



YOBE INVESTOR AFTERCARE AND RETENTION STRATEGY

A Framework for Sustained Partnership and
Long-Term Economic Growth

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EXECUTIVE SUMMARY

Yobe State is at a pivotal stage in its economic recovery and private-sector development journey. As investor interest gradually returns across agriculture, agro-processing, renewable energy, solid minerals, logistics, and services, the State's ability to retain, support, and expand existing investments will increasingly determine the depth and durability of economic growth.

This Investor Aftercare and Retention Strategy establishes a structured, government-wide framework for managing the post-investment phase of the investor lifecycle in Yobe State. It is founded on three core realities:

- (i) reinvestment by existing firms is the most reliable source of new capital and jobs;
- (ii) investor confidence depends on predictable, responsive, and coordinated government action; and
- (iii) sustained dialogue with investors provides the most credible intelligence for improving the business environment.

The Strategy introduces a clear investor segmentation and prioritisation model, a defined menu of aftercare and retention services, and a performance management framework with measurable indicators. Delivery is anchored in YAPPIP's leadership role, supported by formal coordination with relevant Ministries, Departments and Agencies (MDAs) through service-level agreements, focal points, and an Aftercare Steering Committee.

Beyond issue resolution, the Strategy positions aftercare as a retention and growth instrument—supporting reinvestment, expansion, local value-chain integration, and long-term investor commitment to Yobe State. It also establishes structured monitoring, reporting, and review mechanisms to ensure accountability, learning, and continuous improvement.

Through this Strategy, Yobe State signals a shift from ad hoc facilitation to a modern, proactive, and intelligence-driven aftercare system, strengthening institutional credibility and positioning the State as a competitive and reliable destination for sustainable private investment.

STRATEGIC CONTEXT AND RATIONALE FOR INVESTOR AFTERCARE IN YOBE STATE

1.1 Yobe State's Investment Challenge

Yobe State is at a defining moment in its economic development trajectory. Following years of insecurity and structural disruption, the State is gradually restoring stability, rebuilding infrastructure, and re-establishing investor confidence. Agriculture, agro-processing, renewable energy, solid minerals, logistics, and basic services are once again attracting investor interest—both domestic and, increasingly, regional.

Yet the central challenge facing Yobe State is not the absence of investment opportunities. It is the fragility of investment continuity. In post-conflict and recovery contexts, investment losses rarely occur because projects are unviable in principle. They occur because operational risks compound: regulatory uncertainty, slow coordination across public institutions, unresolved community issues, infrastructure bottlenecks, and inconsistent government engagement.

For Yobe State, the risk is not only failing to attract new investors, but losing those already on the ground, missing reinvestment opportunities, and allowing early gains to dissipate before they mature into durable economic transformation.

1.2 Why Aftercare Is a Strategic Imperative

Investor aftercare refers to the structured support governments provide to investors after establishment, throughout the life of their operations. International experience shows that jurisdictions that institutionalise aftercare outperform those that focus primarily on attraction in three critical ways.

First, existing investors are the most reliable source of new investment. Globally, the majority of investment inflows in competitive economies originate from reinvestment, expansion, and diversification by firms already operating locally. These firms have sunk costs, local knowledge, and established relationships, making them more likely to commit additional capital when constraints are addressed.

Second, aftercare directly shapes investor confidence and reputation. Investors evaluate locations not only by entry incentives, but by how governments respond when challenges arise. Predictable engagement, timely issue resolution, and visible

coordination signal institutional maturity. In contrast, silence, fragmentation, and delay erode trust quickly—especially in fragile environments.

Third, aftercare generates the most credible intelligence for reform. Continuous engagement with operating firms provides real-time insight into regulatory bottlenecks, infrastructure gaps, skills constraints, and policy inconsistencies. This intelligence allows governments to prioritise reforms based on actual economic impact rather than abstract diagnostics.

For Yobe State, aftercare is therefore not an auxiliary support function. It is a strategic tool for investment retention, economic stabilisation, and credibility building.

1.3 The Yobe Context: Why Aftercare Matters More Here

The case for investor aftercare is particularly strong in Yobe State due to three structural realities.

First, investors in Yobe face higher perceived and actual risks than in more established markets. These include security sensitivities, logistics constraints, evolving regulatory capacity, and heightened community expectations. Without structured government support, these risks can overwhelm otherwise viable investments.

Second, Yobe's economic strategy relies heavily on sectors where continuity matters more than speed. Agriculture, agro-processing, and energy investments require time to stabilise, integrate supply chains, and reach productivity. Premature exits or stalled operations impose significant economic and social costs.

Third, Yobe's institutional ecosystem is still consolidating. Multiple Ministries, Departments, and Agencies interact with investors, often with overlapping mandates. Without a coordinated aftercare system, investors experience government as fragmented, even when intentions are positive.

Institutionalised aftercare provides the mechanism through which Yobe State can reduce friction, align government action, and stabilise investor operations during this transition period.

1.4 From Ad Hoc Facilitation to Institutional Strategy

Historically, investor support in Yobe State—like in many subnational jurisdictions—has been largely reactive. Engagement has often occurred in response to specific complaints, crises, or high-level interventions. While these efforts have

resolved individual cases, they have not produced a systematic, predictable, or scalable approach to investor retention.

This Strategy represents a deliberate shift:

- from case-by-case problem solving to structured engagement;
- from informal coordination to defined institutional roles; and
- from episodic support to a lifecycle-based view of investment.

The objective is not to create bureaucracy, but to establish clarity, discipline, and credibility in how Yobe State relates to its investors.

1.5 Purpose of This Strategy

The Investor Aftercare and Retention Strategy provides the strategic framework through which Yobe State will:

- retain and stabilise existing investments;
- encourage reinvestment and expansion;
- improve coordination across government institutions;
- generate actionable intelligence for policy and administrative reform; and
- strengthen Yobe State's reputation as a reliable investment location.

It sets the strategic direction, principles, and institutional logic for aftercare. Subsequent chapters define the operational models, service frameworks, performance systems, and governance arrangements required to translate this direction into consistent action.

STRATEGIC OBJECTIVES AND SCOPE OF THE AFTERCARE & RETENTION STRATEGY

2.1 Strategic Intent

The Investor Aftercare and Retention Strategy is designed as a core economic management instrument for Yobe State. Its intent is to ensure that investments already established in the State are protected, stabilised, and enabled to grow, thereby maximising their contribution to employment, value creation, and long-term development.

The Strategy recognises that investment attraction alone does not generate durable economic outcomes. Without structured post-establishment support, investments are vulnerable to operational disruption, policy uncertainty, and institutional fragmentation. Aftercare therefore functions as the bridge between investment entry and sustained economic impact.

This Strategy sets out how Yobe State will shift from reactive facilitation to a predictable, coordinated, and investor-centred approach to post-investment engagement.

2.2 Strategic Objectives

The Strategy pursues six interrelated strategic objectives.

1. Strengthen Investor Confidence and Retention

To provide existing investors with consistent, transparent, and responsive government engagement that reduces operational uncertainty and encourages long-term commitment to Yobe State.

This objective recognises confidence as a decisive investment factor. Investors who trust government processes are more likely to reinvest, expand, and act as ambassadors for the State.

2. Enable Reinvestment and Expansion

To actively support operating firms in identifying, developing, and implementing reinvestment and expansion opportunities across priority sectors and value chains.

Rather than treating reinvestment as incidental, the Strategy positions it as a deliberate outcome of structured engagement and coordinated facilitation.

3. Improve Coordination Across Government

To establish a coherent, whole-of-government interface for investors by aligning the roles, responsibilities, and actions of Ministries, Departments, and Agencies involved in investment-related service delivery.

This objective addresses one of the most common causes of investor frustration: fragmented government response.

4. Institutionalise Investor Intelligence and Feedback

To systematically capture, analyse, and use investor feedback and operational data as inputs into policy reform, administrative improvement, and sector strategy development.

Aftercare is treated not only as a service function, but as a continuous source of economic intelligence.

5. Deepen Local Economic Integration

To support investors in embedding their operations more firmly within Yobe State's economy through stronger linkages to local suppliers, labour markets, skills systems, and communities.

This objective ensures that retained investments generate broader socio-economic benefits beyond their immediate operations.

6. Build Institutional Credibility and Continuity

To create aftercare systems and practices that are durable, transparent, and resilient across administrative transitions, strengthening Yobe State's reputation as a reliable investment destination.

2.3 Scope of the Strategy

This Strategy applies to all investors operating within Yobe State, regardless of origin, ownership structure, or sector, with differentiated levels of engagement based on economic significance, operational risk, and growth potential.

The Strategy covers the post-establishment phase of the investment lifecycle, including:

- early operational stabilisation;
- ongoing business operations;
- reinvestment and expansion planning; and
- managed exit or graduation where applicable.

It applies across priority and non-priority sectors, recognising that while engagement intensity may differ, predictability and responsiveness should be universal.

2.4 What the Strategy Does — and Does Not — Do

To maintain clarity and effectiveness, this Strategy draws a clear boundary between strategic direction and implementation instruments.

What This Strategy Does:

- Defines the objectives, principles, and direction of investor aftercare in Yobe State;
- Establishes the logic for prioritisation, service differentiation, and coordination;
- Sets expectations for institutional behaviour and performance; and
- Provides the framework within which detailed operational tools will be developed.

What This Strategy Does Not:

- It does not replace or duplicate existing laws, regulations, or mandates of MDAs;
- It does not function as a Standard Operating Procedure or process manual;
- It does not prescribe detailed workflows, templates, or digital system designs;
- It does not allocate budgets or staffing numbers.

These elements are addressed through implementation plans, SOPs, and institutional instruments developed under the authority of this Strategy.

2.5 Intended Audience

The Strategy is intended for three primary audiences:

- Investors, as a public signal of Yobe State's commitment to predictable and professional post-investment support;
- Government institutions, as a common reference point for roles, coordination, and service standards; and
- Development partners and financiers, as evidence of institutional readiness, reform orientation, and long-term economic governance.

By clearly articulating objectives and scope, the Strategy establishes a shared understanding of what aftercare means in Yobe State—and what outcomes it is designed to deliver.

VISION, PRINCIPLES, AND STRATEGIC POSITIONING

3.1 Vision for Investor Aftercare in Yobe State

Yobe State's vision for investor aftercare is to establish a predictable, responsive, and credible post-investment environment in which existing businesses are supported to operate confidently, reinvest sustainably, and integrate productively into the State's economy.

Aftercare is conceived not as a remedial or reactive function, but as a strategic instrument of economic governance—one that protects existing capital, amplifies development impact, and strengthens institutional trust between government and the private sector.

Through this Strategy, Yobe State positions itself as a long-term partner to investors, rather than a one-time facilitator of entry.

3.2 Strategic Positioning of Aftercare

The Strategy positions aftercare at the intersection of three policy domains:

1. Investment Retention and Growth
Aftercare is the primary mechanism through which Yobe State safeguards existing investments and actively enables expansion, reinvestment, and upgrading.
2. Institutional Coordination and Service Discipline
Aftercare provides the organising framework through which multiple MDAs align their actions, timelines, and responsibilities in relation to investors.
3. Evidence-Based Reform and Policy Learning
Investor engagement under aftercare generates structured intelligence that informs administrative improvement, regulatory reform, and sector prioritisation.

This positioning ensures that aftercare contributes simultaneously to economic outcomes, governance quality, and policy effectiveness.

3.3 Core Principles Guiding Aftercare Delivery

The effectiveness of the aftercare system depends less on the number of tools deployed and more on the principles that govern institutional behaviour. The following principles guide all aftercare actions under this Strategy.

1. Proactivity over Reactivity

Government engagement with investors should anticipate challenges rather than wait for complaints. Structured outreach, regular engagement, and early identification of risk are preferred to crisis-driven responses.

2. Predictability and Transparency

Investors must be able to anticipate how government will respond, within what timeframe, and through which channels. Clear expectations and consistent follow-through are essential to confidence.

3. Differentiation Based on Economic Impact

Not all investors require the same level or type of engagement. Aftercare resources should be allocated strategically, based on economic significance, growth potential, and operational risk.

4. Whole-of-Government Responsibility

Aftercare is not the responsibility of a single agency. All MDAs whose mandates affect investment outcomes share responsibility for delivering a coherent investor experience.

5. Accountability and Measurability

Aftercare performance must be observable, trackable, and subject to review. Commitments made to investors must be recorded, monitored, and closed.

6. Partnership and Mutual Responsibility

Aftercare is a two-way relationship. While government commits to responsiveness and coordination, investors are expected to engage transparently, comply with applicable laws, and provide constructive feedback.

7. Learning and Continuous Improvement

The aftercare system must evolve over time. Recurrent investor issues are treated as signals for reform, not isolated service failures.

3.4 The Aftercare Philosophy: From Facilitation to Partnership

Historically, investor engagement in many subnational contexts has been characterised by:

- episodic facilitation,
- personality-driven interventions, and
- informal escalation mechanisms.

This Strategy deliberately moves Yobe State away from that model.

Under this Strategy, aftercare is framed as a structured partnership, where:

- engagement is regular rather than ad hoc;
- responsibility is institutional rather than personal; and
- outcomes are measured rather than assumed.

This philosophical shift is essential for building institutional credibility and ensuring continuity across administrative changes.

3.5 Implications for Subsequent Chapters

The vision and principles articulated in this chapter shape all subsequent elements of the Strategy:

- Investor segmentation and prioritisation are guided by the principle of differentiation;
- Service frameworks are designed to reinforce predictability and accountability;
- Institutional arrangements reflect whole-of-government responsibility; and
- Performance frameworks emphasise measurability and learning.

The chapters that follow translate these principles into strategic structures, not operational minutiae.

INVESTOR SEGMENTATION AND PRIORITISATION FRAMEWORK

4.1 Rationale for Investor Segmentation

A credible investor aftercare system requires deliberate prioritisation. Treating all investors identically dilutes impact, strains institutional capacity, and obscures risk. In practice, economic outcomes are driven disproportionately by a subset of firms—those with significant employment footprints, supply-chain influence, reinvestment potential, or systemic risk exposure.

Investor segmentation provides Yobe State with a strategic lens through which to:

- allocate aftercare resources efficiently;
- differentiate engagement intensity;
- identify reinvestment opportunities early; and
- detect distress signals before exit decisions are made.

Segmentation does not imply exclusion. Rather, it ensures that all investors receive support, while recognising that not all investors require the same level or form of engagement.

4.2 Objectives of the Segmentation Framework

The Investor Segmentation and Prioritisation Framework is designed to achieve four core objectives:

1. Strategic Allocation of Attention
Ensure that institutional effort is concentrated where economic returns, risks, and opportunities are greatest.
2. Structured Relationship Management
Provide a basis for assigning account responsibility and determining engagement frequency.
3. Early Warning and Risk Management
Enable early identification of investors facing operational, regulatory, or financial stress.
4. Evidence-Based Policy Engagement
Generate structured intelligence that informs sector strategies, infrastructure planning, and regulatory reform.

4.3 Investor Mapping and Baseline Profiling

Segmentation begins with the establishment of a comprehensive investor map covering all active investors operating within Yobe State. This map functions as the foundation of the aftercare system and the single source of truth for engagement and decision-making.

Each investor profile captures information across five strategic dimensions:

a. Corporate and Ownership Characteristics

- Legal entity and corporate group structure
- Country and nature of ownership (domestic, foreign, joint venture)
- Locations of operation within Yobe State
- Year of establishment and operational status

b. Economic Contribution

- Sector and sub-sector classification
- Direct employment and estimated indirect employment
- Capital investment to date
- Export orientation and market reach
- Degree of local content utilisation

c. Operational Footprint

- Land and facility usage
- Dependence on critical infrastructure (power, water, logistics)
- Supply-chain configuration

d. Growth and Expansion Profile

- Stage of operation (start-up, consolidating, scaling)
- Indications of reinvestment or expansion intent
- Decision-making locus (local management vs. headquarters)

e. Risk and Opportunity Signals

- Known regulatory dependencies
- Exposure to infrastructure or security disruptions
- Operational bottlenecks
- Opportunities for upgrading or value addition

This information is updated periodically and informs both engagement planning and issue resolution.

4.4 Investor Classification Categories

Based on profiling, investors are classified into four strategic categories. These categories reflect economic significance and engagement needs, not investor nationality or size alone.

1. Strategic Investors

Firms whose operations have a material influence on employment, value chains, exports, or sector development. These investors often function as anchors within priority sectors.

Strategic intent: Protect, deepen, and expand.

2. Growth-Oriented Investors

Firms with demonstrated potential to expand operations, diversify products, or move into higher-value activities, but whose scale or maturity remains intermediate.

Strategic intent: Unlock reinvestment and scaling.

3. Stable Investors

Firms with steady operations and limited short-term expansion prospects. Their continued operation contributes to economic stability and employment continuity.

Strategic intent: Ensure operational continuity and compliance.

4. At-Risk or Declining Investors

Firms exhibiting signs of stress—operational, regulatory, financial, or market-related—that could lead to downsizing or exit if unaddressed.

Strategic intent: Stabilise, recover, or manage orderly transition.

4.5 Prioritisation Criteria

Within each category, investors are prioritised using a set of transparent criteria that balance economic impact, strategic alignment, and operational risk.

Economic Impact Criteria

- Number and quality of jobs created
- Capital intensity and sunk investment
- Linkages to local suppliers and service providers
- Export and foreign exchange potential

Strategic Alignment Criteria

- Alignment with Yobe State priority sectors
- Contribution to food security, energy access, logistics, or industrial development
- Relevance to State development plans

Risk and Vulnerability Criteria

- Sensitivity to infrastructure disruption
- Regulatory complexity and dependency
- Security exposure
- Evidence of declining performance

Growth and Upgrade Potential

- Identified reinvestment or expansion plans
- Opportunities for technology adoption or value addition
- Strength of corporate commitment to the State

These criteria are combined to inform engagement intensity and escalation thresholds.

4.6 Service Tiers and Engagement Implications

Prioritisation outcomes translate into three engagement tiers, each with defined expectations.

Tier 1: Priority Strategic Accounts

- Dedicated relationship management
- Regular structured engagements
- Accelerated issue resolution and senior-level coordination
- Proactive reinvestment and expansion support

Tier 2: Growth Accounts

- Structured periodic engagement
- Targeted support for expansion feasibility and approvals
- Inclusion in sector-specific initiatives

Tier 3: Standard Accounts

- Periodic outreach and responsive support
- Access to standard aftercare services
- Inclusion in surveys and feedback mechanisms

This tiering ensures proportionality and consistency across the aftercare system.

4.7 Strategic Value of the Segmentation Framework

By institutionalising investor segmentation, Yobe State achieves:

- a coherent view of its investor landscape;
- disciplined allocation of institutional effort;
- early detection of investor risk;
- targeted reinvestment facilitation; and
- stronger credibility as an organised investment destination.

Segmentation is not static. It is reviewed periodically to reflect changes in investor behaviour, sector dynamics, and State priorities.

AFTERCARE SERVICE FRAMEWORK

5.1 Purpose of the Aftercare Service Framework

The Aftercare Service Framework defines the scope, nature, and intent of support that Yobe State provides to investors once operations have commenced. It translates the State's commitment to retention and reinvestment into a coherent service architecture that is predictable, coordinated, and strategically targeted.

This framework is designed to:

- provide clarity to investors on the support they can expect;
- guide government institutions in delivering consistent services; and
- align post-investment support with Yobe State's economic development priorities.

Rather than functioning as a reactive problem-solving mechanism, the framework positions aftercare as a structured partnership between government and investors—one that evolves with the investor lifecycle.

5.2 Principles Underpinning Service Design

All aftercare services are guided by the following principles:

- **Predictability:** Investors should understand service pathways, timelines, and points of contact.
- **Proportionality:** Service intensity corresponds to investor impact, risk, and growth potential.
- **Coordination:** Services are delivered through a unified government interface.
- **Strategic Focus:** Support prioritises reinvestment, expansion, and value-chain integration.
- **Accountability:** Service delivery is monitored, tracked, and evaluated.

These principles ensure that aftercare strengthens confidence rather than creating dependency.

5.3 Structure of Aftercare Services

Yobe State's aftercare services are organised into three interrelated service layers, reflecting the progression from operational stability to strategic growth.

1. Administrative Support Services
2. Operational Support Services
3. Strategic Growth and Reinvestment Services

Each layer addresses distinct investor needs while reinforcing the others.

5.4 Administrative Support Services

Administrative services form the foundation of effective aftercare. These services focus on reducing friction, clarifying procedures, and ensuring regulatory predictability across government institutions.

Scope of Administrative Support

Administrative services include:

- facilitation of permits, licences, and certifications;
- guidance on compliance with State and Federal regulations;
- coordination of land documentation and site-related approvals;
- support with tax registration and clarification processes; and
- assistance navigating government procedures across MDAs.

The intent is not to replace regulatory authorities, but to coordinate engagement and reduce transaction costs for investors.

Strategic Value

By improving administrative predictability, Yobe State:

- lowers operational risk for investors;
- reduces delays and uncertainty;
- improves perceptions of institutional competence; and
- creates a stable platform for reinvestment decisions.

5.5 Operational Support Services

Operational services support investors in achieving stable, efficient, and competitive operations within the State. These services address constraints that directly affect productivity, cost structures, and business continuity.

Scope of Operational Support

Operational services include:

- facilitation of workforce recruitment and skills development linkages;
- coordination related to utilities, logistics, and infrastructure dependencies;
- support for supply-chain development and local sourcing;
- assistance with expansion-related site identification and approvals; and
- mediation of operational issues involving multiple public or community actors.

These services are particularly critical in fragile or recovering contexts, where operational disruptions can rapidly escalate into investor withdrawal.

Strategic Value

Operational support:

- stabilises existing investments;
- strengthens local economic linkages;
- reduces the likelihood of premature exit; and
- prepares firms for expansion or upgrading.

5.6 Strategic Growth and Reinvestment Services

Strategic services focus on long-term value creation. They are targeted at investors with demonstrated potential to expand, diversify, or upgrade their operations.

Scope of Strategic Services

Strategic services include:

- reinvestment and expansion facilitation;
- support for feasibility development and business case alignment;
- coordination of cross-government approvals for growth projects;
- engagement with corporate headquarters where applicable;
- facilitation of upgrading into higher-value activities; and
- structured policy dialogue informed by investor experience.

These services are selectively applied and concentrated on high-impact investors.

Strategic Value

Strategic aftercare enables Yobe State to:

- convert existing investors into repeat investors;

- deepen sectoral capabilities;
- attract follow-on investment through credibility and demonstration effects; and
- shift the economy from entry-driven growth to consolidation-led growth.

5.7 Sector-Sensitive Service Application

While the service architecture is consistent, its application varies by sector. Priority sectors such as agriculture, agro-processing, logistics, energy, and manufacturing require differentiated support profiles.

Sector sensitivity ensures that aftercare services remain:

- relevant to actual constraints;
- aligned with value-chain dynamics; and
- responsive to sector-specific risks and opportunities.

This differentiation strengthens both investor outcomes and policy relevance.

5.8 Investor Expectations and State Commitments

This Aftercare Service Framework establishes a mutual expectation:

- Investors can expect structured engagement, coordination, and responsiveness.
- The State expects transparency, compliance, and constructive engagement from investors.

Aftercare is therefore a partnership—anchored in clarity, trust, and shared interest in long-term success.

DELIVERY MODEL AND INSTITUTIONAL ARCHITECTURE

6.1 Purpose of the Delivery Model

An investor aftercare strategy is only as credible as the system that delivers it. Without defined leadership, clear coordination mechanisms, and enforceable accountability, aftercare becomes fragmented, personality-driven, and inconsistent.

This chapter sets out the delivery model and institutional architecture through which Yobe State will operationalise investor aftercare as a permanent, government-wide function, rather than a discretionary or ad hoc activity.

The delivery model is designed to:

- provide investors with a single, predictable government interface;
- ensure coordinated action across Ministries, Departments, and Agencies (MDAs);
- enable timely resolution of issues; and
- embed aftercare into routine public administration.

6.2 Lead Institution for Aftercare Delivery

6.2.1 Role of YAPPPIP

The Yobe State Agency for Public–Private Partnership and Investment Promotion (YAPPPIP) is designated as the lead institution for investor aftercare and retention in the State.

YAPPPIP functions in two complementary capacities:

1. Service Interface
Acting as the primary point of contact for investors, responsible for relationship management, issue intake, and coordination.
2. Coordination and Intelligence Hub
Aligning the actions of MDAs, tracking performance, and translating investor experience into policy and administrative reform.

This dual role positions YAPPPIP as the nerve centre of the aftercare ecosystem.

6.2.2 Core Delivery Responsibilities of YAPPPIP

YAPPPIP is responsible for:

- leading implementation of the Aftercare and Retention Strategy;
- managing investor engagement and account coordination;
- operating the investor tracking and intelligence system;
- coordinating issue resolution across MDAs;
- monitoring compliance with agreed service standards;
- producing periodic investor intelligence and performance briefs; and
- driving structured policy advocacy informed by investor feedback.

YAPPPIP does not replace MDAs' statutory functions; it orchestrates delivery across them.

6.3 Role of MDAs as Delivery Partners

Investor aftercare is inherently cross-cutting. Most investor issues relate directly to the mandates of sector MDAs—land administration, utilities, taxation, labour, environment, works, and regulation.

MDAs therefore function as delivery partners within the aftercare system.

6.3.1 Obligations of Participating MDAs

Participating MDAs are expected to:

- designate an Aftercare Focal Point with operational authority;
- respond to investor issues within agreed timelines;
- participate in joint site visits and resolution missions;
- provide accurate and up-to-date regulatory guidance;
- contribute data to the investor intelligence system; and
- support reforms arising from investor feedback.

MDA participation is not optional; it is a core service obligation under the aftercare framework.

6.4 Aftercare Steering Committee

6.4.1 Purpose

The Aftercare Steering Committee is the apex governance body for the aftercare system. It provides senior-level authority, political backing, and cross-agency alignment.

Its existence signals to investors that escalated issues will receive decisive attention.

6.4.2 Composition

The Committee is chaired by the Head of Service or a designated senior official and includes senior representatives from key MDAs, such as:

- Commerce and Industry
- Agriculture
- Land and Survey
- Works and Housing
- Environment
- Energy and Water Resources
- Transport
- Internal Revenue Service
- Budget and Planning
- ICT
- Office of the Governor

YAPPIP serves as the Secretariat.

6.4.3 Functions

The Steering Committee:

- resolves escalated investor issues requiring cross-agency decisions;
- enforces compliance with agreed service standards;
- endorses policy and administrative reform recommendations;
- aligns aftercare actions with State development priorities; and
- reviews overall aftercare performance.

This Committee is the mechanism through which credibility is institutionalised, not personalised.

6.5 Aftercare Focal Points

Each participating MDA appoints a dedicated Aftercare Focal Point responsible for operational coordination.

Responsibilities include:

- receiving and acting on investor issues;
- coordinating internal responses within the MDA;
- providing technical input for issue resolution;
- updating the investor tracking system; and
- escalating unresolved matters as required.

Focal Points are the operational backbone of the system. Their effectiveness determines delivery speed and investor confidence.

6.6 Local Government Integration

Many investments operate at the local government level, particularly in agriculture, mining, and services. To ensure statewide coverage:

- Local Government Areas (LGAs) will designate Business Support Liaisons;
- LGAs will support identification and resolution of local-level issues;
- Local intelligence will feed into the central aftercare system; and
- LGA engagement will be coordinated through YAPPIP.

This prevents aftercare from being concentrated solely at State headquarters.

6.7 Decision-Making and Delegation Framework

Effective aftercare depends on clear authority and rapid decision-making.

YAPPIP is granted delegated authority to:

- convene inter-agency meetings and joint missions;
- request information and updates from MDAs;
- monitor compliance with service timelines; and
- escalate unresolved issues to the Steering Committee.

Similarly, MDA focal points must be internally empowered to act within defined limits. Delegation reduces delays, ambiguity, and institutional buck-passing.

6.8 Institutional Value of the Delivery Model

Through this delivery architecture, Yobe State achieves:

- a unified government interface for investors;
- faster and more predictable issue resolution;
- stronger inter-agency coordination;
- reduced dependence on informal networks;
- institutional continuity across administrations; and
- enhanced credibility with domestic and international investors.

INVESTOR ENGAGEMENT, ISSUE RESOLUTION, AND ESCALATION PROCESSES

7.1 Purpose of the Engagement and Resolution Framework

Investor confidence is shaped less by the absence of problems than by the predictability and effectiveness of government response when problems arise. For this reason, a credible aftercare system must define, in advance, how engagement occurs, how issues are handled, and how unresolved matters are escalated.

This chapter sets out the end-to-end operational flow through which investors in Yobe State engage government, raise concerns, receive support, and obtain resolution. It replaces informal, personality-driven problem solving with a transparent, repeatable, and auditable process.

7.2 Structured Investor Engagement Model

7.2.1 Engagement Channels

Investors may engage the aftercare system through multiple formal channels:

- scheduled site visits and business reviews;
- direct engagement with assigned account managers;
- investor clinics and sector roundtables;
- digital submission via the investor portal;
- helpdesk, email, or hotline communication.

All engagement channels are treated as official entry points into the aftercare system and are logged accordingly.

7.2.2 Frequency and Intensity of Engagement

Engagement frequency is determined by investor tier:

- Priority Strategic Investors: structured engagement at least quarterly, including site visits and senior-level reviews.
- Growth Investors: semi-annual structured engagement and targeted expansion support.

- Standard Investors: engagement on demand, supported by periodic outreach and surveys.

This tiered approach ensures proportionality while maintaining inclusiveness.

7.3 Issue Intake and Registration

7.3.1 Issue Logging

All investor issues—regardless of entry channel—are formally logged into the investor issue management system at the point of receipt.

Each issue record includes:

- investor identity and tier;
- issue description and category;
- affected MDA(s);
- date of submission;
- assigned focal point;
- applicable service-level timeline.

No issue is considered “informal” once raised.

7.3.2 Issue Classification

Issues are categorised to support prioritisation and analytics, including:

- regulatory or permitting delays;
- land and property matters;
- utilities and infrastructure access;
- taxation and revenue administration;
- labour and immigration;
- community relations and social risk;
- security or operational disruptions.

Classification enables trend analysis and policy reform.

7.4 Resolution Pathway

7.4.1 Primary Resolution (MDA Level)

Upon registration:

- the issue is assigned to the relevant MDA focal point;
- the MDA attempts resolution within the agreed service timeline;
- routine administrative matters are resolved at this stage.

YAPPPIP monitors progress but does not displace the MDA's statutory role.

7.4.2 Coordinated Resolution (YAPPPIP Facilitation)

Where issues require action by multiple MDAs or face coordination challenges:

- YAPPPIP convenes joint meetings or field missions;
- responsibilities are clarified and timelines reaffirmed;
- progress is tracked centrally until closure.

This stage prevents diffusion of responsibility.

7.5 Escalation Mechanism

7.5.1 Escalation Triggers

Issues are escalated when:

- service timelines are breached;
- cross-agency decisions are required;
- policy or legal interpretation is contested;
- investor operations face material risk.

Escalation is automatic, not discretionary.

7.5.2 Steering Committee Intervention

Escalated issues are referred to the Aftercare Steering Committee for:

- authoritative decision-making;
- inter-agency alignment;
- removal of systemic bottlenecks; or
- referral for policy or regulatory reform.

This mechanism ensures that complex issues do not stall indefinitely.

7.6 Closure, Feedback, and Documentation

7.6.1 Issue Closure

An issue is formally closed only when:

- agreed actions are completed;
- the outcome is communicated to the investor; and
- closure is recorded in the tracking system.

Partial or informal resolutions are not considered closure.

7.6.2 Investor Feedback

Following closure:

- investors may provide feedback on timeliness and quality of response;
- satisfaction data feeds into performance metrics;
- unresolved dissatisfaction triggers follow-up engagement.

This closes the accountability loop.

7.7 Grievance Redress Mechanism (GRM)

7.7.1 Purpose

The GRM provides investors with a confidential, structured avenue to raise complaints, particularly where issues involve sensitive disputes, perceived unfair treatment, or repeated service failures.

7.7.2 GRM Process

The GRM includes:

- dedicated submission channels;
- formal acknowledgement and reference numbers;
- defined review and response timelines;
- escalation pathways independent of routine handling.

GRM cases are analysed separately to identify systemic risk.

7.8 Systemic Learning and Reform Linkage

Issues are not treated as isolated events. Aggregated issue data is analysed to:

- identify recurring constraints;
- inform policy briefs;
- trigger administrative reforms;
- refine SOPs and service standards.

This ensures that investor pain points translate into institutional improvement, not recurring frustration.

7.9 Value of the Engagement and Resolution Framework

Through this framework, Yobe State delivers:

- predictability in government response;
- faster and more transparent issue handling;
- reduced investor uncertainty;
- improved trust and confidence; and
- a defensible, auditable aftercare process.

PERFORMANCE MEASUREMENT, REPORTING, AND ACCOUNTABILITY FRAMEWORK

8.1 Rationale for Performance Measurement

An investor aftercare strategy is only as credible as its ability to demonstrate results. Without measurable indicators, clear reporting lines, and accountability mechanisms, aftercare risks becoming a discretionary service rather than a core economic management function.

This chapter establishes the framework through which Yobe State will:

- measure the effectiveness of aftercare and retention services;
- track institutional performance across MDAs;
- demonstrate outcomes to investors and oversight bodies; and
- continuously improve service delivery based on evidence.

Performance measurement is therefore positioned not as a compliance exercise, but as a strategic management tool.

8.2 Performance Measurement Framework

The performance framework aligns three levels of measurement:

1. Investor-level outcomes (experience, satisfaction, confidence);
2. Operational performance (issue handling, service delivery, coordination); and
3. Economic impact (reinvestment, expansion, retention).

This layered approach ensures that the system captures both how well the process works and what economic value it delivers.

8.3 Core Key Performance Indicators (KPIs)

8.3.1 Investor Coverage and Engagement

These indicators measure the reach and consistency of aftercare engagement.

- Number of active investors registered in the aftercare system
- Percentage of active investors receiving at least one structured engagement per year

- Number of investors assigned to Key Account Management
- Frequency of engagement with priority investors

These metrics confirm whether aftercare is systematic rather than ad hoc.

8.3.2 Issue Management and Resolution

These indicators assess responsiveness and coordination.

- Number of investor issues registered
- Number of investor issues resolved
- Percentage of issues resolved within agreed service-level timelines
- Average issue resolution time (days)
- Number of issues escalated to the Steering Committee

These KPIs provide direct visibility into service discipline and bottlenecks.

8.3.3 Investor Satisfaction and Confidence

These indicators measure investor perception and trust.

- Investor satisfaction score (derived from structured surveys)
- Percentage of investors reporting improved confidence in government responsiveness
- Number of repeat engagements and follow-up requests

Perception metrics are treated as leading indicators of retention risk.

8.3.4 Reinvestment and Retention Outcomes

These indicators track economic results.

- Number of reinvestment or expansion cases supported
- Estimated value of reinvestment commitments facilitated
- Number of expansion projects reaching implementation stage
- Investor retention rate (year-on-year continuity of operations)

These measures demonstrate whether aftercare is translating into real economic value.

8.3.5 Institutional Performance

These indicators reinforce accountability across government.

- SLA compliance rate across participating MDAs
- Number of systemic bottlenecks identified through aftercare intelligence
- Number of policy or administrative reforms initiated or completed
- Timeliness and completeness of MDA reporting inputs

Institutional KPIs ensure that aftercare performance is not siloed within YAPPPIP.

8.4 Data Collection and Management

8.4.1 Data Sources

Performance data is drawn from:

- the investor register and segmentation database;
- issue tracking and case management tools;
- engagement logs and site visit reports;
- investor satisfaction surveys; and
- Steering Committee records.

All data sources are standardised and centrally maintained.

8.4.2 Data Integrity and Validation

To ensure credibility:

- data entry protocols are standardised;
- responsibilities for updates are clearly assigned;
- periodic internal reviews validate accuracy; and
- summary data is cross-checked before reporting.

This prevents performance inflation and strengthens confidence in reported results.

8.5 Reporting Structure and Frequency

8.5.1 Quarterly Reporting

YAPPPIP prepares a Quarterly Aftercare Performance Brief covering:

- KPI performance against targets;
- status of investor issues and escalations;
- recurring constraints and emerging risks; and
- priority reform actions.

The brief is submitted to the Aftercare Steering Committee and shared with participating MDAs.

8.5.2 Annual Reporting

An Annual Aftercare Performance Report is prepared and endorsed by the Steering Committee. The report:

- consolidates annual KPI performance;
- highlights reinvestment outcomes and investor case studies;
- documents reforms achieved through aftercare intelligence; and
- identifies priorities for the following year.

Where appropriate, the Annual Report may be published to reinforce transparency and investor confidence.

8.6 Accountability and Corrective Action

Performance data is not passive. It is actively used to:

- identify service delivery gaps;
- trigger corrective actions where SLAs are breached;
- inform senior-level intervention for persistent issues; and
- guide resource allocation and capacity building.

MDAs with repeated service failures are engaged through the Steering Committee to agree remedial actions and timelines.

8.7 Performance Review and Learning Loop

Performance results feed directly into:

- updates to SOPs and service standards;
- staff training and capacity development;
- revision of engagement protocols; and
- prioritisation of policy reforms.

This ensures that aftercare evolves based on evidence rather than assumption.

8.8 Credibility and Investor Assurance

By institutionalising clear KPIs, disciplined reporting, and enforced accountability, Yobe State signals to investors that:

- commitments are tracked;
- performance is monitored;
- failures are acknowledged and corrected; and
- the aftercare system is resilient beyond individuals or political cycles.



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