-end PPP lifecycle and embeds climate & E&S screening.

- Aftercare ensures PPP concessionaires receive post-investment support, preventing disputes and strengthening compliance.

### **3. Fiscal Commitment & Contingent Liability (FCCL) Framework**

- Provides fiscal discipline for PPP obligations.
- Aftercare aligns by monitoring investor viability, thereby reducing fiscal risk exposure.

### **4. PPP Disclosure Framework**

- Guarantees transparency in contracts and investor commitments.
- Aftercare extends transparency into service delivery by ensuring investors' rights and obligations are continuously managed.

## **Strategic Fit**

Together, these instruments create a comprehensive investment governance ecosystem. Yet, without a dedicated Aftercare & Retention Strategy, the system remains incomplete.

- **FCCL = Fiscal Discipline**
- **PPP Disclosure Framework = Transparency & Trust**
- **PPP Legal & Institutional Framework = Governance Rules**
- **Aftercare = Investor Loyalty & Expansion**

By formally embedding Aftercare, OYSIPA can demonstrate that Oyo State offers not just entry support, but a 360° investor journey from attraction to expansion.

## 2.0: Statutory Foundation of Aftercare Mandate

### 2.1 Overview: OYSIPA Law as Legal Anchor

The Oyo State Investment and Public–Private Partnership Agency Law, 2019 provides a clear statutory foundation for institutionalising investor aftercare:

- **Section 3** establishes OYSIPA as a corporate body with perpetual succession, reporting directly to the Governor. This elevates its authority to coordinate cross-government functions.
- **Section 4** sets out the Agency’s purpose, including the mandate to *facilitate and coordinate investments and transform the State’s economy through strategic asset management*.
- **Section 5(a, b, d, f, m, n, o, p, q, r, s)** lists powers that are directly relevant to aftercare:
  - Encourage, promote, coordinate, monitor and manage all investments in the State.
  - Advise Government on risk and benefit assessments for projects.
  - Assist in creating a competitive business climate for investors.
  - Articulate growth strategies and incentives to expand the local private sector.
  - Maintain reliable investment databases and publish updated investor data.
  - Organise local and international investment promotions and document land for strategic investment.

Although the Law does not explicitly use the term “aftercare,” these clauses implicitly empower OYSIPA to establish an Aftercare & Retention Strategy as part of its statutory functions.

#### Statutory Power to Regulate

- **Section 15** of the Law authorises OYSIPA to issue regulations for detailed rules and operational guidelines.
- This provides the legal mechanism for the Agency to adopt a State Aftercare & Retention Strategy Document as a Board-issued subsidiary regulation, thereby giving it official and enforceable status.

## Precedent in Other Frameworks

Oyo has already used similar statutory authorisations to operationalise:

- The **PPP Legal & Institutional Framework**, clarifying approval thresholds and governance.
- The **PPP Disclosure Framework**, mandating open investor data standards.
- The **FCCL Framework**, embedding fiscal discipline and dashboards.

By following the same model, the Aftercare Strategy will stand on equal legal footing, ensuring consistency across the State's investment ecosystem.

## Implications for Policy Adoption

- The ExCo approval will not create a *new law* but will operationalise existing OYSIPA powers.
- This reduces risk of legal challenges, accelerates implementation, and demonstrates continuity with established governance reforms.
- Most importantly, it confirms to investors and DFIs that aftercare is not an ad-hoc program but a legally anchored, State-adopted policy.

## 2.2 Cross-Framework Integration: PPP, FCCL, and Disclosure

### Why Integration Matters

Oyo State has already developed a robust investment governance architecture:

- The **PPP Legal & Institutional Framework** ensures sound processes for project development and approval.
- The **Fiscal Commitment & Contingent Liability (FCCL) Framework** safeguards fiscal health and introduces data-driven risk management.
- The **PPP Disclosure Framework** institutionalises transparency, building trust with investors and development finance institutions (DFIs).

The Aftercare & Retention Strategy must be designed to complement and reinforce these frameworks, not operate in isolation.

### **Alignment with PPP Legal & Institutional Framework**

- PPP lifecycle gates already include *operations monitoring and handback stages*.
- Aftercare mechanisms will extend monitoring beyond compliance, ensuring that PPP concessionaires receive continuous support on:
  - Contract execution challenges
  - Post-construction operational issues
  - Community and E&S obligations
- By embedding aftercare, Oyo can reduce disputes, enhance contract sustainability, and encourage PPP partners to expand operations rather than disengage.

### **Synergy with FCCL Framework**

- FCCL identifies fiscal risks, including liabilities triggered by project underperformance or investor withdrawal.
- Aftercare can serve as an early-warning mechanism, detecting investor distress before it translates into fiscal exposure.
  - Example: If an energy concessionaire signals cost pressures, aftercare engagement can facilitate adjustments before guarantees are called.
- In effect, FCCL manages macro-fiscal discipline, while Aftercare manages the micro health of investor relationships, both which are mutually reinforcing.

### **Complementarity with PPP Disclosure Framework**

- The Disclosure Framework ensures contracts, commitments, and risks are publicly visible.
- Aftercare extends this transparency into service delivery:
  - Publishing aftercare service standards (e.g., grievance resolution timelines).
  - Reporting annually on reinvestments, expansions, and investor satisfaction.

- Linking aftercare dashboards to disclosure portals so investors and citizens can track outcomes.

## **Integrated Investor Journey**

By aligning with existing frameworks, the Aftercare Strategy will complete the “investor lifecycle chain”:

1. **Attraction:** marketing & entry support (Corporate Plan).
2. **Structuring:** PPP legal compliance & fiscal risk screening.
3. **Transparency:** Disclosure of obligations, incentives, contracts.
4. **Retention:** Aftercare & support mechanisms to sustain and expand.

This integration ensures that Oyo State presents a seamless, end-to-end investor experience, underpinned by credible governance at each stage.

## **2.3 State Policy Adoption & ExCo Resolution**

### **Why Formal Adoption Is Necessary**

While OYSIPA Law (2019) already provides sufficient statutory basis for aftercare, the effectiveness of the Strategy depends on political and institutional adoption. Without an explicit policy resolution, aftercare risks being treated as an ad-hoc program rather than a sustained State commitment.

Global practice shows that investor retention strategies gain credibility when they are backed by formal government endorsement. For example, South Africa’s InvestSA Aftercare model is officially recognized as part of national IPA services, and Ireland’s IDA aftercare framework is tied to government-wide investment targets.

### **Role of ExCo in Policy Adoption**

- **Executive Council (ExCo)** approval elevates the Aftercare & Retention Strategy from an internal OYSIPA initiative into a State-wide policy framework.

- This ensures:
  - Cross-MDA cooperation: ministries of lands, finance, industry, environment, and justice must align on aftercare mandates.
  - Budget allocation: funding for the Investor Aftercare & Retention Unit (IARU) can be secured in annual appropriations.
  - Policy continuity: adoption by ExCo gives the Strategy legitimacy beyond political cycles, aligning with how the FCCL and PPP frameworks were institutionalised.

### **Benefits of State-Endorsed Aftercare**

1. **Investor Confidence:** Signals that Oyo treats aftercare as a right, not a privilege, for investors.
2. **DFI and Donor Recognition:** Multilateral partners (World Bank, IFC, AfDB) require proof of institutionalised investor support systems.
3. **Ease of Doing Business (EoDB) Linkage:** Strengthens Oyo's position in national EoDB rankings by demonstrating proactive aftercare reforms.
4. **Policy Coherence:** Harmonises investment attraction, fiscal discipline, and transparency into a single ecosystem of trust.

### **3.0: Strategic Objectives**

#### **3.1 Overview**

The State Aftercare & Retention Strategy is designed to move beyond attraction to long-term investor partnership. Its objectives are built on OYSIPA's statutory functions, its Corporate Plan's priorities, and global best practices.

##### **Objective 1: Retain Existing Investors**

- Ensure that current investors remain operational and competitive in Oyo State.
- Provide predictable, transparent, and responsive support services that reduce business risks.
- Prevent “silent exits” by establishing proactive monitoring and early-warning systems.

##### **Objective 2: Facilitate Reinvestment & Expansion**

- Create mechanisms for existing firms to scale operations through site identification, approvals, and facilitation.
- Provide tailored support packages for reinvestment projects in priority sectors (agribusiness, infrastructure, renewable energy, healthcare, technology, tourism).
- Align incentives with reinvestment commitments to maximise job creation and technology transfer.

##### **Objective 3: Institutionalise Grievance Redress**

- Establish a formal Investor Grievance Mechanism (IGM) within OYSIPA.
- Introduce a **state-level Investment Ombudsman** with authority to escalate unresolved issues to the Governor's Office.
- Commit to transparent service standards and turnaround timelines.

##### **Objective 4: Strengthen Investor Confidence & Loyalty**

- Position Oyo State as a reliable partner that values investor relationships, not just new capital inflows.



- Embed aftercare into the Ease of Doing Business (EoDB) reforms, ensuring integrated service delivery.
- Publish an annual “Investor Health Report” to demonstrate accountability and responsiveness.

#### **Objective 5: Align Retention with ESG & SDG Priorities**

- Prioritise reinvestment projects that advance green growth, decent jobs, inclusivity, and innovation.
- Encourage firms to expand sustainably, with community linkages and responsible business conduct.
- Track contributions to Oyo’s SDG commitments, particularly on job creation (SDG 8), gender inclusion (SDG 5), and climate action (SDG 13).

#### **Objective 6: Create a Feedback & Learning Loop**

- Use aftercare as a learning engine to identify systemic challenges (e.g., bottlenecks in land allocation, permits, or taxation).
- Feed insights directly into policy reforms, ensuring that investor feedback translates into concrete improvements.
- Integrate monitoring and evaluation (M&E) into OYSIPA’s reporting framework.

#### **Strategic Payoff**

By pursuing these objectives, Oyo will secure a double dividend viz:

- **Economic Growth:** higher reinvestment flows, job creation, sectoral deepening.
- **Reputational Strengthening:** stronger investor trust, competitive differentiation against other Nigerian states, and greater DFI recognition.

## **3.2 Guiding Principles**

The Aftercare & Retention Strategy is not only about retaining capital but also about building enduring trust between Oyo State and its investors. To succeed, the strategy will be guided by principles that reflect both global best practices and OYSIPA's institutional values.

### **Principle 1: Proactivity**

- Anticipate investor needs rather than waiting for complaints.
- Establish early-warning systems to detect operational challenges before they escalate into exits.
- Institutionalise periodic “Investor Health Checks” to track satisfaction and expansion potential.

### **Principle 2: Transparency & Accountability**

- Ensure investors have clear service standards, grievance pathways, and response timelines.
- Publish annual Aftercare Reports (linked to Disclosure Framework standards).
- Guarantee accountability by integrating aftercare KPIs into OYSIPA's performance scorecard.

### **Principle 3: Collaboration & Whole-of-Government Delivery**

- Aftercare is not the sole responsibility of OYSIPA as it requires seamless coordination with other MDAs (lands, finance, environment, justice, infrastructure).
- Create an Investor Aftercare Taskforce to ensure joined-up service delivery across the State.
- Embed inter-agency escalation pathways into the framework.

### **Principle 4: Inclusivity & Equity**

- Extend aftercare beyond foreign direct investors to include domestic investors, SMEs, and PPP concessionaires.
- Ensure equitable access to support services regardless of investor size or sector.

- Prioritise inclusivity in line with Oyo’s socio-economic agenda and OYSIPA’s core value of customer-centricity.

### **Principle 5: Sustainability & ESG Alignment**

- Use aftercare to promote environmentally responsible reinvestments (renewables, circular economy, climate-smart agriculture).
- Encourage investors to align expansion projects with community benefit and decent work standards.
- Map aftercare initiatives to Oyo State’s ESG and SDG commitments.

### **Principle 6: Learning & Adaptation**

- Treat aftercare as a feedback engine for identifying systemic barriers to business.
- Use data from investor grievances, surveys, and reinvestment pipelines to inform ongoing Ease of Doing Business (EoDB) reforms.
- Institutionalise continuous improvement cycles, ensuring that policy evolves with market needs.

### **Strategic Payoff**

By embedding these principles, Oyo’s Aftercare & Retention Strategy will be recognised as credible, inclusive, and future-proof thereby ensuring that investors see Oyo State not only as an entry point but as a long-term growth partner.

### **3.3 Target Investor Segments**

An effective Aftercare & Retention Strategy must be segment-specific, recognising that investors differ in size, sector, and strategic importance. Oyo State’s approach therefore classifies investors into clear target groups to ensure that aftercare services are tailored, inclusive, and value-driven.

#### **Segment 1: Foreign Direct Investors (FDIs)**

- Multinational companies investing in large-scale projects across agribusiness, infrastructure, energy, healthcare, ICT, and manufacturing.

- **Importance:** FDIs bring capital, technology transfer, and global market access.
- **Aftercare focus:** Expansion facilitation, dispute resolution, investor loyalty programs, and policy advocacy support.

## **Segment 2: Domestic Large Corporates**

- Nigerian firms with significant footprints in real estate, logistics, energy distribution, and industrial processing.
- **Importance:** They anchor domestic economic stability and are often better integrated into local supply chains.
- **Aftercare focus:** Expansion incentives, access to finance facilitation, and removal of operational bottlenecks (e.g., land and permits).

## **Segment 3: Small and Medium Enterprises (SMEs) & Local Champions**

- Growing indigenous enterprises, particularly in agribusiness clusters, ICT hubs, and service sectors.
- **Importance:** SMEs are major job creators, incubators of innovation, and often reinvest profits locally.
- **Aftercare focus:** Capacity-building, mentoring, access to investor networks, and targeted reinvestment support programs.

## **Segment 4: PPP Concessionaires & Operators**

- Investors managing infrastructure projects under Build–Operate–Transfer (BOT), Build–Own–Operate–Transfer (BOOT), and other concession models.
- **Importance:** These entities are central to Oyo’s infrastructure modernisation agenda, with high exposure to fiscal and political risk.
- **Aftercare focus:** Contract monitoring, operational dispute mediation, regulatory coordination, and facilitating reinvestments into expanded concessions.

## Segment 5: Strategic Sectoral Investors

- Priority investors in sectors identified in the Corporate Plan: agribusiness, renewable energy, technology, healthcare, and tourism.
- **Importance:** These sectors align with Oyo's comparative advantage and long-term development vision.
- **Aftercare focus:** Sector-specific facilitation desks, policy incentives, and supply chain integration.

## Tailored Aftercare Matrix

To operationalise segmentation, OYSIPA will adopt an Investor Segmentation Matrix, mapping:

- **Service intensity** (high-touch for strategic FDIs & PPPs; scaled support for SMEs).
- **Policy focus** (sector alignment with development goals).
- **Risk weighting** (monitoring investors whose exit would create systemic risk).

## **4.0: Investor Aftercare & Retention Unit (IARU)**

### **4.1 Overview: Establishing a Dedicated Institutional Home**

For aftercare to be credible, it requires institutional anchoring within OYSIPA. To this end, the Strategy proposes the creation of a dedicated Investor Aftercare & Retention Unit (IARU). This unit will serve as the operational engine for investor support, grievance resolution, and reinvestment facilitation.

#### **Mandate of the IARU**

The IARU will:

1. **Provide Continuous Investor Support:** Serve as the primary interface for all post-establishment investor needs, from licensing facilitation to operational troubleshooting.
2. **Administer the Investor Grievance Mechanism (IGM):** Manage the digital grievance desk, track queries, and escalate unresolved cases.
3. **Coordinate Expansion & Reinvestment Services:** Work with sector desks to identify reinvestment opportunities and facilitate expansions in priority sectors.
4. **Conduct Investor Health Monitoring:** Implement investor satisfaction surveys, quarterly sectoral clinics, and publish the Annual Investor Health Report.
5. **Liaise Across Government:** Act as a one-stop coordination point, engaging MDAs, local governments, and federal regulators.
6. **Support PPP Concessionaires:** Provide structured aftercare to PPP project operators, ensuring compliance and fostering expansion.

#### **Placement within OYSIPA Structure**

- The IARU will be a standalone unit reporting directly to the Director-General of OYSIPA.
- It will be integrated into the Agency's organogram as part of the Corporate Plan execution cluster.

- Staffing will include:
  - **Unit Head (Deputy Director level)**
  - **Investor Relations Officers (3–5 officers, sector-aligned)**
  - **Grievance Desk Manager**
  - **Monitoring & Evaluation Specialist**
  - **Digital Systems Officer** (for portal and CRM oversight)

### **Operating Model**

- **Single Window Access:** Investors will be able to access aftercare services through a unified digital portal, supported by physical touchpoints at OYSIPA HQ.
- **Service-Level Agreements (SLAs):** Defined timelines for query resolution (e.g., 72 hours for first response, 14 days for grievance closure).
- **Escalation Ladder:** Unresolved issues will move from the IARU to the DG OYSIPA, and if necessary, to the Governor’s Office via an Investment Ombudsman channel.
- **Cross-Agency Coordination:** The IARU will host monthly “Aftercare Roundtables” with representatives from key MDAs (lands, finance, environment, justice, infrastructure).

### **Expected Outcomes**

By institutionalising the IARU, Oyo State will:

- Demonstrate seriousness and professionalism in investor services.
- Provide predictability and reliability to investors, strengthening confidence.
- Establish a data-driven unit capable of monitoring, reporting, and continuously improving investor aftercare.

## 4.2 Inter-Agency Coordination & Aftercare Taskforce

### Why Coordination is Critical

Investor aftercare goes beyond OYSIPA's mandate. Many of the bottlenecks that frustrate investors such as permits, taxation, land allocation, environmental approvals, dispute settlement etc., sit within other ministries, departments, and agencies (MDAs). Without structured coordination, aftercare risks becoming a "referral service" with little impact. To solve this, the Strategy proposes the creation of an Aftercare Taskforce as a cross-government delivery mechanism.

### Composition of the Aftercare Taskforce

The Taskforce will be hosted by OYSIPA but draw membership from agencies critical to the investor journey, including:

- **OYSIPA** (Chair & Secretariat)
- **Ministry of Lands, Housing & Urban Development:** for land titling, allocation, and permits.
- **Ministry of Finance:** for fiscal incentives, taxation, and investor guarantees.
- **Ministry of Trade, Industry & Cooperatives:** for industrial parks, SME linkages, and trade facilitation.
- **Ministry of Justice:** for contract enforcement and dispute resolution.
- **Ministry of Environment & Natural Resources:** for environmental permits and E&S compliance.
- **Oyo State Internal Revenue Service (OYSIRS):** for tax-related aftercare and grievance settlement.
- **Public Works & Infrastructure Ministry:** for utilities and infrastructure access (roads, power, water).
- **Representative from the Governor's Office:** for escalation authority and policy coherence.



## **Mandate of the Taskforce**

The Aftercare Taskforce will:

1. **Resolve Investor Grievances Jointly:** Convene monthly sessions to address escalated cases logged by the Investor Aftercare & Retention Unit (IARU).
2. **Accelerate Expansion Approvals:** Coordinate cross-ministry action to fast-track investor expansion projects.
3. **Align with EoDB Reforms:** Work in sync with the State's Ease of Doing Business agenda.
4. **Policy Feedback Loop:** Provide structured recommendations to ExCo on systemic barriers identified through aftercare data.
5. **Interface with PPP Oversight:** Ensure PPP concessionaires' aftercare issues are addressed in tandem with fiscal oversight under FCCL and disclosure protocols.

## **Escalation & Governance**

- **Level 1:** Investor issue logged at IARU (resolved within SLA if possible).
- **Level 2:** If unresolved, case escalated to the Aftercare Taskforce for cross-agency resolution.
- **Level 3:** If still unresolved, Taskforce escalates to the Investment Ombudsman at the Governor's Office, ensuring that no investor issue is left unattended.

## **Operating Model**

- Monthly Taskforce Meetings chaired by the DG OYSIPA, with quarterly reporting to ExCo.
- Digital Integration: Investor grievances will be logged via the OYSIPA Aftercare Portal and shared across Taskforce members through an internal dashboard.
- Accountability: Each Taskforce member agency will have designated focal officers responsible for closing cases.

## **Expected Payoffs**

- Eliminates siloed responses and accelerates investor problem-solving.
- Builds a culture of whole-of-government service delivery for investors.
- Ensures that systemic challenges (e.g., land bottlenecks, tax disputes) are resolved institutionally, not through ad hoc interventions.

## **4.3 Escalation & Resolution Mechanism: Red Flag System**

### **The Need for Structured Escalation**

Investor confidence is undermined when grievances fall into bureaucratic dead-ends. Too often, issues are shuffled across ministries without clear ownership, resulting in delays, frustration, and in some cases, investor withdrawal. To avoid this, the Aftercare & Retention Strategy embeds a formal escalation ladder, anchored in a Red Flag System that ensures no investor grievance is left unresolved.

### **The Red Flag System**

The system will function as an early-warning and escalation tool, integrated into OYSIPA's digital Aftercare Portal:

#### **1. Green Flag (Routine Queries)**

- Standard issues logged and resolved by the Investor Aftercare & Retention Unit (IARU) within agreed Service-Level Agreements (SLAs).
- Example: assistance with permit tracking, provision of investment data, liaison with MDAs.

#### **2. Amber Flag (Complex Bottlenecks)**

- Issues that require multi-agency coordination (e.g., tax disputes, land allocation, customs delays).
- Escalated to the Aftercare Taskforce for joint resolution in monthly meetings.

### 3. Red Flag (Critical or Systemic Issues)

- Issues threatening investor retention, job security, or project continuity.
- Automatically escalated to the Investment Ombudsman in the Governor's Office, who has the mandate to intervene and issue directives across MDAs.

#### Escalation Ladder Workflow

- **Stage 1**

**IARU First Response:** All issues logged on the Aftercare Portal; tracked by SLA timelines.

- **Stage 2**

**Taskforce Intervention:** If unresolved within SLA, flagged amber and placed on Taskforce agenda.

- **Stage 3**

**Ombudsman Escalation:** Red flag cases go directly to the Governor's Office, with priority handling and 14-day closure mandate.

- **Stage 4**

**Feedback Loop:** Outcomes are logged in the Aftercare database, with learning points fed into Ease of Doing Business (EoDB) reforms.

#### Integration with Other Frameworks

- **FCCL Framework Link:** Early detection of distressed PPP projects reduces fiscal exposure by addressing risks before guarantees are triggered.
- **PPP Disclosure Link:** Escalated cases and their resolutions can be published in anonymised form, reinforcing transparency and trust.
- **PPP Legal and Institutional Link:** Ensures that concessionaire disputes are resolved within formal state governance channels.

## **Investor Assurance**

The Red Flag System guarantees that:

- Every investor issue has a clear pathway to resolution.
- No grievance is ignored, regardless of complexity or agency overlaps.
- Investors receive confidence that the State treats retention with the same urgency as attraction.

### **4.4 Investor Tracking System (CRM)**

#### **Building the Digital Backbone of Aftercare**

Every credible aftercare system needs a memory. Without institutional memory, investor engagement becomes ad hoc thereby dependent on personal relationships, email trails, or informal notes that are easily lost when staff change. This is one of the most common reasons why IPAs in emerging markets struggle with retention: the absence of a structured Investor Tracking System that captures every project, every grievance, every intervention. Oyo State cannot afford to repeat that mistake.

The Investor Aftercare & Retention Unit (IARU) will therefore anchor its work on a dedicated Customer Relationship Management (CRM) style platform. This system is not just a database; it is the operational brain of aftercare. It records who the investors are, what projects they are running, what challenges they face, and what support the State has provided. In doing so, it ensures that OYSIPA can serve investors with continuity, professionalism, and evidence-based intelligence.

#### **What the System Tracks**

The CRM is designed to follow the full investment lifecycle i.e. from first contact to expansion or exit. Each record becomes a living file that grows as the relationship matures. The investor tracking system would capture at minimum:

- Company details (name, origin, sector).
- Description of the project(s) and investment value.

- Geographic location of operations within Oyo.
- Estimated and actual job creation numbers.
- Project status along the lifecycle: *initial interest* → *lead* → *commitment* → *established* → *expansion* → *exit*.
- Key contacts and decision-makers (with verified phone/email).
- History of support provided by OYSIPA such as site visits, regulatory facilitation, grievance resolutions, aftercare meetings.

This structured dataset transforms aftercare from reactive firefighting into strategic relationship management. It allows OYSIPA to see, at a glance, where an investor stands and what interventions are needed to keep them on track.

### **How It Powers Aftercare**

The CRM will be fully integrated with the Aftercare Portal and the Aftercare Dashboard (see Section 7.2). Investors log grievances or requests via the Portal; OYSIPA officers update case notes in the CRM; aggregated performance data then feeds into dashboards for leadership visibility. In effect:

- The **Portal** is the investor's window.
- The **CRM** is the Agency's engine room.
- The **Dashboard** is the leadership's radar.

Together, they form a seamless digital ecosystem for investor support.

### **Strategic Uses**

1. **Grievance Resolution:** By tagging cases to investor records, OYSIPA ensures no issue slips through cracks, and recurring patterns can be flagged for systemic reform.
2. **Reinvestment Monitoring:** Expansion pipelines can be forecasted by analysing trends in project upgrades, sector growth, or capital injections.

3. **Policy Feedback:** Aggregated CRM data highlights bottlenecks (e.g., frequency of land disputes, delays in fiscal incentives), feeding directly into Ease of Doing Business reforms (Section 6).
4. **Donor & DFI Engagement:** Having a verified database strengthens credibility when Oyo seeks technical assistance, climate finance, or blended investment facilities.

### **Expected Payoff**

For investors, the CRM means they will not have to “re-explain” themselves each time they engage OYSIPA; their history is already recorded. For government, it provides the analytical base to manage relationships at scale, predict reinvestments, and pre-empt silent exits. For Oyo’s citizens, it ensures that the benefits of investment such as jobs, supply chain linkages, community contributions are properly tracked and maximised.

In short: the CRM transforms aftercare from a transactional help desk into a strategic intelligence system that can drive growth, retention, and reform.

## 5.0 Investor Services Framework: Overview

### From Attraction to Retention: Why Services Matter

Investment promotion does not end when a ribbon is cut or a press release is issued. Too often, subnational governments celebrate the arrival of new investors, only to neglect them once operations begin. The result is predictable: grievances fester, expansion plans stall, and some investors quietly exit without warning. The cost is not just lost capital, but lost jobs, lost credibility, and lost momentum in the State's growth story.

For Oyo, the challenge is to convert first-time investors into long-term partners. That requires more than ad hoc problem-solving; it demands a comprehensive, structured framework of investor services that provide reassurance, predictability, and tangible value. This is the purpose of the Investor Services Framework: to transform aftercare from a reactive function into a strategic service architecture.

### The Global Benchmark: SABER's Four Categories

Globally, the State Action on Business Enabling Reforms (SABER) framework defines investor services under four categories that span the lifecycle of investment:

- **Marketing Services:** targeted campaigns, sector advertising, business events, investor outreach, and reinvestment promotion.
- **Information Services:** publishing investment guides, sector brochures, regulatory roadmaps, and tailored responses to queries.
- **Assistance Services:** supporting site visits, managing project start-up processes, facilitating linkages with suppliers and institutions, and proactively following up.
- **Advocacy Services:** identifying systemic challenges that constrain FDI, formulating policy reform proposals, and working with government to implement solutions.

These four categories provide the bedrock of any credible IPA. They remind us that investor services are not confined to attraction, but extend into ongoing support, proactive monitoring, and reinvestment facilitation.

## **Oyo's Adaptation: Five Interlocking Service Pillars**

While Oyo aligns with this global benchmark, it goes further. Recognising its unique context which is a diverse economy, deep local supply chains, and a government intent on reforms, the State adapts the SABER framework into **five interlocking pillars** that speak directly to investor realities on the ground.

### **Pillar 1: Grievance Redress & Dispute Resolution**

At the heart of retention is trust. Investors need assurance that when things go wrong, there is a structured, fair, and predictable pathway to resolution. Through the Investor Grievance Mechanism (Section 5.1), Oyo commits to acknowledging every issue within 72 hours, resolving most within 14 days, and escalating unresolved cases through a Red Flag system up to the Governor's Ombudsman. This pillar turns grievance handling from an informal favour into an institutional guarantee.

### **Pillar 2: Licensing & Facilitation Support**

Investors repeatedly cite permits, approvals, and bureaucratic delays as the greatest barriers to expansion. To address this, Oyo introduces the Aftercare Priority Lane (Section 5.2) which is a fast-track channel with published service standards for land titles, environmental permits, tax incentives, and utility connections. By positioning facilitation as a guaranteed service rather than a discretionary process, Oyo builds predictability into the investment journey.

### **Pillar 3: Expansion & Reinvestment Services**

Globally, reinvestment by existing investors accounts for more than half of all FDI flows. This pillar ensures Oyo captures that opportunity by providing tailored support for reinvestments: from business case reviews and incentive alignment to SME linkage programs and annual reinvestment roundtables (Section 5.3). The message is clear: in Oyo, investors are not only welcomed at entry, but actively supported to expand.

### **Pillar 4: Investor Health Monitoring**

Retention is proactive, not reactive. Oyo institutionalises regular investor check-ins, satisfaction surveys, and digital dashboards to monitor the “pulse” of investor confidence (Section 5.4). Silent exits rarely happen suddenly; they can be predicted if early-warning signals such as unresolved



grievances, stalled expansions, declining satisfaction are tracked. This pillar transforms anecdotal feedback into actionable intelligence.

### **Pillar 5: Engagement & Outreach**

Finally, retention depends on relationships. Through quarterly sector clinics and the Annual Oyo Investor Roundtable hosted by the Governor (Section 5.5), the State creates structured spaces for dialogue. Investors are not only problem-solvers but partners in shaping policy reforms. Engagement programs also recognise investors who reinvest, localise supply chains, or lead in ESG practices which shows a reinforcing loyalty and partnership.

### **How the Five Pillars Connect**

These five pillars are not stand-alone silos; they interlock into a service ecosystem. A grievance logged in Pillar 1 feeds into systemic reform through Pillar 4. An expansion facilitated under Pillar 3 is accelerated by the Priority Lane in Pillar 2. Engagement under Pillar 5 creates the trust that fuels the entire cycle. Together, they operationalise the State's commitment that aftercare is not a side function but a **core service mandate**.

### **Strategic Payoff**

By aligning global best practice (SABER's four categories) with Oyo's context-specific five pillars, this Framework achieves three things at once:

- **For Investors:** Predictability, fairness, and tangible support across the lifecycle.
- **For Government:** A structured system that converts investor feedback into reforms, reinvestments, and jobs.
- **For Development Partners:** Evidence of a professional, benchmark-aligned aftercare model worthy of technical and financial support.

In short, this Framework transforms aftercare from a "help desk" into a strategic service platform, one that ensures investors not only stay in Oyo but grow with Oyo.

## **5.1 Grievance Redress Mechanism (IGM)**

### **Why a Grievance Mechanism Matters**

Investor grievances are inevitable in any business environment as they range from but not limited to licensing delays and taxation disputes to contract interpretation and infrastructure bottlenecks among a host of issues. Without a structured resolution pathway, these issues can escalate into silent exits, stalled projects, or legal disputes. A formal Investor Grievance Mechanism (IGM) is therefore central to the Aftercare & Retention Strategy, providing investors with predictable, timely, and fair recourse.

### **Structure of the IGM**

The IGM will be hosted and managed by the **Investor Aftercare & Retention Unit (IARU)** within OYSIPA, with defined escalation pathways through the Aftercare Taskforce and the Governor's Office.

#### **Step 1: Intake & Logging**

- Investors log grievances via the **OYSIPA Aftercare Portal** (digital ticketing system) or at physical OYSIPA service counters.
- Each complaint is acknowledged within **72 hours** and assigned a unique tracking number.

#### **Step 2: Preliminary Review (Green Flag)**

- IARU officers assess whether the issue can be resolved directly within the Agency.
- Standard cases (permits, documentation, minor delays) are addressed within **14 business days**.

#### **Step 3: Escalation to Taskforce (Amber Flag)**

- Complex or cross-agency grievances are escalated to the **Aftercare Taskforce**, which convenes monthly or ad hoc for urgent cases.
- Example: land allocation disputes, environmental approvals, multi-ministry bottlenecks.

#### **Step 4: Ombudsman Intervention (Red Flag)**

- Critical issues that threaten investor retention, fiscal exposure, or sectoral stability are escalated to the **Investment Ombudsman** at the Governor's Office.
- Resolution mandated within **14 calendar days**, with authority to issue binding directives.

#### **Step 5: Feedback & Closure**

- Resolution outcomes are logged in the Portal.
- Investors receive a formal closure notice and are invited to rate satisfaction.
- Lessons learned are fed back into OYSIPA's **Ease of Doing Business (EoDB) reform loop**.

#### **Integration with Other Frameworks**

- **FCCL Framework:** Resolving investor issues early prevents escalation into fiscal risks (e.g., contingent liabilities in PPPs).
- **PPP Disclosure Framework:** Aggregate data on grievances and resolutions can be published in anonymised form, enhancing transparency.
- **PPP Legal and Institutional Framework:** Provides legal grounding for dispute escalation, particularly for concessionaires.

#### **Investor Assurance**

The IGM will give investors confidence that:

- Their issues will be heard, tracked, and resolved within clear timelines.
- There is a transparent escalation ladder up to the Governor's Office.
- Their grievances contribute to systemic policy reforms, not just case-by-case fixes.

## 5.2 Licensing & Facilitation Support: Aftercare Priority Lane

### Why Licensing & Facilitation Matter

For investors, time is capital. Delays in securing permits, licences, or regulatory approvals can increase project costs, deter reinvestment, and create reputational risks for the State. While Oyo has made progress through its Corporate Plan and Ease of Doing Business (EoDB) reforms, many investors still cite regulatory bottlenecks as a primary challenge. The Aftercare Strategy addresses this gap through a Licensing & Facilitation Support service pillar anchored on an Aftercare Priority Lane.

### The Aftercare Priority Lane

The Priority Lane is a fast-track service designed to:

1. **Accelerate Approvals:** Cut turnaround times for permits, licences, and clearances by coordinating directly with relevant MDAs.
2. **Provide Dedicated Facilitation:** Assign Investor Relations Officers within the IARU to shepherd applications through government processes.
3. **Guarantee Service Standards:** Publish clear Service-Level Agreements (SLAs), e.g., land title verification within 30 days; environmental permits processed within 21 days.
4. **Ensure Escalation Access:** Applications stalled beyond SLA timelines are escalated to the Aftercare Taskforce and, if necessary, the Governor's Ombudsman channel.

### Areas of Coverage

The Priority Lane will apply across regulatory processes most critical to investors:

- **Land & Property:** Titles, allocations, and development permits.
- **Fiscal & Taxation:** Approvals for incentives, tax waivers, or dispute resolutions with Oyo State Inland Revenue Service.
- **Infrastructure & Utilities:** Connection to power, water, and transport access.
- **Environment & Compliance:** Environmental Impact Assessments (EIA) and E&S clearances.

- **Labour & Immigration:** Work permits and expatriate quota approvals (via federal linkages).

### **Integration with Digital Systems**

- All Priority Lane requests will be logged and tracked on the Aftercare Portal, ensuring full transparency.
- API integration with FCCL dashboards will help flag licensing delays that could trigger fiscal or operational risks.
- Status updates will be visible to investors in real time, reducing uncertainty.

### **Benefits to Investors**

- **Reduced Red Tape:** Clear, predictable pathways through complex government processes.
- **Time Savings:** Faster turnaround on approvals directly translates into lower project costs.
- **Confidence & Loyalty:** Demonstrates that Oyo State values existing investors as much as new entrants.

### **Benefits to Government**

- **Improved Reputation:** A Priority Lane positions Oyo as a pioneer in investor service delivery.
- **Higher Reinvestment Flows:** Faster facilitation encourages firms to expand rather than relocate.
- **Policy Feedback:** Data on bottlenecks feeds directly into EoDB reforms.

## **5.3 Expansion & Reinvestment Services**

### **Why Reinvestment is Critical**

Globally, reinvestment by existing investors accounts for over half of FDI inflows. These expansions often exceed the scale of initial entry projects, creating more jobs, deeper supply chain linkages, and stronger sectoral ecosystems. For Oyo State, prioritising reinvestment is both a

growth accelerator and a signal of investor confidence. Without a structured reinvestment support program, Oyo risks losing investors to competing states or countries.

### **Service Package for Expansion Support**

The Investor Aftercare & Retention Unit (IARU) will deliver tailored services to encourage and facilitate reinvestments:

#### **1. Reinvestment Facilitation Desk**

- A dedicated desk within IARU to assist firms planning to expand operations.
- Support with business case reviews, incentive alignment, and site identification.

#### **2. Fast-Track Approvals for Expansion**

- Expansion projects prioritised within the Aftercare Priority Lane (see 5.2).
- Pre-cleared templates for repeat investors (e.g., environmental approvals, fiscal incentives).

#### **3. Access to Incentives & Support Packages**

- Tie state-level incentives (tax credits, land concessions, utility support) to reinvestment commitments.
- Offer “Retention Plus” packages for firms investing in priority sectors (agribusiness, energy, ICT, healthcare, tourism).

#### **4. SME & Local Linkage Programs**

- Facilitate supply-chain linkages between large expanding firms and local SMEs.
- Strengthen domestic value chains by embedding local enterprises in reinvestment projects.

#### **5. Public–Private Reinvestment Forums**

- Annual expansion roundtables to identify barriers, showcase opportunities, and secure reinvestment pledges.

- Quarterly sector clinics where firms can engage regulators on expansion bottlenecks.

## Integration with Other Frameworks

- **Corporate Plan:** Reinforces Oyo's sector focus areas.
- **FCCL Framework:** Aligns with fiscal oversight by ensuring reinvestments do not create hidden liabilities.
- **PPP Legal Framework:** Supports PPP concessionaires in negotiating expansion clauses.
- **Disclosure Framework:** Publishes reinvestment commitments for transparency.

## Expected Outcomes

- **Higher Reinvestment Rates:** Measured as % of new capital inflows from existing investors.
- **Job Retention & Creation:** Safeguard current jobs while creating new employment through expansions.
- **Technology Transfer:** Expansions in ICT, energy, and manufacturing bring upgraded processes and know-how.
- **Investor Loyalty:** Firms perceive Oyo as a long-term partner, not just an entry point.

## Investor Assurance

By institutionalising reinvestment support, Oyo sends a clear signal:

*"We are not only here to welcome you in, but to grow with you."*

## 5.4 Investor Health Monitoring

### Why Monitoring Investor Health Matters

Just as fiscal health is tracked through the FCCL dashboard, the health of investor relationships must also be continuously monitored. Silent exits rarely happen overnight; they are preceded by signals such as unresolved grievances, delayed expansions, or declining satisfaction. By

institutionalising investor health monitoring, Oyo State can move from reactive problem-solving to proactive risk management.

## **Components of Investor Health Monitoring**

### **1. Investor Satisfaction Surveys**

- Conduct annual structured surveys with investors across FDI, domestic corporates, SMEs, and PPP concessionaires.
- Track satisfaction on indicators such as regulatory responsiveness, infrastructure adequacy, tax environment, and dispute resolution speed.
- Results benchmarked year-on-year and published in the Annual Investor Health Report.

### **2. Quarterly Investor Clinics**

- Sector-focused sessions where investors meet OYSIPA and relevant MDAs to discuss operational issues.
- Provides a platform for early identification of risks and opportunities.

### **3. Early-Warning Dashboard**

- Integrated into the Aftercare Portal, the dashboard will track:
  - Grievances logged vs. resolved
  - Average resolution times
  - Reinvestment pipeline status
  - Number of jobs retained/created
- Data feeds into OYSIPA's performance reporting, mirroring the transparency logic of the PPP Disclosure Framework.

### **4. Annual Investor Health Report**

- A consolidated publication summarising key metrics, investor sentiments, reinvestment trends, and systemic issues.



- Shared with ExCo, investors, DFIs, and development partners.

### **Integration with Policy Feedback Loops**

- **Ease of Doing Business (EoDB):** Survey and dashboard data used to pinpoint regulatory bottlenecks for reform.
- **FCCL Framework:** Early detection of distressed investors helps mitigate contingent liabilities.
- **PPP Oversight:** Monitoring concessionaires' operational health ensures projects remain bankable.

### **Benefits to Investors**

- Assurance that their voice is systematically heard and acted upon.
- Opportunity to shape reforms directly through structured feedback.
- Increased trust from seeing transparent reporting of investor climate health.

### **Benefits to Government**

- Predictive capability to pre-empt investor exits.
- Data-driven basis for policy reforms and resource allocation.
- Enhanced credibility with DFIs and rating agencies who value monitoring systems.

## **5.5 Aftercare Engagement & Outreach: Roundtables & Clinics**

### **Why Engagement Matters**

Retention is not only about solving problems when they arise, it is about building a relationship of trust with investors. Continuous engagement signals that the State values investors as partners in development, not just sources of capital. Global best practice shows that structured outreach activities like roundtables, forums, and sector clinics create safe spaces for dialogue, policy feedback, and reinvestment pledges.

## **Key Engagement Platforms**

### **1. Annual Oyo Investor Roundtable**

- A flagship high-level event convened by the Governor and OYSIPA.
- Provides a platform for strategic investors to review the State's investment climate, discuss challenges, and identify reinvestment opportunities.
- Outcomes documented as "Investor Action Points" to be tracked and published in the Annual Investor Health Report (see 5.4).

### **2. Quarterly Sector Clinics**

- Targeted sessions hosted by the Investor Aftercare & Retention Unit (IARU).
- Bring together investors, sector MDAs, and regulators for problem-solving and feedback.
- Clinics structured around priority sectors: agribusiness, energy, ICT, healthcare, tourism.

### **3. Investor Recognition Program**

- Annual awards highlighting top reinvestors, ESG champions, and firms that expand local linkages.
- Encourages peer benchmarking and signals appreciation for investors who demonstrate long-term commitment.

### **4. Investor-Community Forums**

- Engagement platforms linking investors to local communities and SMEs.
- Showcase corporate social responsibility (CSR) projects, local hiring practices, and supplier development initiatives.
- Helps strengthen social licence and minimise community-related risks.

## **Institutional Integration**

- **Disclosure Framework Link:** Event outcomes and commitments can be published on the PPP/Aftercare portal.
- **FCCL Framework Link:** Engagements feed fiscal early warnings into reinvestment decisions.
- **PPP Legal Framework Link:** Ensures PPP concessionaires use engagement channels to resolve disputes constructively.

## **Benefits to Investors**

- Direct access to decision-makers and regulators.
- Opportunity to shape policy reforms through structured dialogue.
- Recognition of their contributions beyond capital (jobs, ESG, local supply chains).

## **Benefits to Government**

- Demonstrates openness and responsiveness.
- Generates reinvestment commitments and public pledges.
- Builds reputational capital for Oyo as a listening state.

## 6.0 Integration with Ease of Doing Business (EoDB): Overview

### Why EoDB Linkage Matters

Ease of Doing Business (EoDB) reforms are the backbone of investor confidence. While Oyo State has taken steps to improve its regulatory environment through OYSPA's Corporate Plan, many bottlenecks such as land titling, taxation, permits, dispute resolution etc., remain critical pain points. An Aftercare & Retention Strategy without strong alignment to EoDB would risk becoming a parallel silo, solving short-term issues without addressing systemic constraints.

To be effective, aftercare must act as both a service platform and a policy feedback loop, feeding investor experiences into ongoing EoDB reforms.

### Complementary Role of Aftercare

- EoDB Reform implies *System Change* with a focus on regulatory simplification, process automation, and legal reforms.
- Aftercare implies *Service Experience* with a focus on resolving issues, hand-holding investors, and ensuring that reforms translate into real outcomes on the ground.

Together, they create a dual assurance: rules are clear, and services are reliable.

### Mechanisms of Integration

#### 1. Shared Data Loop

- Investor grievances and satisfaction scores (from IARU monitoring) fed directly into EoDB dashboards.
- Identifies bottlenecks that require systemic reforms, e.g., recurring land disputes or tax delays.

#### 2. Priority Lane Alignment

- The Aftercare Priority Lane (see 5.2) designed to fast-track critical investor cases becomes a pilot testing ground for broader EoDB reforms.
- Successful Priority Lane processes can be scaled into mainstream regulatory reforms.

### 3. **Joint Reform Committee**

- Aftercare Taskforce representatives sit on the State’s EoDB Committee.
- Ensures investor voices are captured not just in service delivery but in policy change decisions.

### 4. **Annual EoDB–Aftercare Report**

- A joint publication linking investor satisfaction data with EoDB performance, providing transparency for investors, DFIs, and ratings agencies.

## **Strategic Benefits**

- **For Investors:** Assurance that their aftercare experience translates into systemic improvements, not one-off fixes.
- **For Government:** Data-driven EoDB reforms grounded in real investor experience, reducing reform fatigue and prioritising high-impact interventions.
- **For DFIs & Donors:** Demonstrates Oyo’s commitment to evidence-based governance, increasing credibility for technical and financial support.

## **6.1 Linking Aftercare to EoDB Reforms: Specific Actions**

### **Bridging Service and System**

Aftercare is most powerful when it directly informs and strengthens Oyo State’s Ease of Doing Business (EoDB) reforms. While the EoDB agenda focuses on regulatory simplification, automation, and institutional efficiency, aftercare ensures these reforms are stress-tested by real investors. By linking the two, Oyo can ensure that reforms are not only enacted but actually felt by investors in their day-to-day operations.

### **Specific Actions**

#### **1. Embed Aftercare Data into EoDB Dashboards**

- Feed metrics from the Investor Aftercare & Retention Unit (IARU) into EoDB monitoring systems.

- Key metrics include: average grievance resolution time, recurring complaint categories, and reinvestment pipeline delays.
- Ensures EoDB reforms are grounded in real-world investor experience rather than abstract indicators.

## **2. Establish Joint Reform Clinics**

- Align **quarterly sector clinics** (see 5.5) with the State's EoDB Secretariat.
- Use these forums to identify systemic barriers (e.g., bottlenecks in permits, land titling, taxation).
- Escalate policy reform recommendations directly to ExCo.

## **3. Priority Lane as a Pilot Reform Tool**

- Use the Aftercare Priority Lane (5.2) as a controlled environment to test simplified approval processes (e.g., digital permit tracking, fast-track tax incentives).
- Once validated, scale these processes into wider EoDB reforms across all investors.

## **4. Integration into National EoDB Rankings**

- Link aftercare performance indicators to Oyo State's contributions to Nigeria's subnational EoDB assessments.
- Ensures that improvements in investor services translate into higher competitiveness ratings.

## **5. Annual Joint Report**

- Publish an Annual EoDB–Aftercare Report, co-signed by OYSIPA and the EoDB Secretariat.
- Showcases how investor feedback (aftercare) led to tangible policy reforms (EoDB).
- Builds credibility with DFIs, donor agencies, and private sector stakeholders.

## Expected Outcomes

- **Faster Policy Response:** Systemic bottlenecks identified and addressed within months rather than years.
- **Reduced Reform Fatigue:** Prioritisation of reforms based on investor impact, not bureaucratic convenience.
- **Stronger Investor Confidence:** Assurance that grievances don't just get resolved — they transform into reforms.

## 6.2 Aftercare Priority Lane as an EoDB Service Guarantee

### Concept of the Priority Lane

The Aftercare Priority Lane, introduced in Section 5.2, is more than just a facilitation tool, it will be positioned as a service guarantee within Oyo's Ease of Doing Business (EoDB) framework. By offering investors a dedicated fast-track channel with published service standards, Oyo signals that retention is treated as a state-level priority, not an administrative favour.

### Key Features of the Priority Lane

#### 1. Clear Service-Level Agreements (SLAs)

- Each approval process (land title, tax clearance, permits, E&S approvals) is tied to published turnaround times.
- Example: Land titling within 30 business days, environmental permits within 21 business days, fiscal incentive approvals within 14 business days.

#### 2. Dedicated Case Management

- Investor Relations Officers (IROs) assigned to shepherd cases through relevant MDAs.
- Case status updated in real-time via the Aftercare Portal dashboard.

### 3. Escalation Triggers

- If an SLA is breached, the case is automatically flagged amber and routed to the Aftercare Taskforce (see 4.2).
- Critical delays flagged red for Ombudsman-level intervention within the Governor's Office.

### 4. Transparency & Accountability

- SLA compliance rates published quarterly in the Annual EoDB–Aftercare Report.
- Aggregate performance data made available on OYSIPA's portal, mirroring the disclosure standards adopted in PPP frameworks.

### Integration with EoDB Reforms

- **Regulatory Pilot Zone:** The Priority Lane will act as a testing ground for simplified approval processes before wider rollout under EoDB reforms.
- **Feedback Engine:** Data on bottlenecks identified through the Lane will inform systemic EoDB reforms (e.g., streamlining land registration procedures, digitising tax clearance certificates).
- **Service Guarantee Branding:** Positioning the Lane as an “Investor Promise” differentiates Oyo from peer states, building reputational capital.

### Benefits to Investors

- **Predictability:** Clear, published timelines reduce uncertainty in business planning.
- **Confidence:** Knowing that unresolved issues escalate to the Governor's Office assures seriousness.
- **Efficiency:** Direct case management reduces wasted time navigating bureaucracy.

### Benefits to Government

- **Reputation:** Establishes Oyo as the first Nigerian state to formalise an investor service guarantee.



- **Data-Driven Reform:** SLA breach data highlights structural bottlenecks for priority action.
- **Retention & Expansion:** Faster approvals encourage reinvestments and expansions.

## **7.0 Monitoring, Evaluation & KPIs: Overview**

### **Why Monitoring & Evaluation (M&E) is Essential**

An Aftercare & Retention Strategy is only credible if it demonstrates measurable results. Just as the FCCL Framework introduced dashboards to track fiscal exposure and the PPP Disclosure Framework institutionalised transparency, this Strategy must embed real-time monitoring and evaluation. Without KPIs, aftercare risks becoming a customer service desk rather than a transformative policy tool.

### **Role of M&E in Aftercare**

Monitoring and evaluation will ensure that:

1. Investors receive predictable services with grievances resolved on time, expansions supported, bottlenecks removed.
2. Government remains accountable with performance reported publicly through dashboards and annual reports.
3. Systemic reforms are triggered with data from aftercare feeds into broader Ease of Doing Business (EoDB) and policy reforms.
4. DFI & donor credibility is built with evidence-based reporting which positions Oyo for technical and financial support.

### **Core Dimensions of Aftercare M&E**

The monitoring system will be built around four interlinked dimensions:

1. **Service Performance:** How efficiently and effectively services (grievance redress, facilitation, expansion support) are delivered.
2. **Investor Satisfaction:** Perceptions and trust levels measured through surveys and feedback loops.
3. **Economic Outcomes:** Impact of aftercare in terms of reinvestment flows, jobs retained/created, and sectoral deepening.

4. **Policy Feedback:** Translation of aftercare insights into regulatory and institutional reforms.

### **Instruments for Monitoring**

- **Aftercare Dashboard:** A digital tool integrated into OYSIPA’s Investor Portal, tracking real-time KPIs.
- **Annual Investor Health Report:** Summarising outcomes, trends, and lessons learned.
- **Joint Aftercare–EoDB Reports:** Demonstrating how investor feedback drives systemic reforms (see Section 6).
- **Independent Verification:** Use of third-party audits or donor evaluations to validate progress, mirroring the FCCL Framework verification approach.

### **Strategic Payoff**

By embedding monitoring and KPIs, Oyo State ensures that the Aftercare Strategy is not just a service offering but a performance-driven policy framework. This makes aftercare measurable, improvable, and credible in the eyes of investors, DFIs, and the public.

## **7.1 Key Metrics & Indicators for Aftercare Performance**

### **Why Metrics Matter**

To move from intent to impact, the Aftercare & Retention Strategy must be measurable. Investors will only trust the system if they can see tangible evidence of delivery, while government and DFIs will require clear KPIs to assess performance. Just as the FCCL Framework tracks fiscal exposures through defined indicators, aftercare must deploy investor-focused KPIs to monitor performance and drive improvements.

### **Core Aftercare KPIs**

#### **1. Investor Satisfaction Index (ISI)**

- **Definition:** Composite score derived from annual investor surveys and feedback forms.
- **Purpose:** Measures confidence in Oyo’s business environment and aftercare services.

- **Target:** Annual improvement of 10% until 80% satisfaction threshold is achieved.

## 2. Reinvestment Rate (%)

- **Definition:** Share of new capital inflows coming from existing investors vs. new entrants.
- **Purpose:** Tracks success in converting initial investments into expansions.
- **Target:** At least 50% of FDI inflows from reinvestments by Year 3.

## 3. Grievance Resolution Turnaround Time

- **Definition:** Average number of business days taken to resolve logged investor grievances.
- **Purpose:** Tests efficiency of the Investor Grievance Mechanism (IGM).
- **Target:** 72-hour acknowledgement, 14-day resolution for 80% of cases.

## 4. Expansion Projects Facilitated

- **Definition:** Number and value of reinvestment or expansion projects supported through IARU facilitation.
- **Purpose:** Demonstrates the Strategy's direct contribution to economic growth.
- **Target:** Minimum of 10 major reinvestments facilitated annually by Year 3.

## 5. Jobs Retained & Created

- **Definition:** Number of jobs safeguarded through investor retention and number of new jobs generated via reinvestments.
- **Purpose:** Links aftercare performance directly to Oyo's socio-economic agenda.
- **Target:** At least 5,000 jobs retained/created annually through facilitated expansions.

## 6. Policy Feedback Loop Closure Rate

- **Definition:** Percentage of investor grievances or feedback that lead to actual policy or regulatory reforms (through EoDB integration).
- **Purpose:** Ensures aftercare functions as a reform engine, not just a help desk.

- **Target:** Minimum 30% of systemic issues escalated to Taskforce feed into policy changes within 12 months.

#### **Optional Advanced Indicators the State may add later include:**

- **Net Promoter Score (NPS):** Willingness of investors to recommend Oyo to peers.
- **Cost-to-Serve per Investor:** Efficiency of delivering aftercare services.
- **Investment Climate Risk Index:** Derived from aggregated red flag grievances.

#### **Reporting Mechanisms**

- **Quarterly Dashboards** published on the OYSIPA Portal.
- **Annual Investor Health Report** consolidating metrics, trends, and lessons (see 5.4).
- **Joint EoDB–Aftercare Report** showing how KPIs translate into systemic reforms (see 6.1).

### **7.2 Dashboard Reporting & Digital Tools**

#### **Why Digital Infrastructure Matters**

A retention strategy without data is blind; a retention strategy without transparency is hollow. For Oyo State, credibility with investors, development partners, and its own Executive Council depends on the ability to track, visualise, and report how investors are being served. The digital architecture of aftercare therefore becomes more than an administrative tool, it is the foundation of accountability and trust.

In many subnational agencies, investor data is fragmented: business cards in drawers, files on forgotten shelves, ad hoc Excel sheets that vanish when officers are reassigned. The result is predictable; service is inconsistent, institutional memory is weak, and systemic bottlenecks remain invisible. Oyo’s approach is different. By designing a seamless digital ecosystem built around a CRM-backed Investor Tracking System, a public-facing Portal, and a leadership Dashboard, the State ensures that every interaction is recorded, every grievance is visible, and every performance metric is measurable.

## **The Three Digital Anchors**

### **1. The Investor Portal: The Front Door**

- For investors, the Aftercare Portal is the first point of contact. It allows them to log grievances, submit facilitation requests, or track reinvestment support.
- Each submission generates a unique reference number and acknowledgement within 72 hours, making interactions transparent and predictable.
- The Portal is not a static website but a dynamic service window that reassures investors their issues are heard and being addressed.

### **2. The CRM: The Engine Room**

- Behind the Portal sits the Investor Tracking CRM (see Section 4.4), which acts as the operational brain of aftercare.
- Every investor has a “living file” capturing company details, project lifecycle stage, jobs created, support provided, and grievances logged.
- By tagging requests and interventions to investor records, the CRM transforms individual complaints into structured intelligence. For example, repeated delays in land titling across multiple cases become a data-backed reform priority.
- This system ensures continuity: even if officers change, the relationship history is never lost.

### **3. The Dashboard: The Radar Screen**

- For leadership, the Aftercare Dashboard provides a live overview of the system’s performance.
- It visualises grievance resolution times, SLA compliance rates, reinvestment pipelines, investor satisfaction scores, and job impacts.
- Dashboards are designed with traffic-light visuals (green/amber/red) so bottlenecks are immediately visible to decision-makers.

- Aggregated statistics can be anonymised and published quarterly, mirroring Oyo's commitment to transparency under the PPP Disclosure Framework.

Together, these three anchors create a **closed digital loop**: the Portal captures inputs, the CRM processes them, and the Dashboard reports outcomes.

### **Strategic Functions of the Digital System**

- **Service Delivery:** Investors track their own cases in real-time, reducing uncertainty and unnecessary follow-up visits.
- **Accountability:** SLA compliance is no longer anecdotal; it is visible and reportable.
- **Reform Intelligence:** Recurring complaints (e.g., tax clearance delays, environmental approvals) can be flagged for systemic reform under the EoDB agenda.
- **Investor Health Monitoring:** Dashboards integrate with satisfaction surveys (see 5.4) to provide a holistic view of investor confidence.
- **Donor Engagement:** Verified data enhances credibility when Oyo engages DFIs or applies for climate finance, showing evidence of impact and governance.

### **Governance and Security**

To protect investor confidence, the digital tools will be hosted on a **state-approved secure server**, compliant with Nigeria's Data Protection Act (NDPA). Role-based access ensures that sensitive investor records are visible only to authorised officers. Audit trails record who accessed or updated files, reducing risks of data misuse.

Independent IT audits and periodic third-party verification will confirm the integrity of the system, mirroring the same discipline applied to fiscal reporting under the FCCL framework.

### **Strategic Payoff**

The payoff of this digital backbone is threefold:

- **For Investors:** Clarity, transparency, and confidence that the State takes their issues seriously.

- **For Government:** A management tool that moves from anecdotal complaint-handling to evidence-based decision-making.
- **For Development Partners:** Proof that Oyo's aftercare system is not only operational but also verifiable, scalable, and aligned with international standards.



## 8.0 ESG, SDG & Inclusive Growth Lens: Overview

### Why an ESG & SDG Lens Matters

Modern investors increasingly demand not only competitive returns but also responsible, sustainable, and inclusive environments in which to operate. Global investment flows are shifting towards projects aligned with Environmental, Social, and Governance (ESG) standards and the Sustainable Development Goals (SDGs).

For Oyo State, embedding ESG and SDG considerations into its Aftercare & Retention Strategy achieves three objectives:

1. **Investor Alignment:** Attracts and retains investors committed to responsible practices, particularly in agribusiness, renewable energy, ICT, and healthcare.
2. **Developmental Impact:** Ensures that reinvestments directly contribute to jobs, equity, and environmental sustainability.
3. **Funding Leverage:** Positions Oyo for climate finance, blended finance, and DFI support, as these actors increasingly prioritise ESG-compliant jurisdictions.

### Building on Oyo's Foundations

- The Corporate Plan already highlights renewable energy, healthcare, and technology as key growth sectors.
- The PPP Legal & Institutional Framework integrates climate and environmental & social (E&S) screening as part of project preparation.
- The FCCL Framework supports fiscal sustainability, which is essential for long-term ESG credibility.
- The PPP Disclosure Framework enhances governance transparency.

The Aftercare Strategy will complement these foundations by ensuring that existing investors expand responsibly, embedding sustainability into ongoing operations and reinvestments.

## **Three Dimensions of ESG & SDG Integration**

### **1. Environmental**

- Promote reinvestments in renewable energy, circular economy models, and climate-smart agriculture.
- Require compliance with environmental impact and climate resilience standards.

### **2. Social**

- Encourage local hiring, skills transfer, and supplier linkages with SMEs.
- Mainstream gender equity and youth empowerment into expansion commitments.

### **3. Governance**

- Embed transparent reporting on aftercare outcomes, grievance handling, and investor performance.
- Align with Oyo's broader reforms in fiscal and PPP governance.

## **Strategic Payoff**

By applying an ESG and SDG lens to aftercare, Oyo State can transform investor retention into a developmental multiplier:

- Investors gain reputational benefits and preferential access to sustainability-focused financing.
- Communities benefit through jobs, equity, and environmental safeguards.
- The State strengthens its position as a model for responsible investment promotion in Nigeria.

## **8.1 Environmental Dimension: Green & Climate-Smart Expansion**

### **Why the Environmental Lens is Crucial**

Global investors, DFIs, and climate funds are increasingly prioritising green growth and climate-smart investments. For Oyo State, this is not only a sustainability imperative but also a strategic opportunity to:

- Attract reinvestments into renewable energy, sustainable agribusiness, and low-carbon infrastructure.
- Secure access to climate finance and blended funding models.
- Position Oyo as a subnational leader in Nigeria’s green transition.

Embedding environmental criteria into aftercare ensures that reinvestments are not only financially sound but also environmentally sustainable.

## **Areas of Environmental Focus**

### **1. Renewable Energy Expansion**

- Encourage investors to expand into solar, mini-grid, biomass, and waste-to-energy projects.
- Provide facilitation support through the Aftercare Priority Lane (see 5.2) for permits, grid access, and land approvals.

### **2. Climate-Smart Agriculture**

- Support agribusiness investors in adopting water-efficient irrigation, low-emission processing, and sustainable land management.
- Leverage reinvestment incentives for firms that align with climate-smart practices.

### **3. Circular Economy Models**

- Facilitate expansions into recycling, waste reduction, and resource efficiency initiatives.
- Integrate SMEs into investor supply chains to promote sustainable production and consumption.

### **4. Green Infrastructure**

- Apply PPP Legal & Institutional Framework’s E&S screening requirements to ensure expansions in roads, housing, and transport reduce environmental impact.
- Encourage retrofitting and efficiency upgrades in existing investor facilities.

## **Tools & Incentives for Green Reinvestment**

- **Green Incentive Packages:** Reduced tariffs, tax credits, or land concessions for investors expanding into renewable energy or ESG-compliant projects.
- **Climate Finance Access:** Partner with DFIs (World Bank, AfDB, Green Climate Fund) to help investors secure concessional financing for green expansions.
- **Environmental Compliance Fast-Track:** SLA commitments for processing Environmental Impact Assessments (EIAs) and E&S clearances.
- **Recognition Programs:** Annual awards for investors leading in climate-smart reinvestments, highlighted at the Oyo Investor Roundtable (see 5.5).

## **Strategic Benefits**

### **For Investors:**

- Faster approvals and preferential access to sustainability-linked financing.
- Enhanced brand reputation as ESG-compliant operators.

### **For Government:**

- Increased inflows of climate-aligned capital.
- Alignment with Oyo's climate resilience agenda and national green growth targets.

### **For Communities:**

- Reduced environmental degradation, cleaner energy access, and more sustainable livelihoods.

## **8.2 Social Dimension: Jobs, Skills, and Inclusion**

### **Why the Social Lens Matters**

Investment without social impact risks creating enclaves of growth that fail to uplift local communities. For Oyo State, investor retention must directly contribute to job creation, skills development, and equitable opportunities. By embedding a social dimension in aftercare, the State ensures that reinvestments deepen economic participation and foster inclusive growth.

## **Key Social Priorities**

### **1. Job Creation and Retention**

- Tie reinvestment support to employment commitments, ensuring expansions generate decent jobs for local residents.
- Track jobs safeguarded through investor retention (see KPI framework in Section 7).
- Facilitate investor access to local labour markets through linkages with the State's labour and skills registries.

### **2. Skills Development & Knowledge Transfer**

- Encourage investors to embed training programs for employees, apprenticeships, and technology transfer.
- Partner with universities, polytechnics, and vocational centres in Oyo to design curricula aligned with investor needs.
- Offer recognition incentives for firms that demonstrate measurable workforce upskilling.

### **3. Gender Equity and Youth Empowerment**

- Require investors benefiting from Priority Lane services (see 5.2) to commit to gender-inclusive hiring practices.
- Promote women-led SMEs in supply chain linkages, particularly in agribusiness and services.
- Support youth-focused programs in ICT and creative sectors, linking expansion projects to Oyo's demographic dividend.

### **4. Local Enterprise Linkages**

- Strengthen supply chain integration by connecting foreign and domestic investors with local SMEs.
- Institutionalise local content requirements for major expansion projects, ensuring benefits spill into the wider economy.

- Encourage investors to source inputs and services locally where feasible.

### **Institutional Integration**

- **Corporate Plan Alignment:** Reinforces Oyo's vision of private-sector-driven job creation.
- **FCCL Framework Synergy:** Reduces fiscal risks of unemployment shocks by stabilising investor operations.
- **PPP Framework Link:** Ensures concessionaires embed community development clauses in their contracts.
- **Disclosure Framework:** Promotes transparency in reporting job and inclusion outcomes.

### **Strategic Benefits**

#### **For Investors**

- Access to a skilled, motivated workforce.
- Enhanced social licence to operate through strong community ties.
- Recognition as inclusive employers and partners in development.

#### **For Government**

- Tangible delivery on job creation and poverty reduction agendas.
- Stronger social legitimacy for OYSIPA's investor facilitation role.
- Alignment with national strategies for youth employment and gender equity.

#### **For Communities**

- Better access to decent work, skills development, and entrepreneurial opportunities.
- Enhanced economic participation of women, youth, and SMEs.
- Reduced inequality and stronger community–investor relations.

## **8.3 Governance Dimension: Transparency & Accountability in Retention**

### **Why Governance Matters**

Strong governance is the foundation of investor trust. Without clear rules, transparent processes, and accountability mechanisms, even well-designed aftercare services risk being undermined by inconsistency, favoritism, or weak enforcement. For Oyo State, embedding governance in aftercare ensures that investor support is delivered fairly, predictably, and consistently, reinforcing the credibility of the State's broader reforms.

### **Governance Priorities in Aftercare**

#### **1. Transparency in Service Delivery**

- Publish clear Service-Level Agreements (SLAs) for grievance resolution, licensing facilitation, and expansion support.
- Provide investors with real-time updates via the Aftercare Portal dashboard (see 7.2).
- Anonymised grievance statistics and outcomes shared publicly in line with PPP Disclosure standards.

#### **2. Accountability through Escalation Mechanisms**

- The Red Flag System (see 4.3) guarantees no issue is buried in bureaucracy.
- Escalations to the Aftercare Taskforce and Investment Ombudsman ensure accountability at the highest level.
- ExCo oversight provides final assurance of political commitment.

#### **3. Integrity Safeguards**

- Introduce an Investor Charter of Rights & Responsibilities, outlining entitlements (e.g., timely responses, fair treatment) and obligations (e.g., tax compliance, ESG standards).
- Mandate conflict-of-interest disclosures by OYSIPA staff handling investor cases.
- Apply audit trails on all digital transactions within the Aftercare Portal.

#### **4. Data Governance & Confidentiality**

- Protect investor-sensitive information under clear data protection protocols.
- Align with Nigeria’s Data Protection Act (NDPA) and integrate with Oyo’s digital registry systems.
- Annual third-party audits to confirm compliance and integrity.

#### **5. Policy Coherence & Whole-of-Government Delivery**

- Ensure Aftercare KPIs (see 7.1) are embedded into OYSIPA’s corporate scorecards.
- Align aftercare reports with the State’s fiscal (FCCL) and PPP disclosure frameworks, creating a joined-up governance ecosystem.

### **Strategic Benefits**

#### **For Investors**

- Assurance of fair, predictable treatment regardless of sector or size.
- Confidence that their data and grievances are handled with integrity.
- Greater loyalty to a transparent and rules-based investment environment.

#### **For Government**

- Reduced risk of policy reversals or governance drift.
- Enhanced credibility with DFIs, ratings agencies, and donor partners.
- Demonstrated leadership as a pioneer of governance-based investor services at subnational level.

#### **For Communities**

- Transparency ensures that investor incentives and benefits are visible to citizens.
- Governance safeguards minimise risks of elite capture or opaque practices.



## Closing the Investment Retention Gap

Attraction alone is not enough. Global experience demonstrates that reinvestment by existing investors accounts for the majority of FDI flows. Oyo State has already laid strong foundations in fiscal discipline (FCCL), transparency (PPP Disclosure), and governance (PPP Legal & Institutional Framework). Consequently, what this document provides is that missing piece which helps in transforming investor support from ad hoc interventions into a **State-wide program anchored in law, policy, and service delivery. This document is a formal, structured, and enforceable Aftercare & Retention Strategy**

By adopting this Strategy, Oyo State will:

- Secure higher reinvestment flows, transforming one-time investors into long-term partners.
- Retain and expand jobs, while building skills and inclusive growth opportunities.
- Enhance fiscal resilience by preventing silent exits and reducing contingent liabilities.
- Strengthen Oyo's reputation as a transparent, reliable, and investor-friendly jurisdiction, setting the State as a benchmark for other states in Nigeria and West Africa.

The Aftercare & Retention Strategy is not just an OYSIPA initiative, it is the State's commitment to existing investors that Oyo will grow with them, support them, and hold itself accountable to them. By moving swiftly from adoption to execution, Oyo will demonstrate that investor retention is not incidental, but central to its economic transformation agenda.

## **Annex A: Organogram of the Investor Aftercare & Retention Unit (IARU)**

### **Structure:**

- **Director-General, OYSIPA (Reports to Governor)**
  - **Head, Investor Aftercare & Retention Unit (Deputy Director)**
    - Investor Relations Officers (sector-aligned: Agribusiness, Energy, ICT, Healthcare, Tourism)
    - Grievance Desk Manager (IGM oversight)
    - Monitoring & Evaluation Specialist (KPI tracking, Investor Health Report)
    - Digital Systems Officer (Aftercare Portal & Dashboard)

## **Annex B: Investor Services Charter**

### **Our Promise to Investors (Service-Level Agreements):**

- **Grievance Handling**
  - Acknowledgement within **72 hours**.
  - Resolution within **14 business days** (green flag).
  - Escalation to Taskforce within **30 days** (amber flag).
  - Escalation to Governor's Ombudsman within **45 days** (red flag).
- **Licensing & Facilitation (Aftercare Priority Lane)**
  - Land Title Processing: **≤ 30 business days**.
  - Environmental Permits: **≤ 21 business days**.
  - Fiscal Incentive Approvals: **≤ 14 business days**.
- **Reinvestment Support**
  - Expansion applications prioritised for fast-track processing.
  - Dedicated Investor Relations Officer assigned to every reinvestment project.
- **Engagement**
  - Quarterly Sector Clinics.
  - Annual Oyo Investor Roundtable hosted by the Governor.

## **Annex C: KPI Dashboard Mock-up**

### **Sample Indicators Visualised:**

- **Grievances Resolved On-Time (%)**: Target: 80%
- **Average Resolution Days**: Target:  $\leq 14$
- **Investor Satisfaction Index (ISI)**: Target:  $\geq 80\%$
- **Reinvestment Share of FDI (%)**: Target:  $\geq 50\%$
- **Jobs Retained & Created**: Target:  $\geq 5,000$  annually
- **Policy Feedback Loop Closure Rate (%)**: Target:  $\geq 30\%$

## **Annex D: Case Studies (Illustrative)**

### **Case Study 1: Agribusiness Reinvestment**

- A foreign agribusiness firm faced delays in land titling.
- Issue logged in Aftercare Portal → escalated via Taskforce → resolved in 20 days.
- Firm reinvested ₦5bn into processing facility, creating 600 jobs.

### **Case Study 2: PPP Concessionaire Expansion**

- Infrastructure concessionaire flagged rising input costs.
- Escalated via Red Flag → Ombudsman intervention facilitated tariff adjustment.
- Project sustained operations, avoiding 1,000 job losses.

### **Case Study 3: SME Local Linkage**

- ICT investor connected with local SMEs through Sector Clinic.
- 20 SMEs integrated into supply chain, boosting local employment and technology diffusion.