



**PLATEAU STATE
ONE STOP
INVESTMENT CENTRE**

**Strategic Plan
2023-2027**





PS-OSIC 5 Year Strategic Plan (2023 – 2027)

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EXECUTIVE SUMMARY

The Plateau State One Stop Investment Centre (PS-OSIC) was established by the Plateau State government to serve as a focal point for investment attraction, facilitation, and coordination within the state. Over the past four years, PS-OSIC has worked to improve the investment climate by enhancing the ease of doing business and supporting investors in navigating the regulatory environment. As part of its commitment to further improving its impact, PS-OSIC is developing a strategic and operational plan for the period 2023 to 2027.

The Centre's vision is to make "Plateau State the Premier Investment Destination for Innovation and Growth in Nigeria", positioning the state as a key hub for climate-smart and sustainable investments, job creation, and economic prosperity. In line with this vision, the mission of PS-OSIC is "to promote local and foreign investments by fostering a competitive and conducive business climate, driving sustainable economic transformation".

To achieve these goals, the strategic plan is focused on key priorities:

1. **Investment Promotion and Facilitation:** PS-OSIC will intensify efforts to attract both domestic and foreign investors by leveraging the state's strengths and focusing on high-potential sectors such as agribusiness, renewable energy, light manufacturing, and tourism. The Centre will prioritize climate-smart and sustainable investments that align with global trends and state development goals.
2. **Business Environment and Investment Climate Reforms:** The Centre will work closely with the state government and private sector stakeholders to implement reforms that make Plateau State a more attractive destination for investors. This includes reducing administrative bottlenecks, improving the ease of doing business, and ensuring that regulatory frameworks support innovation and growth.
3. **Stakeholder Engagement and Partnerships:** PS-OSIC will enhance its collaboration with key stakeholders, including government agencies, private sector investors, and international development partners, to ensure that the state's investment goals are met. The Centre will also foster an investor-centric culture, providing dedicated support to existing and potential investors.
4. **Institutional Capacity Development:** Strengthening PS-OSIC's internal structures and operational capabilities is critical to the successful implementation of its strategic plan. The Centre will invest in staff development, leadership, and the necessary infrastructure to enhance its efficiency and effectiveness in supporting investment projects.
5. **Sustainable Economic Transformation:** The strategic plan emphasizes sustainable growth by focusing on investments that create jobs, improve



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livelihoods, and contribute to the long-term prosperity of the citizens of Plateau State. The plan aligns with national economic priorities, including 'Grow Plateau,' 'Startup Plateau,' and 'Digital Plateau,' while contributing to Nigeria's broader economic transformation goals.

The strategic plan incorporates global best practices in investment promotion, economic development, and operational excellence. By benchmarking successful strategies from other regions and integrating lessons learned, PS-OSIC aims to create a robust investment ecosystem that is resilient and adaptable to changing economic conditions.

PS-OSIC's implementation framework is designed to ensure accountability, with clearly defined key result areas (KRAs) and performance indicators. The Centre will monitor progress through a comprehensive monitoring and evaluation (M&E) framework, including regular reviews and assessments to track achievements, address challenges, and refine strategies as needed.

With a budget requirement carefully aligned with the Centre's strategic objectives, PS-OSIC is committed to achieving its vision of transforming Plateau State into a globally competitive investment hub. By focusing on innovation, sustainability, and economic growth, the Centre will play a pivotal role in driving Plateau State's economic development over the next five years and beyond.



This chapter outlines the pivotal role that strategy will play in guiding PS-OSIC towards the achievement of its objectives. It provides a concise overview of the context within which this plan has been developed, highlighting its alignment with both state and national development priorities, as well as international best practices.

1.1 Context of Strategic Planning

The development of the strategic plan for the Plateau State One Stop Investment Centre (PS-OSIC) has been aligned with national development priorities and international frameworks that Plateau State is committed to.

1.1.3 United Nations 2030 Agenda for Sustainable Development

PS-OSIC, through the execution of this strategic plan, will contribute to the achievement of several Sustainable Development Goals (SDGs):

Goal 1: End poverty in all its forms everywhere: PS-OSIC aims to attract both domestic and international investments, creating job opportunities and increasing household incomes, which will help reduce poverty.

Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture: By identifying and promoting investment opportunities in agriculture and related value chains, PS-OSIC will support increased food production and enhance food security.

Goal 3: Ensure healthy lives and promote well-being for all at all ages: Through investment in the health sector, including pharmaceutical manufacturing, PS-OSIC will contribute to better health outcomes and improved well-being by increasing the availability of affordable health products.

Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all: PS-OSIC's efforts to market Plateau State and attract investments will generate employment opportunities and foster economic growth, supported by the development of economic zones.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation: By encouraging investment in industrial sectors and establishing economic zones, PS-OSIC will drive sustainable industrialization and innovation.



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Goal 13: Take urgent action to combat climate change and its impacts: The plan emphasizes the promotion of green investments, contributing to climate change mitigation and adaptation efforts.

Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development: Through enhanced engagement with local and international business organizations and development partners, PS-OSIC will support the revitalization of global partnerships for sustainable development.

1.2. Strategic Framework and Alignment

The Plateau State One Stop Investment Centre (PS-OSIC) has developed a comprehensive 5-year Strategic Plan, supported by an Operational Plan, in collaboration with key stakeholders from the state's investment facilitation and management sectors. This plan aligns with Plateau State's Economic Development Plan, emphasizing investment and infrastructure as central to the state's development strategy.

The Strategic Plan addresses several critical areas: investment promotion, digital transformation, economic diversification, agriculture, solid minerals, tourism, and leveraging Public-Private Partnerships (PPPs). PS-OSIC is dedicated to fostering an investment-friendly environment, especially for climate-smart projects, to enhance the state's economic growth.

This plan outlines PS-OSIC's strategic priorities, expected outcomes, and a rigorous monitoring and evaluation framework to track progress and measure success. Through this strategic approach, PS-OSIC aims to promote, attract, facilitate, and expand both local and foreign investments, thereby advancing the socio-economic well-being of Plateau State's residents.

1.3. Overview on Plateau State

Plateau State is one of the thirty-six states in the Federal Republic of Nigeria, situated in the north-central geopolitical zone. It is bordered by Bauchi State to the northeast, Kaduna State to the northwest, and Nasarawa State to the south. To the west, it shares a border with the Federal Capital Territory (FCT). Its strategic location makes it a key player in regional trade and economic activities.

Covering a total land area of approximately 26,899 square kilometers, Plateau State has an estimated population of over 4 million. The state's geographic setting includes a diverse topography of hills, plateaus, and valleys, contributing to its unique climatic conditions. Plateau State experiences a moderate climate



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with a cool temperate highland zone in the central part and a subtropical climate in the southern region. The rainy season typically spans from April to October, with average annual rainfall ranging between 1,000 and 1,400 millimeters, depending on the region.

The state's transportation infrastructure includes a network of roads linking various local government areas, towns, and neighboring states. Plateau State is served by an airport in Jos, the state capital, facilitating both cargo and passenger travel. The region also benefits from its proximity to major trade routes connecting it to other parts of Nigeria and neighboring countries.

Agriculture is a significant economic activity in Plateau State, with the region being a notable producer of crops such as Irish potatoes, beans, maize, and vegetables. The state's diverse climatic conditions support varied agricultural activities, though many opportunities in this sector remain underutilized.

Plateau State's economy is also bolstered by its mineral resources, including tin and columbite, which have historically contributed to the region's economic growth. The state has a vibrant informal trade sector with numerous markets, including specialized ones for agricultural produce and livestock. The bustling Jos Main Market is among the largest in the region, serving as a key commercial hub.

The state is characterized by its rich cultural heritage and scenic landscapes, attracting tourists and visitors. The ongoing development initiatives aim to harness Plateau State's potential in tourism, agriculture, and industry, enhancing its role as a significant economic player in the north-central zone of Nigeria.

1.4. Methodology for Developing the Strategic Plan

The PS-OSIC Strategic Plan for 2023-2027 was developed using a structured approach in line with global best practices. The process involved comprehensive stakeholder engagement and an extensive review of relevant policy documents, including the Plateau State Strategic Development Plan and current investment frameworks. Strategic planning guidelines were followed to ensure alignment with both state and international economic objectives, focusing on creating a robust framework for promoting investment, driving economic growth, and achieving sustainable development goals. The finalized plan was designed to be adaptive to emerging economic trends and responsive to Plateau State's unique needs.



This chapter outlines the mandate, vision, mission, strategic goals, and core values of the Plateau State One Stop Investment Centre (PS-OSIC) for the 2023-2027 Strategic Plan. It also includes a quality policy statement that reaffirms PS-OSIC's commitment to delivering exceptional service to its stakeholders throughout the implementation of this plan

2.1. Mandate

The mandate of the Plateau State One Stop Investment Centre (PS-OSIC) is to implement investment policies and coordinate the promotion of both foreign and domestic investments into Plateau State, positioning the state as a preferred investment destination in Nigeria. Specific functions include:

- i. Developing and implementing investment strategies and policies
- ii. Promoting investment opportunities both locally and internationally;
- iii. Facilitating the development and promotion of priority sectors such as agriculture, solid minerals, tourism, and renewable energy
- iv. Supporting private sector development and improving the investment ecosystem
- v. Driving business reforms to enhance ease of doing business in Plateau State; and
- vi. Encouraging digital transformation and process automation in investment facilitation services.

2.2 Vision Statement

"The Premier Investment Destination for Innovation and Growth in Nigeria"

2.3 Mission Statement

"To promote local and foreign investments by creating a conducive and competitive business environment that fosters economic development in Plateau State."

2.4 Strategic Goals

PS-OSIC will aim to achieve the following strategic goals during the 2023-2027 plan;

- i. Enhanced competitiveness of the business environment and investment climate
- ii. Improved investment products, targeting, and positioning
- iii. Strengthened investor-centric culture and stakeholder engagement
- iv. Optimized institutional efficiency and operational excellence



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2.5 Core Values

Value	Description
Transparency and Accountability	PS-OSIC will maintain transparency and accountability in all service delivery processes.
Integrity	PS-OSIC will adhere to ethical and legal standards, acting with honesty, fairness, and respect for all stakeholders.
Innovation and Creativity	PS-OSIC will foster innovation and flexibility in promoting value creation and growth in the investment sector.
Professionalism	All PS-OSIC staff will uphold high standards of professionalism, competence, and ethical conduct in service delivery.
Inclusivity	PS-OSIC will ensure active involvement of all stakeholders in decision-making processes.

2.6. Policy Statement

PS-OSIC is committed to delivering high-quality services to both local and foreign investors. The implementation of this quality policy will be continuously monitored to gather feedback for ongoing improvement in service delivery. The principles and objectives of the Quality Policy will be clearly communicated and accessible to all staff and stakeholders.

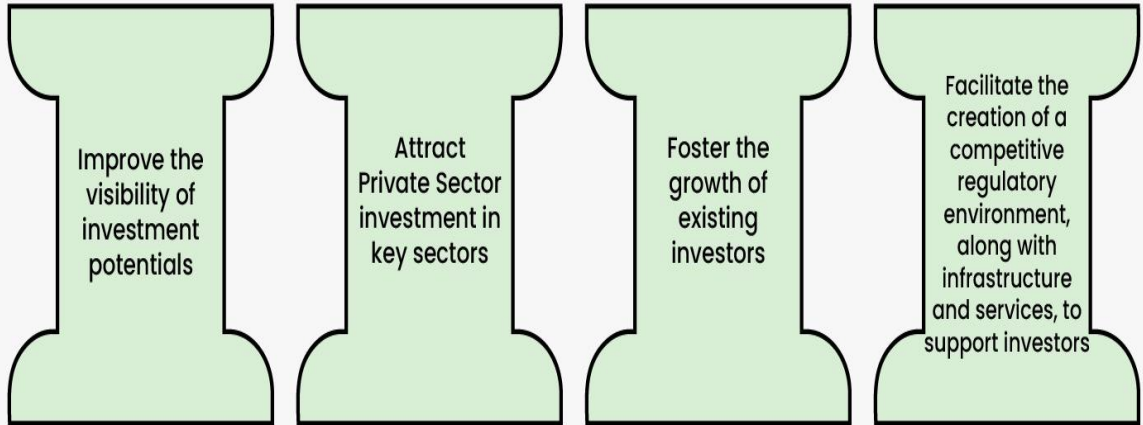


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Vision: The Premier Investment Destination for Innovation and Growth in Nigeria

Mission: To promote local and foreign investments by fostering a competitive and conducive business climate, driving sustainable economic transformation

Strategic Pillars



Improvement of business conditions

Sustainable Enablers



Core Values





This chapter provides an analysis of PS-OSIC's working environment to inform strategic decisions for the 2023-2027 plan. It summarizes key achievements, challenges, and lessons learned from the implementation of the Centre's investment promotion functions, drawing from various sources. The situational analysis evaluates both the internal and external environments, focusing on factors that influenced the execution of strategic objectives. It also examines PS-OSIC's governance, administrative structures, internal processes, resources, capabilities, and stakeholder relationships essential for delivering on the 2023-2027 Strategic Plan.

3.1 Situational analysis

3.1.1 External environment

3.1.2 Macro-environment

The strategic plan should outline initiatives that address factors which create a conducive environment for investments.

PESTEL Analysis

POLITICAL

- **Political Stability:** Plateau State enjoys a stable political environment, supported by democratic governance and peaceful transitions of power. This stability is expected to continue throughout the 2023-2027 strategic planning period.
- **Political Will:** The State Government is committed to enhancing Plateau State's investment potential through proactive policy initiatives and engagement with both local and international stakeholders.
- **Regional Integration:** Plateau State's strategic location within Nigeria contributes to its regional influence and potential as a gateway for investment in the broader West African region.
- **Policy and Governance:** The state government's policies support investment-friendly reforms and the development of infrastructure to attract both domestic and foreign investments. Political statements and policy changes are anticipated to be supportive of investment growth.

ECONOMIC

- **GDP Growth Rate:** Plateau State's economy is showing positive growth, with ongoing initiatives to improve infrastructure and enhance economic activities. The state's economic trajectory is expected to be favorable throughout the plan period.
- **Interest Rates:** Interest rates in Plateau State are influenced by national trends. The Central Bank of Nigeria's monetary policies are expected to support stable interest rates, benefiting investment activities.



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- **Inflation:** The inflation rate in Plateau State, aligned with national trends, is expected to stabilize, providing a more predictable economic environment for investors.
- **Foreign Exchange Rates:** The Naira's performance against major foreign currencies impacts investment decisions. Efforts to stabilize the currency are anticipated to create a more favorable environment for foreign investments.
- **Tax Policy:** Plateau State aligns with national tax policies aimed at enhancing fairness and transparency. Tax incentives and reforms are introduced to promote investment and business growth.

SOCIO-CULTURAL

- **Civil Society:** The presence of active civil societies in Plateau State advocates for good governance and transparency, contributing to a positive investment climate.
- **Cultural Heritage:** Plateau State's rich cultural heritage offers opportunities for investment in tourism and local arts. Investment in cultural preservation and promotion supports both economic growth and cultural heritage.
- **Skilled Workforce:** The state benefits from a relatively well-educated workforce, with ongoing efforts to improve educational and vocational training.
- **Youth Population:** Plateau State has a significant youth population, providing a potential labor force and market for products and services.
- **Health:** The state faces challenges related to health, including communicable diseases and healthcare access. Addressing these issues is crucial for sustainable economic development.
- **Security:** Plateau State has made progress in improving security, with a decreasing crime rate contributing to a safer environment for investment.

TECHNOLOGICAL

- **ICT Infrastructure:** Plateau State is enhancing its ICT infrastructure, supporting the adoption of modern technologies and digital solutions for business operations.
- **Technological Advancements:** The state is experiencing growth in technological adoption, including digital payments and e-commerce, which impacts traditional business sectors.

ECOLOGICAL

- **Climate Change:** Plateau State, like other regions, faces challenges related to climate change, including shifts in weather patterns that affect agriculture and other economic sectors.
- **Green and Circular Economy:** The state is exploring opportunities in green energy and sustainable resource management, with initiatives to support environmental conservation.



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- **Natural Resources:** Plateau State has potential in natural resource sectors such as mining and agriculture, with a focus on sustainable practices to balance economic development and environmental protection.

LEGAL

Legal Framework: Plateau State’s legal environment is governed by Nigerian national laws, which establish the framework for governance and investment. This framework includes investment incentives, property rights, and industry-specific regulations that influence the ease of doing business.

Regulatory Environment: The state’s regulatory framework supports business operations through clear investment incentives, protection of property rights, and industry-specific regulations, contributing to a favorable investment climate.

Compliance and Enforcement: Effective enforcement of business, environmental, and labor regulations is crucial. Plateau State’s legal system ensures compliance, fostering a transparent and reliable business environment.

Investment Protection: Plateau State offers robust legal protections for investors, including mechanisms for dispute resolution and property rights protection. The Multi-Door Courthouse enhances this by providing an efficient platform for resolving commercial disputes, thereby boosting investor confidence.

Table 1: Summary of Opportunities and Threats

OPPORTUNITIES	THREATS
POLITICAL - Investment in Agriculture, Tourism, and Mining - Public-Private Partnerships (PPPs) for infrastructure - Strategic location for regional trade	POLITICAL - Security challenges affecting investor confidence - Bureaucratic hurdles and slow regulatory processes - Potential for policy inconsistency during government transitions
ECONOMIC - Growing investment potential in agriculture, tourism, and mining - Opportunities in mineral exploration and processing - Potential for enhanced regional trade	ECONOMIC - Economic fluctuations and instability impacting investment - High cost of doing business
SOCIAL	SOCIAL



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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Rich cultural heritage and tourism potential - Transparent and ethical business culture - Access to a skilled workforce and diverse cultural assets 	<ul style="list-style-type: none"> - Brain drain impacting availability of skilled workforce - Reputational risks due to social and political instability - High dependency burden
TECHNOLOGICAL	TECHNOLOGICAL
<ul style="list-style-type: none"> - Innovations in digital upscaling and technological advancements - Opportunities for technological advancements in various sectors 	<ul style="list-style-type: none"> - Cybersecurity threats and potential for reputational damage - Shortage of skilled trainers - Overreliance on technology
ECOLOGICAL	ECOLOGICAL
<ul style="list-style-type: none"> - Green financing and promotion of sustainable businesses - Potential in blue and circular economy initiatives 	<ul style="list-style-type: none"> - Environmental degradation impacting resource availability - Asset loss due to environmental factors
LEGAL	LEGAL
<ul style="list-style-type: none"> - Robust legal framework supporting business operations - Effective dispute resolution mechanisms through Multi-Door Courthouse 	<ul style="list-style-type: none"> - Bureaucracy and overregulation

3.1.3 Internal Environment

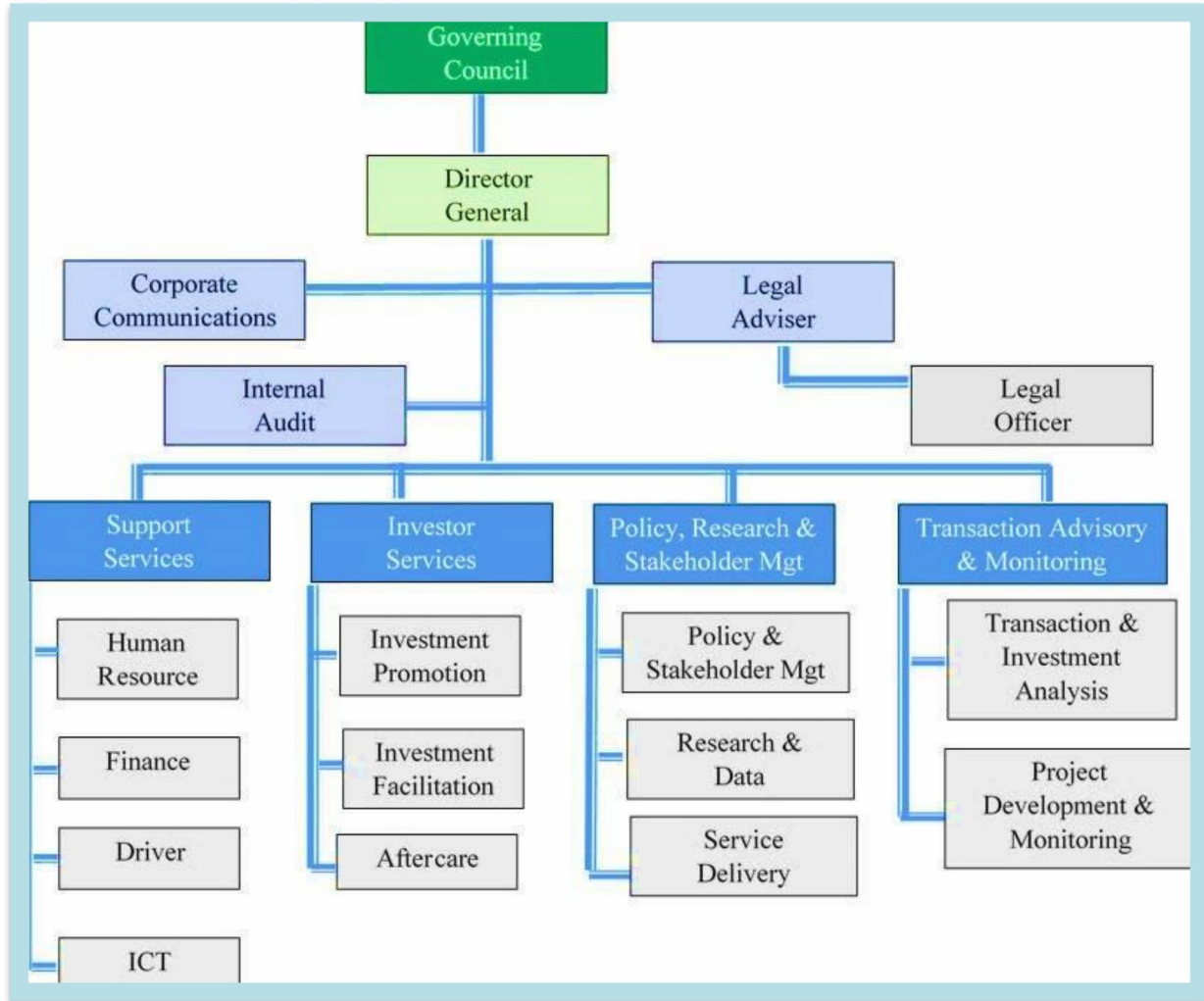
3.1.3.1 Governance and Administrative Structures

The Plateau State One Stop Investment Centre (PS-OSIC) It was established to streamline investment processes and enhance the business environment in Plateau State. The governance structure includes:



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Figure 1: Current Organogram





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3.1.3.2. Roles and Responsibilities

Function	Overview of Responsibilities
Director General	<ul style="list-style-type: none"> ▪ Provides strategic leadership and oversight for Plateau State's investment promotion and development, serving as the Chief Executive Officer of PS-OSIC. ▪ Collaborates with non-investor stakeholders to enhance the state's investment climate. ▪ Develops and implements a comprehensive strategy and action plans to attract and facilitate new investments. ▪ Represents Plateau State at investment forums and events.
Internal Audit	<ul style="list-style-type: none"> ▪ Leads the audit and assurance function of PS-OSIC, overseeing the planning and execution of operational, financial, and compliance audits to evaluate the effectiveness of internal controls. ▪ Reports audit and internal control findings to the Governing Council Audit Committee and state statutory bodies on a quarterly or periodic basis. ▪ Ensures all audit reports, investigations, and special assignments align with statutory guidelines.
Investor Services	<ul style="list-style-type: none"> ▪ Support investment expansion and diversification in Plateau State. ▪ Organize promotional activities to showcase investment opportunities. ▪ Market and secure investors for prioritized sectors. ▪ Develop strategies to engage and attract potential investors. ▪ Provide pre-investment support to encourage new and additional investments. ▪ Facilitate seamless business entry and access to local resources..
Function	Overview of Responsibilities
Legal Adviser	<ul style="list-style-type: none"> • Serve as the agency's secretary and support the Director General with secretarial duties for committee engagements and the Governing Council • Coordinate and draft contracts and MOUs, and oversee their vetting. • Interpret the agency's enabling law and recommend amendments as needed. • Provide legal advice and services, including defending the agency in civil matters and protecting its interests. • Advise on legal issues to prevent litigation or statutory infringements.
Transaction Advisory & Monitoring	<ul style="list-style-type: none"> ▪ Assess and determine the viability of investment proposals. ▪ Support the Investment Appraisal Committee with pre-screening insights on proposals. ▪ Assist in structuring transactions to safeguard the state's interests. ▪ Evaluate MDAs' operations and budgets to identify and develop PPP opportunities. ▪ Identify and promote MSME and other investment projects. ▪ Monitor and evaluate the execution of projects as per investment agreements



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Policy, Research & Stakeholder Management	<ul style="list-style-type: none"> ▪ Provide policy insights to enhance investment promotion and create a conducive operating environment. ▪ Manage stakeholder engagements with MDAs to develop policies and improve operational efficiency. ▪ Assist in training public sector stakeholders and locals on investment opportunities in Plateau State. ▪ Generate data and statistics to highlight specific investment opportunities. ▪ Support the DG in reviewing investor engagements, identifying service failures, and recommending corrective actions.
Function	Overview of Responsibilities
Corporate Communication	<ul style="list-style-type: none"> ▪ Manage public responses to incidents or conflicts involving the PS-OSIC. ▪ Oversee internal communications tools, including the website, staff intranet, newsletters, and social media. ▪ Handle media inquiries or designate appropriate spokespersons. ▪ Write press releases and other communications to promote PS-OSIC's initiatives. ▪ Support the Investor Services Division with publicity and promotional communications. ▪ Develop and communicate programs to maintain favorable public and stakeholder perceptions of the agency's achievements and agenda.
Support Service	<ul style="list-style-type: none"> ▪ Oversee daily management of human resources, finance, IT, and administrative functions. ▪ Lead and coordinate administrative, HR, finance, and general services. ▪ Support strategic budgeting and planning for PS-OSIC. ▪ Develop and implement HR and administration strategies, including professional development, compensation, performance evaluation, training, and recruitment. ▪ Manage IT resources, ensuring efficient and effective systems. ▪ Coordinate and monitor internal policy implementation. ▪ Manage agency equipment and assets. ▪ Ensure smooth internal administration and cost-effectiveness.

3.1.3.3. Internal Business Processes

- i. Standard Operating Procedures (SOPs): PS-OSIC has established SOPs for key processes. Some technical departments are still developing their SOPs.
- ii. Human Resource Management: HR practices adhere to the guidelines of the Plateau State Public Service Commission.
- iii. Communication: While there is a directive to use official government emails there are staff that use personal emails due to unreliable internet connectivity.
- iv. Systems and Integration: PS-OSIC uses various systems for operations, but challenges with interoperability and integration affect data flow.
- v. Investment Data Management: Investment data is available but incomplete due to fragmented collection and dissemination methods.



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3.1.3.4. Resources and Capabilities

1. **Investment Potential:** Plateau State offers a favorable investment climate with opportunities in agriculture, tourism, and minerals. However, infrastructure to support investor demands is currently insufficient.
2. **Funding:** Government financing for ongoing investment promotion projects is limited, impacting the completion and effectiveness of these initiatives.
3. **Information and Communication:** While there is investment information available online and through other media, a cohesive communication strategy is yet to be developed.
4. **Personnel and Skills:** The workforce possesses the necessary skills and competences. However, there are issues with suboptimal staff placement, insufficient training and development opportunities.
5. **Projects and Mechanisms:** There are bankable projects available, but they do not cover all priority sectors. The State also has a co-investment mechanism to support investment activities.

3.1.5 Summary of Strengths and Weaknesses

Table 2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ol style="list-style-type: none"> i. Clear mandate and operational framework. ii. Enabling policy, legal, and regulatory environment. 	<ol style="list-style-type: none"> i. Lack of an approved organizational structure. ii. Gaps in adherence to policy and regulatory frameworks.
Internal Business Processes	<ol style="list-style-type: none"> i. Documented standard operating procedures for most key processes. ii. Established human resource policies. iii. ICT systems in place. iv. Mechanism for addressing investment concerns. v. Existence of One Stop Centre. 	<ol style="list-style-type: none"> i. Incomplete documentation of standard procedures. ii. Connectivity issues and poor system integration. iii. Inadequate investment data.
Resources and Capabilities	<ol style="list-style-type: none"> i. Favorable investment climate. ii. Online presence. iii. Availability of bankable projects. iv. Co-investment mechanisms. 	<ol style="list-style-type: none"> i. Insufficient investor-ready infrastructure. ii. Limited funding for promotion and facilitation. iii. Insufficient staff and limited training.



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3.1.6 Analysis of Past Performance

Key Achievements

1. **Investment Facilitation and Attraction:**
 - Plateau State moved up from 14th to 10th in the 2024 PEBEC Subnational Ease of Doing Business rankings, highlighting significant improvements in the investment environment.
 - Attracted investments totaling over \$500 million, contributing to the state's economic growth and development.
2. **Capacity Building and Training:**
 - Conducted comprehensive training programs for Micro, Small, and Medium Enterprises (MSMEs), focusing on access to finance and business development.
 - Organized information sessions to support MSMEs in understanding financial opportunities and operational improvements.
3. **Engagement with the Business Community:**
 - Held high-profile events, including Governor's dinners with the business community, to strengthen relationships and encourage investment dialogue.
4. **Job Creation:**
 - Created approximately 1,000 direct jobs through various investment and development projects, contributing to local employment and economic activity.
5. **Policy and Strategy Development:**
 - Developed and implemented key policies such as the Plateau State Investment Policy, Compendium of Investment Incentive and the Investment Promotion and Marketing Strategy to enhance the business climate and streamline investment processes.
6. **Infrastructure Development:**
 - Progressed in the development of Special Agro-Industrial Processing Zones (SAPZs), which are ongoing, aiming to boost industrial activities and attract additional investments.

3.1.6.2 Challenges

3.1.6.2 Challenges

The following challenges were experienced during the period:

- i. High cost of Energy: Increase energy tariffs hindered the state's competitiveness, making it less attractive for investors.
- ii. Multiplicity of Taxes: The burden of multiple taxes imposed by different government agencies increased the cost of doing business, creating barriers to investment.



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- iii. Limited Investment Spaces: Insufficient infrastructure and investment-ready facilities limited the state's ability to attract and accommodate new businesses effectively.
- iv. Access to Credit: Limited access to affordable credit options has constrained the ability of potential investors to secure necessary funding, further impeding investment opportunities.

3.1.6.3 Lessons Learned

1. Performance-Based Incentives:
 - o Flexible, performance-based incentives, such as special operating framework agreements, were found to be more effective in attracting investment compared to general incentives.
2. One-Stop Centre Effectiveness:
 - o The One-Stop Centre proved to be a more attractive facility for investor facilitation compared to traditional regulatory approaches.
3. Public-Private Sector Dialogue:
 - o Structured engagements between the public and private sectors provided effective mechanisms for business climate reforms and transformation.
4. Targeting Anchor Investors:
 - o Focusing on attracting anchor investors was more successful than conventional investment promotion initiatives, leading to greater investment inflows.
5. Inclusivity in Investment Opportunities:
 - o Including vulnerable groups and people with disabilities (PWDs) in investment opportunities is a valuable consideration for enhancing business climate reforms.

3.2 Stakeholder Analysis

Stakeholders play a crucial role in achieving the strategic objectives of PS-OSIC. The following table outlines the key stakeholders, their roles, and the expectations between them and PS-OSIC.



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Table 3: Stakeholder Analysis

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of PS-OSIC
1	National Investment Promotion Council	Provide guidance on investment promotion and resolve investor concerns	Timely implementation of recommendations on investment promotion	Prompt resolution of investor concerns and advisory on investment strategies
2	Investors	Invest in Plateau State's economy	A conducive investment environment with inclusivity and accessible information	Compliance with investment regulatory frameworks
3	PS-OSIC Staff (Core Staff)	Implement the mandate of PS-OSIC	Provision of a conducive working environment and career development opportunities	Effective execution of the centre's mandate
4	Posted Staff from Ministries, Departments, and Agencies (MDAs)	Serve at PS-OSIC, providing the same services they offer in their respective MDAs	Technical support to PS-OSIC in executing investment-related services	Timely provision of services, alignment with MDA policies, and coordination in serving investors
5	Local Business Membership Organizations (BMOs)	Represent members and mobilize local business participation	A supportive environment for business growth and participation in investment policy-making	Involvement in investment policy formulation and advocacy efforts
6	Business Membership Organizations (BMOs)	Represent and mobilize foreign investors	A conducive investment environment and accessible information	Support for PS-OSIC's foreign investment promotion initiatives
7	Plateau State Ease of Doing Business Council	Oversee initiatives to improve the business environment in Plateau State	Support and facilitation of initiatives to enhance business operations	Collaboration on policies and initiatives to simplify and enhance the business environment
8	Development Partners (GIZ, SEDIN, UNDP, UNIDO, World Bank, etc.)	Provide financial and technical support for investment programs	Partnership in project development and resource utilization	Timely funding disbursement and technical assistance
9	Judiciary	Facilitate the resolution of investment disputes	Adherence to legal frameworks in investment projects	Timely resolution of investment-related disputes
10	Local and International Media	Promote investment opportunities in Plateau State	Access to accurate investment information	Accurate reporting on investment opportunities and developments
11	Ministries,	Provide sectoral	Sharing of relevant	Active involvement



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	Departments, and Agencies (MDAs)	expertise to support PS-OSIC's operations	information and collaboration on investment projects	in relevant sectors for attracting and facilitating investments
12	Ministry of Foreign Affairs	Promote Plateau State's investment opportunities internationally	Provide access to investment information for foreign embassies	Dissemination of investment opportunities through foreign missions
13	Office of the Attorney General Plateau State	Provide legal advice and support on investment issues	Timely submission of requests for legal advice	Provision of timely and accurate legal opinions and support
14	International Bodies on Trade, Investment, and Industry	Develop and promote global standards for trade and investment	Support for the implementation of global best practices	Domestication of international standards to support trade and investment relations
15	Presidential Enabling Business Environment Council (PEBEC)	Improve the business environment nationally	Support for initiatives to streamline and enhance business operations	Collaboration on national-level business environment reforms

3.2.1 Stakeholder Engagement Plan

To effectively achieve its strategic objectives, PS-OSIC must engage with a diverse range of stakeholders. This Stakeholder Engagement Plan outlines how PS-OSIC will interact with key stakeholders as identified in the Stakeholders Analysis, ensuring their expectations are met and fostering productive relationships. By clearly defining engagement objectives, methods, frequency, and responsibilities, the plan aims to facilitate successful collaboration and support for investment promotion and business development in Plateau State.



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Table 4: Stakeholder Engagement Plan

S/No	Stakeholder	Engagement Objective	Engagement Methods	Frequency	Responsibility	Expected Outcome
1	National Investment Promotion Council	Ensure alignment with investment promotion strategies and address investor concerns	Regular meetings, progress reports, and advisory sessions	Quarterly	PS-OSIC Executive Director	Effective implementation of recommendations and prompt resolution of investor concerns
2	Investors	Maintain a conducive investment environment and provide relevant information	Investor forums, feedback surveys, and one-on-one meetings	Semi-Annually	Investment Promotion Team	High levels of investor satisfaction and compliance with regulatory frameworks
3	PS-OSIC Staff (Core Staff)	Support effective execution of PS-OSIC's mandate	Staff meetings, performance reviews, and career development programs	Monthly	HR Manager	Enhanced staff performance and achievement of PS-OSIC's strategic goals
4	Posted Staff from Ministries, Departments, and Agencies (MDAs)	Ensure alignment with MDA policies and effective service delivery	Coordination meetings, joint training sessions, and service integration workshops	Bi-Monthly	Coordination Officer	Seamless service provision and effective integration of MDA staff into PS-OSIC operations
5	Local Business Membership Organizations (BMOs)	Facilitate local business participation and policy advocacy	Stakeholder workshops, policy dialogues, and partnership forums	Quarterly	Business Engagement Team	Increased local business involvement in policy-making and investment initiatives
6	Business Membership Organizations (BMOs)	Support foreign investment promotion and information dissemination	Collaboration meetings, joint promotional events, and information exchanges	Quarterly	International Relations Officer	Enhanced foreign investment attraction and support for PS-OSIC's initiatives
7	Plateau State Ease of Doing Business Council	Collaborate on improving the business environment	Joint workshops, policy review sessions, and progress updates	Bi-Monthly	Policy and Strategy Unit	Improved business environment and streamlined business operations in Plateau State
8	Development Partners (GIZ, SEDIN, UNDP, UNIDO,	Secure financial and technical support for investment	Partnership meetings, progress reports, and project reviews	Quarterly	Partnership Manager	Effective utilization of resources and successful implementation of investment



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	World Bank, etc.)	programs				programs
9	Judiciary	Facilitate timely resolution of investment disputes	Regular consultations, legal updates, and case reviews	As Needed	Legal Affairs Unit	Prompt and fair resolution of investment-related disputes
10	Local and International Media	Promote investment opportunities and provide accurate information	Press releases, media briefings, and promotional campaigns	Monthly	Communications Team	Increased visibility of investment opportunities and positive media coverage
11	Ministries, Departments, and Agencies (MDAs)	Collaborate on sector-specific investment initiatives	Coordination meetings, joint projects, and information sharing	Monthly	Sectorial Liaison Officer	Effective sector-specific investment facilitation and collaboration with MDAs
12	Ministry of Foreign Affairs	Promote Plateau State's investment opportunities internationally	Diplomatic meetings, investment briefings, and embassy collaborations	Quarterly	Foreign Relations Officer	Enhanced international promotion of Plateau State's investment opportunities
13	Office of the Attorney General Plateau State	Obtain legal advice and support for investment issues	Legal consultations, advisory meetings, and documentation reviews	As Needed	Legal Affairs Unit	Timely and accurate legal support for investment-related matters
14	International Bodies on Trade, Investment, and Industry	Implement global best practices and standards	Participation in international forums, adherence to standards, and best practice adoption	Annually	International Standards Coordinator	Alignment with international best practices and enhanced trade and investment relations
15	Presidential Enabling Business Environment Council (PEBEC)	Support and collaborate on national-level business environment reforms	Regular meetings, policy discussions, and progress evaluations	Quarterly	Policy and Strategy Unit	Improved national-level business reforms and enhanced business environment

This plan provides a structured approach to engaging with stakeholders, ensuring that PS-OSIC meets their expectations and effectively manages relationships to support its objectives.



4.1. Strategic Objectives

1. To improve competitiveness of the business environment
2. To improve the investment climate
3. To increase access to investment-ready economic zones
4. To enhance the bankability of investment projects
5. To increase local and foreign investments
6. To enhance investor entry, establishment, and aftercare management
7. To increase access to information on investments
8. To enhance partnerships and collaborations with stakeholders
9. To optimize institutional capacity development and performance excellence



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Table 5: Outcomes Annual Projections

Projections	Strategic Objective (SO)	Outcome	Outcome Indicator	Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)
Key Result Area (KRA) 1: Business and Investment Climate Reforms								
Strategic .O outcomes 1.1: To improve competitiveness of the business environment	Improved business environment	Number of Business Amendment Bills developed	1	1	1	1	1	1
		% proportion of counties implementing harmonized Licensing	-	-	10	30	50	-
		% of business environment concerns resolved	-	-	-	-	-	-
S.O 1.2: To improve investment climate	Improved investment climate	B-Ready Ranking improved	-	-	-	X	X-2	X-3
		Global Competitiveness Index (GCI) ranking improved	92	88	85	82	80	-
KRA 2: Economic Zones Development								
S.O 2.1: To increase investments in the economic zones	Increased investments in economic zones	Value of new investments (USD Billion)	15	17	19	21	23	-
		Number of jobs created	10,000	15,000	20,000	25,000	30,000	-
KRA 3: Investment Products Development								
S.O 3.1: To enhance	Enhanced bankability of	Rate of uptake of	X	X+3	X+5	X+7	X+10	-



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the bankability of investment projects	investment projects	bankable projects (%)						
KRA 4: Investment Promotion and Facilitation								
S.O 4.1: To increase local and foreign investments	Increased local and foreign investments	Value of new investments attracted (USD Billion)	2.5	3.5	6	8	10	-
S.O 4.2: To improve investor entry, establishment, and aftercare management	Improved investor entry and establishment	Investor entry and establishment turn-around time (days)	3	2	1	1	1	-
		% Investor satisfaction index improved	-	X	-	X+5	-	-
		% of investor concerns resolution rate	100	100	100	100	100	100
S.O 4.3: To increase access to investments data and information	Increased generation and dissemination of investment data and information	Number of visits to SDIP digital platforms	1,000	1,200	1,500	1,800	2,000	-
		Number of operational Integrated Investment Data Management Systems	-	-	1	-	-	-
		Number of investment-related publications	4	4	4	4	4	4
S.O 4.4: To enhance partnerships and collaborations with stakeholders	Increased stakeholder engagements and collaborations	Number of new MoUs signed	4	4	4	4	4	4
		Number of	12	14	17	19	20	-



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		business and investment fora held						
		Number of bilateral and multilateral agreements signed	20	20	20	20	20	20
KRA 5: Institutional Operational Excellence								
S.O 5.1: To enhance institutional capacity and performance	Improved employee satisfaction	% employee satisfaction index improved	X	X+5	X+8	X+10	X+12	-
		Improved customer satisfaction	-	X	X+2	X+4	X+6	-
		Increased productivity	% productivity index improved	X	X+0.5	X+1.0	X+1.5	X+2.0

Note: The notation X represents the baseline or initial measurement for each indicator. Incremental values such as X+0.5, X+1.0, X+1.5, and X+2.0 indicate progressive improvements from this baseline, with each increment showing a stepwise increase. For larger changes, notations like X+8 and X+10 represent specific, larger projected increases from the baseline, allowing for tracking of substantial progress over the projection period.

4.1.2. Explanation of Table 5: Outcomes Annual Projections

Table 5 outlines the strategic objectives, anticipated outcomes, and annual projections for the Plateau State One Stop Investment Centre (PS-OSIC) over a five-year period (2023/24 to 2027/28). Here's a detailed explanation: Strategic Objectives and Outcomes;

1.Key Result Area 1: Business and Investment Climate Reforms

Strategic Objective 1.1: Improve Competitiveness of Business Environment

Outcome: Enhanced business environment.

Indicators:

- **Number of Business Amendment Bills Developed:** Shows the count of new legislative changes to improve the business environment. The target is to develop one bill each year.



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- % Proportion of Counties Implementing County Harmonized Licensing: Measures the extent to which counties adopt standardized licensing practices. This will start at 10% in Year 3 and increase to 50% by Year 5.
- % of Business Environment Concerns Resolved: Tracks the resolution of issues affecting the business environment, though specific targets are not provided.

Strategic Objective 1.2: Improve Investment Climate

Outcome: Better investment climate.

Indicators:

- B-Ready Ranking Improved: An indicator of business readiness, with specific targets in later years.
- Global Competitiveness Index (GCI) Ranking Improved: Measures global competitiveness, aiming to improve from a baseline of 92 to 80 over five years.

2.Key Result Area 2: Economic Zones Development

Strategic Objective 2.1: Increase Investments in the Economic Zones

Outcome: Increased investments in economic zones.

Indicators:

- Value of New Investments (USD Billions): Tracks the amount of new investments, aiming to grow from \$15 billion to \$23 billion.
- Number of Jobs Created: Measures job creation in economic zones, aiming to create 30,000 jobs by Year 5.

3.Key Result Area 3: Investment Products Development

Strategic Objective 3.1: Enhance Bankability of Investment Projects

Outcome: Improved bankability of projects.

Indicators:

- Rate of Uptake of Bankable Projects (%): Measures the adoption rate of investment projects deemed bankable, with progressive increases.

4. Key Result Area 4: Investment Promotion and Facilitation

Strategic Objective 4.1: Increase Local and Foreign Investments

Outcome: Increased investments from both local and international sources.

Indicators:

- Value of New Investments Attracted (USD Billions): Targets increasing investment from \$2.5 billion to \$10 billion.



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Strategic Outcome 4.2: Improve Investor Entry, Establishment, and Aftercare Management

Outcome: Streamlined processes for investors.

Indicators:

- **Investor Entry and Establishment Turn-Around Time (Days):** Reducing the time required for investor processes from 3 days to 1 day.
- **% Investor Satisfaction Index Improved:** Targets improvements in investor satisfaction over time.
- **% of Investor Concerns Resolution Rate:** Aims to maintain a 100% resolution rate for investor issues.

Strategic Objective 4.3: Increase Access to Investments Data and Information

Outcome: Enhanced availability and dissemination of investment data.

Indicators:

- **Number of Visits to SDIP Digital Platforms:** Tracks engagement with digital platforms, increasing from 1,000 to 2,000 visits.
- **Number of Operational Integrated Investment Data Management Systems:** Target to have one operational system by Year 3.
- **Number of Investment-Related Publications:** Maintains a steady output of publications.

Strategic Objective 4.4: Enhance Partnerships and Collaborations with Stakeholders

Outcome: Improved stakeholder engagement and partnerships.

Indicators:

- **Number of New MoUs Signed:** Sets a target of four new Memorandums of Understanding (MoUs) per year.
- **Number of Business and Investment Fora Held:** Aims to increase from 12 to 20 events over the period.
- **Number of Bilateral and Multilateral Agreements Signed:** Maintains a steady number of agreements.
-

5. Key Result Area 5: Institutional Operational Excellence

Strategic Outcome 5.1: Enhance Institutional Capacity and Performance

Outcome: Improved institutional effectiveness.

Indicators:

- **% Employee Satisfaction Index Improved:** Tracks improvements in employee satisfaction, aiming to increase steadily.
- **% Customer Satisfaction Index Improved:** Measures increases in customer satisfaction over time.
- **% Productivity Index Improved:** Monitors productivity improvements, with incremental increases.



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4.2. Strategic Choices

Table 6: Strategic Objectives and Strategies for Plateau State One Stop Investment Centre (PS-OSIC)

Key Results Area (KRA)	Strategic Objectives (SO)	Strategic Initiatives
KRA 1: Business and Investment Climate Reforms	S.O 1.1: To Improve Competitiveness of the Business Environment	<ul style="list-style-type: none"> - Develop and implement short, medium, and long-term business environment reforms agenda. - Promote harmonization of local licensing frameworks. - Enhance competitiveness at the state and local levels. - Increase public awareness about business climate reforms.
	S.O 1.2: To Improve Investment Climate	<ul style="list-style-type: none"> - Develop and implement short, medium, and long-term investment climate reforms agenda.
KRA 2: Special Agro-Processing Zones (SAPZ) Development	S.O 2.1: To Increase Investments in SAPZ	<ul style="list-style-type: none"> - Promote the development and expansion of Special Agro-Processing Zones (SAPZs). - Enhance incentives within SAPZs to attract agricultural and agro-processing investments.
KRA 3: Investment Products Development	S.O 3.1: To Enhance Bankability of Investment Projects	<ul style="list-style-type: none"> - Strengthen the profiling and packaging of investment products. - Enhance the capacity of Ministries, Departments, and Agencies (MDAs) to support investment projects.
KRA 4: Investment Promotion and Facilitation	S.O 4.1: To Increase Local and Foreign Investments	<ul style="list-style-type: none"> - Promote domestic and foreign direct investment in priority value chains. - Encourage investments within state Special Agro-Processing Zones (SAPZs).
	S.O 4.2: To Improve Investor Entry, Establishment, and Aftercare Management	<ul style="list-style-type: none"> - Digitize investor entry and establishment processes. - Enhance the functionality of one-stop centres for investment facilitation. - Improve mechanisms for managing investor concerns.
	S.O 4.3: To Increase Access to Investment Data and Information	<ul style="list-style-type: none"> - Enhance the generation, processing, and dissemination of investment data. - Improve market intelligence to provide better information to investors.
	S.O 4.4: To Enhance Partnerships and Collaborations with	<ul style="list-style-type: none"> - Foster constructive engagement with the private sector. - Create new opportunities, markets,



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	Stakeholders	and innovative solutions through collaboration.
KRA 5: Institutional Operational Excellence	S.O 5.1: To Optimize Institutional Capacity and Operational Excellence	<ul style="list-style-type: none"> - Strengthen human skills, talent, and management capabilities. - Enhance corporate communication, image, and branding. - Improve resource mobilization, utilization, and management. - Strengthen planning, monitoring, and evaluation processes. -Strengthen ICT infrastructure and systems

Notes:

- Key Result Areas (KRA): Broad categories that group strategic objectives.
- Strategic Objectives (S.O): Specific goals aimed at achieving the broader KRA outcomes.
- Strategic Initiatives: Actions and strategies designed to achieve each strategic objective.

4.3. Operational Plan

Table 7: Operational Plan

Key Result Area (KRA)	Strategic Objectives (S.O)	Strategic Initiatives	Year 1 (2023/24)	Year 2 (2024/25)	Year 3 (2025/26)	Year 4 (2026/27)	Year 5 (2027/28)	Outcome Indicators
KRA 1: Business and Investment Climate Reforms	S.O 1.1: Improve Competitiveness of the Business Environment	<ul style="list-style-type: none"> - Implement business environment reforms. - Harmonize local licensing frameworks. - Raise public awareness on reforms. 	Develop reforms agenda	Implement reforms	Monitor impact	Refine and scale reforms	Sustain improvements	Number of reforms enacted % of counties harmonizing licensing Business climate improvement index
	S.O 1.2: Improve Investment Climate	<ul style="list-style-type: none"> - Implement investment climate reforms agenda. 	Develop reforms agenda	Implement reforms	Monitor impact	Refine and scale reforms	Sustain improvements	Investment Climate Index (ICI) ranking
KRA 2: Special Agro-Processing Zones (SAPZ) Development	S.O 2.1: Increase Investments in SAPZ	<ul style="list-style-type: none"> - Develop and expand SAPZs. - Enhance SAPZ incentives. 	Develop SAPZ framework	Expand SAPZs	Enhance incentives	Monitor and assess	Sustain investments	Value of investments in SAPZs (USD Million) Number of new SAPZ projects
KRA 3: Investment Products Development	S.O 3.1: Enhance Bankability of Investment	<ul style="list-style-type: none"> - Strengthen investment product profiling. 	Develop profiling methods	Train MDAs	Evaluate and refine	Scale successful methods	Sustain improvements	% Increase in bankable projects Rate of



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†	Projects	- Enhance MDAs capacity.						successful project funding
KRA 4: Investment Promotion and Facilitation	S.O 4.1: Increase Local and Foreign Investments	- Promote investment in key value chains. - Encourage SAPZ investments.	Promote investments	Facilitate entry	Monitor progress	Scale successful initiatives	Sustain growth	Value of local and foreign investments (USD Billion)
	S.O 4.2: Improve Investor Entry and Aftercare	- Digitize entry processes. - Enhance one-stop centers. - Improve investor concern management.	Digitize processes	Enhance centers	Refine management mechanisms	Scale improvements	Sustain efficiency	Average processing time for investments (days) Investor satisfaction rate
	S.O 4.3: Increase Access to Investment Data	- Improve data generation and dissemination - Enhance market intelligence.	Upgrade data systems	Enhance intelligence	Monitor and refine	Expand data access	Sustain improvements	Number of data reports published Investment data accessibility index
	S.O 4.4: Enhance Stakeholder Partnerships	- Engage with the private sector. - Create new opportunities and markets.	Foster engagements	Create new opportunities	Assess partnerships	Expand successful collaborations	Sustain partnerships	Number of new partnerships New market opportunities created
KRA 5: Institutional Operational Excellence	S.O 5.1: Optimize Institutional Capacity	- Develop skills and management. - Enhance communication and resource management. - Strengthen planning and evaluation.	Develop training programs	Enhance communication strategies	Improve resource management	Evaluate and refine	Sustain excellence	Employee satisfaction rate Resource utilization efficiency Operational excellence index

Notes:

- Key Result Areas (KRA): Major focus areas for achieving strategic objectives.
- Strategic Objectives (S.O): Specific goals to be achieved within each KRA.
- Strategic Initiatives: Actions planned to achieve the objectives.
- Outcome Indicators: Metrics to measure the success of initiatives.
- Yearly Columns: Represent planned activities and achievements for each year.



This section outlines the structure and approach required to ensure effective implementation of PS-OSIC's strategic plan. It defines the action plan, organizational structure, and required skills for success. Leadership roles, systems, and procedures are also specified to support implementation, alongside risk management strategies.

5.1 Implementation Plan

PS-OSIC will implement the strategic plan through annual action plans, which will guide the development of detailed and budgeted work plans.

5.1.1 Action Plan

A clear action plan will be developed each year, covering strategic issues, goals, Key Result Areas (KRAs), objectives, strategies, key activities, expected outputs, performance indicators, annual targets, budgets, and assigned responsibilities. These will be outlined in an implementation matrix (see Annex 1).

5.1.2 Annual Work Plan and Budget

Each year, PS-OSIC's annual work plan will derive from the corresponding year's targets in the strategic plan matrix. This ensures that all departments are aligned with strategic objectives and adequate resources are allocated to achieve them.

5.1.3 Performance Management

Performance targets will be cascaded down to all staff through a performance management system, ensuring alignment with the strategic plan. This system will focus on individual performance objectives that directly support PS-OSIC's goals.

5.2 Coordination Framework

Effective implementation requires a well-defined coordination framework that ensures seamless communication and collaboration across departments and with external stakeholders.

5.2.1 Institutional Framework

The strategic initiatives will be managed within the following organizational structure:

- **Director General:** Oversees all PS-OSIC operations.
- **Investor Services:** Responsible for managing investor relationships, processing inquiries, and ensuring timely support for all investment projects.
- **Transaction Advisory & Monitoring:** Provides advisory services for investment transactions and monitors project progress.



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- **Policy, Research & Stakeholder Management:** Handles policy development, research, and manages relationships with key stakeholders.
- **Corporate Communication:** Manages internal and external communication, including branding and public relations.
- **Legal Adviser:** Provides legal support and ensures compliance with regulations.
- **Internal Audit:** Ensures that processes are compliant with internal controls and regulations.
- **Support Services:** Provides administrative and technical support, including HR, finance, and IT.

This structure ensures effective coordination and alignment with global best practices in investment promotion and facilitation.

5.2. Leadership

The strategic plan for the period 2023-2027 has identified four key focus areas for PS-OSIC:

- 1.** Business Environment and Investment Climate
- 2.** Investment Product Development, Targeting, and Positioning
- 3.** Investor-Centric Culture Development and Stakeholder Engagement
- 4.** Institutional Capacity Development

Each strategic area will be managed by dedicated teams with overall coordination led by the Director General. The Director General will ensure alignment with strategic objectives, guide decision-making, and facilitate collaboration across the organization to achieve the plan's goals. The leadership team will also work closely with key stakeholders to drive investment initiatives and maintain institutional excellence.



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Table 8: Strategic Theme Teams

S/NO.	STRATEGIC ISSUE	TEAM LEADER	TEAM MEMBERS
1	Business Environment and Investment Climate	Director, Investor Services	Deputy Director, Business Reforms, Legal Adviser, Principal Economist, Senior Investment Officers, Finance Officer, Corporate Communication Officer, Legal Officer
2	Investment Product Development, Targeting & Positioning	Director, Investor Services	Deputy Director, Policy & Research, Senior Investment Officers, Finance Officer, Legal Adviser, Communication Officer
3	Investor-Centric Culture Development & Stakeholder Engagement	Director, Corporate Communication	Head, Stakeholder Management, Policy Officers, Investor Relations Officer, Deputy Director, Communication
4	Institutional Capacity Development	Director, HR & Admin	Head, Planning, Chief Financial Officer, Head ICT, Head Legal, Senior Investment Officers, Support Service Officers

5.2.1 Systems and Procedures

To enhance efficiency in the implementation of the strategic plan, PS-OSIC will prioritize the following:

1. Internal Systems: Streamlining and operationalizing key internal systems for data management, including investor databases, project tracking tools, and performance management platforms.
2. Standard Operating Procedures (SOPs): Developing SOPs for critical processes such as investor concerns management, conducting investment roadshows, and providing investor aftercare services.

5.3 Risk Management Framework

A risk analysis has been conducted to identify potential risks during the implementation of PS-OSIC's Strategic Plan, along with mitigation measures. The following table summarizes key risks, their likelihood, severity, and mitigation actions:



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Table 9: Risk Management Framework

S/No	Risk	Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures
1	Delayed deployment of key officers	High	High	High	Timely submission of staffing requests; continuous engagement with relevant authorities; motivate existing staff.
2	Delayed funding releases	High	High	High	Prioritize high-impact projects; explore external funding sources.
3	Corruption risks	Medium	Medium	Medium	Staff sensitization on legal compliance; strengthen internal controls.
4	Litigation risks	Medium	Medium	Medium	Adhere to legal standards; use Alternative Dispute Resolution mechanisms.
5	Political interference	Low	High	Medium	Ensure compliance with legal frameworks; foster constructive stakeholder engagement.



CHAPTER SIX

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

6. Financial Requirements

This chapter outlines the financial resources necessary to implement the strategic plan, identifies potential resource gaps, and proposes strategies for mobilizing and managing these resources effectively.

6.1 Financial Requirements

Securing adequate financial resources is critical to the successful execution of the Plateau State One Stop Investment Centre (PS-OSIC) Strategic Plan. To estimate the necessary budget, the activities aligned with achieving the strategic objectives have been identified and costed. Table 10 provides a summary of the financial requirements categorized by key result areas (KRAs).

Table 10: Financial Requirements for Implementing the Strategic Plan

Key Result Area Cost Item	Projected Resource Requirements (₦ Millions)					
	Year 1 (2023)	Year 2 (2024)	Year 3 (2025)	Year 4 (2026)	Year 5 (2027)	Total
KRA 1: Business and Investment Climate Reforms	₦10,000,000	₦15,000,000	₦12,500,000	₦13,560,000	₦13,050,000	₦64,560,000
KRA 2: Economic Zones Development	₦16,500,000	₦30,500,000	₦20,500,000	₦20,500,000	₦20,000,000	₦107,000,000
KRA 3: Investment Products Development	₦0	₦0	₦5,500,000	₦2,500,000	₦2,500,000	₦10,500,000
KRA 4: Investment Promotion and Facilitation	₦50,000,000	₦30,000,000	₦40,470,000	₦20,465,000	₦10,000,000	₦150,935,000
KRA 5: Institutional Operational Excellence	₦5,000,000	₦3,000,000	₦2,000,000	₦2,085,000	₦2,500,000	₦14,585,000
Personal Emoluments	₦5,000,000	₦4,000,000	₦5,230,000	₦5,716,000	₦604,560,000	₦25,946,000



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Other Administrative Costs	₦2,000,000	₦7,350,000	₦6,720,000	₦4,000,000	₦8,000,000	₦28,070,000
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Total Financial Requirement: ₦402,233,000

This financial plan provides a comprehensive view of the projected resource requirements for each Key Result Area (KRA) over the strategic plan period (2023-2028) for PS-OSIC. The grand total is calculated by summing up the total requirements across all KRAs and cost items.

6.2 Resource Management

To ensure effective management and utilization of financial resources, PS-OSIC will implement the following practices based on the BETA (Budgeting, Efficiency, Transparency, and Accountability) principle according to global practice:

1. Whole of Government Approach (WOGA): Integrate and coordinate across government departments for effective planning and implementation.
2. Risk Management Framework: Develop and adhere to robust risk management frameworks to identify and mitigate potential risks.
3. Internal Controls: Implement stringent internal controls in budgeting to ensure adherence to approved financial plans.
4. Legal Compliance: Ensure that budgeting and resource management align with national laws and regulations, prioritizing the development of realistic budgets.
5. Implementation Capacities: Enhance capacities to ensure expenditures align with approved budgets, with rigorous monitoring to minimize discretionary spending.
6. Procurement Regulations: Adhere to the Plateau State Public Procurement Act, 2018, to ensure a transparent, efficient, and cost-effective procurement process.
7. Strategic Alignment: Align strategic plans with work plans, procurement plans, and budgets for coherent execution.
8. Monitoring and Evaluation: Allocate sufficient resources for monitoring and evaluating policies, programs, and projects to ensure effective execution and value for money.

These strategies and practices will ensure that PS-OSIC effectively manages and mobilizes resources to achieve its strategic objectives.



This chapter details the framework for monitoring, evaluation, reporting, and learning associated with the PS-OSIC Strategic Plan 2023-2027. It describes the activities to be undertaken, the responsible parties, and the timeline to ensure a continuous flow of timely information for effective decision-making.

7.1 Monitoring Framework

Monitoring will track progress in implementing the strategic plan through systematic data collection and analysis. The objectives include:

- **Assessing Effectiveness:** Measure the implementation of policies, programs, and projects against established targets and outputs.
- **Data Collection:** Utilize indicators from each Key Result Area as outlined in the Implementation Matrix. Sources will include field visits, progress reports, and attendance registers.
- **Stakeholder Engagement:** Interact with implementers and stakeholders to gather unreported information.

Monitoring will occur at multiple levels:

- **Daily, Weekly, Monthly:** Through individual work plans.
- **Quarterly and Annually:** Via departmental work plans.

7.2 Performance Standards

Output and outcome indicators will adhere to the CREAM principles—Clear, Relevant, Economic, Achievable, and Measurable — ensuring they align with best practices. Monitoring will focus on:

- **Relevance:** Addressing the needs of stakeholders.
- **Efficiency:** Optimizing resource use.
- **Effectiveness:** Achieving intended outcomes.
- **Sustainability:** Ensuring long-term impact.

7.3 Evaluation Framework

Evaluation will provide a systematic and objective assessment of the relevance, effectiveness, efficiency, sustainability, and impact of PS-OSIC's policies, programs, and projects. Key components include:



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- **Comparative Analysis:** Assess actual outcomes against strategic objectives to determine accomplishments and the methods employed.
- **Evaluation Activities:** Three major evaluations will be conducted:
 - **Mid-term Evaluation:** To assess progress and make necessary adjustments.
 - **End-term Evaluation:** To evaluate overall effectiveness and impact.
 - **Ad Hoc Evaluations:** Conducted as needed to address specific issues or questions.

Table 12: Outcome Performance Matrix

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target Value Year	Mid-Term Period Target	End of Plan Period Target
Business and Investment Climate Reforms	Improved investment climate	B-Ready Ranking	-	-	X	X-3
		Global Competitiveness Index (GCI)	95 (2019)	85	80	
		Morgan Stanley Competitiveness Index (Rating)	-ve (2022)	stable	stable	
Economic Zones Development	Increased investments in ready economic zones	Total No of Export Processing Zones	96 (2022/23)	106	116	
		Total No of Special Economic Zones	24 (2022/23)	34	44	
Investment Products Development	Enhanced bankability of investment projects	Rate of uptake of bankable projects (%)	-	-	X+7	X+10
Investment Promotion and Facilitation	Increased local and foreign investments	Value of new investments attracted (USD Billions)	0.5 (2021/2022)	6	10	
		Turnaround time (days)	5 (2021/2022)	3	1	
		Investor satisfaction index (%)	-	-	X+2	X+5
	Increased stakeholder engagements	Number of new MoUs signed	12 (2022/23)	44	64	



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	and collaborations					
		Number of business and investment forums held	20 (2022/23)	60	100	
Institutional Operational Excellence	Improved employee satisfaction	Employee satisfaction index	-	-	X+8	X+12
	Improved customer satisfaction	Customer satisfaction index	-	-	X+4	X+8
	Increased productivity	Productivity Index	-	-	X+1.0	X+2.0

Explanation of Symbols and Terms

- **X:** Represents a variable starting value that will be defined in future evaluations.
- **X-3:** Indicates a target that is 3 units lower than the starting value (X) for the end of the plan period.
- **X+7 / X+10:** Indicates that the target will be 7 or 10 units higher than the starting value (X) for the mid-term and end of the plan periods, respectively.
- **-ve:** Denotes a negative rating or score on the Morgan Stanley Competitiveness Index as of 2022, indicating a need for improvement.
- **Stable:** Indicates that the rating has not changed and remains consistent over the evaluation period.
- **-:** Indicates no baseline data available for specific indicators.
- **Year references (e.g., 2022/23, 2021/2022):** Indicate the fiscal years in which the measurements were taken or targets set.
- **Baseline:** The initial value or score at the beginning of the assessment period, which serves as a comparison point for future evaluations.

7.3 Evaluation Framework

7.3.1 Mid-Term Evaluation

A mid-term evaluation will be conducted in the fiscal year 2025/2026 to assess the progress of the strategic plan. This evaluation will identify areas needing corrective actions, review the effectiveness of the plan, and inform future strategic planning.



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7.3.2 End-Term Evaluation

An end-term evaluation will take place at the conclusion of the strategic plan period. This evaluation will measure the achievement of strategic objectives, identify challenges faced, lessons learned, and make recommendations for the next strategic planning cycle.

7.4 Reporting Framework and Learning Mechanism

The PS-OSIC Strategic Plan will incorporate a robust reporting framework to ensure transparency and accountability throughout its implementation. Directorates, Departments, and Units responsible for executing the plan will conduct ongoing monitoring and provide regular updates on their progress toward achieving defined results and objectives. These reports will focus on key indicators and targets specific to each unit's responsibilities.

Regular Reporting Components:

- **Progress Updates:** Timely dissemination of findings to stakeholders will keep all parties informed about advancements and challenges. This promotes an environment of accountability and ensures that stakeholders are engaged in the process.
- **Lessons Learned:** A systematic approach to identifying successes and challenges will inform future strategies. By documenting and sharing these insights, PS-OSIC aims to scale successful initiatives, address potential setbacks, and foster innovation.

This reporting and learning framework will facilitate continuous improvement, enabling PS-OSIC to adapt its strategies throughout the implementation period. Key insights will be communicated through newsletters, magazines, stakeholder forums, conferences, and talk shows, ensuring broad visibility and engagement with the community and stakeholders. Additionally, important information will be featured in PS-OSIC's annual reports and shared on its website and social media platforms, reinforcing its commitment to transparency and active stakeholder involvement.



The strategic plan for the Plateau State One Stop Investment Centre (PS-OSIC) outlines a comprehensive framework designed to position Plateau State as a premier destination for investment in Nigeria. This plan articulates a clear vision, grounded in best practices, to attract, facilitate, and retain both domestic and foreign investments while driving sustainable economic growth.

Key initiatives outlined in the plan include:

1. **Investment Product Development:** By focusing on the bankability of investment opportunities, PS-OSIC aims to enhance the attractiveness of projects within priority sectors. This involves developing detailed project profiles, investment guidelines, and support frameworks that will enable government agencies and private sector stakeholders to effectively communicate the potential of Plateau State's investment landscape.
2. **Investment Attraction and Facilitation:** The strategic initiatives to promote priority value chains are pivotal. PS-OSIC will implement targeted local and international investment campaigns, ensuring consistent engagement with potential investors. Through the publication of regular investment newsletters and collaboration with key stakeholders, the center will enhance its visibility and position as a reliable partner for investors.
3. **Investor Relationship Management:** Establishing a robust investor aftercare program is crucial for fostering long-term relationships. By digitizing the investor entry process and developing comprehensive feedback mechanisms, PS-OSIC can swiftly address investor concerns and enhance their experience. This proactive management will lead to increased investor retention and satisfaction.
4. **Stakeholder Engagement:** Effective stakeholder engagement is essential for creating a conducive investment climate. By forging partnerships through memorandums of understanding (MoUs) and conducting regular investment forums, PS-OSIC will facilitate knowledge exchange and collaborative problem-solving among government, private sector, and civil society stakeholders.
5. **Institutional Capacity Building:** Strengthening human capital is a priority for achieving operational excellence. By onboarding staff into performance management systems and conducting skills gap analyses, PS-OSIC will cultivate a workforce equipped with the necessary competencies to meet investor needs. Continuous professional development will further enhance institutional effectiveness.
6. **Monitoring and Evaluation:** A robust monitoring and evaluation framework will be established to track progress, assess outcomes, and inform strategic adjustments. Regular evaluations will ensure that PS-OSIC



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remains agile and responsive to the changing investment landscape, allowing for the identification of emerging opportunities and challenges.

Alignment with Global Best Practices: This strategic plan is aligned with international best practices in investment promotion, drawing insights from successful agencies worldwide. By prioritizing transparency, efficiency, and stakeholder collaboration, PS-OSIC aims to create an enabling environment that attracts significant investment while fostering sustainable economic development.

Expected Outcomes: Through the effective implementation of this strategic plan, PS-OSIC aims to achieve a significant increase in both the volume and diversity of investments in Plateau State. The anticipated outcomes include the creation of direct jobs, the establishment of new businesses, and the enhancement of local economic resilience. These efforts will not only uplift the state's economy but also improve the overall quality of life for its residents.

Commitment to Sustainability: In its strategic approach, PS-OSIC is committed to sustainability and responsible investment practices. By promoting investments that consider social and environmental impacts, the center aims to contribute to the long-term prosperity of Plateau State, ensuring that economic growth aligns with community well-being.

In summary, the strategic plan for PS-OSIC serves as a transformative blueprint for investment promotion in Plateau State. By executing the outlined strategies with diligence and commitment, PS-OSIC will not only attract investments but also lay the foundation for a thriving, inclusive economy that benefits all stakeholders in the region. This proactive approach will position Plateau State as a competitive player in Nigeria's investment landscape, driving sustainable development and economic resilience for years to come.

ANNEXTURES

Annex 1: Implementation Matrix

Result Areas	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Million)					Responsibility
							Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y 2	Y 3	Y 4	Y 5	
KRA 1: Business and Investment Climate Reforms	To improve competitiveness of business environment	Develop and implement business environment reforms agenda	Carry out surveys on business and investment bottlenecks	Survey report prepared	No. of reports	2	1	-	-	1	-	3	-	-	3	Department of Business Reforms and Transformation	
				Action plans developed	No. of action plans	2	1			1		5	-	-	5	Department of Business Reforms and Transformation	
			Review legal and regulatory framework	Laws and regulations reviewed	No. of laws	2	2	4	4	3	4	5	4	4	4	3	Department of Business Reforms and Transformation
			Develop business reform agenda	Annual business reform agenda and action plan prepared	No. of plans	5	1	1	1	1	1	2	2	3	2	5	Department of Business Reforms and Transformation
				Business Laws Reform Amendment Bill	No. of Bills	5	1	1	1	1	1	2	2	1	2	5	Department of Business Reforms and Transformation
				Undertake periodic stakeholders' fora on business environment reforms and transformation agenda.	Public sector engagement framework developed	No. of frameworks	1		1					3			Department of Business Reforms and Transformation



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			Value chain mapping report	No. of reports	20	3	3	5	5	6	2	2	4	4	4	Department of Business Reforms and Transformation
		Track implementation of business climate reforms	Business and investment climate reforms reports	No. of Monitoring reports	5	1	1	1	1	1	3	3	3	3	3	Department of Business Reforms and Transformation
			Improved business environment	No. of Business Amendment Bills	5	1	1	1	1	1	2	2	2	2	2	Department of Business Reforms and Transformation
	Promote harmonization of county licensing frameworks	Review business processes at both levels of government	Business process review reports developed	No. of review reports	5	1	1	1	1	1	2	2	2	2	2	Department of Business Reforms and Transformation
	Enhance county competitiveness	Develop and implement County Competitive Index	County Competitive Index report developed	No. of Competitive Index reports	2	-	1	-	1	-	-	3	-	-	3	Department of Business Reforms and Transformation
		Roll out State & LGAs regulatory toolkits	State and LGAs Regulatory toolkits updated	Updated tool kit	1	-	1	-	-	-	-	5	-	-	-	Department of Business Reforms and Transformation
				No. of LGAs covered	17	5	5	5	3	-	5	5	5	5	-	Department of Business Reforms and Transformation
		Develop and implement a Business Reforms communication strategy	Business Reforms communication strategy developed	Business Reforms Communication Strategy	1	1	-	-	-	-	2	-	-	-	-	Department of Business Reforms and Transformation
	Promote public awareness on business climate reforms	Develop and implement a Central Repository	Central Repository, Single Window, Business and Investment platform developed	% Completion of the communication platform	100	10	100	-	-	-	5	10	-	-	-	Department of Business Reforms and Transformation
		Undertake Business Reforms awareness campaigns	Business Reforms awareness forums	No. of Business Reform awareness forums	5	-	2	2	1	1	-	2	2	1	1	Department of Business Reforms and Transformation



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	To improve investment climate	Develop and implement investment climate reforms agenda	Track implementation of investment climate reforms	Business and investment climate reports	No. of M & E reports	5	1	1	1	1	1		2	2	2	2	2	Department of Business Reforms and Transformation
			Performance analysis report developed	Performance analysis report developed	No. of reports	5	1	1	1	1	1		2	2	2	2	2	Department of Business Reforms and Transformation
			Peer to peer learning and benchmarking on best practices	Learning and benchmarks held	No. of Peer-to-peer learning and benchmark Forum reports	5	1	1	1	1	1		5	5	5	5	5	Department of Business Expansion & Policy Support and Development
KRA 2: Economic Zones Development	To increase access to investor-ready economic zones	Promote the development and expansion of SAPZs	Support gazettement and development of new SAPZs	Increased access to investor-ready economic zones	Number of new investor-ready economic zones	3	5	5	5	5	5	10	10	10	10	10	10	Department of Business Expansion & Policy Support and Development
			Establish inter-agency collaboration for development of SAPZs	Inter-agency technical committees established	No. of technical committees operationalized	2	-	1	1	-	-	-	3	3	-	-	-	Department of Business Expansion & Policy Support and Development
				Hold inter-agency collaboration meetings	No. of engagement forums	20	1	1	1	1	1	5	5	5	5	5	5	Department of Business Expansion & Policy Support and Development
			Resource mobilization for SAPZs	Partnerships established for infrastructure development	No. of Mo Us signed	5	-	1	1	1	-	-	1	1	1	-	-	Department of Business Expansion & Policy Support and Development
			Support the development of state incentive frameworks	Private investment incentive strategy developed	Private Investment Incentive Strategy	1	-	1	-	-	-	-	7	-	-	-	-	Department of Business Expansion & Policy Support and Development
		Enhance incentives in SAPZs	Review and develop streamlined regulatory processes	Revised state investment-related frameworks for SAPZs	No. of frameworks developed	5	1	1	1	1	1	2	2	2	2	2	2	Department of Business Expansion & Policy Support and Development



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KRA 3: Investment Products Development	To enhance bankability of investment projects	Strengthen profiling and packaging of investment products	Develop guidelines for profiling and packaging of investment projects	Guidelines for profiling and packaging of investment projects	Guidelines for profiling and packaging of investment project	1	-	-	1	-	-	-	-	3	-	-	Department of Business Expansion & Policy Support and Development
		Enhance capacity of MDAs	Conduct trainings for MDAs in profiling and packaging of investment projects	MDAs trained n profiling and packaging of investment projects	Proportion of MDAs trained n profiling and packaging of investment projects	30	-	-	20	10	10	-	-	3	2	2	Department of Business Expansion & Policy Support and Development
KRA 4: Investment Attraction and Facilitation	To increase local and foreign investments	Promote domestic and foreign direct investment in priority value chains	Facilitate local and international investment campaigns	International investment campaigns facilitated	No. of international investment campaigns facilitated	20	10	8	3	2	30	10	8	6	5	4	Department of Business Expansion & Policy Support and Development
			Support publication of investment newsletters	Investment newsletters	No. of investment newsletters	20	4	4	4	4	4	1	1	1	1	1	Department of Business Expansion & Policy Support and Development
			Develop State Investment Strategy	State Investment Strategy	State Investment Strategy	1	1	-	-	-	-	5	-	-	-	-	Department of Business Expansion , & Policy Support and Development
		Promote investments in State economic zones	Partner with State Investment Units on investment promotions fora	State Investment Reports	No. of State Investment reports	15	10	6	5	5	7	9	5	3	2	2	Department of Business Expansion & Policy Support and Development
			Mobilization of private investments for Community Agribusiness Investment Plans (CAIPs)	Partnerships established	No. of Mo Us signed	25	15	10	10			5	5	5			Department of Business Expansion & Policy Support and Development
KRA 5: Investor Relationship Management and Processes	To improve investor entry and establishment	Digitization of investor entry and establishment processes	Support development of digitized system	Digital system for investor entry and establishment	Completion rate	57	-	-	28	-	-	-	-	15	-	-	Department of Business Expansion & Policy Support and Development
	Enhance investor concerns management mechanisms	Enhance investor concerns management mechanisms	Develop Investment aftercare and retention a	Investment aftercare and retention framework	Investor retention rate	1	-	1	-	-	-	-	2	-	-	-	Department of Business Expansion & Policy Support



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			framework														and Development
			Monitoring aftercare investments	Aftercare investment program	No. of reports	1	1	1	1	1	5	5	5	5	5	10	Department of Business Expansion & Policy Support and Development
	To increase access to investments data and information	Enhance investment data generation, processing, and dissemination	Establish a State investor database	Increased generation and dissemination of investment data	No. of visits to the Sustainable Development and Innovation digital Platform (SDIP)	50	15	15	10	10	10	5	5	5	2	2	Department of Business Expansion & Policy Support and Development
					Operational/Integrated Investment data Management system	1	-	-	1	-	-	-	-	10	2	2	Department of Business Expansion & Policy Support and Development
					No. of quarterly and annual publications	12	-	-	1	1	1	-	-	3	3	3	Department of Business Expansion & Policy Support and Development
		Enhance market intelligence for investors	Establish a national investor database	National investor database	National investor database	1	-	1	-	-	-	-	5	-	-	-	Department of Business Expansion & Policy Support and Development
			Support preparation of the state of investment report	State of investment report	No of state of investment reports	3	1	-	1	-	1	2	-	4	-	2	Department of Business Expansion & Policy Support and Development
			Hold periodic dissemination fora	Dissemination fora held	No. of dissemination fora held	3	1	-	1	-	1	5	-	1	-	1	Department of Business Expansion & Policy Support and Development
KRA 6: Investment Stakeholder Engagements	To enhance partnerships and collaborations with stakeholders	Promote creation of new opportunities, new markets, and innovative	Develop streamlined business regulatory and administrative	To enhance partnerships and collaborations with	Number of new MoU's signed	66	10	12	15	11	13	3	3	3	3	3	Department of Business Expansion & Policy Support and Development



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		solutions	processes	stakeholders	Number of business and investment fora	100	20	20	20	20	20	2	2	2	2	2	Department of Business Expansion & Policy Support and Development
					Number of bilateral and multilateral agreements	20	4	4	4	4	4	10	10	10	10	10	Department of Business Expansion & Policy Support and Development
		Promote Constructive engagement with Private sector	Establish and operationalize investment climate observatory	Investment climate observatory	Investment climate observatory operational	1	1	-	-	-	-	3	-	-	-	-	Department of Business Expansion & Policy Support and Development
				Investor after care mitigation visits	No. of visits	10	2	2	2	2	2	5	5	5	5	5	Department of Business Expansion & Policy Support and Development
				Investment Climate Reports	No of investment Climate Reports	5	1	1	1	1	1	2	2	2	2	2	Department of Business Expansion & Policy Support and Development
			Review of the Private Sector Development Strategy	Review of the Private Sector Development Strategy	No. of strategy documents	1	-	1	-	-	-	-	10	-	-	-	Department of Business Expansion & Policy Support and Development
			Hold engagements fora with the private sector/business community	Stakeholder forums held	Number of reports	15	2	2	2	2	2	2	2	2	2	2	Department of Business Expansion & Policy Support and Development
KRA 7: Institutional Operational Excellence	To enhance institutional capacity and performance	Strengthen human skills, talent management, and competency development	Onboard staff into the Performance Appraisal System (PAS)	Functional Staff Appraisal System	Proportion of staff on boarded in PAS (%)	50	-	5	5	-	-	-	2	2	-	-	Department of Human Resource Management and Development
			Develop and implement Productivity Matrix	Productivity matrix developed	Productivity matrix	1	1	-	-	-	-	3	-	-	-	-	Department of Human Resource Management and Development



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					Productivity reports	4	-	1	1	1	1	-	1	1	1	1	Department of Human Resource Management and Development
			Undertake Workload Analysis	Workload Analysis Report	Workload Analysis Report	1	-	-	1	-	-	-	-4	-	-	-	Department of Human Resource Management and Development
			Undertake Skills Gap Analysis	Skills Gap Analysis Report	Skills Gap Analysis Report	1	-	-	1	-	-	-	-	2	-	-	Department of Human Resource Management and Development
			Undertake Training Needs Assessment	Training Needs Assessment Report	Training Needs Assessment Report	1	1	-	-	-	-	2	-	-	-	-	Department of Human Resource Management and Development
			Undertake Employee Satisfaction Survey	Employee Satisfaction Report	Employee Satisfaction Report	1	-	1	-	-	-	-	-	-	-	-	Department of Human Resource Management and Development
		Strengthen corporate communication, image, and brand	Develop and implement communication and branding strategy	Communication strategy developed	Communication Strategy	1	1	-	-	-	-	1	-	-	-	-	Department of Human Resource Management and Development
				Branded SDIP Materials & Events	Number of branded events	20	4	4	4	4	4	2	1	1	1	2	Central Project Planning and Management Department
					Number of Information Education and Communication (IEC) Materials	20	4	4	4	4	4	2	1	1	1	2	Central Project Planning and Management Department
				Communication platform developed	Number of active social media platforms	6	2	2	2	2	2	1	1	1	1	1	Central Project Planning and Management Department



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			Review communication and branding strategy	Reviewed communication and branding strategy	Reviewed communication and branding strategy	1	1	-	-	-	-	-	-	-	-	-	Central Project Planning and Management Department
		Resource mobilization, utilization and management	Develop SDIP Risk Management Policy Framework and Risk Registers	Risk Framework & Registers developed	SDIP Risk Management Framework	1	1	-	-	-	-	1	-	-	-	-	Central Project Planning and Management Department
					Updated risk register		4	1	-	-	-	-	1	-	-	-	-
			Evaluation of effectiveness of risk management, controls & governance processes	Audit reviews carried out	Number of Audit Reports	15	4	2	2	2	2	1	1	2	2	2	Internal Audit Unit
				Audit committee meetings held	Number of Audit committee reports		10	1	1	1	1	1	1	-	-	-	1
		Strengthen corporate communication, image, and brand	Coordinate Preparation and implementation of Department's Performance Contract	Annual Performance Contract	Annual Performance Contract	5	1	1	1	1	-	-	-	1	-	1	Communication & Administration
					Quarterly (4) PC reports			20	3	-	-	-	2	-	-	1	-
			Develop SP & launch	Strategic plan	Strategic plan	1	1	-	-	-	-	1	-	-	-	-	Central Performance and Planning Management Division
			Mid-term Review of SP	Revised Strategic Plan	Reviewed Strategic Plan	1	1	-	-	1	-	-	-	-	1	-	Central Performance and Planning Management Division



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			Carry out Monitoring of projects & programs	Monitoring Reports	No of reports	15	2	2	2	2	2	2	2	2	2	2	Central Performance and Planning Management Division
			Conduct an evaluation on effectiveness of business climate reforms	Evaluation Report	No of Reports	1	-	-	-	1	-	-	-	-	3	-	Central Performance and Planning Management Division
			Carry out a Baseline Survey on Level of public awareness of reforms in the business climate and ease of doing business	Baseline survey reports	No of Reports	3	2	-	-	-	-	1	-	-	-	-	Central Performance and Planning Management Division
		Strengthen ICT infrastructure and systems	Acquisition of ICT Infrastructure	No. of ICT Equipment	Number of ICT Equipment	60	20	-	-	-	-	5	-	-	-	-	ICT Unit
			Installed LAN, WAN, and active	Functional LAN	Functional LAN	1	-	-	4	-	-	-	-	-	-	-	ICT Unit
			LAN and WAN Maintenance	Functional LAN and WAN	Functional LAN and WAN	4	2	1	1	1	1	2	1	1	1	1	ICT Unit
			Develop specific investment promotion ICT systems	System Developed	No. of Digitized services	5	10	-	-	-	20	-	-	-	-	-	ICT Unit
			ICT user support	ICT Help desk established and maintained	Functional ICT Helpdesk	1	-	-	-	1	-	-	-	-	-	-	ICT Unit
			Develop and Implement ICT policy	ICT Policy developed	ICT policy	1	-	-	-	1	-	-	-	-	-	1	ICT Unit
			Review ICT Policy	Reviewed ICT Policy	Reviewed ICT Policy	1	1	-	-	-	-	-	-	3	-	-	ICT Unit
			Develop ICT Strategy	ICT Strategy developed	ICT Strategy	1	1	-	-	-	-	2	-	-	-	-	ICT Unit
			Review ICT Strategy	ICT Strategy reviewed	Reviewed ICT Strategy	1	-	-	1	-	-	-	-	1	-	-	ICT Unit



PS-OSIC 5 Year Strategic Plan (2023 – 2027)

Annex 2: Quarterly Progress Reporting Template Plateau State One Stop Investment Centre (PS-OSIC) Quarterly Progress Report Quarter Ending: _____

Expected Output	Output Indicator	Annual Target (A)			Cumulative to Date	Remarks	Corrective Action
		Target (E)	Actual (F)	Variance (E-F)			

Summary

- Total Annual Target: _____
- Total Actual to Date: _____
- Total Variance: _____

Notes

- This report should be completed at the end of each quarter.
- The **Remarks** column should include any observations, challenges, or context for the outputs and indicators.
- The **Corrective Action** column should outline any steps taken or proposed to address variances or challenges encountered.

Annex 3: Annual Progress Reporting Template

Plateau State One Stop Investment Centre (PS-OSIC)

Annual Progress Report

Year Ending: _____

Expected Output	Output Indicator	Achievement for Year			Cumulative to Date			Remarks	Corrective Action
		Target (B)	Actual (C)	Variance (B-C)	Target (E)	Actual (F)	Variance (E-D)		



PS-OSIC 5 Year Strategic Plan (2023 – 2027)

Annex 4: Evaluation Reporting Template

Plateau State One Stop Investment Centre (PS-OSIC)

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid Term Evaluation		End of Plan Evaluation		Remarks	Corrective Action
			Value	year	Target	Achievement	Target	Achievement		



PS-OSIC 5 Year Strategic Plan (2023 – 2027)

Disclaimer

This Strategic Plan is intended exclusively for internal use by the Plateau State One Stop Investment Centre (PS-OSIC) and may not be shared with third parties without prior written consent; additionally, the financial projections are based on insights from external experts and PS-OSIC management, reflecting standard expenditure patterns for similar initiatives.



PLATEAU STATE ONE STOP INVESTMENT CENTRE

Telephone: 07026660082

Website: www.psosic.org

Email: plasipaosic@gmail.com

