



BORNO INVESTOR AFTERCARE AND RETENTION STRATEGY

A Framework for Sustained Partnership and
Long-Term Economic Growth

DECEMBER 2025

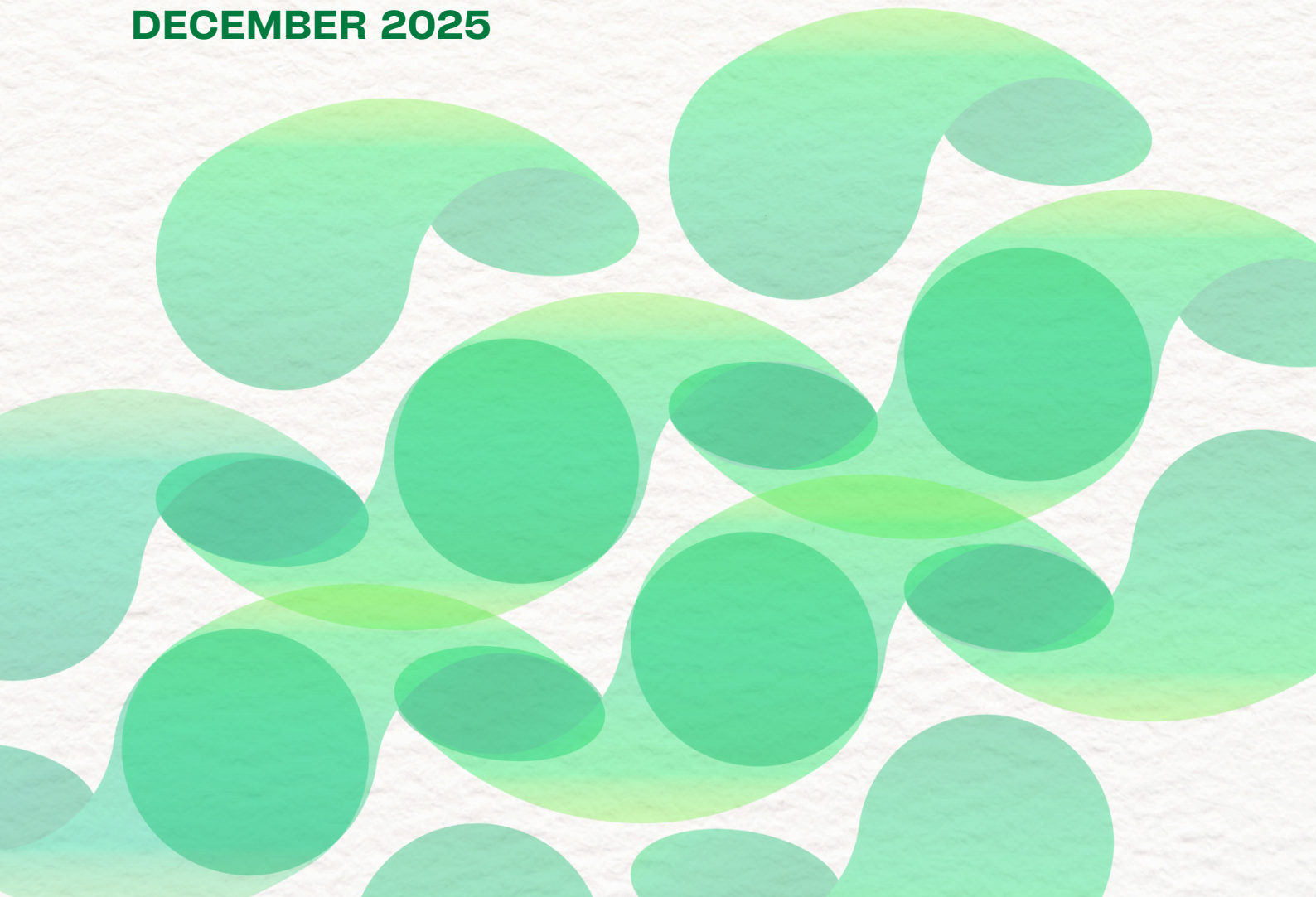


Table of Contents

Executive Summary	1
Introduction	3
Strategic Context	5
Vision, Mission & Strategic Objectives	9
Investor Segmentation & Prioritisation Framework	12
Aftercare Service Framework	20
Administrative Services	21
Operational Services	23
Strategic Services	25
Sector-Specific Aftercare	27
Service Standards and Communication	28
Delivery Pillars of the Aftercare System	29
Investor Tracking and Intelligence System	32
Performance Measurement, Monitoring & Accountability Framework	37
Strategy Review, Learning and Continuous Improvement	48
Annex	49

EXECUTIVE SUMMARY

Borno State stands at a critical juncture in its economic recovery. As reconstruction gains momentum, private investors are returning—testing opportunities in agriculture, logistics, services, and emerging industrial sectors. Sustaining this progress requires more than attracting new capital; it depends on how well the State supports, retains, and enables growth among investors already operating here.

This Investor Aftercare & Retention Strategy establishes a structured, long-term approach to strengthening Borno's investment climate through professional, responsive, and evidence-based post-investment support. It is built on three core principles: reinvestment from existing firms is the most dependable form of new capital; satisfied investors become the State's most credible advocates; and direct feedback from businesses provides the most actionable intelligence for policy reform.

The framework rests on five core pillars: a formal system for prioritising investors based on economic impact; a comprehensive service offer covering administrative, operational, and strategic support; a delivery model anchored in Key Account Management and coordinated through service-level agreements with MDAs; a feedback loop that connects investor challenges to policy action; and a digital platform for transparent tracking, monitoring, and accountability.

These pillars are supported by clear governance arrangements involving BoSIPA, relevant MDAs, and a cross-agency Aftercare Steering Committee, alongside a phased implementation plan that allows capacity to be built incrementally—beginning with foundational systems, consolidating gains, and evolving toward full integration.

These pillars are supported by clear governance arrangements involving BoSIPA, relevant MDAs, and a cross-agency Aftercare Steering Committee, alongside a phased implementation plan that allows capacity to be built incrementally—beginning with foundational systems, consolidating gains, and evolving toward full integration.

The strategy delivers value to the State in three ways. It strengthens investor confidence through predictable and coordinated service delivery. It maximises economic returns by encouraging reinvestment, facilitating expansion, and deepening integration with local supply chains and labour markets. And it generates ongoing intelligence that drives reform, improves transparency, and enhances Borno's competitiveness regionally and nationally.

This strategy moves Borno from reactive facilitation to a modern, proactive investment ecosystem—one where investors see the State as a genuine partner in their long-term success. It is an investment in institutional credibility, economic resilience, and sustainable growth, designed to deliver returns that outlast any single programme or administration.

INTRODUCTION

Borno State is rebuilding its economy against a backdrop of transformation. New infrastructure is emerging, agricultural production is recovering, and private sector confidence—long suppressed by insecurity and institutional fragmentation—is gradually reawakening. As investors evaluate opportunities in logistics corridors, agro-industrial value chains, housing, services, and renewable energy, the central question for the State is no longer simply how to attract investment, but how to sustain it.

In competitive investment environments, attraction is only the beginning. What distinguishes dynamic, resilient economies is the strength of their aftercare systems—the structures through which governments support established investors, resolve operational constraints, enable expansion, and integrate firms into the local economy.

Around the world, jurisdictions that have institutionalised aftercare have consistently achieved higher reinvestment rates, deeper supply chain localisation, and greater investor satisfaction. Tunisia’s integrated investor support centres, Estonia’s digital aftercare platform, and Costa Rica’s CINDE model exemplify how well-structured aftercare accelerates growth and amplifies the development impact of investment.

For Borno State, the imperative is even stronger. Investors operating in a post-conflict environment face unique challenges: supply chain volatility, infrastructure gaps, security-related disruptions, administrative inconsistencies, and a rapidly evolving regulatory landscape.

Without a coordinated system to track issues, prioritise support, and maintain structured engagement, the State risks losing existing investors, weakening its reputation, and slowing economic recovery. Conversely, a credible, predictable aftercare system can transform investor perceptions, signal institutional maturity, and position Borno as a stable and supportive investment destination within northeastern Nigeria and the Lake Chad Basin.

Investor aftercare therefore becomes both a strategic and developmental tool. It strengthens economic resilience by retaining existing firms; it promotes growth by unlocking reinvestment and expansion; and it enhances governance by generating real-time intelligence on business conditions. For a state navigating reconstruction and competitiveness simultaneously, aftercare is not an auxiliary function—it is a foundational pillar of economic policy.

This strategy document provides the framework through which Borno State will build such a system. It sets out the vision, principles, and operational model for a structured investor aftercare and retention ecosystem, led by the Borno State Investment Promotion Agency (BoSIPA) but supported by all relevant Ministries, Departments, and Agencies (MDAs).

It outlines the services to be offered, the institutional arrangements required, the tools and systems to be deployed, and the performance standards against which delivery will be measured. It also reflects global good practices adapted to Borno's realities and economic trajectory.

In doing so, the strategy signals a shift from episodic, reactive engagement to a deliberate, proactive, and intelligence-driven approach. It positions investor aftercare not merely as a support function, but as a strategic asset for deepening investment, strengthening competitiveness, and driving inclusive economic recovery across the State.

STRATEGIC CONTEXT

Borno State is undergoing a complex economic transition shaped by reconstruction, demographic pressures, shifting regional trade routes, and renewed investor interest. The State's investment landscape is defined by both significant promise and structural constraints, making the institutionalisation of investor aftercare not only timely but strategically necessary.

Borno State's Economic Landscape

Over the last decade, insecurity disrupted productive activities, eroded investor confidence, and fragmented supply chains. Yet recent stabilisation efforts and the rebuilding of infrastructure have begun to reposition Borno as a viable destination for domestic and regional investment. Three forces are shaping this new landscape:

1. Reconstruction-led demand

The rebuilding of housing, roads, energy infrastructure, and public facilities is creating new commercial opportunities across construction materials, logistics, and services.

2. Agricultural revival and value chain expansion

Borno's historical strength in crops such as sesame, gum arabic, livestock, and fisheries continues to attract processing firms, aggregators, and exporters seeking to expand their footprints.

3. Regional connectivity

Borno serves as a gateway to the Lake Chad Basin, Cameroon, Chad, and Niger. As cross-border corridors revive, the State can leverage logistics and trade to stimulate private-sector growth.

These structural shifts create a new opportunity for Borno: to anchor investment in long-term, stable operations. But this will not occur organically. It requires a predictable, coordinated system of post-investment support.

Why Institutionalised Aftercare Is Critical

1. To prevent investor attrition

In emerging markets, most investor exits are not driven by market failure but by government coordination failure—slow permits, unresolved bottlenecks, lack of clarity, or institutional silence. A structured aftercare system reduces this risk dramatically.

2. To unlock reinvestment and expansion

Globally, more than 60–70% of new FDI comes from existing investors. Without a mechanism that identifies expansion opportunities, supports feasibility, and coordinates approvals, these benefits remain unrealised.

3. To strengthen Borno's reputation

Investors judge locations by how they are treated after entry. A State known for responsiveness, clarity, and support earns trust—and trust is the most valuable currency in competitive investment markets.

4. To create investor-led intelligence for reform

Aftercare generates real-time data on business climate constraints, compliance challenges, sector opportunities, and institutional gaps. This intelligence is the backbone of evidence-based reform and targeted policy improvements.

5. To embed investment in the local economy

Effective aftercare enables firms to:



This deepens economic impact beyond the initial investment.

Global Lessons Relevant to Borno State

In emerging markets, most investor exits are not driven by market failure but by government coordination failure—slow permits, unresolved bottlenecks, lack of clarity, or institutional silence. A structured aftercare system reduces this risk dramatically.



Tunisia's Aftercare Model: Integrated Government Coordination

Tunisia's Investment Service Centres consolidate services across agencies, enabling smooth issue resolution. The relevance for Borno lies in the **coordination mechanism**, not the physical infrastructure: a structured system where MDAs respond within agreed timelines.



Estonia's Digital Investor Support System

Estonia uses an integrated digital portal for investor queries, issue tracking, and service requests. For Borno, the lesson is **lightweight digital tracking**, not complex automation: a simple online register that ensures visibility and accountability.



Costa Rica's CINDE: Targeted Strategic Aftercare

CINDE developed a model that transitions investors across stages—supporting expansions, enabling higher-value functions, and fostering R&D or export diversification. Borno can adapt this through strategic segmentation, identifying high-impact investors requiring tailored support.



IDA Ireland: Subsidiary Development Pathway

Ireland's approach helps subsidiaries evolve from basic operations to centres of excellence. Borno can leverage this logic to elevate local firms from survival mode to growth mode within key sectors.

Each model demonstrates that aftercare is not a one-size-fits-all activity—it is a structured system that adapts to investor maturity, sector dynamics, and institutional capacity.

Positioning Aftercare Within Borno's Development Priorities

The Borno State Government has placed economic revival, private sector development, and job creation at the centre of its governance agenda. Aftercare strengthens all three by:

- 1 Ensuring that investors already in the State remain operational and expand their activities
- 2 Increasing the competitiveness of sectors critical to reconstruction and growth
- 3 Building institutional discipline and service predictability across MDAs
- 4 Providing the data foundation for targeted reforms and improved policymaking
- 5 Supporting stability by deepening economic resilience in fragile areas

In a post-conflict context where administrative bottlenecks, coordination gaps, and inconsistent communication carry high economic costs, aftercare becomes a stabilising tool—integrating investment with governance and economic development objectives.

VISION, MISSION & STRATEGIC OBJECTIVES

A modern aftercare and retention system must articulate a clear sense of purpose—one that aligns investor support with the State's broader economic ambitions. For Borno, the system is not simply an administrative function; it is a strategic instrument for rebuilding confidence, stimulating reinvestment, and embedding private enterprise into the State's long-term development path.



Vision Statement

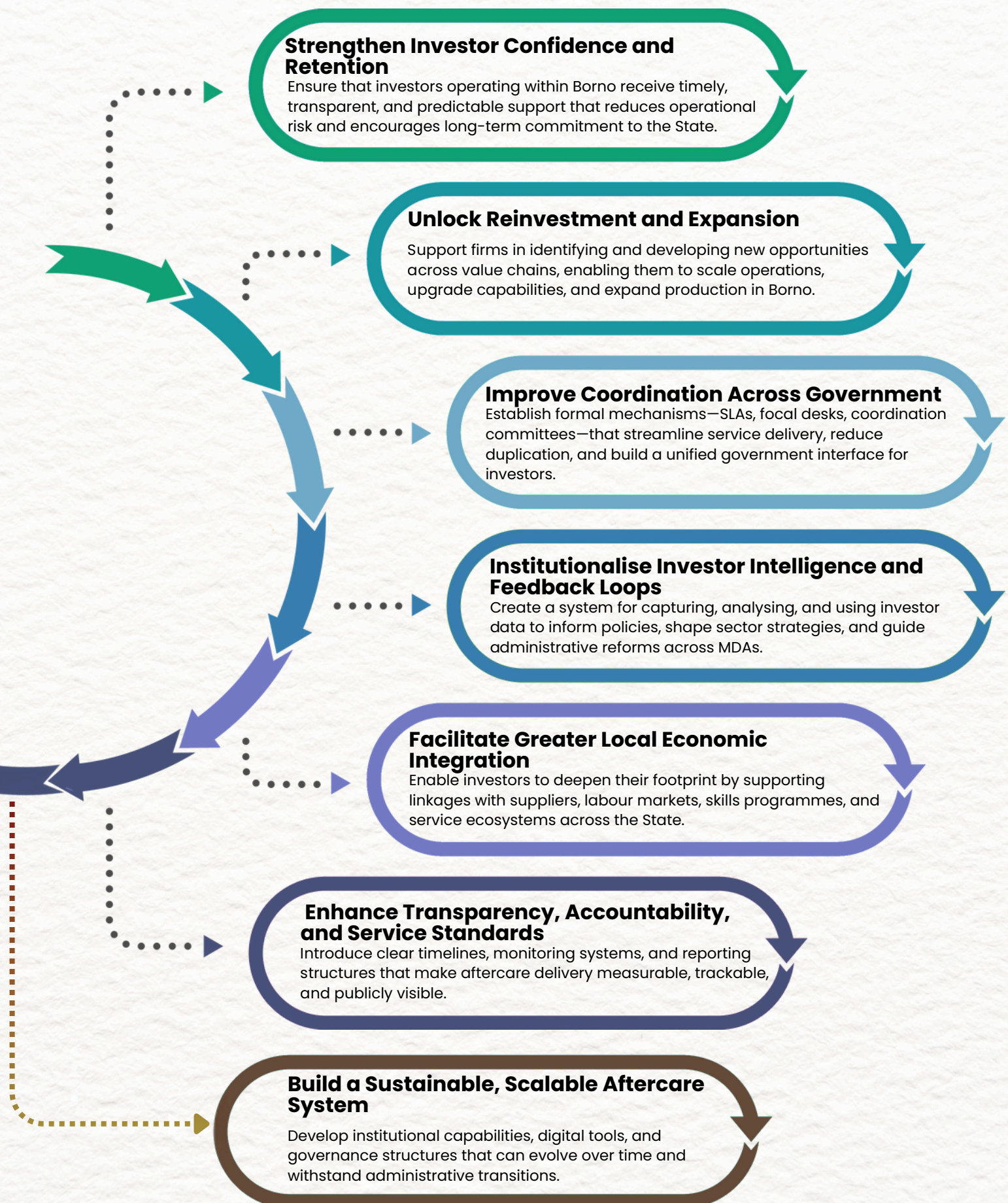
To create a predictable, responsive, and investor-centred ecosystem that strengthens business confidence, unlocks reinvestment, and positions Borno State as a competitive destination for sustainable private sector growth.

Mission Statement

To institutionalise a structured, coordinated, and intelligence-driven aftercare system—led by BoSIPA and supported by all MDAs—that proactively supports existing investors, resolves constraints, enables expansion, and drives continuous improvement in the State's investment climate.



Strategic Objectives



Guiding Principles for Aftercare Delivery

Responsiveness

Timely resolution of bottlenecks is central to investor trust; service standards must be clear and consistently respected.

Evidence-Based Action

Decisions and reforms should be driven by real-time intelligence gathered from investor interactions and tracking tools.



Proactivity

Engage investors before issues escalate. Regular visits, structured communication, and early intelligence underpin effective support. Engage investors before issues escalate. Regular visits, structured communication, and early intelligence underpin effective support.

Partnership

Aftercare is a collaborative duty across MDAs—each playing a defined role in enabling investor success.

Inclusiveness

Support must extend to both large and emerging investors, reflecting Borno's need for broad-based economic revival.

INVESTOR SEGMENTATION & PRIORITISATION FRAMEWORK

A structured aftercare system depends on clarity about who the State is serving and what level of support each investor requires. Without segmentation, aftercare becomes reactive and unfocused; resources are spread thin, high-impact investors receive inadequate support, and the system fails to generate meaningful economic outcomes. Effective segmentation provides the organising logic for the entire aftercare programme—guiding service delivery, account management, and policy advocacy.

This chapter provides Borno State with a detailed methodology for mapping, analysing, and prioritising investors. It draws from global practice (CINDE's strategic segmentation, IDA Ireland's development pathways, COMESA's sector prioritisation logic) while tailoring the approach to Borno's economic realities, institutional capacity, and data constraints.

Mapping the Investor Base

The first step in building an aftercare system is to develop a comprehensive and continuously updated picture of all investors operating in the State. Investor information is frequently fragmented across MDAs, making consolidation essential.

Required Data Fields

Every investor operating in Borno should be captured along the following dimensions:

Company Profile



Economic Indicators

- Sector
- Sub-sector
- Annual Revenue (if voluntarily disclosed)
- Number of Employees (direct)
- Estimated Indirect Employment
- Capital Investment to Date
- Export Orientation (Yes/No)
- Local Content Ratio

Operational Footprint

- Land Use and Facilities
- Supply Chain Structure
- Logistics Dependencies
- Utilities Usage (e.g., power, water, ICT)

Risk & Opportunity Indicators

- Operational Challenges
- Regulatory/Administrative Dependencies
- Sensitivity to Infrastructure Disruptions
- Sector-Specific Risks
- Opportunities for Upgrading or Value Addition

This dataset becomes the foundation of the investor intelligence system, the account management framework, and the issue resolution mechanism.

Categorising Investors Based on Economic Impact

Once data is mapped, investors should be classified into meaningful categories that reflect their economic importance and aftercare needs.

Four Core Investor Categories

1. Strategic Investors

High-impact firms whose operations significantly influence employment, supply chains, exports, or sector development.

Examples:

-  Large agro-processors
-  Logistics hubs
-  Anchor employers

These investors receive the highest intensity of aftercare.

2. Growth Investors

Companies with demonstrated potential to expand production, introduce new product lines, or move into higher-value activities.

They require close engagement and targeted support to unlock reinvestment.

3. Maintenance Investors

Stable firms with predictable operations but limited expansion prospects. The goal is to ensure operational continuity, compliance, and marginal improvements.

4. At-Risk or Declining Investors

Firms facing financial, logistical, regulatory, or market challenges that could trigger downsizing or exit.

These require rapid engagement and targeted interventions.

Prioritisation Criteria

Borno's prioritisation must balance economic impact with operational risk. The following criteria should guide investor ranking:

Economic Value Criteria

-  Number of direct jobs created
-  Degree of indirect job creation
-  Contribution to local supply chains
-  Export potential
-  Local content utilisation
-  Investment size and capital intensity

Strategic Alignment Criteria

-  Alignment with priority sectors (agriculture, logistics, renewable energy, housing, manufacturing)
-  Contribution to regional trade or corridor development
-  Alignment with State development plans or cluster initiatives

Risk and Vulnerability Criteria

-  Exposure to security disruptions
-  Infrastructure sensitivity
-  Infrastructure sensitivity
-  Business continuity risks
-  Evidence of operational strain or decline

Expansion Potential Criteria

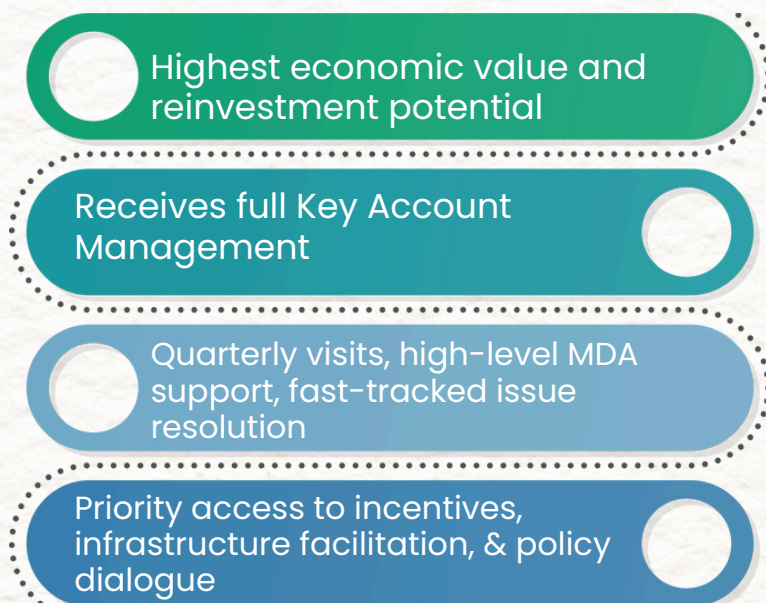
-  Reinvestment plans (confirmed or tentative)
-  Opportunities for product diversification
-  Possibility of upgrading to higher-value operations
-  Strength of parent company relationship

Together, these criteria form a Prioritisation Score that determines service allocation, account manager assignments, and frequency of engagement.

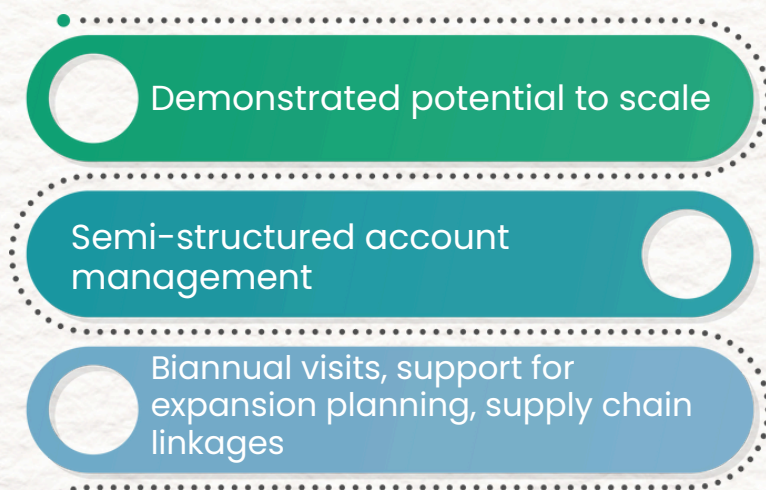
Prioritisation Tiers and Service Implications

Using the prioritisation score, Borno should classify investors into three service tiers:

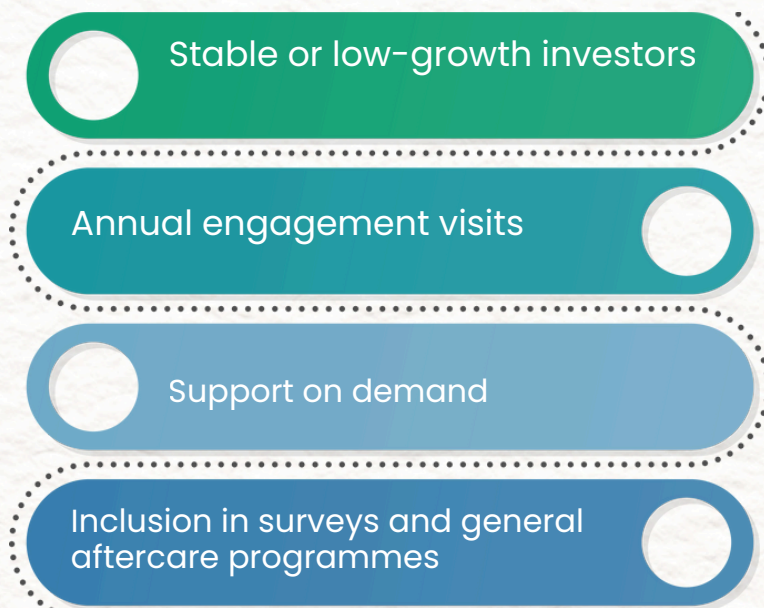
Tier 1 – Priority Strategic Accounts



Tier 2 – Growth Accounts



Tier 3 – Standard Accounts



Tiering ensures that resources are distributed strategically rather than evenly, reflecting economic realities.

Integrating Segmentation into Aftercare Delivery

Segmentation is not a standalone exercise; it directly informs how aftercare is executed:

1. Key Account Management (KAM)

Each Priority Strategic and Growth investor is assigned a dedicated account manager.

2. Service Allocation

Tier 1 investors may receive bespoke services such as:

-  Custom expansion support
-  Tailored workforce development linkages
-  Supply chain matchmaking
-  Direct policy dialogue

Tier 3 investors receive standardised support.

3. MDA Coordination

Priority investors' issues are escalated directly through the Aftercare Steering Committee.

4. Intelligence & Reform

Data gathered from different investor categories supports:

-  Sector strategy development
-  Policy refinements
-  Infrastructure prioritisation
-  Skills and supply chain programmes

Tools to Operationalise Segmentation

To embed segmentation, Borno State should deploy the following tools:

Investor Profiling Template

A standardised form capturing all data fields listed in 6.1.

Investor Prioritisation Matrix

A scoring tool that weights criteria such as jobs, sector alignment, and expansion potential.

Sector Investment Maps

Visualisations showing the distribution and density of investment across key sectors.

Risk Rating Tool

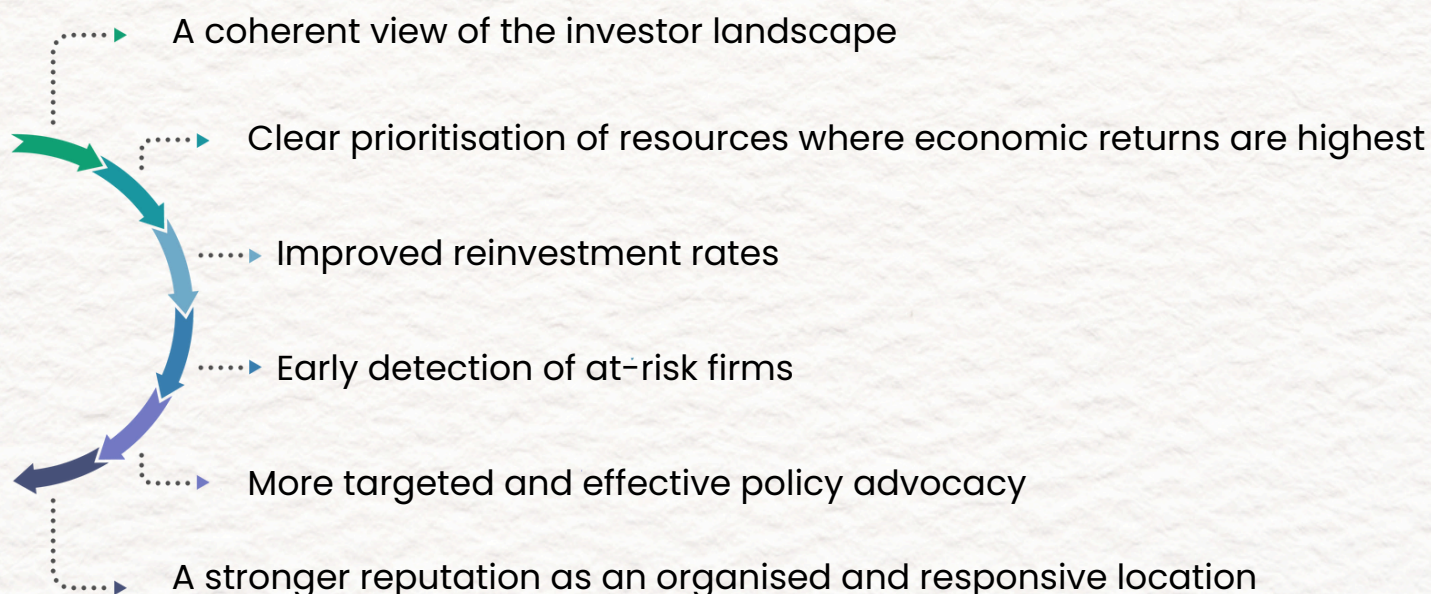
A checklist used to assess the vulnerability of investors to disruptions.

Segmentation Dashboard

A digital interface (Excel, Power BI, or CRM-based) displaying tiers, visit schedules, issues, and trends.

Expected Outcomes of the Segmentation Framework

By applying this segmentation model, Borno State will achieve:



AFTERCARE SERVICE FRAMEWORK

The Aftercare Service Framework defines what Borno State will deliver to investors once they are established. It is the heart of the entire aftercare system—covering the full range of support services, from administrative facilitation to strategic interventions that influence the long-term development of the State's economy.

A well-designed framework ensures three things:

Predictability

Investors know what to expect.

Consistency

Services are delivered uniformly across MDAs.

Strategic Alignment

Support is targeted where economic returns are highest.

This chapter outlines, in detail, the architecture of aftercare services in Borno. It is structured around the internationally recognised three-tier model—**Administrative, Operational, and Strategic** services—adapted to Borno's priorities and delivered through a coordinated, intelligence-driven approach.

Expected Outcomes of the Segmentation Framework

Borno's Aftercare Framework rests on the principle that different investors require different kinds of support, depending on their size, maturity, sector, and growth trajectory. Services therefore span three levels:

1. Administrative Services

Enable investors to operate smoothly and comply with regulatory requirements.

2. Operational Services

Support firms in achieving full productivity and overcoming on-ground challenges.

3. Strategic Services

Help investors expand, diversify, deepen their value chains, and upgrade capabilities.

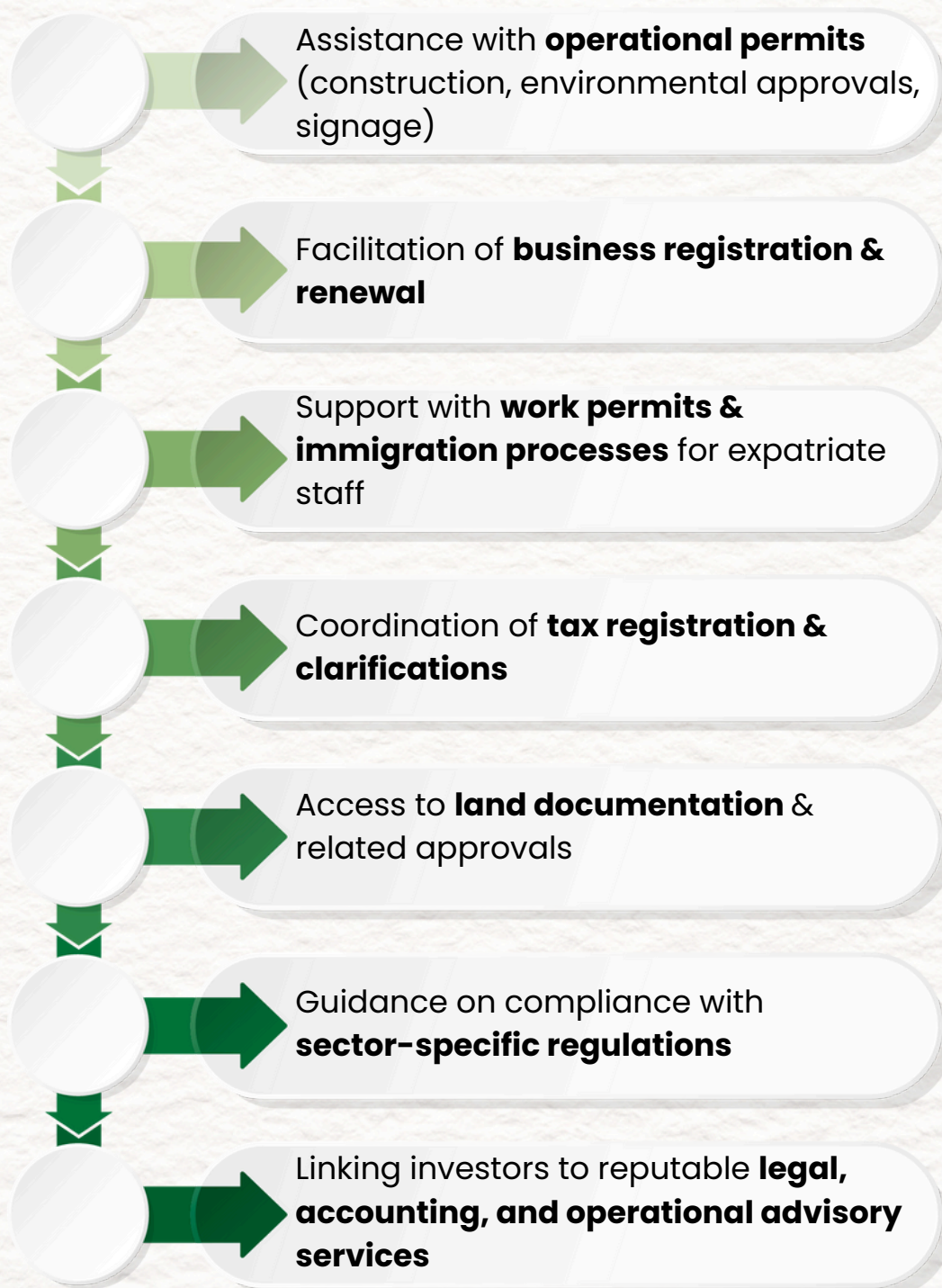
The combination of these tiers allows Borno to move beyond reactive issue resolution towards a strategic partnership model that builds long-term investor confidence.

ADMINISTRATIVE SERVICES

Administrative services form the foundation of aftercare. For investors, most early frustrations arise from fragmented processes, unclear responsibilities, and inconsistent timelines across MDAs. Borno's administrative service framework aims to address these by providing structured, predictable, and coordinated support.

Scope of Administrative Services

These services include:



Delivery Mechanisms

To deliver administrative support seamlessly, Borno State will use:

a. Service-Level Agreements (SLAs)

SLAs between BoSIPA and MDAs define clear timelines and responsibilities. E.g.,

-  **Building permit approval:** 10 working days
-  **Business registration confirmation:** 72 hours
-  **Work permit referral:** 5 working days

b. BoSIPA Helpdesk & One-Portal System

A simple digital platform (and dedicated desk) where investors:

-  Submit requests
-  Track service status
-  Receive automated updates

c. MDA Aftercare Focal Points

Every partner agency assigns a trained officer responsible for responding to investor issues within the agreed timeline.

Expected Outcomes

-  Reduced administrative delays
-  Increased investor satisfaction
-  Improved transparency and consistency
-  Strengthened public-sector accountability

OPERATIONAL SERVICES

Operational services help investors achieve optimal performance in their day-to-day activities. These services address infrastructure constraints, workforce dynamics, supply chain gaps, and industry ecosystem issues.

In a state like Borno—where disruptions to logistics, infrastructure, and labour markets can carry significant operational costs—proactive operational support is a major competitive advantage.

Scope of Operational Services

These services include:

a. Workforce and Skills Support

-  Facilitation of recruitment processes
-  Coordination with TVET institutions and universities
-  Support for customised training programmes

b. Supply Chain and Input Linkages

-  Identification of local suppliers
-  Introduction to aggregators and logistics providers
-  Facilitation of local content partnerships

c. Export and Market Access Facilitation

-  Guidance on export standards
-  Links to export promotion programmes
-  Coordination with border agencies

d. Expansion Facilitation

-  Support in identifying new land or premises
-  Coordination of utility connections (electricity, water, ICT)
-  Assistance in feasibility preparations for expansion

e. Sector Cluster Development

-  Support for emerging sector clusters (e.g., agro-processing, logistics, renewable energy)
-  Linking companies to research institutions and innovation centres

f. Delivery Mechanisms

-  Account Managers trained in sector-specific needs
-  Joint MDA field missions to address sectoral bottlenecks
-  Supplier development programmes in partnership with local associations
-  Regular investor forums to identify systemic issues

STRATEGIC SERVICES

Strategic aftercare focuses on long-term transformation—helping investors upgrade, diversify, internationalise, and integrate more deeply into the local economy. Only a small proportion of investors need these services, but they deliver disproportionate economic impact.

Scope of Strategic Services

a. Expansion and Reinvestment Promotion

Helping firms develop and justify expansion plans by:

-  Providing sector intelligence
-  Facilitating feasibility studies
-  Coordinating cross-MDA approvals
-  Engaging directly with HQ decision-makers

b. Upgrading and Diversification Support

Assisting firms to:

-  Introduce higher-value products
-  Adopt new technologies
-  Improve quality and compliance

c. Innovation, R&D, and Higher-Value Mandates

Connecting firms to:

-  Universities
-  Research centres
-  Innovation hubs

Drawing from the **IDA Ireland SIMS** model, the objective is to move firms from basic operations to centres of excellence.

d. Policy Advocacy

Using investor intelligence to:

-  Identify systemic barriers
-  Draft reform recommendations
-  Support legislative improvements
-  Provide evidence during policymaking processes

e. Crisis Response and Business Continuity Support

In a post-conflict context, this includes:

-  Emergency facilitation
-  Relocation support
-  Coordination during disruptions

Delivery Mechanisms

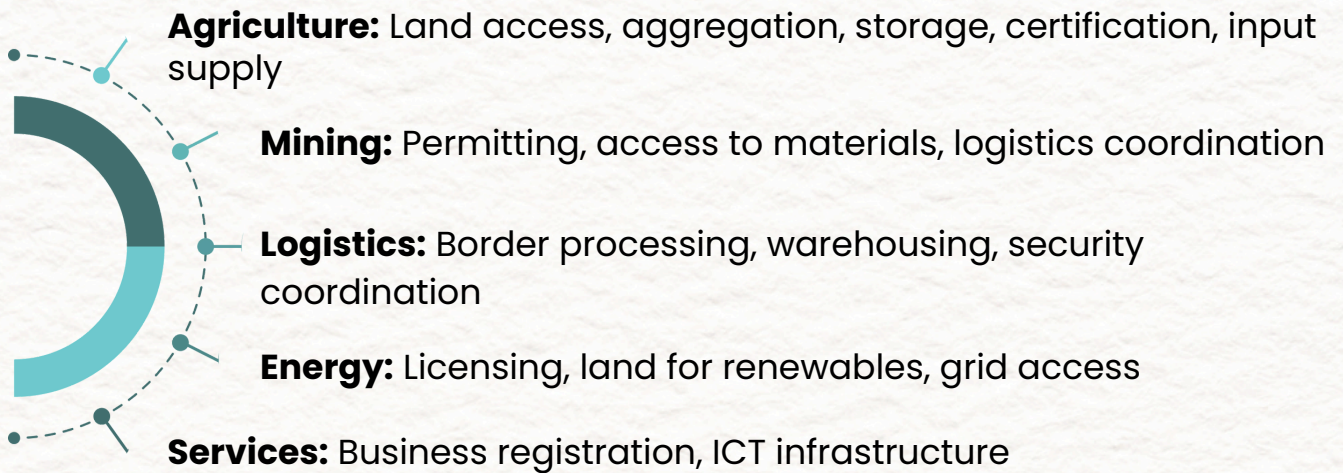
-  **Aftercare Steering Committee** for high-level bottlenecks
-  **Sector Working Groups** for cluster development
-  **Investor roundtables** targeting high-impact firms
-  **Policy intelligence reports** feeding into reform processes

Expected Outcomes

-  Increased reinvestment
-  Diversified and upgraded operations
-  Strengthened innovation ecosystems
-  More competitive sectors across Borno

SECTOR-SPECIFIC AFTERCARE

Different sectors face different constraints. Borno's top sectors—agriculture, mining, energy, and services—require tailored service packages, including:



This sectoral differentiation allows BoSIPA to deliver more precise and impactful support.

SERVICE STANDARDS AND COMMUNICATION

To ensure clarity and predictability:

This sectoral differentiation allows BoSIPA to deliver more precise and impactful support.

Service Standards and Communication

To ensure clarity and predictability:

-  Service timelines will be published publicly
-  Investors will receive periodic updates and engagement schedules
-  Standard templates will be used for visits, issue logs, and escalation

DELIVERY PILLARS OF THE AFTERCARE SYSTEM

A strategy is only as strong as the system that delivers it. In Borno State, the effectiveness of aftercare will depend on the institutions, processes, intelligence systems, and collaborative mechanisms that translate intent into consistent action.

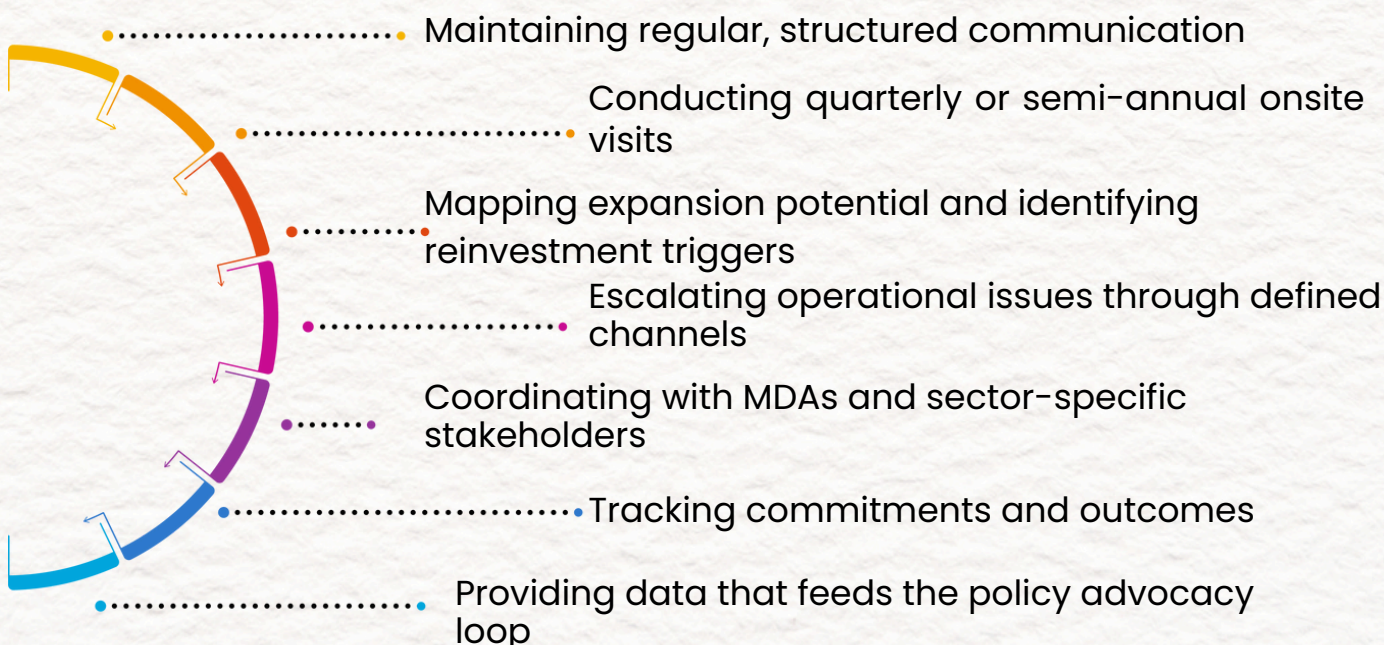
The Delivery Pillars define the core capabilities that must be established to ensure that aftercare becomes predictable, coordinated, and measurable across the entire government.

These pillars reflect global best practice, adapted to the administrative realities and economic environment of Borno. Together, they form a coherent operating framework that moves the State from reactive complaint-handling to proactive, strategic investor partnership.

The Key Account Management (KAM) Model

At the heart of any serious aftercare system is a structured Key Account Management approach. This model assigns responsibility for high-impact investors to dedicated officers within the Investment Promotion Agency. The logic is simple: large or high-potential investors are economic assets; they require personalised, consistent, and informed engagement.

In Borno, each priority investor—identified through the segmentation framework—will be assigned a trained account manager who serves as the State’s principal relationship point. Their role includes:



An effective account manager must have sector awareness, strong communication skills, and the ability to navigate government systems. Their performance is measured by issue-resolution timelines, investor satisfaction, reinvestment leads generated, and improvements in investor sentiment.

The KAM model recognises that investor loyalty is built through human relationships, not forms and procedures.

Stakeholder Coordination and Inter-Agency Mechanisms

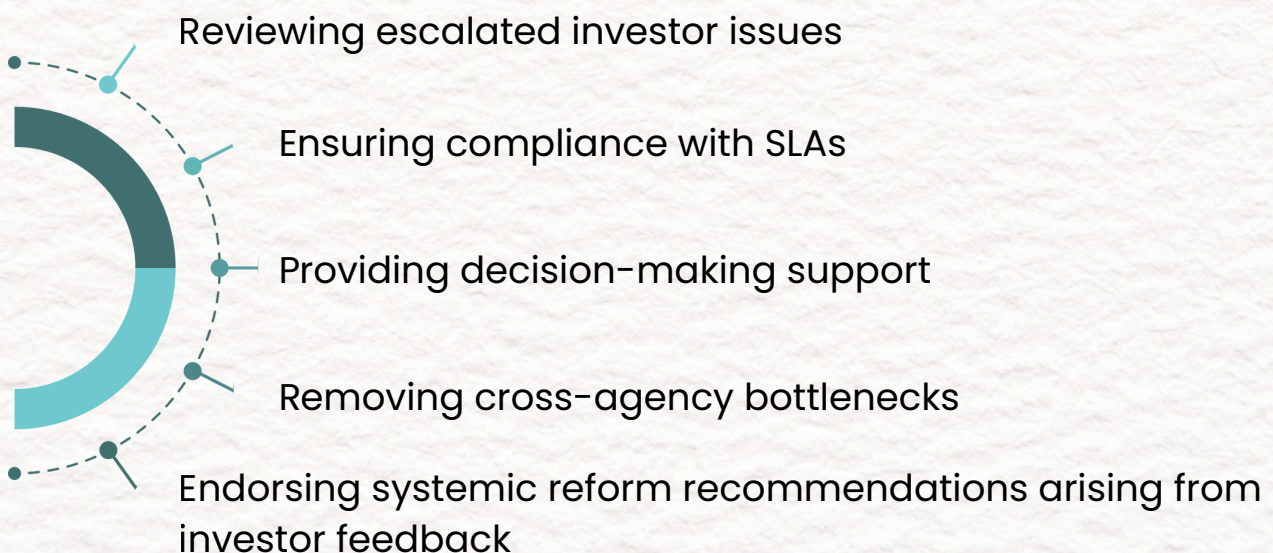
Different sectors face different constraints. Borno's top sectors—agriculture, mining, energy, and services—require tailored service packages, including:

Aftercare cannot succeed if it is solely the responsibility of the Investment Promotion Agency. Most investor issues—permits, utilities, land, taxes, labour, environmental approvals—sit with other MDAs, each operating with its own workflows and constraints. Without formal coordination, investors encounter fragmentation, delays, and inconsistent interpretations of policy.

To address this, the strategy establishes a structured coordination architecture composed of:

Aftercare Steering Committee

A high-level body chaired at a senior administrative level (e.g., Head of Service or Permanent Secretary) with membership from key MDAs. Its mandate includes:



MDA Aftercare Focal Points

Each partner agency will appoint a trained focal officer responsible for responding to investor issues within agreed timelines. These focal points form the operational backbone of coordination.

Sector Working Groups

For high-impact sectors—such as agriculture, logistics, construction, and renewables—specialised working groups will meet periodically to identify shared challenges, streamline interventions, and co-develop solutions.

Through these mechanisms, Borno transitions from fragmented agency actions to a unified, government-wide aftercare approach.

INVESTOR TRACKING AND INTELLIGENCE SYSTEM

A modern aftercare programme must run on data. Without an intelligence system, the State cannot understand investor trends, monitor issue resolution, identify systemic problems, or measure performance. Investor intelligence is both the backbone of service delivery and the engine of reform.

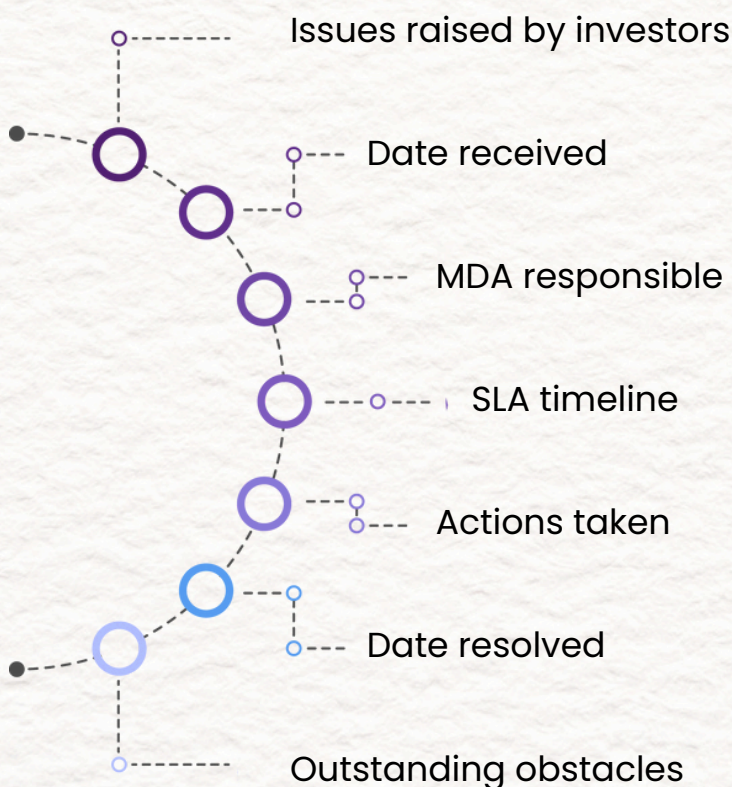
Borno's investor intelligence system will consist of:

A Central Investor Database

Built from the segmentation exercise, this database contains detailed profiles for all investors operating in the State, including economic indicators, supply chain linkages, risks, and expansion plans.

Issue Management and Tracking Tool

A digital platform—starting with a simple Excel/Power BI dashboard or a customised CRM—that logs:



This tool ensures transparency and accountability across MDAs.

Investor Visit and Engagement Data

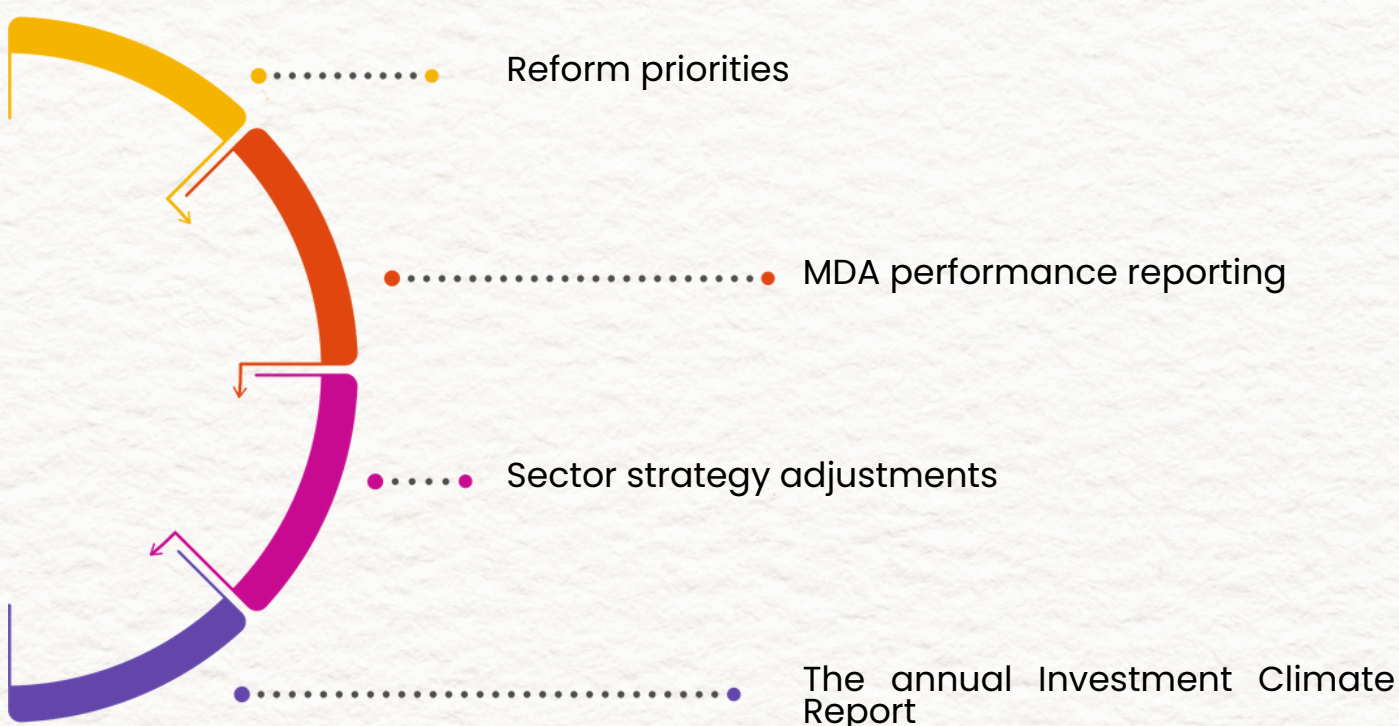
Each visit, communication, or engagement is logged, creating a continuous record of investor sentiment and emerging opportunities.

Quarterly Investor Pulse Surveys

A short, structured survey administered to capture real-time feedback on service quality, operational challenges, and investment intentions.

Analytics and Policy Intelligence

Data from all sources feed into quarterly intelligence briefings that inform:

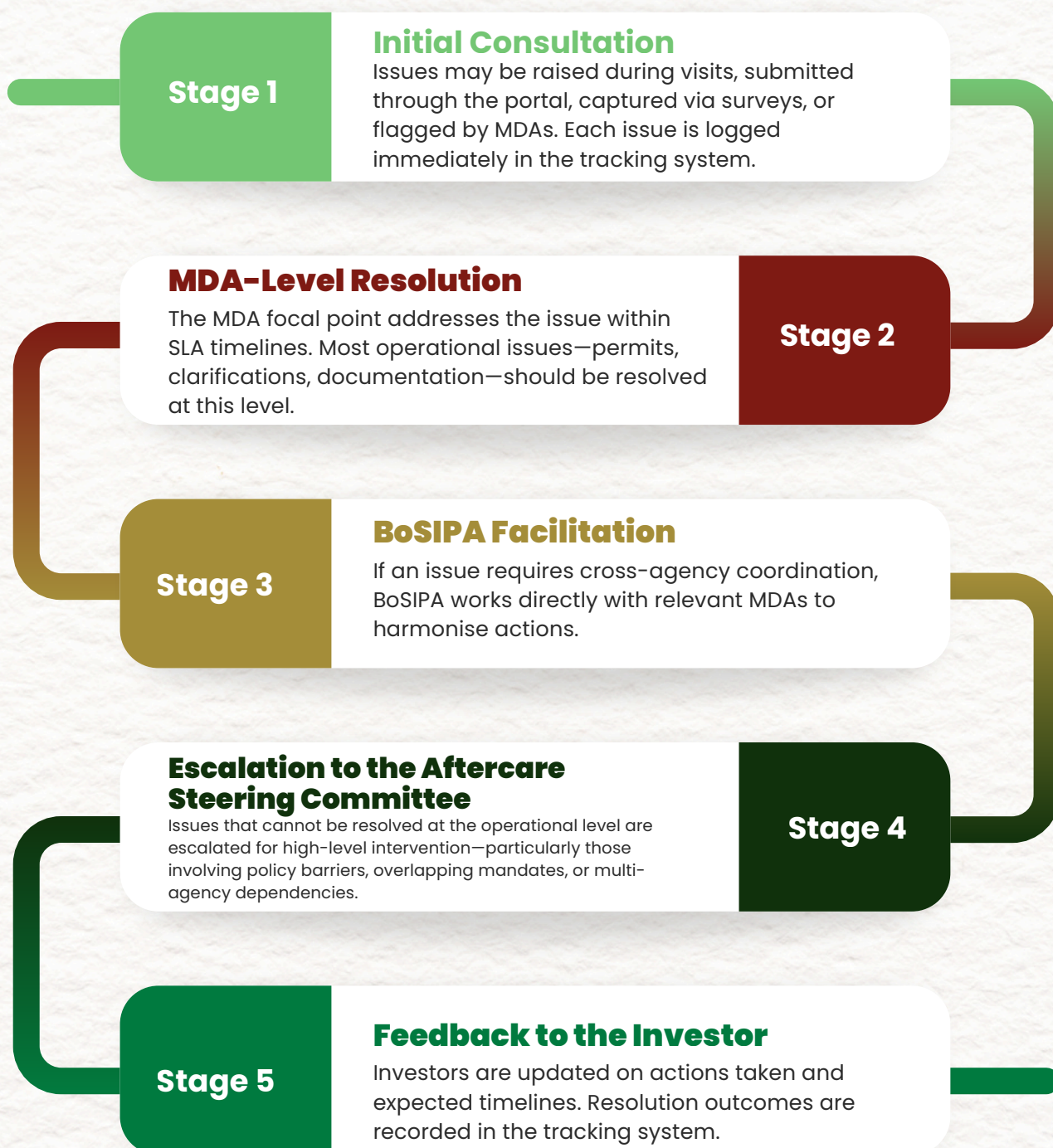


This intelligence system positions Borno to make evidence-based decisions rather than rely on anecdotal feedback.

Issue Resolution and Escalation Pathway

A credible aftercare system must guarantee that investor issues are resolved within predictable timelines. This requires a clear pathway for how issues move through the system—from identification to resolution.

The pathway includes:



Feedback and Grievance Redress Mechanism

A functioning aftercare system must also provide investors with a safe, convenient, and transparent way to raise grievances. The GRM ensures that all complaints:

-  Are heard
-  Are treated confidentially
-  Are recorded
-  Receive a response within defined timelines
-  Contribute to system-wide learning

Borno's GRM integrates:

-  A dedicated hotline
-  A physical desk at BoSIPA
-  An online complaint submission form
-  Standardised templates for recording actions and outcomes
-  A quarterly review process to identify recurrent issues

The goal is not only to resolve individual grievances but to identify structural problems and prevent recurrence.

Policy Advocacy and Reform Loop

A mature aftercare system does not stop at resolving issues—it translates investor experience into actionable reforms. This closes the loop between investor feedback and policy improvement.

The policy advocacy loop includes:

-  Collection of quantitative and qualitative intelligence
-  Quarterly synthesis by BoSIPA
-  Recommendation of reforms to relevant MDAs
-  Presentation of systemic constraints to the Steering Committee
-  Engagement in legislative or regulatory review processes
-  Tracking the progress of approved reforms

This mechanism ensures that aftercare serves not only investors but the State itself by continuously improving the investment climate.

Communication and Investor Engagement Protocols

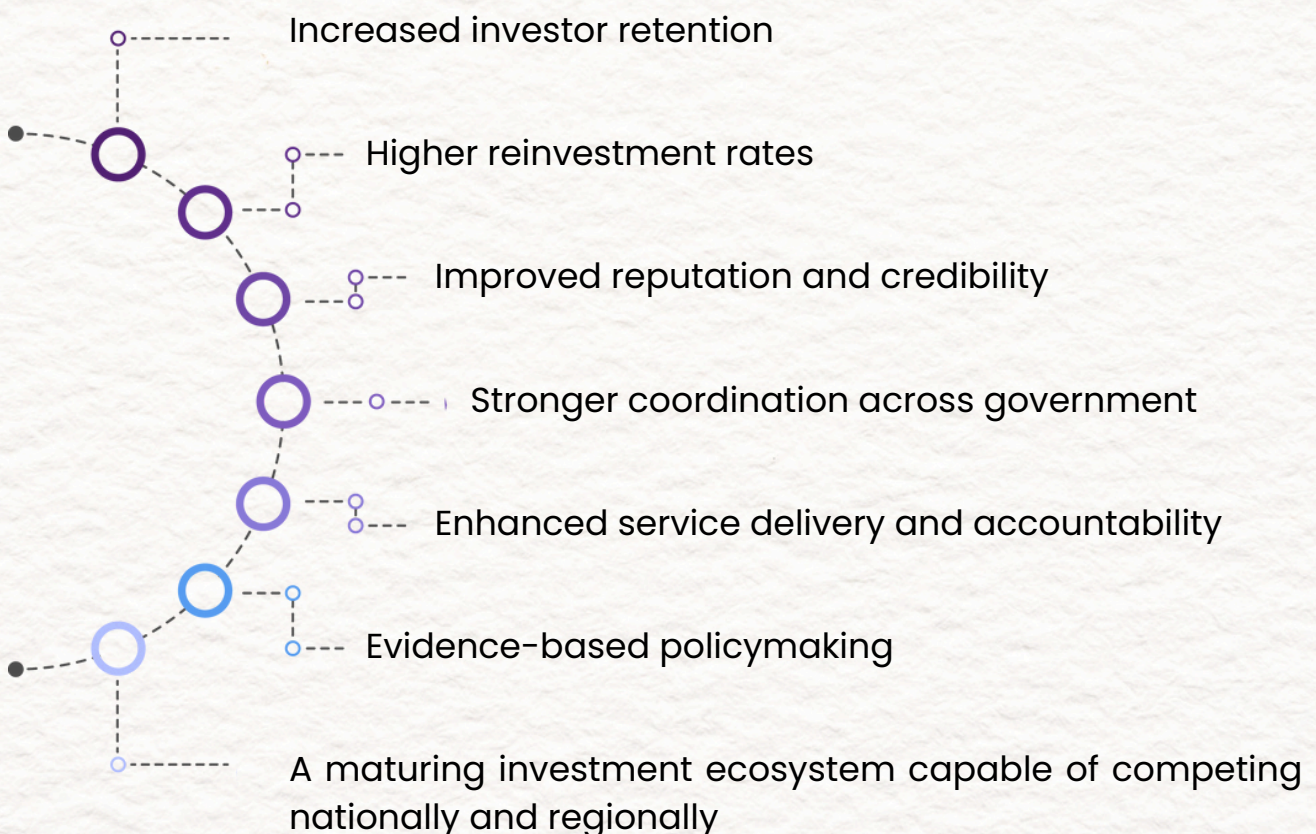
Effective aftercare requires clear, structured, and continuous communication. Borno's engagement protocols will include:

- ▶ Scheduled site visits and periodic check-ins
- ▶ Investor roundtables and sector forums
- ▶ Digital newsletters with policy updates
- ▶ Dedicated relationship channels for priority investors

Regular engagement prevents issues from escalating and builds trust in government.

Expected Outcomes of the Delivery Pillars

The establishment of these pillars positions Borno to achieve:



PERFORMANCE MEASUREMENT, MONITORING AND ACCOUNTABILITY FRAMEWORK

A credible investor aftercare system must be measurable. Without clear performance indicators and a transparent monitoring framework, aftercare risks becoming discretionary, inconsistent, and invisible to both investors and decision-makers. This Strategy therefore establishes a results-oriented performance framework that allows Borno State to track service delivery, assess impact, and continuously improve investor support.

The performance framework serves three functions. First, it enables BoSIPA and partner MDAs to monitor operational effectiveness and service discipline. Second, it provides senior leadership with evidence to guide policy reform and resource allocation. Third, it assures investors that commitments made under the aftercare system are measurable and enforced.

Core Aftercare Performance Indicators

The following indicators constitute the minimum performance metrics for the Aftercare and Retention Programme and will be tracked continuously:

Investor Coverage and Engagement

-  Number of investors registered in the aftercare system
-  Number of investors receiving aftercare support during the reporting period
-  Number of priority (Tier 1 and Tier 2) investors assigned a dedicated account manager
-  Frequency of structured engagement (site visits, meetings, follow-ups)

Issue Management and Resolution

-  Number of investor issues registered
-  Number of investor issues resolved
-  Percentage of issues resolved within agreed service-level timelines
-  Average time taken to resolve investor issues

Investor Confidence and Retention

- Investor satisfaction score (from pulse surveys)
- Investor retention rate
- Number and value of reinvestment or expansion commitments facilitated

These indicators meet international good practice and align with verification requirements under performance-based reform programmes.

Monitoring Tools and Systems

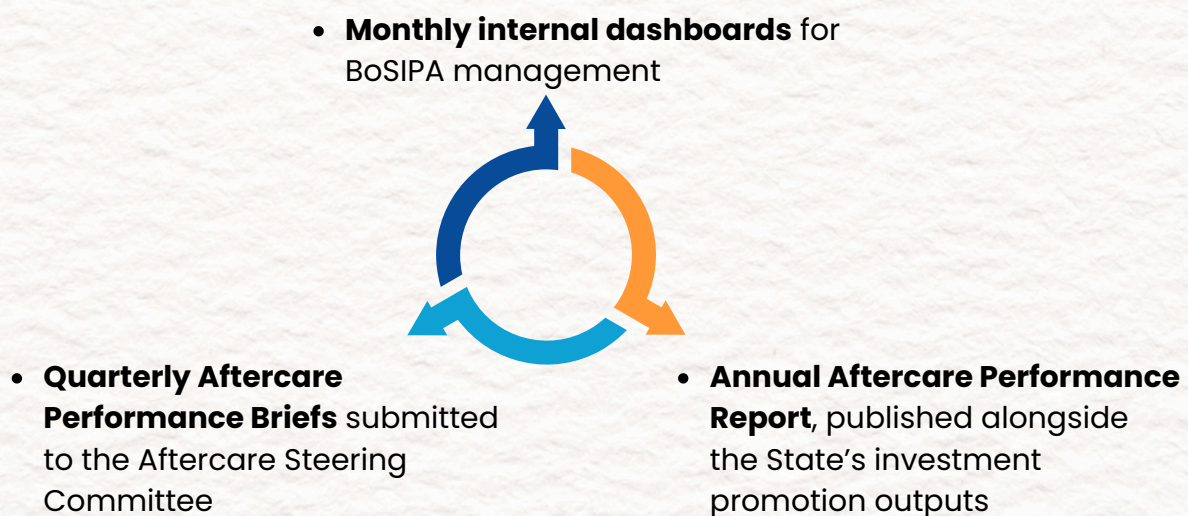
Monitoring will be enabled through an integrated Investor Tracking and Intelligence System managed by BoSIPA. This system will record, at minimum:

- Investor profiles and segmentation tier
- Issues raised, actions taken, and resolution status
- MDA response times and SLA compliance
- Engagement history and follow-up actions

A digital dashboard will be used to generate real-time performance summaries for internal management and leadership oversight.

Reporting and Review Cycle

Performance reporting will follow a structured cycle:



The Annual Report will summarise results, identify systemic constraints, and outline priority reforms for the subsequent year.

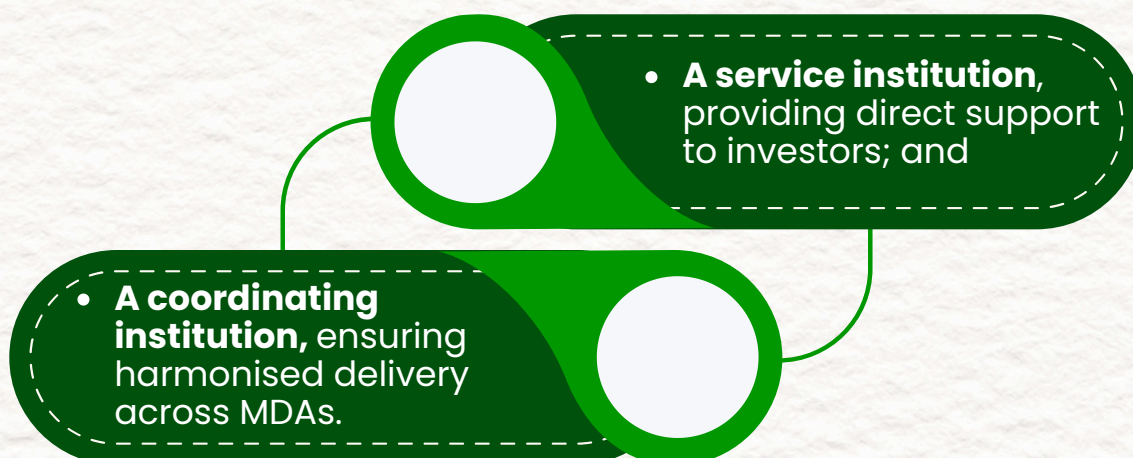
Institutional Arrangements

Delivering an effective investor aftercare system in Borno State requires a clear and coherent institutional architecture. Investment facilitation touches numerous Ministries, Departments, and Agencies; without defined roles, formal coordination mechanisms, and delegated authority, the system becomes fragmented, reactive, and inconsistent. Institutional arrangements therefore form the backbone of implementation: they determine how decisions are made, how issues move through the system, how agencies collaborate, and how the State demonstrates predictability to investors.

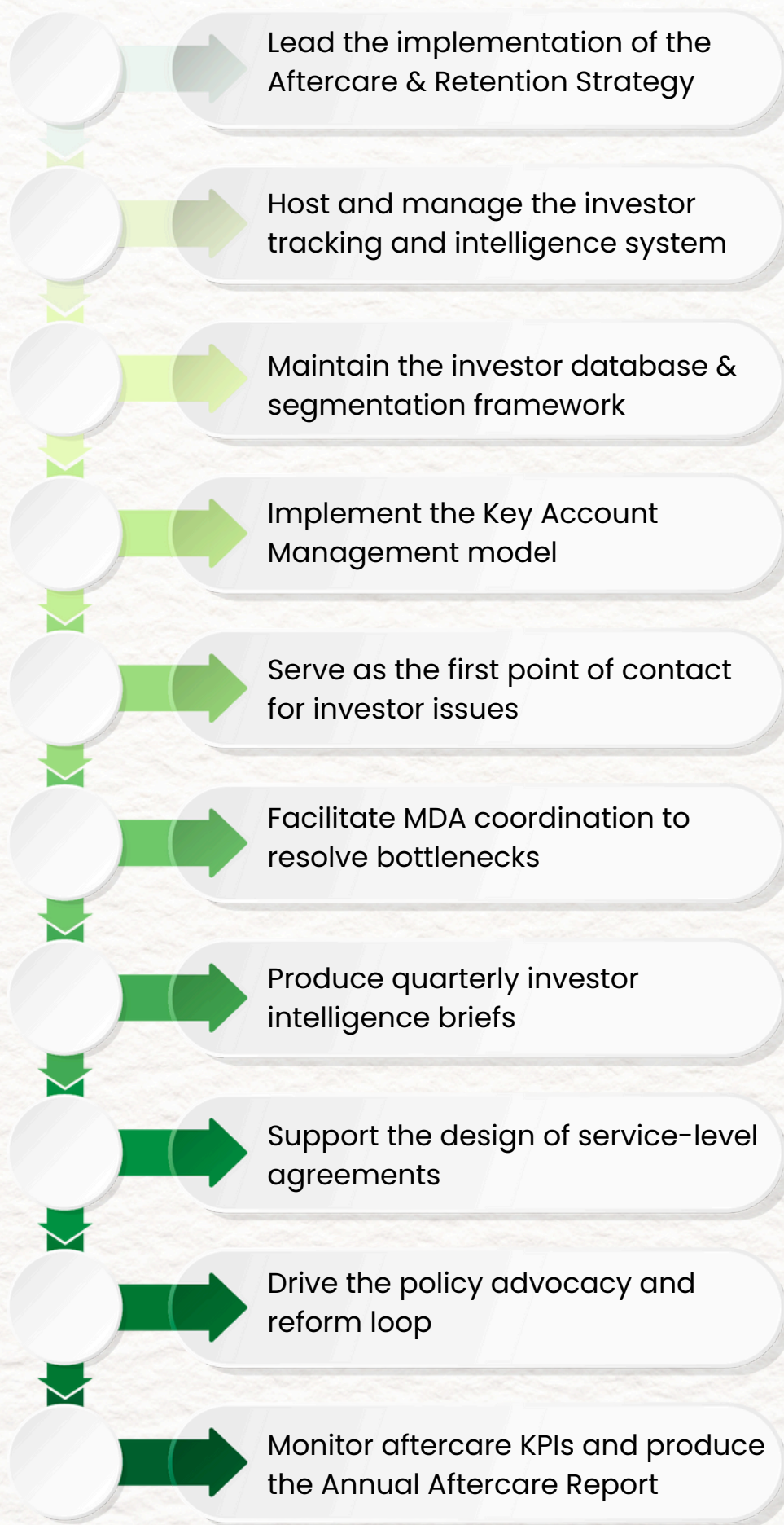
This chapter sets out the governance structure, operational roles, inter-agency mechanisms, and delegation arrangements required to embed aftercare as a sustained, government-wide function.

The Lead Institution: Borno State Investment Promotion Agency (BoSIPA)

BoSIPA is the primary institution responsible for leading, coordinating, and driving the aftercare system. Its mandate includes investor engagement, issue resolution facilitation, data and intelligence gathering, account management, and policy advocacy. To fulfil this role effectively, BoSIPA must operate as both:



Core Responsibilities of BoSIPA



MDAs as Delivery Partners

The majority of investor issues originate in, or depend on, the operations of other MDAs—such as the Ministries of Commerce, Agriculture, Environment, Land and Survey, Works, Energy, Transport, ICT, Internal Revenue Service, and regulatory bodies.

For aftercare to function, these agencies must operate as active delivery partners, with defined obligations and accountability mechanisms.

Responsibilities of Supporting MDAs



Each MDA's performance will be tracked through the investor tracking system and reflected in dashboard reporting.

Aftercare Steering Committee

The Steering Committee is the apex governance structure for aftercare in Borno State. It ensures high-level oversight, political backing, and the authority needed to resolve escalated issues.

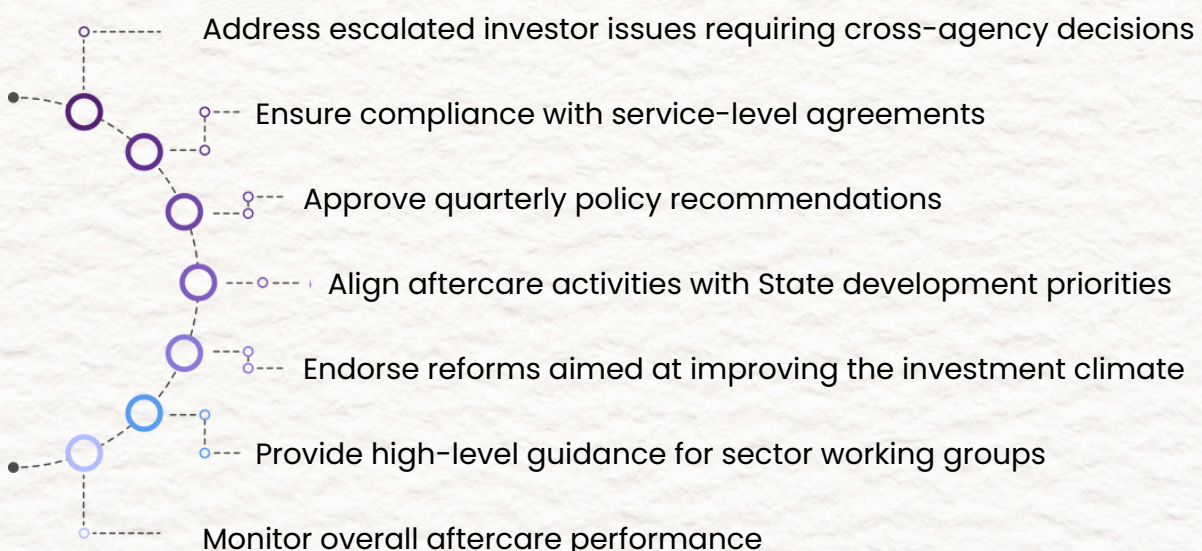
Composition

- **Chair:** Head of Service or a designated senior official
- **Members:** Permanent Secretaries or Directors from key MDAs, including:



BoSIPA serves as the Secretariat.

Functions of the Steering Committee

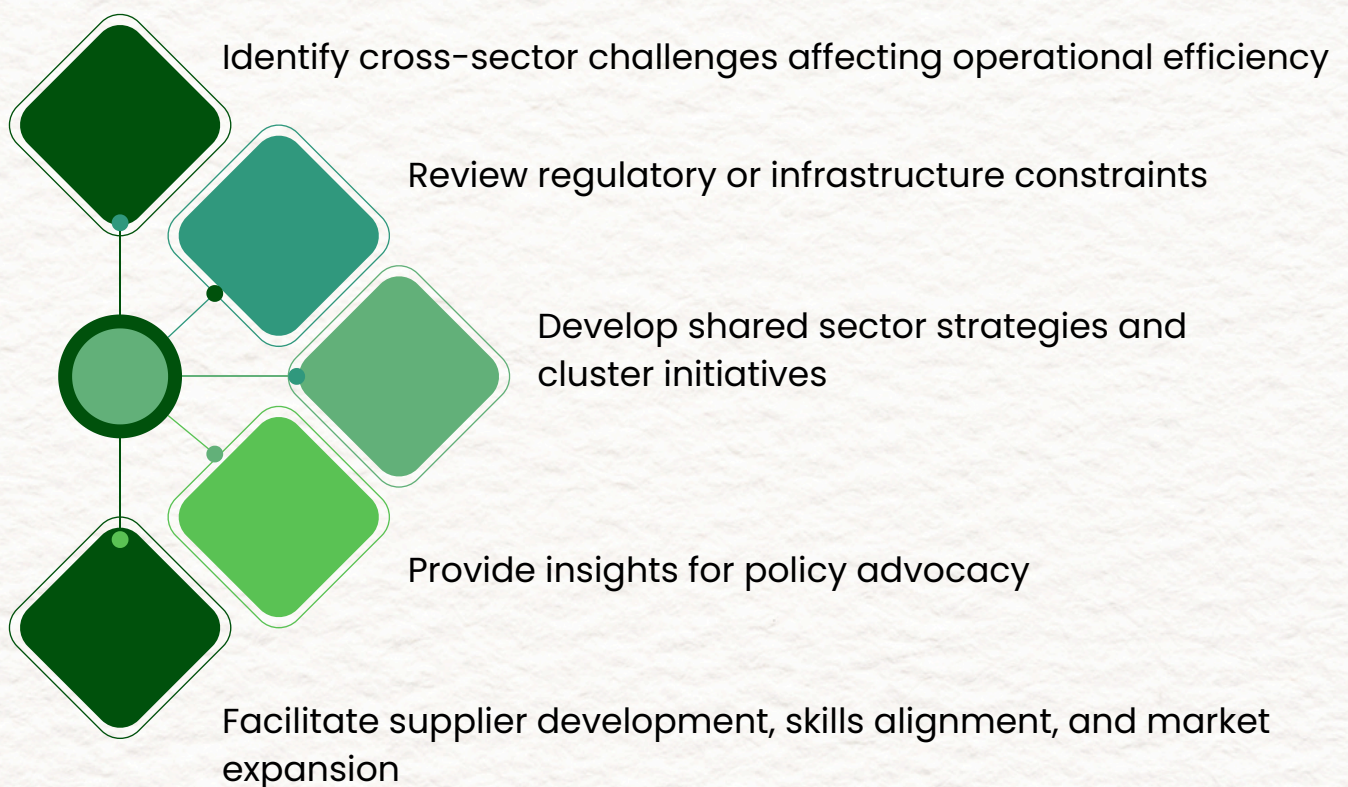


This committee is the mechanism through which Borno delivers credibility and institutional coherence.

Sector Working Groups

For Borno's priority sectors—agriculture, logistics, renewable energy, construction, and services—specialised working groups will convene to address systemic bottlenecks, coordinate activities, and create sector-specific solutions.

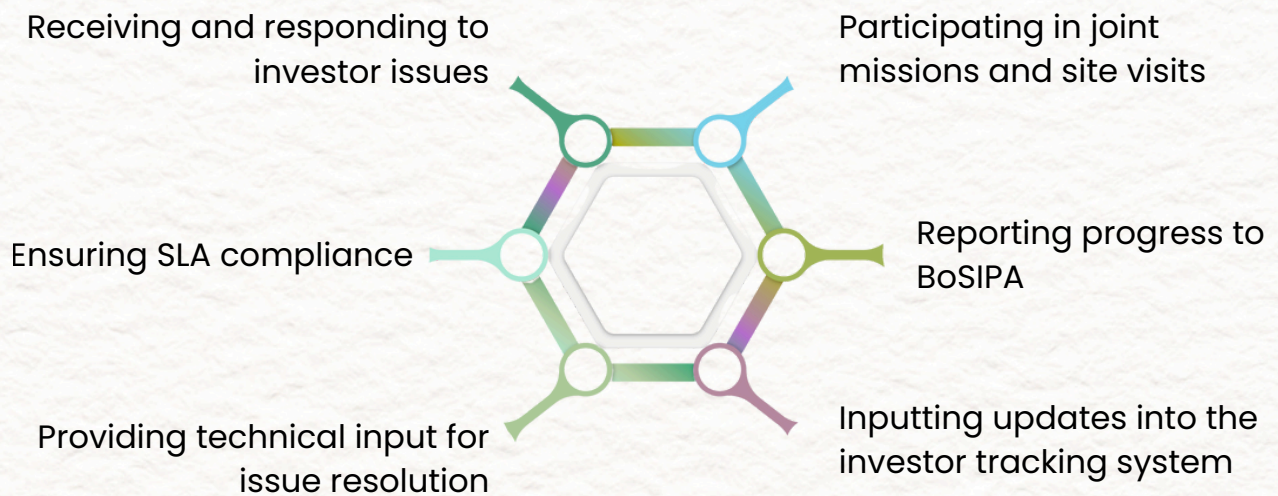
Role of Sector Working Groups



Each group includes representatives from BoSIPA, key MDAs, private sector associations, and development partners where relevant.

MDA Aftercare Focal Points

Every participating MDA will appoint a dedicated officer responsible for:



Focal points are the operational backbone of the entire system; their coordination determines the efficiency of service delivery.

Local Government Integration

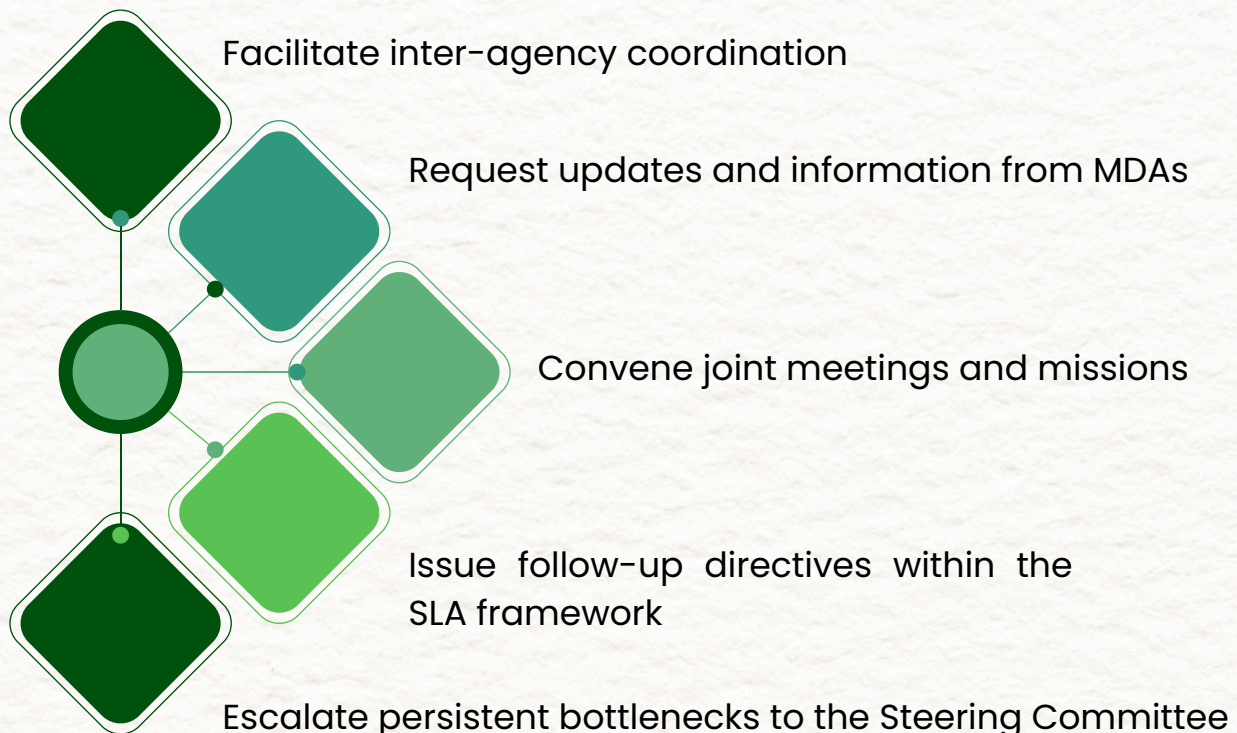
Many investors operate at the local government level. To ensure alignment, LGAs will:

- Designate a Business Support Liaison
- Provide updates on local infrastructure conditions
- Support local-level issue identification and resolution
- Feed into the investor intelligence system
- Participate in outreach activities coordinated by BoSIPA

This ensures that aftercare is not limited to Maiduguri but reflects statewide realities.

Decision-Making and Delegation of Authority

For aftercare to function effectively, BoSIPA requires sufficient delegated authority to:



Similarly, MDA focal points must have internal delegation to act on behalf of their agencies within defined limits. This reduces delays, removes administrative ambiguity, and ensures timely investor service.

Composition

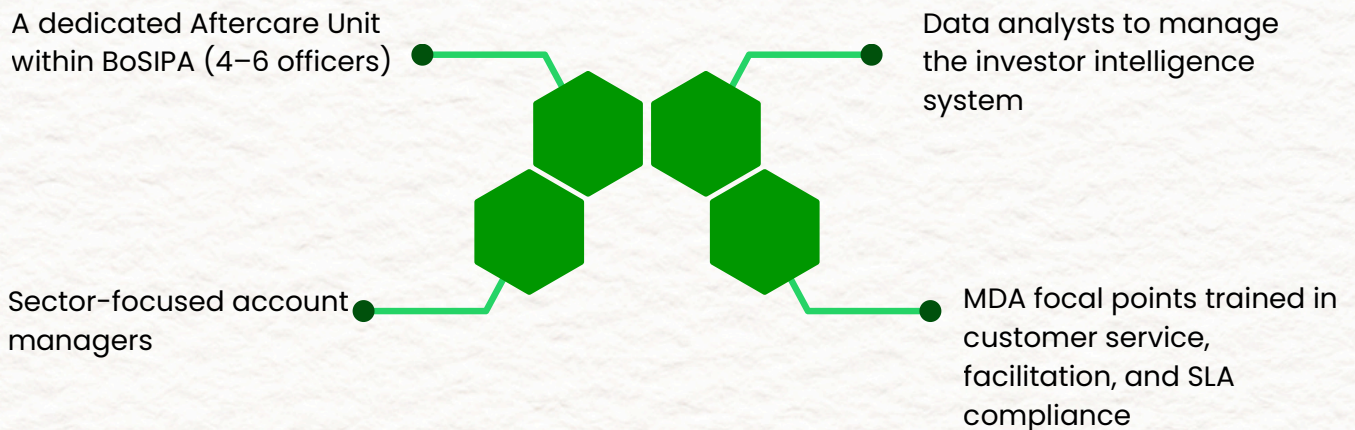
SLAs formalise collaboration by defining:



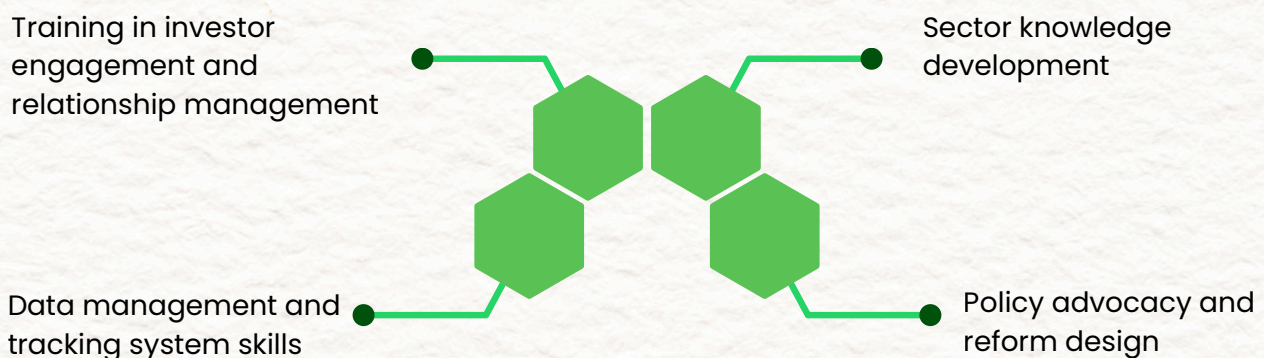
SLAs create the predictability investors need and the accountability system MDAs require.

Human Capacity Requirements

To implement aftercare at scale, Borno needs a minimum institutional capacity including:

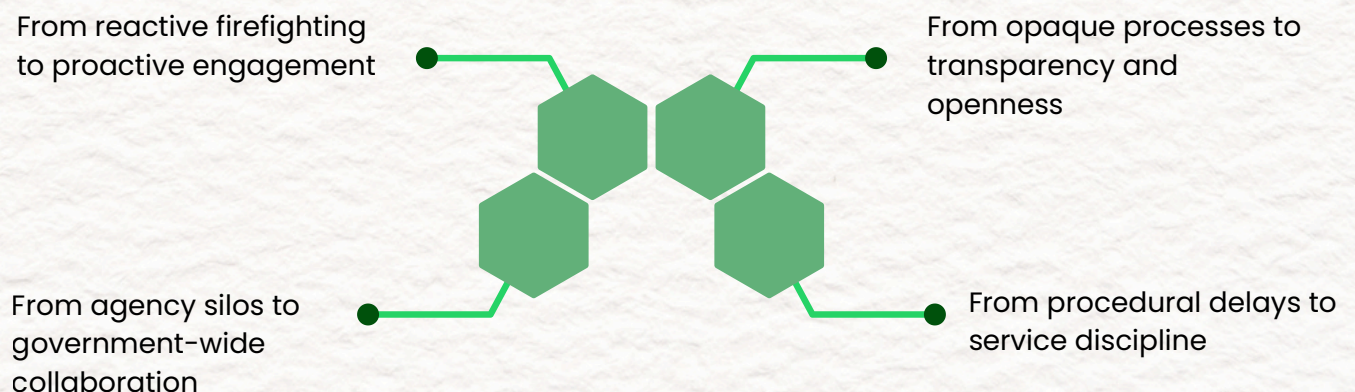


Capacity building will include:



Institutional Culture and Change Management

Implementing aftercare requires shifts in public-sector culture:



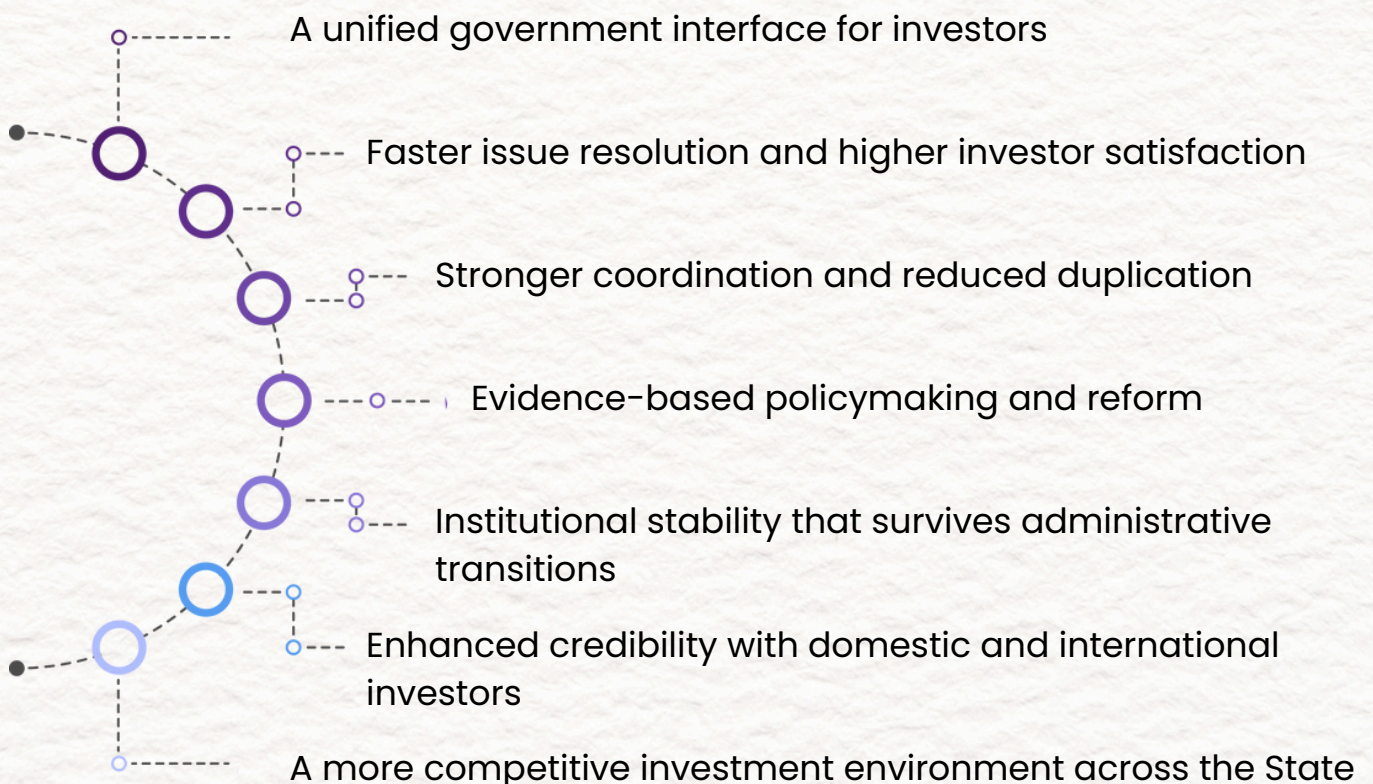
Change will be driven through:



Aftercare becomes a symbol of institutional maturity.

Expected Institutional Outcomes

With these arrangements in place, Borno State will achieve:



STRATEGY REVIEW, LEARNING AND CONTINUOUS IMPROVEMENT

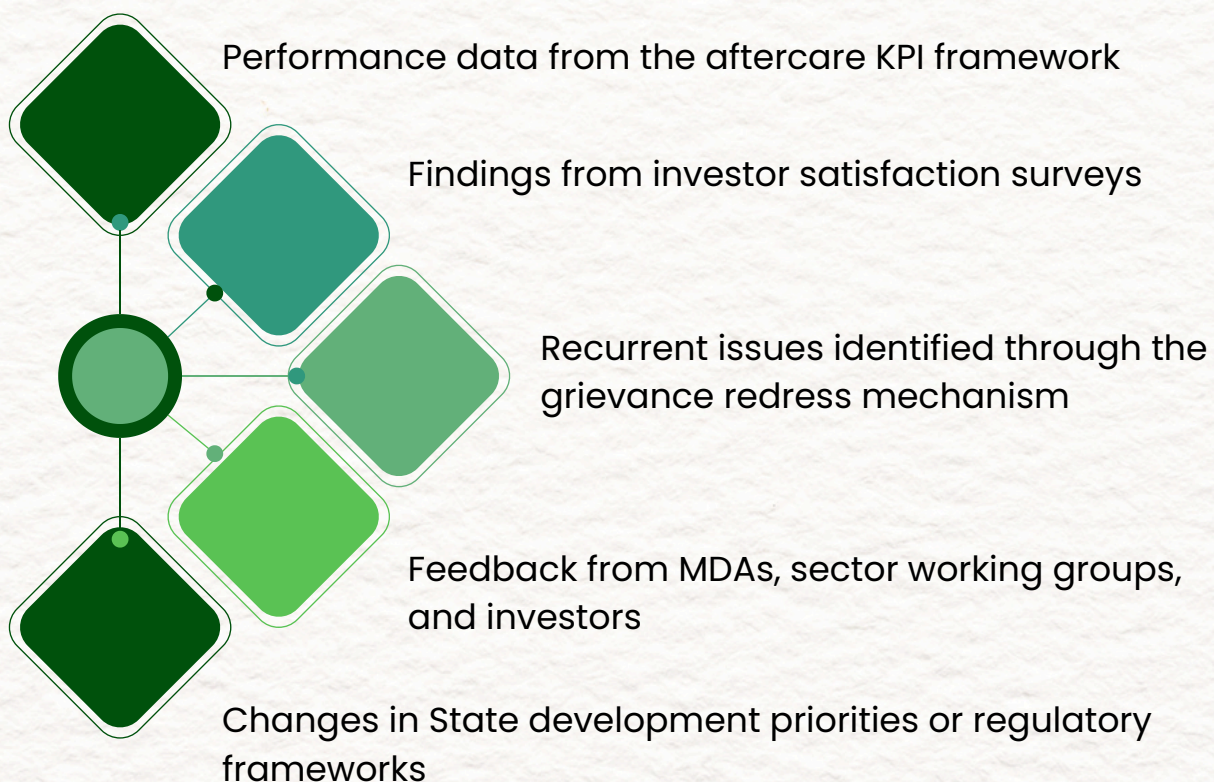
Investor aftercare is not static. As Borno State's economy evolves, investor profiles change, and institutional capacity deepens, the aftercare system must adapt accordingly. This Strategy therefore establishes a formal mechanism for periodic review and update.

Review Cycle

- The Strategy will undergo a **formal review every two years**, coordinated by BoSIPA.
- An **interim operational review** will be conducted annually, focusing on performance results, investor feedback, and emerging risks.

Inputs to the Review Process

Reviews will be informed by:



Approval and Update

Proposed revisions will be submitted to the Aftercare Steering Committee for endorsement and subsequently approved through the appropriate State administrative process. Updated versions will be publicly issued to ensure transparency and predictability.

This mechanism ensures that the Strategy remains relevant, responsive, and credible over time.

ANNEX

Annex A: Aftercare Performance Indicator Matrix

Indicator	Definition	Data Source	Reporting Frequency
Investors supported	Number of investors receiving aftercare services	Investor tracking system	Quarterly
Issues registered	Number of issues logged by investors	Issue register	Quarterly
Issues resolved	Number of issues closed	Issue register	Quarterly
Resolution rate	% resolved within SLA timelines	Dashboard	Quarterly
Investor satisfaction	Average satisfaction score	Pulse surveys	Biannual
Reinvestment value	Value of reinvestment facilitated	BoSIPA records	Annual

Annex B: Investor Issue Log Template

Investor Name	Sector	Issue Type	Date Logged	Responsible MDA	SLA Timeline	Status	Date Resolved

Annex C: Service-Level Agreement (SLA) Summary Template

Service Area	Responsible MDA	Standard Timeline	Escalation Point
Building permits	Ministry of Works	10 working days	Steering Committee
Land documentation	Lands & Survey	15 working days	Steering Committee
Tax clarifications	Internal Revenue Service	7 working days	BoSIPA

Annex D: Aftercare Engagement Record

Investor name

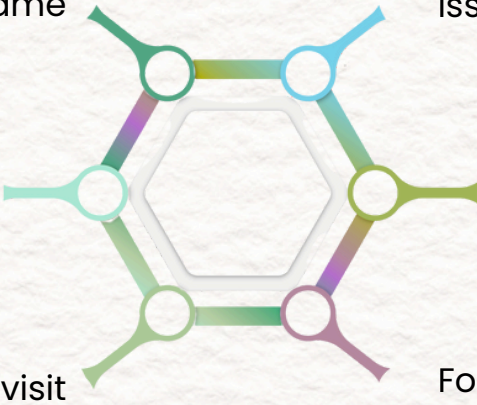
Issues identified

Actions agreed

Follow-up date

Purpose of visit

Date of engagement





CONTACT US

 **bornoinvestproagency@gmail.com**

 **bornoinvest.ng**