

BUSINESS ENABLING REFORM ACTION PLAN (BERAP) OF CROSS RIVER STATE FOR YEAR 2024														PROGRESS UPDATE	
ORIGINAL ACTION PLAN AS PUBLISHED															
S/N	BUSINESS ENABLING REFORM AREAS	REFORM OBJECTIVES	ACTION STEPS	DESCRIPTION AND KEY TARGETS	BENEFICIARIES	RESPONSIBLE MDA	CONTRIBUTING MDAS	LIST OF PRIVATE SECTOR CONTRIBUTORS	ESTIMATED COSTS (N)	PLANNED START DATE	PLANNED END DATE	STATUS		DESCRIPTION OF STATUS	NEXT STEPS
1.	Improve Land Administration and Local - Based Investment Process: Develop and adopt Framework for long term vision, goals and strategic directions for land and property administration in Cross River State	1. To enhance administration of land and local - based investment process in Cross River State in line with global best practise. 2. Enhance transparency of property registration across the State. 3. Enhance swift allocation of land to local and foreign investors 4. Enhance revenue point of government and local communities	1. Request and obtain approval from the governor to develop and adopt long term vision, goals and strategic directions for land and property administration in the state . 2. Engage relevant stakeholders in each local government of the state including traditional rulers, community leaders and members, Youth Leader groups, existing land titles holders' groups, Security operatives, relevant government MDAs to draft the policy document in line with established laws. 3. Publish document as government policy on land administration.	Advocacy and consultative meetings with host communities, Land title holders, Security agencies, traditional rulers and relevant government MDAs	Cross River State Government, Local Governments, Host Communities, Existing and prospecting investors, traders and other businesses	Ministry of Lands	Office of the Surveyor General, Cross River State Geographical Information Agency, Cross River State Investment Promotion Bureau, State Planning Commission, Ministry of Commerce and Ministry of Local Government Affairs	National Union of Road Transport Workers (NURTW), Market Women Association, Chronicle (Media), Calabar Chamber of Commerce, Industry, Mines and Agriculture (CALCCIMA), Heritage Bank, USAID AG-Investment, Vanguard Newspaper, Manufacturers Association of Nigeria (MAN), Pamol Nig Ltd, NARPPMAN, Palace of His Royal Eminence, Obong of Calabar and Paramount Ruler of the Efiks, Malachy Microfinance Bank, CRESO	50,000,000	10th of January 2024	5th December 2024	ONGOING - DELAYED This reform will enhance administration of land and local - based investment process in the State in line with global best practice, enhance transparency of property registration across the State, enhance swift allocation of land to local and foreign investors and improve revenue point of government and local communities		1. Approval obtained from the governor to develop and adopt long term vision, goals and strategic directions for land and property administration in the state. 2. Engagement of relevant stakeholders in each local government of the state including traditional rulers, community leaders and members, Youth Leader groups, existing land titles holders' groups, Security operatives, relevant government MDAs to draft the policy document in line with established laws was not achieved as funding for this activity was not captured in the 2024 approved budget. 3. Publication of document as government policy on land administration was not achieved due to nonengagement of relevant stakeholders.	1. Engagement of relevant stakeholders in each local government of the state including traditional rulers, community leaders and members, Youth Leader groups, existing land titles holders' groups, Security operatives, relevant government MDAs to draft the policy document in line with established laws will be achieve on or before November 2025 2. Publication of document as government policy on land administration will be achieve on or before December 2025.
2	Improve Land Administration and Local - Based Investment Process: Implementation of Framework For Responsible And Inclusive Land-Intensive Agriculture (FRILIA) model for Cross River State	1. To enhance administration of land and local - based investment process in Cross River State in line with global best practise. 2. Enhance transparency of property registration across the State. 3. Enhance swift allocation of land to local and foreign investors 4. Enhance revenue base of government and local communities	1. Brief State Governor on FRILIA model and obtained approval to implement Cross River State FRILIA model. 2. Identify relevant stakeholders including relevant MDAs, Local Government representatives, Community leaders, Traditional Rulers, Security establishments, Farmers Associations, amongst others. 3. Create a Multistakeholders platform (MSP) for consultation on land Investment using FRILIA model 4. Develop implementation action plan and line of activities, delivery timeframe and report template	1. Ministry of Lands to implement Land administration for Agricultural and Industrial purposes in the State using FRILIA model.	Cross River State Government, Local Governments, Host Communities, Existing and prospecting investors and private Land owners	Ministry of Lands	Office of the Surveyor General, Cross River State Geographical Information Agency, Cross River State Investment Promotion Bureau, State Planning Commission, Ministry of Commerce, Ministry of Agriculture, CR - SEBEC, State Planning Commission, Ministry of Local Government Affairs, Ministry of Justice and Governor's office		100,000,000	10th of January 2024	5th December 2024	COMPLETED This reform will enhance administration of land and local - based investment process in the State in line with global best practice, enhance transparency of property registration across the State, enhance swift allocation of land to local and foreign investors and improve revenue point of government and local communities		1. Executive Governor duly briefed on FRILIA Model and approval obtained from the governor to develop and adopt long term vision, goals and strategic directions for land and property administration in the state. 2. Relevant stakeholders including relevant MDAs, Local Government representatives, Community leaders, Traditional Rulers, Security establishments, Farmers Associations, amongst others duly identified. 3. Multi-stakeholder's platform (MSP) for consultation on land investment using FRILIA model is created. 4. Implementation action plan and line of activities delivery timeframe and report template developed.	Transform FRILIA model and governance structures from conceptual frameworks into actionable, results-driven systems that resolve government, investor and community challenges efficiently.
3	Improve Land Administration and Local - Based Investment Process: Harmonized the process of land acquisition across the state	1. This initiative will enhance swift allocation of land to local and foreign investors. 2. Enhance transparency of property registration across the State. 3. Enhance revenue base of government and local communities	1. Identify and engage relevant stakeholders on land administration across the 18 local governments area of the state and relevant government MDAs on harmonized land acquisition process. 2. Prepare preliminary document of harmonized land acquisition process. 3. Present the document to the governor and House of Assembly for consideration and approval. 4. Implement the approved document	This will establish a formal process and standard for land acquisition across the state from government, host communities, business entities and private individuals.	Land and Property owners in Cross River State	Ministry of Lands	Office of the Surveyor General, Cross River State Geographic Information Agency, Cross River State Investment Promotion Bureau, State Planning Commission, Ministry of Commerce and Ministry of Local Government Affairs		20,000,000	10th of January 2024	5th March 2024	ONGOING - DELAYED This initiative will enhance swift allocation of land to local and foreign investors, improve transparency of property registration and improve revenue point of government and local communities across the state		1. Relevant stakeholders on land administration across the 18 local governments area of the state and relevant government MDAs on harmonized land acquisition process identified and engaged. 2. Prepare preliminary document of harmonized land acquisition process developed. 3. Document not yet presented to the governor and House of Assembly for consideration and approval due desire to consult further. 4. Document not yet ready to enable implementation.	1. Stakeholders such as organized private sectors, National Boarder Commission, potential investors and Digital Mapping land consultants will be consulted harmonized land acquisition process 3. Document will be presented to the governor and House of Assembly for consideration and approval on July 2025. 4. Document will be for implementation on November 2025

4	Improve Land Administration and Local - Based Investment Process: Simplify and Digitalized the process of obtaining Certificate of Occupancy	<ol style="list-style-type: none"> To enhance administration of land and local - based investment process in Cross River State in line with global best practice. Enhance transparency of property registration across the State. Enhance swift allocation of land to local and foreign investors Enhance revenue base of government and local communities 	<ol style="list-style-type: none"> Develop a preliminary Review and framework to simplify the process of obtaining CoFo in the State. Engage with relevant stakeholders for input and consensus. Obtained Executive and Legislative approval on areas where such orders are required. Digitalized the process for easy access Upload the process to state designaed official website for users. 	Unified Formal process and Technologically support standard for land acquisition across the state from government, host communities, business entities and private individuals.	Cross River State Government, Local Governments, Host Communities, Existing and prospecting investors, traders and others	Cross River State Geographic Information Agency	Ministry of Lands, Office of the Surveyor-General, Cross River State Investment Promotion Bureau, State Planning Commission, Office of the State Statistician General	50,000,000	10th of January 2024	25th February 2024	ONGOING - DELAYED This initiative will enhance administration of land and local - based investment process in the state in line with global best practice, enhance transparency of property registration, swift allocation of land to local and foreign investors and improve revenue base of government and local communities	<ol style="list-style-type: none"> Preliminary review and framework to simplify the process of obtaining CoFo in the State developed. Relevant stakeholders for input and consensus engaged. Executive and Legislative approval on areas where such orders are required yet to be obtained as State Geographic Information Agency is yet to present a draft digitized process for State Executive Council appraisal. Process not yet digitalize for easy access due to delay by ICT Consultant. Process not yet uploaded to the state designated official website for users due to delay by ICT consultant 	<ol style="list-style-type: none"> Executive and Legislative approval on areas where such orders are required will be obtain by August 2025. Process will be Digitalized for easy access by August 2025 Process will be uploaded to the state designated official website for users by September 2025.
5	Improve Land Administration and Local - Based Investment Process: Simplify, harmonized and digitalized the process of obtaining Construction Permit	<ol style="list-style-type: none"> To enhance administration of land and local - based investment process in Cross River State in line with global best practice. Enhance transparency of property registration across the State. Enhance swift allocation of land to local and foreign investors Enhance revenue base of government and local communities 	<ol style="list-style-type: none"> Develop a preliminary Review and framework to simplify the process of obtaining Construction Permit in the State. Engage with relevant stakeholders for input and consensus across the 18 Local Government. Obtained Executive and Legislative approval on areas where such orders are required. Digitalized the process for easy access Upload the process to state designaed official website for users. 	This will establish a formal, unified, harmonized and technologically support process for Obtaining Construction Permit across the state.	Land and Property owners in Cross River State	Ministry of Lands	CR - SEBEC, Office of the Surveyor - General, Cross River State Geographical Information Agency, Cross River State Investment Promotion Bureau, State Planning Commission, Ministry of Commerce and Ministry of Local Government Affairs	50,000,000	10th of January 2024	5th February 2024	ONGOING - DELAYED This initiative will enhance administration of land and local - based investment process in the state in line with global best practice, enhance transparency of property registration, swift allocation of land to local and foreign investors and improve revenue base of government and local communities	<ol style="list-style-type: none"> Preliminary Review and framework to simplify the process of obtaining Construction Permit in the State developed. Relevant stakeholders for input and consensus across the 18 Local Government engaged. Executive and Legislative approval on areas where such orders are required not yet obtained as Ministry of Lands wants to consult further. The process not yet digitalized for easy access as the ICT consultant is awaiting input from Ministry of Lands Process not yet uploaded to the state designated official website for users as ICT consultant is awaiting feedback from Ministry of Lands. 	<ol style="list-style-type: none"> Executive and Legislative approval on areas where such orders are required will be concluded by August 2025. The process will be digitalized for easy access by September 2025 Process will be uploaded to the state designated official website for users by September 2025
6	Improve Land Administration and Local - Based Investment Process: Digitalization and indexation of existing CoFo's in a digital archive recognizing gender equality	<ol style="list-style-type: none"> To enhance administration of land and local - based investment process in Cross River State in line with global best practice. Enhance transparency of property registration across the State. Enhance swift allocation of land to local and foreign investors 	<ol style="list-style-type: none"> Develop a template for digitization and indexing of existing CoFo's in the state digital archive Upgrade Cross River State Geographical Information Agency official website Create a data centre for Lands cluster digital documentations Collate and input existing CoFo's in the state digital archive Publish on State Geographical Information Agency Develop a chart to present gender disparity of CoFo's and ensure it update automatically in the official website of State Geographical Information Agency 	<ol style="list-style-type: none"> Ensure that minimum of 25% of existing CoFo's are indexed and digitalized before December 2024 Provide vital information on CoFo title holders in the State for government, investors, title owners, host communities and business institutions 	Cross River State Government, Local Governments, Host Communities, Existing and prospecting investors, Financial Institutions, Land Title owners and developers	Cross River State Geographic Information Agency	Ministry of Lands and State Surveyor - General Office	75,000,000	10th of January 2024	5th December 2024	COMPLETED This initiative will enhance administration of land and local - based investment process in the state in line with global best practice, enhance transparency of property registration, swift allocation of land to local and foreign investors and improve revenue base of government and local communities	<ol style="list-style-type: none"> Template for digitization and indexing of existing CoFo's in the state digital archive developed Cross River State Geographic Information Agency official website upgraded. Data center for Lands cluster digital documentations created Existing CoFo's in the state digital archive collated and uploaded Publication on State Geographical Information Agency achieved A chart to present gender disparity of CoFo's and ensure it update automatically in the official website of State Geographical Information Agency developed 	The state will continue to digitize and index Certificate of Occupancy in the state digital archive recognizing gender disparity and publish on the state official website.
	Improve Regulatory Framework for Private Investment in Fiber Optic Infrastructure: Ensure Cross River State Government maintain aggregate per linear meter fees for broadband deployment and publish ROW process and fees	This initiative will increase investment in optic fibre infrastructure	<ol style="list-style-type: none"> Develop a revised draft template of Process of obtaining Right of Way. Engage stakeholders for input and consensus Engage with ICT department to program the revised process to state website Create awareness of the revised process 	Ensure that the process for Right of Way application is simplified and digitalized by Cross River State Infrastructure and Safety Regulatory Agency	Government, investors and general public	Cross River State Infrastructure and safety Regulatory Agency	Cross River State Internal Revenue Service, Cross River State Investment Promotion Bureau, CR SEBEC	2,000,000	10th of January 2024	5th December 2024	ONGOING DELAYED This initiative will increase investment in optic fibre infrastructure in the state	<ol style="list-style-type: none"> Revised draft template of Process of obtaining Right of Way developed. Engagement of stakeholders for input and consensus awaiting the governor's approval for fund. Engagement with ICT department to program the revised process to state website not yet achieved is delayed due to no stakeholder's engagement. Creating awareness of the revised process awaiting conclusion of stakeholder's engagement 	<ol style="list-style-type: none"> Engagement of stakeholders for input and consensus will be achieved by August 2025. Engagement with ICT department to program the revised process to state website will be achieved by August 2025. Creating awareness of the revised process will be achieved by September
	Improve Land Administration and Local - Based Investment Process: Identification, Digitization and Indexation of Right of Way Route across the state, publication of approved Right of Way (ROW) - related requests by operators	<ol style="list-style-type: none"> To enhance administration of land and local - based investment process in Cross River State in line with global best practice. Enhance transparency of Optic Fibre Infrastructure registration in the State. Enhance swift allocation of land for Optic Fibre Infrastructure 	<ol style="list-style-type: none"> Obtain Executive approval to commence delineation of Right of Way (ROW) Engage with relevant stakeholders for input and consensus. Commence delineation of Right of Way Digitalized the process for easy access Upload the process to state designated official website for users Publish on state website approve Right of Way (ROW) related requests by operators 	Ensure that the process for Right of Way application is simplified, digitalized, transparent and assessible by Cross River State Infrastructure and Safety Regulatory Agency	Government, investors and general public	Cross River State Infrastructure and Safety Regulatory Agency	Ministry of Lands, Geographical Information Agency, Cross River State Internal Revenue Service, Cross River State Investment Promotion Bureau, CR SEBEC	10,000,000	10th of January 2024	5th December 2024	ONGOING DELAYED This initiative will enhance administration of land and local - based investment process in the state in line with global best practice, enhance transparency of Optic Fibre Infrastructure registration and swift allocation of land for Optic Fibre Infrastructure	<ol style="list-style-type: none"> Executive approval obtained to commence delineation of Right of Way (ROW) Relevant stakeholders engaged for input and consensus. Funding for commencement of delineation of Right of Way awaiting approval Digitalizing the process for easy access awaiting funding Uploading the process to state designated official website for users awaiting completion of delineation of Right of Way. Publication on state website approve Right of Way (ROW) related requests by operators achieved 	<ol style="list-style-type: none"> Delineation of Right of Way will commence by August 2025 Digitalizing the process for easy access will be achieved by September 2025 Process will be uploaded to state designated official website for users by November 2025.

9	Development of an Effective Public Private Partnership (PPP) Framework: Review Law establishing Cross River State Bureau of Public Private Partnership	To have an effective and efficient Bureau for Public Private Partnership as the leading government agency to coordinate all Public Private Partnership Projects in the State.	1. Develop a draft of proposed Law establishing Cross River State Bureau of Public Private Partnership Agency to be the coordinating agency for state technical public private partnership. 2. Engage with relevant stakeholders for input and consensus. 3. Forward Proposed Draft to State House of Assembly for consideration and approval. 4. Publish on state website for public notice, amongst others.	This will empower Cross River State Bureau of Public Private partnership as the coordinating agency of government for PPP initiatives	Cross River State Government, Investors, general public	Cross River State Bureau of Public Private Partnership	Ministry of Justice, House of Assembly, CR - SEBEC, Investment Promotion Bureau, Governor's office,		10,000,000	10th of January 2024	10th March 2024	DROPPED This initiative will position Cross River State Bureau for Public Private Partnership as the leading government agency to coordinate all Public Private Partnership Projects in the State.	After careful examination of the existing Cross River State Bureau of Public Private Partnership Agency Law, it was observed that the existing law already positions the agency as the leading government agency to coordinate all Public Private Partnership Projects in the State.	The state will continue to strengthen the Cross River State Bureau for Public Private Partnership Law is any way deemed necessary as the leading government agency to coordinate all Public Private Partnership Projects in the State.
10	Development of an Effective Public Private Partnership (PPP) Framework: Develop and publish on official website: (i) PPP Fiscal Commitment and Contingent Liability (FCL) Management Framework; and (ii) the PPP legal and institutional framework, including guidelines and manual; and (iii) PPP disclosure framework; AND pipeline PPP projects.	Development of an effective PPP framework for Cross River State	1. Develop a preliminary Review and framework for: (i) PPP Fiscal Commitment and Contingent Liability (FCL) Management Framework; (ii) PPP legal and institutional framework, including guidelines and manual; and (iii) PPP disclosure framework. 2. Engage with relevant stakeholders for input and consensus. 3. Obtained Executive and Legislative approval on areas where such orders are required. 4. Publish Pipeline PPP Projects.	This will ensure that Cross River State Bureau of Public Private partnership develop an effective PPP framework	Cross River State Government, Investors and host communities	Cross River State Bureau of Public Private Partnership	Ministry of Justice, Investment Promotion Bureau, Ministries of Commerce and Industry, Governor's office, CR - SEBEC		N60,000,000	10th of January 2024	5th December 2024	COMPLETED This initiative will ensure an effective PPP framework for Cross River State	1. Preliminary Review and framework developed for: (i) PPP Fiscal Commitment and Contingent Liability (FCL) Management Framework; (ii) PPP legal and institutional framework, including guidelines and manual; and (iii) PPP disclosure framework. 2. Relevant stakeholders engaged for input and consensus. 3. Executive approval obtained, Legislative approval not required. 4. Pipeline PPP Projects. Published and uploaded on the state official website	The State government will continue to initiate measures that will ensure effective and efficient PPP framework for the state
11	Improve Investment Promotion Environment: Amend Cross River State Investment Promotion Bureau law to include One Stop Investment Centre	It will shorten service delivery time, simplifies administrative procedures, substantially reduces the cost of doing business and ensures transparency in business entry processes in the state.	1. Develop a draft of proposed Cross River State Investment Promotion Bureau Law to include One Stop investment Centre. 2. Engage with relevant stakeholders for input and consensus. 3. Forward Proposed Draft to State House of Assembly for consideration and approval. 4. Publish on state website for public notice, amongst others.	This initiative will empower Cross River State Investment Promotion Bureau as the state One Stop investment Centre.	Cross River State Government, Investors, general public	Cross River State Investment Promotion Bureau	House of Assembly, Ministry of Justice, Ministry of Lands, Cross River State Internal Revenue Service, Geographical Information Agency, Surveyor - General office, State Planning Commission, Governor's office, Ministry of Power		5,000,000	10th of January 2024	5th May 2024	ONGOING – DELAYED This initiative will shorten service delivery time, simplifies administrative procedures, substantially reduces the cost of doing business and ensures transparency in business entry processes in the state.	1. Draft of proposed Cross River State Investment Promotion Bureau Law to include One Stop investment Centre developed. 2. Awaiting approval for funds from the governor to engage with relevant stakeholders for input and consensus. 3. Proposed Draft not yet forwarded to State House of Assembly for consideration and approval due to non-stakeholder's engagement. 4. Publication on state website for public notice not achieved as the process is still ongoing.	1. Relevant stakeholders will be engaged for input and consensus on August 2025 2. Proposed Draft will be forwarded to State House of Assembly for consideration and prompt approval on September 2025. 3. Publication on state website for public notice will be achieved on November 2025.
12	Improve Investment Promotion Environment: Develop a framework for One Stop Investment Centre and upgrade One Stop Investment Centre facilities	1. The framework will enforce synergy with all Ministries, Department and Agencies within the OSIC Centre 2. It will address the organizational structure of the OSIC and basic requirements.	1. Identify and engage with relevant stakeholders to develop a framework for the state One Stop Investment Centre 2. Invite facilitators from Nigeria Investment. Promotion Commission (NIPC) and other notable experts to guide the process. 3. Present to the Governor for approval and adoption	This initiative will guide all establishments represented within the OSIC on required service delivery. 2. It will guide Investors on how to obtain service delivery from the OSIC	Investors and Government	Cross River State Investment Promotion Bureau	Ministry of Justice, Ministry of Lands, Cross River State Internal Revenue Service, Geographical Information Agency, Surveyor - General office, State Planning Commission, Governor's office, Ministry of Power, Ministry of Environment, Ministry of Commerce and Industry, Ministry of Finance, Ministry of Local Government Affairs		20,000,000	5th of May 2024	10th May 2024	ONGOING – DELAYED The reform initiative will enforce synergy with all Ministries, Department and Agencies within the One Stop Investment Centre and address the organizational structure of the OSIC and basic requirements.	1. Relevant stakeholders identified to develop a framework for the state One Stop Investment Centre 2. Request for approval for fund submitted to the Governor to engage with relevant stakeholders to develop a framework for the state One Stop Investment Centre 2. Invitation of facilitators from Nigeria Investment. Promotion Commission (NIPC) and other notable experts to guide the process delayed as the bureau is awaiting release of funds 3. Awaiting Stakeholder's engagement and input before presentation to the Governor for approval and adoption	1. Fund to engage with relevant stakeholders to develop a framework for the state One Stop Investment Centre will be achieved on August 2025 2. Invitation of facilitators from Nigeria Investment. Promotion Commission (NIPC) and other notable experts to guide the process will be concluded on August 2025 3. Presentation to the Governor for approval and adoption will be achieved by September 2025

	Improve Investment Promotion Environment: Identify and publish Incentives Inventory available to investors both at federal and state level	This initiative is aim towards Development of a comprehensive Incentives Inventory and Recipients' database in Cross River State.	1. Identify and tabulate available Federal and State incentives in Cross River state. 2. Forward request to legally mandated MDAs of government to issue such incentives on number of recipients in Cross River State. 3. Publish result on Cross River State Investment Promotion Bureau website.	This initiative will ensure that Cross River State Investment Promotion Bureau provide information and guide to all available incentives and target beneficiaries to investors	Investors, government, traders and organised private sectors	Cross River State Investment Promotion Bureau	Federal Inland Revenue Service, Ministry of Lands, Nigeria Investment Promotion Commission, Cross River State Internal Revenue Service, Geographical Information Agency		5,000,000	10th of January 2024	5th December 2024	COMPLETED Comprehensive Incentives Inventory and Recipients' database available in Cross River State and publish on the state official website.	1. Available Federal and State incentives in Cross River state identified and tabulated. 2. Request to legally mandated MDAs of government to issue such incentives on number of recipients in Cross River State achieved. 3. Incentives Inventory published on Cross River State Investment Promotion Bureau website.	The state government will continue to obtain and publish Incentives Inventory on state official website
14	Improve Investment Promotion Environment: Organize minimum of 2 information sessions for investors on access to credits	To increase capital inflow to small and medium enterprise investors.	1. Identify relevant stakeholders and forward invitation 2. Organize minimum of 2 days information sessions for relevant stakeholders on access to credits 3. Create a desk office within the OSIC on Access to Credit Guide 4. Publish reports of beneficiaries.	This initiative will ensure that Cross River State Investment Promotion Bureau provide information and guide on how to access credit from available financial institutions to small and medium enterprise investors	Government, investors, Financial Institutions, host communities	Cross River State Investment Promotion Bureau	Cross River State Micro Finance and Enterprise Development Agency, Ministry of Finance, SMEDAN		20,000,000	10th of January 2024	5th December 2024	COMPLETED This initiative is aim towards increasing capital inflow to small and medium enterprise investors in the state.	1. Relevant stakeholders identified and invited 2. A 2 days information sessions organized for relevant stakeholders on access to credits 3. Desk office established within the One Stop Investment Centre on Access to Credit Guide 4. Reports of beneficiaries published	The state will continue to organize minimum of two information sessions annually for investors on access to credits.
15	Increase Transparency of Official Fees and Procedures: Develop website for all State Business-Enabling MDAs	This initiative will promote the services delivery of State Business - Enabling MDAs at the global level	1. Gather and develop required information for the proposed website. 2. Engage the services of an ICT consultant to develop website for all the state Business - Enabling MDAs. 3. Organized stakeholders sessions to appraise the design and contents of the website. 4. Launch the website 5. Publicize the website	This initiative will ensure that services provided by Cross River State Water Board, Cross River State Signage and Advertisement Agency, Ministry of Commerce, Cross River State Vehicle Inspection Department and Cross River State License Renewal Office can be accessed globally	Investors, Government, Traders, general public, organized private sector	Cross River State Enabling Business Environment Council	Cross River State Water Board, Cross River State Signage and Advertisement Agency, Ministry of Commerce, Cross River State Signage and Advertisement Agency, Ministry of Commerce, Cross River State vehicle Inspection Department and Cross River State License Renewal Office, Cross River State Investment Promotion Bureau, Information and Communication Technology Department		30,000,000	10th of January 2024	5th March 2024	COMPLETED This initiative is aim towards promoting services delivery of State Business - Enabling MDAs in line with best practice	1. Required information for the proposed website developed. 2. Services of an ICT consultant to develop website for all the state Business - Enabling MDAs engaged. 3. Stakeholder's sessions to appraise the design and contents of the website organized. 4. Website officially launched. 5. Website publicized.	The state will continue to identify new business enabling MDA, develop official website and upgrade existing website
16	Increase Transparency of Official Fees and Procedures: Review, simplify and publish on state official website - Fees, Procedures and Service delivery timelines for State BEE's MDAs	This initiative will create awareness of the fees, procedures and service delivery timelines of state BEE's MDAs	1. Identify relevant stakeholders from public and private sector 2. Organized stakeholders workshop on reform initiative towards reviewing and simplifying fees, procedures and service delivery of the state BEE's MDAs 3. Forward report to relevant authority for approval. 4. publish reform on official website	This initiative will ensure that Cross River State Water Board, Cross River State Signage and Advertisement Agency, Ministry of Commerce, Cross River State vehicle Inspection Department and Cross River State License Renewal Office continuously improve and publish their fees, procedures and service delivery timeline on the official website for easy access by investors and general public.	Investors, Government, Traders, general public, organized private sector	Cross River State Investment Promotion	Cross River State Water Board, Cross River State Signage and Advertisement Agency, Ministry of Commerce, Cross River State vehicle Inspection Department and Cross River State License Renewal Office, Information and Communication Technology Department, Ministry of Justice, Governor's office		10,000,000	10th of January 2024	31st March 2024	COMPLETED This initiative is aim towards creating awareness of the fees, procedures and service delivery timelines of state Business Enabling Environment Ministries, Departments and Agencies	1. Relevant stakeholders from public and private sectors identified 2. Stakeholder's workshop on reform initiative towards reviewing and simplifying fees, procedures and service delivery of the state Business Enabling Environment Ministries, Departments and Agencies organized 3. Report forwarded to relevant authority for approval. 4. Reforms published on state official website	The government will continue to identify, upgrade and publish fees, procedures and service delivery timelines of state Business Enabling Environment Ministries, Departments and Agencies

17	Increase Transparency of Official Fees and Procedures: Monitor State BEEs GRM to ensure it's operational and grievances addressed within specified SLA	The objective of this reform initiative is to ensure that key BEEs MDAs are operational and grievances received are addressed	1. Established a desk office within the BEEs MDAs and State One Stop Investment Centre to keep records of grievances received and addressed by BEEs MDAs 2. Publish reports monthly on official website	This initiative will ensure that Cross River State Water Board, Cross River State Signage and Advertisement Agency, Ministry of Commerce, Cross River State vehicle Inspection Department and Cross River State License Renewal Office maintain operational GRM	Investors, Government, Traders, general public, organized private sector	Cross River State Enabling Business Environment Council Secretariat	Cross River State Water Board, Cross River State Signage and Advertisement Agency, Ministry of Commerce, Cross River State vehicle Inspection Department and Cross River State License Renewal Office, Cross River State Investment Promotion Bureau, Information and Communication Technology Department	10,000,000	10th of January 2024	10th December 2024	COMPLETED This initiative will ensure that key Business Enabling Environment Ministries, Departments and Agencies are operational and grievances received are addressed	1. Desk office established within the Business Enabling Environment Ministries Departments and Agencies and State One Stop Investment Centre to keep records of grievances received and addressed by Business Enabling Environment Ministries Departments and Agencies (BEEs MDAs) 2. Monthly report published on state official website	The state will continue to ensure that key Business Enabling Environment Ministries, Departments and Agencies are operational and grievances received are addressed within the Service Level Agreement
18	Increase Transparency of Fees and Levies for Inter- State Trade and Increase Exporter Certification: Develop website for inter-state coordinating and regulatory MDAs	1. This initiative will enhance easy access to information on schedule of trade related fees and levies on inter-state movement of goods. 2. It will create a platform for publication of reports on complaints from traders and redress action.	1. Gather and develop required information for the proposed website. 2. Engage the services of an ICT consultant to develop website for Cross River State Ministry of Transport 3. Organized stakeholders sessions to evaluate the design and contents of the website. 4. Launch the website 5. Publicized the website	This initiative will ensure that Ministry of Transport as coordinating Ministry for all transport authority cluster: 1) Publish on its official website all schedule of trade -related fees and levies on inter- state movement of goods and services, 2) Publish reports on compliants from traders and redress action within specified SLAs of Cross River State Transport Regulatory and Montitory Agency and Department of Public Transport	Transporters, investors, Government, Traders, general public	Cross River State Ministry of Transport	Cross River State Transport Regulatory and Montitory Agency, Department of Public Transport, Cross River State Internal Revenue Service, Cross River State Investment Promotion Bureau, CR - SEBEC	25,000,000	10th of January 2024	10th December 2024	DROPPED This initiative is aim towards enhancing easy access to information on schedule of trade related fees and levies on inter-state movement of goods and as well creating a platform for publication of reports on complaints from traders and redress action.	1. Gather and develop required information for the proposed website dropped and action plan moved to Ministry of Commerce. 2. Engage the services of an ICT consultant to develop website for Cross River State Ministry of Transport dropped as objective is within Ministry of Commerce mandate 3. Organizing stakeholder's sessions to evaluate the design and contents of the website dropped 4. Launching of website dropped 5. Publicizing the website dropped as contents is moved to Ministry of Commerce	This initiative is moved to Ministry of Commerce as mandatory Ministry and aim towards enhancing easy access to information on schedule of trade related fees and levies on inter-state movement of goods and as well creating a platform for publication of reports on complaints from traders and redress action. The reform is already completed by the State Ministry of Commerce.
19	Increase Transparency of Fees and Levies for Inter- State Trade and Increase Exporter Certification: Create Desk office within the Ministry of Commerce for Nigeria Export Promotion Council to encourage, register and issue export certificate to local base investors	This initiative will enhance easy access to information on schedule of trade related fees and levies on inter-state movement of goods and as well creating a platform for publication of reports on complaints from traders and redress action.	1. Identify relevant stakeholders and forward invitation 2. Organize monthly sensitization workshops for local investors across the 18 local government on export promotion and application process. 3. Collaborate at request to Nigeria Export Promotion Council to Create a desk office within the Cross River State Ministry of Commerce to guide and monitor the process 4. Publish reports on numbers of investors issued Export Certificate by Nigeria Export Promotion Council.	This initiative will ensure that Cross River State Ministry of Commerce as coordinator of State Export Promotion Council publish monthly report on number of Export Certificate issued by Export Promotion Council to local investors.	Local investors, State Government, Exporters, Cooperative societies, host communities	Cross River State Ministry of Commerce	Nigeria Export Promotion Council, State Export Promotion Council, Cross River State Investment Promotion Bureau, Ministry of Industry, Cross River State Ministry of Transport, Nigeria Export processing Zone, Nigeria Port Authority, Standard Organization of Nigeria	10,000,000	10th of January 2024	10th December 2024	COMPLETED This initiative is aim towards enhancing easy access to Nigeria Export Promotion Council and increase issuance of Export Certificate to investors in the state	1. Relevant stakeholders were identified and invited 2. Monthly sensitization workshops for local investors across the 18 local government on export promotion and application process organized. 3. Desk office established within Cross River State Ministry of Commerce in collaboration with Nigeria Export Promotion Council to guide and monitor the process 4. Reports on numbers of investors issued Export Certificate by Nigeria Export Promotion Council published on state official website.	The state will continue to strengthen the Desk office to ensure it encourage and guide investors to register and obtain Export Certificates and reports on numbers of investors issued Export Certificate by Nigeria Export Promotion Council
20	Simplified State and Local Business Tax Regimes: Pass legislation to adopt Presumptive turnover tax for small businesses and creating of electronic platform for collection and automated e- receipt generation (QR code or unique payment ID)	This reform is aimed at unifying the process of tax payment, making it transparent and accountable	1. Organized stakeholders workshop on Presumptive Turnover Tax for Small Business across the 18 local governments area 2. Develop a draft Presumption Tax Legislation for review and consensus 3. Forward draft to the State Governor for endorsement and request for legislation by the State House of Assembly 4. Create electronic payment platform for collection of presumptive tax and automated e-payment receipt 5. Sensitize the public on Presumptive tax 6. Enforce Presumptive tax payment	Achieve 100% growth in both number of taxpayers and value of taxes collected	Cross River State Government, General Public	Cross River State Internal Revenue Service	Ministry of Justice, House of Assembly, Governor's office, CR - SEBEC	30,000,000	10th of January 2024	10th March 2024	COMPLETED This reform initiative will unify the process of tax payment, making it transparent and accountable	1. Stakeholder's workshop organized on Presumptive Turnover Tax for Small Business across the 18 local governments area 2. Draft Presumptive Tax Legislation developed for review and consensus 3. Draft presented to the State Governor for endorsement and request for legislation by the State House of Assembly 4. Electronic payment platform created for collection of presumptive tax and automated e-payment receipt 5. Sensitization of public on Presumptive tax achieved 6. Enforce Presumptive tax payment achieved	The state will continue to initiate reform that will unify the process of tax payment, making it transparent and accountable

