



AKWA IBOM INVESTMENT
C O R P O R A T I O N

AKWA IBOM STATE INVESTOR AFTERCARE & RETENTION STRATEGY

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ACKNOWLEDGEMENT

This Strategy is issued under the policy direction of the Akwa Ibom State Government and coordinated by Akwa Ibom Investment Corporation (AKICORP). It reflects the operating needs of investors, relevant Ministries, Departments and Agencies (MDAs), local governments, host communities, business associations and development partners.

ABOUT AKWA IBOM INVESTMENT CORPORATION (AKICORP)

AKICORP was established by Akwa Ibom State law to coordinate and monitor investment-promotion activities, advise on policies for industrialisation and diversified investment, provide investment information, and manage State investment interests. This Strategy converts that mandate into a practical post-establishment service: retaining viable businesses, supporting expansion and translating recurring investor constraints into reform proposals.

FOREWORD

MANAGING DIRECTOR'S FOREWORD

Akwa Ibom State has entered an important phase in its economic development: a phase in which the quality of support provided to investors after establishment will be as important as the effort devoted to attracting them. Every operating enterprise represents capital already committed, people already employed, supplier relationships already formed and confidence already placed in our State. Protecting that confidence and helping viable businesses grow is therefore a central responsibility of effective investment promotion.

The Akwa Ibom Investor Aftercare and Retention Strategy give practical expression to that responsibility. It establishes a predictable relationship between investors, AKICORP and the Ministries, Departments and Agencies whose services influence business continuity and expansion. Through named desk officers, an Investment Facilitation Desk, a structured Grievance Redress Mechanism, clear service timelines and a disciplined escalation process, investors will have a more dependable route for raising operational concerns and receiving coordinated government attention.

This Strategy is deliberately aligned with the State's Business Enabling Reform Action Plan. Its purpose is not merely to settle individual complaints. It is also to identify expansion opportunities, strengthen connections between established investors and Akwa Ibom suppliers, improve workforce and institutional linkages, and convert recurring investor experiences into evidence for administrative and policy reform. In this way, aftercare

becomes a tool for industrial development, job retention, local value creation and sustainable economic diversification.

We recognise that credible aftercare must be transparent and lawful. AKICORP will facilitate access to the appropriate authority, clarify processes, monitor agreed actions and escalate avoidable delays; however, it will not replace statutory regulators, guarantee incentives or encourage the circumvention of applicable requirements. Domestic and foreign investors will be treated fairly, confidential business information will be protected, and the intensity of support will be determined by published criteria relating to economic contribution, expansion potential, strategic relevance and retention risk.

Implementation will require a whole-of-government commitment. Relevant MDAs and local institutions must nominate responsive focal points, provide accurate process information and act within agreed timelines. Investors must also provide complete information, comply with applicable laws and engage responsibly with employees, suppliers and host communities. The Aftercare Steering Committee will provide oversight, while performance reports will ensure that commitments can be measured and improved.

Our ambition is for investors to experience Akwa Ibom State not only as a promising place to establish an enterprise, but as a dependable place in which to operate, reinvest and grow. We will judge progress by practical outcomes: operational constraints resolved, viable investments retained, expansion projects supported, jobs protected or created, stronger local supply chains and sustained investor confidence. I invite every stakeholder to support the faithful implementation of this Strategy and to hold us accountable to its service standards.

The Strategy also reflects an important institutional transition for AKICORP. Our responsibility does not end when an investor receives initial facilitation or commences operations. We must remain a credible partner through the full business cycle—listening consistently, anticipating constraints, coordinating timely solutions and identifying opportunities for reinvestment. The proposed investor tracking system, structured clinics, account-management arrangements and periodic performance reports will allow the Corporation to move from reactive interventions to a disciplined and knowledge-driven service.

I therefore commend this Strategy to our investors, public institutions, development partners, business associations and host communities. Its success will depend on trust, honest feedback and shared responsibility. AKICORP is committed to leading that collaboration with responsiveness, integrity and a clear focus on results that advance the prosperity of Akwa Ibom State.

Imo-Abasi Jacob

Managing Director/Chief Executive Officer

Executive summary

This Strategy establishes a government-wide system for supporting investors after establishment. AKICORP will serve as the single coordinating interface while the competent MDA retains its statutory decision-making role. The system combines an investor registry, risk-based segmentation, key-account management, a feedback and grievance portal, service-level agreements (SLAs), escalation, supplier linkages, reinvestment support and quarterly performance review.

Our approach focuses on investor segmentation, structured problem-solving, local supplier development, policy feedback and outcome-based monitoring to:

- Protect viable existing investment and reduce preventable closures or relocation.
- Identify expansion opportunities early and facilitate lawful approvals, infrastructure coordination, skills and supplier linkages.
- Resolve investor issues predictably through logged cases, owners, deadlines and escalation.
- Use anonymised case trends to improve regulations, procedures and MDA performance.
- Strengthen benefits to Akwa Ibom people through jobs, skills, local sourcing, responsible community engagement and environmental compliance.

Introduction of AKICORP and Aftercare Strategy

Aftercare covers facilitation and development support from establishment through operation, expansion, maturity and, where unavoidable, responsible exit. It is not a waiver of law, a substitute for regulators, or a guarantee of incentives. AKICORP will coordinate access, clarify procedures, track cases and advocate reforms while investors remain responsible for compliance and accurate disclosure.

Background of Akwa Ibom State

Akwa Ibom's investment proposition is linked to the ARISE Agenda: Agricultural Value Chains, Rural Development, Infrastructure, Security, Education and Health, alongside State-identified opportunities in Industry, Aviation, Maritime Services, Energy, Tourism and Hospitality. The State priority investment opportunities focus on the Ibom Industrial City, Liberty Free Trade Zone, agriculture, tourism and gas-related opportunities.

Our Ease of Doing Business commitment provides immediate implementation anchors: the Akwa Ibom Investment Facilitation Desk at AKICORP, streamlined investment MoU and

approval processes, an Investor Grievance Redress Mechanism Portal, and quarterly Investor Roundtables. This Strategy organises those commitments into one accountable operating model.

The Investor Aftercare Program aims to:

- Provide one coordinated entry point for post-establishment support.
- Detect operational, regulatory, infrastructure, workforce and community risks before they threaten continuity.
- Support eligible investors to expand, reinvest and connect with local suppliers.
- Generate reliable investor intelligence for policy and administrative reform.
- Build trust through transparency, confidentiality, non-discrimination and published service standards.

The AKICORP aftercare framework comprises the following service clusters:

Investor Engagement

Maintain a verified investor register covering ownership, sector, LGA, operating status, employment, compliance contacts, expansion intent and material risks. Each priority investor will have a named account officer and an agreed engagement plan. Quarterly roundtables will address cross-cutting issues; site visits and clinics will be driven by risk and opportunity rather than ceremony.

Regulatory Assistance

The Investment Facilitation Desk will map each request to the competent State or Federal authority, issue a case reference, communicate required documentation, and track progress. AKICORP may facilitate but will not direct a regulator to disregard law. Published process maps should cover land, planning, environment, taxes and levies, construction, sector approvals and utilities relevant to Akwa Ibom.

Government Relations

MDA focal points will receive cases through the shared case-management process. Cross-agency matters will have one coordinating owner. Engagement with local governments and host communities will use documented stakeholder plans, accessible grievance channels and agreed minutes, with respect for lawful community rights and investor obligations.

Access to Incentives & Tax Holidays

AKICORP will maintain a current incentives directory distinguishing Federal from State instruments, legal eligibility, approving authority, duration, conditions and reporting duties. Support will be limited to information, eligibility screening and application coordination; no incentive will be represented as automatic or guaranteed.

Networking & Collaboration

The program will operate sector roundtables, buyer-supplier matchmaking, a verified local supplier directory, workforce and training referrals, and partnerships with business

associations, tertiary institutions and finance providers. Priority will be given to commercially viable linkages that improve local content, quality, productivity and resilience.

Problem Resolution

Every complaint will be acknowledged within two working days, triaged within five working days and assigned a target resolution date. Standard cases should be resolved or given a reasoned status within 30 calendar days. Urgent threats to life, safety, major employment, irreversible loss or imminent shutdown will be escalated immediately. Cases requiring statutory hearings or third-party action will receive milestone updates rather than unrealistic closure promises.

Stage	Owner	Standard
Acknowledge and log	AKICORP Helpdesk	Within 2 working days
Triage, classify and assign	Aftercare Unit	Within 5 working days
MDA action / joint resolution	Designated MDA focal point	Target: within 30 calendar days
Escalation	Head of Aftercare / MD-CEO / Steering Committee	At SLA breach or urgent-risk trigger
Closure and feedback	Account officer	Investor confirms outcome or receives reasoned closure note

Reporting & Continuous Improvement

The case system will produce monthly operational dashboards, quarterly executive briefs and an annual public summary that protects confidential information. Recurring constraints will be grouped by process, MDA, sector and LGA, then converted into reform recommendations with owners and deadlines.

Exit & Graduation Strategy

Investors may move to a lighter service tier after stable operation, low unresolved risk and no immediate expansion plan; they retain access to policy updates and group services. Where closure or divestment is unavoidable, AKICORP will coordinate lawful guidance on employees, taxes, permits, assets, environmental obligations and community communication, without assuming the investor's legal responsibilities.

INVESTOR AFTERCARE SUPPORT FRAMEWORK

Segmentation balances economic contribution, strategic relevance, expansion potential, vulnerability and public-interest risk. It must not be used to deny basic service or confer

unlawful preferential treatment. Scores will be reviewed at least annually and whenever a material event occurs.

Tier	Profile	Service level	Core support
Tier 1 - Strategic accounts	High employment/capital, critical infrastructure, major value-chain role, or material retention risk	Intensive	Named senior account lead; quarterly contact; rapid escalation; expansion and supplier-linkage plan
Tier 2 - Growth accounts	Established medium/large firms with credible expansion or linkage potential	Structured	Named officer; at least two structured engagements yearly; issue resolution and growth referrals
Tier 3 - Standard accounts	Smaller operating firms and local investors	Pooled	Portal, clinics, sector webinars, referrals and standard case management
Tier 4 - Establishment pipeline	Approved or near-establishment projects not yet operational	Transition	Milestone follow-up until operation, then re-segment

PERFORMANCE MEASUREMENT AND KEY PERFORMANCE INDICATORS

A baseline will be established during the first six months. Targets below are management standards and will be recalibrated after data-quality review. Measures will distinguish activities, service outcomes and economic outcomes, and will avoid claiming that AKICORP caused outcomes it only supported.

Core Performance Indicators

Dimension	Indicator	Definition/ control
Coverage	Verified active investors registered	Unique operating investors with minimum profile fields completed
Engagement	Priority accounts engaged	Tier 1 and 2 accounts receiving required structured contact
Case service	Cases acknowledged on time	Share acknowledged within 2 working days
Resolution	Cases resolved within SLA	Closed cases within target, excluding documented legal stays
Confidence	Investor satisfaction	Short post-case and annual survey; response rate disclosed

Dimension	Indicator	Definition / control
Retention	Supported investors still operating	Cohort-based rate; closures and unknown status reported separately
Expansion	Reinvestment projects supported	Projects with documented facilitation milestone and investor confirmation
Economic value	Jobs retained/created and local sourcing	Investor-reported, with verification status and no double counting
Reform	Systemic constraints actioned	Approved reforms with owner, milestone and evidence of implementation

Performance Targets

- 100% of new cases acknowledged within two working days after the first quarter of operation.
- At least 80% of standard cases resolved or issued a reasoned milestone status within 30 calendar days.
- 100% of Tier 1 and Tier 2 accounts covered by current engagement plans and engaged at least twice yearly.
- Quarterly investor roundtables implemented with published non-confidential action trackers.
- Annual improvement targets for satisfaction, retention and reinvestment set only after baseline validation.

Monitoring and Reporting

AKICORP will maintain a single case register with unique IDs, timestamps, investor consent and confidentiality controls. Data owners will certify quarterly extracts. The Steering Committee will review overdue cases and reform actions; public reporting will present aggregates and disclose methodological limitations.

Continuous Improvement

An annual management review will test service demand, bottlenecks, segmentation, SLAs, staffing, data quality and investor feedback. The Strategy will be formally reviewed every two years or earlier after material legal, institutional or economic change.

AFTERCARE ACTION PLAN TABLE

Aftercare & Retention Strategic Actions – 2026–2028

S/ N	Strategic Objective	Key Activities	Expected Output	Timing	Lead Partners /	KPI
1	Institutionalise aftercare	Approve mandate, staff unit, nominate MDA focal points, adopt SOP and confidentiality protocol	Operational governance and service charter	0–90 days	AKICORP / Office of the Governor / MDAs	Unit staffed; focal points named
2	Build trusted investor data	Clean investor register; define minimum fields; obtain consent; establish access controls	Verified investor registry	0–6 months	Aftercare / ICT / Statistics	Coverage and completeness rate
3	Launch coordinated service	Operationalise Facilitation Desk and grievance portal; publish process maps and SLAs	Single intake and trackable cases	0–6 months	AKICORP / MDAs	Acknowledgement and resolution rates
4	Engage priority investors	Segment accounts; assign officers; conduct site visits, clinics and quarterly roundtables	Risk and opportunity pipeline	Quarterly	Aftercare / Sector MDAs / LGAs	Priority accounts engaged
5	Enable expansion and local linkages	Capture expansion plans; supplier matching; workforce and finance referrals	Documented reinvestment and linkage opportunities	6–24 months	AKICORP / Commerce / Agriculture / Education / Finance partners	Projects supported; verified local sourcing
6	Convert cases into reform	Analyse repeat issues; prepare reform notes; track approved actions	Evidence-led business-environment reforms	Quarterly / annual	Business Reforms / Steering Committee	Systemic actions completed
7	Measure and improve	Baseline, dashboard, satisfaction survey, annual report and biennial review	Accountable performance cycle	Continuous	Strategy / M&E / Communications	Reports issued; data-quality score

GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

Lead Institution: AKICORP

AKICORP owns the Aftercare operating system, investor relationship, case coordination, performance reporting and policy-feedback process. It does not replace the statutory authority of MDAs. A Head of Aftercare will be accountable for service standards, data quality, workload and escalation.

Roles of MDAs

- Nominate a focal point and alternate with authority to coordinate responses.
- Validate process maps, required documents and lawful timelines.
- Act on assigned cases and provide reasoned updates before SLA expiry.
- Join site visits or technical meetings when necessary.
- Report implemented reforms and maintain confidentiality.

Aftercare Steering Committee

A senior-level committee will meet quarterly and exceptionally for urgent cases. Membership should cover AKICORP, key economic and regulatory MDAs, and other institutions invited for relevant agenda items. The committee will decide cross-agency actions, remove administrative bottlenecks, endorse reform proposals and review overdue high-risk cases. It will not adjudicate matters reserved for courts or statutory tribunals.

Operational Coordination Mechanisms

- Inter-agency SLA and escalation matrix.
- Named key-account officers for priority investors.
- Quarterly sector and investor roundtables with action trackers.
- Shared case taxonomy and dashboard.
- Confidentiality, consent, conflict-of-interest and records-retention rules.
- Referral protocols for Federal regulators and independent dispute-resolution bodies.

Review and Update Mechanism

AKICORP will conduct annual implementation reviews and propose formal strategy updates every two years. Any revision will document evidence, consultation, approval and the effective date.

LESSON FOR AKWA IBOM STATE

Other subnational strategies increasingly combine dedicated aftercare units, investor relationship systems, prioritisation, grievance tracking, MDA coordination and measurable results. Akwa Ibom is adopting these operating disciplines while using its own institutional

architecture, official reform commitments and sector context. The strategic shift is from episodic intervention to a documented service that can learn from every investor case.

AKWA IBOM STATE INVESTMENT LANDSCAPE & RETENTION GAPS

Current Investment Profile

The State's official policy and investment materials emphasise agriculture and agro-processing, industrial development, tourism and hospitality, aviation and logistics, maritime opportunities, gas-related activities, infrastructure, education and health. These are opportunity areas, not a substitute for project-level due diligence. Our Aftercare register will therefore distinguish announced, approved, under-construction, operational, paused and exited investments.

Implementation will prioritise operating firms and credible near-operational projects whose continuity or expansion can deliver demonstrable benefits to Akwa Ibom. Geographic coverage will extend beyond Uyo through LGA and cluster-based engagement, while service intensity will remain evidence-based.

Retention Gaps

- Investor information is fragmented and requires verification, ownership and privacy controls.
- Engagement can become event-led rather than risk- and opportunity-led.
- Cross-MDA cases lack uniform ownership, timelines and escalation.
- Incentive information may be unclear about legal authority and conditions.
- Reinvestment, employment, local sourcing, satisfaction and closure data require consistent definitions and verification.
- Community, infrastructure and workforce risks are not always integrated into account plans.

Benefits to Akwa Ibom

Existing investors carry sunk capital, jobs, supplier relationships and practical knowledge of the State's business environment. Supporting viable firms to remain, expand and embed locally protects economic value while revealing reforms that benefit the wider market. A credible aftercare system also signals that Government commitments are followed through after investment announcements.

A formal Aftercare Strategy will ensure that the State:

- Protect existing capital and employment.
- Increase the probability of expansion and reinvestment.

- Strengthen investor-government trust through predictable service.
- Deepen local supplier, workforce and knowledge linkages.
- Improve the ARISE Agenda and business-enabling reforms with real operating evidence.

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