

# Edo State Investment Promotion Agency Aftercare and Retention Strategy

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## **EDO STATE INVESTMENT PROMOTION AGENCY-AFTERCARE AND RETENTION STRATEGY**

### **1. Executive Summary**

The Edo State Investment Promotion Agency (ESIPO) Aftercare and Retention Strategy serve as a strategic roadmap for moving beyond investment attraction to long-term investor success. Recognizing that retaining existing businesses is more cost-effective than attracting new ones, this framework focuses on fostering an environment where established investors can thrive, expand, and re-invest in the state's economy.

#### **Strategic Objectives:**

- **Investor Retention:** Minimizing divestment by proactively addressing operational bottlenecks through inter-ministerial coordination.
- **Expansion & Re-investment:** Encouraging existing businesses to increase their capital expenditure and output within Edo State.
- **Economic Impact:** Leveraging the "Multiplier Effect" to drive local supply chain development, job creation, and specialized skill acquisition.

**Operational Framework:** The strategy prioritizes support for formalized businesses that align with federal and state legal standards (avoiding the "Negative List") and demonstrate a high capacity for job creation. ESIPO ensures that the "Heartbeat of the Nation" remains Nigeria's most competitive and supportive destination for sustainable industrial and digital growth.

## 2. INTRODUCTION

Investment Aftercare is the cornerstone of a resilient economy. Within an Investment Promotion Agency (IPA), aftercare programs are essential for retaining existing investors and fostering re-investment. These programs represent a cost-effective strategy for economic growth, ensuring that businesses do not just establish themselves in Edo State but thrive, expand, and contribute to long-term prosperity.

### THE STRATEGIC VALUE OF AFTERCARE

Effective aftercare generates significant direct and indirect benefits, including:

- **Direct Impact:** Increased output and job creation through business expansion.
- **Multiplier Effects:** Strengthening local supply chains through increased domestic purchasing.
- **Skill Development:** Enhancing the local labor force through corporate growth and specialized training.
- **Economic Resilience:** Building a stable investment climate that can withstand global market shifts.

### KEY FUNCTIONS OF THE DEPARTMENT

The Aftercare and Inter-ministerial Affairs Department serves as the primary bridge between the private sector and the State Government. Its core functions include:

- **Proactive Investor Engagement:** Maintaining consistent communication channels to identify and resolve operational complaints by liaising with relevant Ministries, Departments, and Agencies (MDAs).
- **Relationship Management & Site Visits:** Conducting regular on-site visits to build trust, understand investor needs, and introduce the full suite of services offered by ESIPO.
- **Climate Perception & Feedback:** Developing active feedback mechanisms and periodic surveys to gauge investor sentiment and track the state's competitiveness.
- **Inter-ministerial Liaison:** Establishing direct links with key personnel in MDAs to fast-track the resolution of bottlenecks and streamline bureaucratic processes.
- **Data-Driven Support:** Maintaining a comprehensive **Customer Relationship Management (CRM)** database to track investor history and keep them informed of government incentives or programs relevant to their sector.
- **Internal Collaboration:** Working across ESIPO units to ensure a holistic approach to investor needs and identifying opportunities for expansion gathered from field intelligence.

## INTER-MINISTERIAL COORDINATION

A central pillar of the department's work is facilitating seamless collaboration between government entities. By harmonizing policies across different ministries, the department provides a predictable and conducive environment for businesses. The Aftercare and Inter-ministerial Affairs Department is dedicated to the long-term success of every investor in Edo State. By fostering a supportive ecosystem and bridging the gap between government and industry, we ensure that Edo remains the preferred destination for sustainable investment.

## SUMMARY OF THE ECONOMIC PROFILE AND SECTORAL OPPORTUNITIES

**1. AGRICULTURE & AGRO-PROCESSING:** Agriculture remains the backbone of Edo's non-oil economy, blessed with fertile land and high rainfall.

- **Key Commodities:** Oil palm, rubber, cocoa, cassava, and timber.
- **Opportunities:**
  - **The Edo State Oil Palm Programme (ESOPP):** The state has allocated over 60,000 hectares for oil palm cultivation, attracting major players like Presco, Saro and Okomu.
  - **Value Chain Development:** High demand for processing plants for cassava (into ethanol/starch) and rubber (into tires/industrial goods).

**2. OIL & GAS (ENERGY):** Edo is a significant oil-producing state, but the current focus is on "Gas-to-Power" and refining.

- **Opportunities:**
  - **Modular Refineries:** The Duport Midstream and Edo Refinery projects provide opportunities in localized petroleum refining.
  - **Power Generation:** The **Ossiomo Power Plant** and **Azura** serves as a model for independent power, providing 24/7 electricity to industrial clusters.
  - **Gas Processing:** Massive untapped natural gas reserves offer opportunities for Liquefied Natural Gas (LNG) and Compressed Natural Gas (CNG) for transport.

**3. MANUFACTURING & INDUSTRY:** The state is strategically located as a "gateway," connecting the South-South, South-East, and North.

- **Opportunities:**

- **Benin Enterprise Park:** A 1,000-hectare industrial hub designed for manufacturing, assembly, and logistics.
- **Wood & Furniture:** Leveraging the state's timber resources for high-end furniture manufacturing.
- **MSME Support:** The state's focus on the **Edo Production Center** provides shared workspace and constant power for small-scale manufacturers.

#### 4. SOLID MINERALS

Edo possesses over 35 types of mineral resources in commercial quantities.

- **Key Minerals:** Limestone, marble, kaolin, gold, gypsum, and clay.

- **Opportunities:**
  - **Cement & Ceramics:** Huge potential for more cement plants (given the limestone deposits) and ceramic tile manufacturing.
  - **Quarrying:** Sustained demand from the construction boom in the South-South region.

#### 5. TOURISM & CREATIVE INDUSTRY : With a history dating back centuries to the Benin Empire, Edo is Nigeria's cultural hub.

- **Opportunities:**
  - **Museums & Arts:** The development of the **Edo Museum of West African Art (EMOWAA)** and the return of the Benin Bronzes are driving a revival in cultural tourism.
  - **Film & Media:** The "Edo Creative Hub" provides infrastructure for filmmakers and digital content creators.
  - **Eco-Tourism:** Development of the Okomu National Park for international wildlife tourism.

#### 6. EDUCATION SECTOR: THE EDOBEST REVOLUTION: Edo State has moved from a traditional schooling system to a data-driven, technology-enabled learning environment, primarily through the **EdoBEST (Basic Education Sector Transformation)** program.

##### Sectoral Opportunities

- **TVET (Technical & Vocational Education):** Revitalizing technical colleges (like the Government Science and Technical College, GSTC) offers opportunities for private partnerships in specialized training (e.g., mechanical, electrical, and renewable energy).

- Teacher Training & Ed-Tech: High demand for digital content providers, e-learning platforms, and specialized training for the EdoSTAR teaching fellows.
- Tertiary Education Partnerships: Opportunities for private investors to establish or manage vocational institutions focused on agricultural technology and healthcare.

**7. ICT & DIGITAL ECONOMY:** Edo has positioned itself as the "Silicon Valley of the South-South" by investing in the infrastructure required for a digital-first economy.

- **Digital Governance:** Edo is the first state in Nigeria to go **100% paperless** in its civil service. All 18 Local Government Areas are connected via a fiber-optic backbone.
- **Infrastructure:** The state hosts a Tier-3 Data Center with 1.5 petabytes of storage, providing the backbone for cloud services and government data management.
- **The Edo Innovates Hub:** A dedicated technology cluster in Benin City that has trained over **50,000 youths** in software engineering, data science, and 3D printing.

## PRIORITY INVESTMENT SECTORS

### 1. The "Gas-to-Power" Energy Hub

While many states struggle with national grid instability, Edo is leveraging its vast onshore gas reserves to become a self-sustaining energy heart.

- **Advantage:** Edo sits on some of Nigeria's largest gas deposits.
- **Emerging Focus:** The state is transitioning from a mere "oil producer" to a power exporter.
- **Key Projects:** The Ossiomo Power Plant & Azura provides 24/7 power to government and industrial hubs.

### 2. Digital Governance & Tech Talent

Edo is currently ranked as the best state in ICT and digital governance in Nigeria (by the UN), creating a "paperless" environment for business.

- **Advantage:** High internet penetration (over 70%) and a young, literate workforce.
- **Emerging Focus:** Through the Edo Tech Park and the John Odigie-Oyegun Public Service Academy (JOOPSA), the state is training thousands of software developers and digital-ready civil and public servants.
- **Comparative Edge:** Investors can process land titles (C of O) and business permits digitally, significantly reducing the "hidden costs" of bureaucracy.

### **3. Industrial Logistics & Transit Hub**

Edo's location is its "natural unfair advantage." It is the bridge connecting the Lagos/South-West axis, the South-East, and the North.

- **Advantage:** Geographic centrality.
- **Emerging Focus:** The development of the Benin Enterprise Park and the Benin River Port project aims to turn Edo into a logistics nerve center.

### **4. Large-Scale Integrated Agro-Industrialization**

Moving beyond subsistence farming, Edo is fast rising in sustainable oil palm production.

- **Advantage:** Favorable ecology and land availability.
- **Emerging Focus:** The Edo State Oil Palm Programme (ESOPP) is Nigeria's most structured Agro-investment scheme, attracting over \$500 million in private capital.
- **Comparative Edge:** The state provides "investment-ready" land with pre-cleared titles and community agreements, a major hurdle in other states.

### **5. Cultural Tourism & The Creative Economy**

With the global spotlight on the Benin Bronzes, Edo is turning its heritage into a commercial asset.

- **Advantage:** Unmatched historical legacy and global brand recognition.
- **Emerging Focus:** The development of the MOWAA (Museum of West African Art) and the Edo Creative Hub for film and music.

- **Comparative Edge:** The state is positioning itself as the "Cultural Capital of West Africa," attracting high-end hospitality investments like the new Radisson Hotel in Benin City.

### **3. CRITERIA FOR PRIORITIZING INVESTORS FOR AFTERCARE SERVICES**

To ensure the most efficient use of resources and maximize economic impact, the **Edo State Investment Promotion Office (ESIPO)** employs a strategic prioritization framework for its Aftercare and Retention services.

By focusing on high-impact, compliant, and legally recognized entities, the department ensures that state support is directed where it can yield the greatest return for the people of Edo State.

The Department prioritizes interventions and support based on the following three pillars:

**1. BUSINESS FORMALIZATION & LOCAL REGISTRATION:** The department prioritizes businesses that have completed the transition from the informal to the formal sector within Edo State.

- **Definition:** Entities must be duly registered with the Corporate Affairs Commission (CAC) and have a verifiable presence or "Right of Occupancy" via EdoGIS.
- **Rationale:** Formalization ensures that the business is part of the state's tax and regulatory ecosystem, making them eligible for structured government incentives and legal protections.

### **2. REGULATORY COMPLIANCE (ALIGNMENT WITH THE "NEGATIVE LIST")**

ESIPO strictly adheres to the legal frameworks established at both the Federal and State levels. Support is exclusively reserved for investments that operate within the legal boundaries of the Federal Republic of Nigeria and the Edo State Investment Promotion Law.

- **The Negative List:** This includes sectors or activities prohibited by law (e.g., production of illicit substances, arms, or activities with extreme environmental hazards).
- **Rationale:** This criterion safeguards the state's reputation and ensures that all supported investments contribute to a safe, sustainable, and ethical economy.

### 3. ECONOMIC IMPACT: JOB CREATION & HUMAN CAPITAL

The ultimate goal of investment retention is the prosperity of the citizens. Therefore, priority is given to investments that demonstrate a high capacity for employment generation.

- **Key Metrics:** Number of direct jobs created for Edo residents, commitment to local content, and programs for skill transfer or staff training.
- **Rationale:** Large-scale employers act as economic anchors. By prioritizing these businesses, ESIPO helps stabilize the local labor market and reduces unemployment through "Multiplier Effects."

### 4. TYPES OF AFTERCARE AND RETENTION SERVICES

#### a) Planning and Preparation:

- Identify and compile a list of the companies and BMO's (Business Management Organizations) based on their economic impact, contribution to employment, and overall success in Edo State.
- Develop an investment tracker to track and follow up on visits, issues discussed and solutions provided.
- Set Objectives: Clearly define the objectives of the after-care visits, such as understanding their current challenges, addressing concerns, and exploring opportunities for expansion.
- Schedule Visits: Coordinate with the companies to schedule visits at a time convenient for both parties.

#### b) Stakeholder Engagement:

- Government Officials: Involve relevant government officials, such as representatives from the key Government MDA's,(Ministries, Departments and Agencies) to showcase government support.
- Industry Experts: Bring in industry experts or consultants to provide insights into market trends and potential areas for growth.

#### c) Information Gathering:

- Pre-Visit Research: Conduct thorough research on each company to understand their current projects, market position, and any recent developments.
- Feedback Mechanism: Develop a structured feedback mechanism to gather insights from companies about their experiences and challenges.

#### d) During the Visit:

- Welcoming Environment: Create a welcoming and collaborative environment to make the companies feel valued and appreciated.
- Open Dialogue: Encourage open and honest dialogue to address any concerns or issues they may be facing.
- Presentation of Opportunities: Showcase potential opportunities for growth, collaboration, or participation in government initiatives.

#### e) Support and Resources:

- Highlight After-Care Services: Emphasize the after-care services offered by the investment promotion office and how they can support the companies.
- Problem-Solving: Provide solutions to any challenges raised during the visit and commit to addressing them promptly.

**f) Collaboration and Networking:**

- Facilitate Networking: Create opportunities for companies to network with each other, fostering collaboration and potential partnerships.
- Industry Forums: Consider organizing industry-specific forums or events where companies can share experiences and insights.

**g) Incentive Review:**

- Review Existing Incentives: Assess the effectiveness of existing incentives and propose modifications or new incentives to encourage further investment.
- Customized Incentives: Explore the possibility of tailoring incentives to meet the specific needs of each company.

**h) Follow-Up Actions:**

- Action Plans: Develop action plans based on the feedback and insights gathered during the visits, outlining specific steps to address concerns or leverage opportunities.
- Regular Follow-Up: Implement a system for regular follow-up to track the progress of action plans and ensure ongoing support.

**i) Documentation and Reporting:**

- Detailed Reports: Document the findings and outcomes of each visit, including recommendations and commitments made.
- Reporting to Stakeholders: Provide regular reports to relevant government agencies and stakeholders on the progress and impact of after-care visits.

## **5. Monitoring, Evaluation & Key Performance Indicators (KPIs)**

### **5.1 Quantitative Indicators**

- Number of investor issues registered = 31
- Number of investor issues resolved= 4
- Number of investor grievances outstanding: 27

6. Conclusion: The long-term prosperity of Edo State's economy depends as much on the expansion of existing investments as it does on the attraction of new Foreign Direct Investment (FDI) Domestic Direct Investment (DDI). This Aftercare and Retention Strategy mark a shift toward a more mature, investor-centric approach to economic development.