

BUSINESS ENABLING REFORM ACTION PLAN (BERAP) OF CROSS RIVER STATE FOR YEAR 2025

ORIGINAL ACTION PLAN AS PUBLISHED

PROGRESS UPDATE

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	EXPLANATION OF ACTION NOT COMPLETED	NEXT STEPS
1	Initiate One pilot Investment in Agriculture using Cross River State Framework for Responsible and Inclusive Land-Intensive Agriculture model	This initiative will ensure satisfactory implementation of Cross River State Framework for Responsible and Inclusive Land-Intensive Agriculture (FRILIA) with at least 1 pilot investment materialized under Cross River State Framework for Responsible and Inclusive Land-Intensive Agriculture CRS FRILIA	1. Identify specific Intensive Agricultural Investment at minimum large-scale mechanized crop such as cocoa or rice plantation value chain through consultation with relevant stakeholders from government Ministries Department and Agencies, affected Local Government Council, Traditional leaders, Lands Owners and others to implement Cross River State Framework for Responsible and Inclusive Land-Intensive Agriculture pilot project. 2. Implement adopted published CRS FRILIA guidelines/ toolkits for the Intensive Agricultural Investment Pilot project implementation in all stages and ensure strict compliance	Framework for Responsible and Inclusive Land investment in Agriculture piloted in Cross River State	Cross River State Government, Investors, Host Communities, Local Government Authorities, Traditional rulers, Unions, Land Title holders, traders and general public	Investment Promotion Bureau	Ministry of Lands, CRS Geographic Information Agency, Office of the State Surveyor General, Federal and State Ministries of Environment, CRS Ministries of Agriculture, CRS Land Use Allocation Committee, Ministry of Industry, Ministry of Commerce, Ministry of Local Government Affairs, Department of Chieftaincy Affairs, State Border Commission	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	200,000,000.00	5th February 2025	10th December 2025	DELAYED: This reform will ensure satisfactory implementation of Cross River State Framework for Responsible and Inclusive Land-Intensive Investment in Agriculture (FRILIA) with at least 1 pilot investment materialized under Cross River State Framework for Responsible and Inclusive Land-Intensive Agriculture CRS FRILIA	Implementation is delayed due to persistent community conflict over farm land title in the area designated for the FRILIA pilot project, after the identification of specific Intensive Agricultural Investment at minimum large-scale mechanized crop such as cocoa or rice plantation value chain through consultation with relevant stakeholders from government Ministries Department and Agencies, affected Local Government Council, Traditional leaders, Lands Owners and others to implement Cross River State Framework for Responsible and Inclusive Land-Intensive Agriculture pilot project.	1. Implementation of adopted published CRS FRILIA guidelines/ toolkits for the Intensive Agricultural Investment Pilot projects implementation in all stages and ensure strict compliance will commence from August 2026 and concluded in November 2026
2	Upgrade Cross River State Geographic and Social Data	This initiative will provide explicit geographical and social references about Cross River State to potential investors	1. Engage professional investment promotion advisors to ascertain specific geographical and social data that will promote Cross River State as a preferred destination for inflow of Foreign Direct Investment and Domestic Direct Investment to the state 2. Forward recommendations to State Bureau of Statistic to confirm if prescribe data are available in the state data bank, up to date or not. 3. If not, engage a consultant to provide explicit geographical and social data references about Cross River State.	CR State Investment Promotion Bureau and State Bureau of Statistic to expand, update and publish State Geographical and social data that will present the state as a preferred destination for Foreign Direct Investment and Domestic Direct Investment	Cross River State Government, Cross River State Investment Promotion Bureau, Investors, organized private sector, Federal Bureau of Statistics	Cross River State Investment Promotion Bureau	State Bureau of Statistics, Cross River State Geographic Information Agency, State Planning Commission, Cross River State Ministry of Education, Cross River State Ministry Social Welfare, Ministry of Wealth Creation, Cross River State Ministry of Solid Minerals, Cross River State Ministry of Tourism, Cross River State Ministry of Tourism and Culture	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	50,000,000.00	January 15 th , 2025	October 20 th , 2025	DELAYED: This initiative will provide explicit geographical and social references about Cross River State to potential investors	1. Report submitted by professional investment promotion advisors to ascertain specific geographical and social data that will promote Cross River State as a preferred destination for inflow of Foreign Direct Investment and Domestic Direct Investment to the state not detailed and objective. 2. Forwarding of recommendations to State Bureau of Statistic to confirm if prescribe data are available in the state data bank, up to date or not delayed as report is not detailed and objective. 3. Engagement of a consultant to provide explicit geographical and social data references about Cross River State delayed pending consideration of engaging more competent professional investment promotion advisors	1. Engagement of competent professional investment promotion advisors to ascertain specific geographical and social data that will promote Cross River State as a preferred destination for inflow of Foreign Direct Investment and Domestic Direct Investment to the state to be achieve by August 2026 2. Forwarding of recommendations to State Bureau of Statistic to confirm if prescribe data are available in the state data bank, up to date or not to be achieve by August 2026 3. If not, engage a consultant to provide explicit geographical and social data references about Cross River State to be concluded by September 2026
3	Develop active website for Cross River State Lands Cluster MDAs	This initiative will ensure that Lands Cluster MDAs have portals that bear details of their services and can be used for transactions	1. Engage with Chief Executives of Ministry of Land, Office of the State Surveyor General, Director General CRS Geographic Information Agency on the need to develop an active website to provide detailed information for CRS Land Cluster and online transactions 2. Engage consultant to develop active website for Ministry of Lands, CRS Geographical Information Agency, Office of the State Surveyor General to provide information on application process for – 1. Construction permits, 2. Cofo, Number of C of O issued, and enable online application for Construction permit, C of O, layout approval, etc. 3. Train 5 personnels from each of the land clusters mentioned in 2 on how to manage the portal platform	Ministry of Lands, CRS Geographic Information Agency and Office of the Surveyor General will have active portal that will enable the public to access information on their services, C of O statistics and online transaction	Cross River State Government, General Public, Investors	Cross River State Ministry of Lands	CRS Geographic Information Agency, Office of the State Surveyor General, CRS Ministry of Science and Technology, CRS Investment Promotion Bureau	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	10,000,000.00	February 10 th 2025	April 20 th 2025	DELAYED : This initiative will ensure that Lands Cluster MDAs have portals that bear details of their services and can be used for transactions	1. Late approval of funds by the governor delayed the engagement of consultant to develop active website for Ministry of Lands, CRS Geographical Information Agency, Office of the State Surveyor General to provide information on application process for – 1. Construction permits, 2. Cofo, Number of C of O issued, and enable online application for Construction permit, C of O, layout approval, etc., after engagement with chief executives of Ministry of Lands 2. Late approval of funds by the governor for engagement of consultant to develop active website delayed the training of five (5) personnels from each of the land clusters mentioned in 2 on how to manage the portal platform 3. Late approval of funds by the governor for the procurement of ICT equipment for the online platforms such as computers, routers, etc.	1. Engagement of consultant to develop active website for Ministry of Lands, CRS Geographical Information Agency, Office of the State Surveyor General to provide information on application process for – 1. Construction permits, 2. Cofo, Number of C of O issued, and enable online application for Construction permit, C of O, layout approval, etc., after engagement with chief executives of Ministry of Lands 2. Late approval of funds by the governor for engagement of consultant to develop active website delayed the training of five (5) personnels from each of the land clusters mentioned in 2 on how to manage the portal platform to be achieved by September 2026 3. Late approval of funds by the governor for the procurement of ICT equipment for the online platforms such as computers, routers, etc. to be achieve by September 2026

			4. Procurement of ICT equipment for the online platforms such as computers, routers, etc.											
4	Digitized Registered Certificate of Occupancies	This initiative will ensure new CoTo registered from 2025 (1st January 2025 to 31st December 2025) are digitize and index in accordance with international good practice recognizing female owned or joint/co-owned	1. Gather manual copies of Certificate of Occupancy issued, Maps and photographs 2. Scan collated documents into a digital format and index in line international best practice 3. Ensure record index are searchable through the internet	Cross River State Geographic Information system to publish online statistics of Certificates of Occupancies registered indicating gender ratio	Cross River State Government, General Public, Investors	Cross River State Geographic Information Agency	Cross River State Ministry of Lands, Land Use Allocation Committee, Office of the State Surveyor General, CRS Internal Revenue Service	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	50,000,000.00	January 20 th 2025	November 20 th 2025	COMPLETED: This initiative has ensured that new CoTo registered from 2025 (1st January 2025 to 31st December 2025) are digitize and index in accordance with international good practice recognizing female owned or joint/co-owned	1. Manual copies of Certificate of Occupancy issued, Maps and photographs gathered. 2. Collated documents scanned into a digital format and index in line international best practice 3. Record index are searchable through the internet	The State will continue to ensure that new CoTo registered are digitize and index in accordance with international good practice recognizing female owned or joint/co-owned
5	Develop active website for Cross River State Infrastructure Safety Regulatory Agency (CRISRA)	This initiative will create a platform for State online publication of ROW Processes and Fees, ROW Transaction and Approved ROW related request	1. Engage with the Director General/Chief Executive Officer of Cross River State Infrastructure Safety Regulatory Agency (CRISRA) on the need to develop an active portal to provide detailed information on CRS Fiber Infrastructure/ Regulations, ROW Application Process and online transaction	Cross River State Infrastructure Safety Regulatory Agency will have active portal that will enable investors and general public access to detailed information on the State Fiber Infrastructure, Safety, Regulations, Services, online transaction and GRM	Cross River State Government, Investors, organize private sector, General Public	Cross River State Infrastructure Safety Regulatory Agency	CRS Ministry of Science and Technology, CRS Internal Revenue Service, CRS Geographic Information Agency, CRS Ministry of Lands, Office of the State Surveyor General, CRS Enabling Business Environment Council Secretariat	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	2,000,000.00	February 5 th 2025	March 20 th 2025	DELAYED This initiative will create a platform for State online publication of ROW Processes and Fees, ROW Transaction and Approved ROW related request	1. Awaiting approval by the governor to engage the services of an ICT expert to develop an active portal for CRISRA for information dissemination and online registration/ documentation after engaging with the Director General/Chief Executive Officer of Cross River State Infrastructure Safety Regulatory Agency (CRISRA) on the need to develop an active portal to provide detailed information on CRS Fiber Infrastructure/ Regulations, ROW Application Process and online transaction. 2. Awaiting the approval of the governor to engage the services of an ICT expert to develop an active website for Cross River State Infrastructure Safety Regulatory Agency (CRISRA) before training of an ICT Desk Officer to manage the platform 3. Awaiting the approval of the governor to procure ICT equipment such as computer, router, etc. for the online platform	1. Engage the services of an ICT expert to develop an active portal for CRISRA for information dissemination and online registration/ documentation on August 2026 2. Train an ICT Desk Officer to manage the platform on September 2026 3. Procure ICT equipment such as computer, router, etc. for the online platform on September 2026
			2. Engage the services of an ICT expert to develop an active portal for CRISRA for information dissemination and online registration/ documentation											
			3. Train an ICT Desk Officer to manage the platform 4. Procure ICT equipment such as computer, router, etc. for the online platform											
6	Publish 10% increase in Fiber deployment in Cross River State	This initiative is aim to ascertain the percentage increase in fiber deployment baseline in Cross River State as of December 31 2025	1. Liaise with the Nigerian Communications Commission (NCC) to have NCC obtain GIS maps of their deployed non-GPON fiber from all operators deploying fiber in CRS as of December 31, 2022 in line with WBG/ITU-developed Open Standard for terrestrial optical fiber cable data. 2. Obtain resulting operator-level maps from NCC (in raw data form as provided by operators to NCC) and calculate 2025 fiber deployment for CRS via overlaying fiber maps against state boundaries, using GIS software 3. Calculate percentage increase in fiber deployment in CRS as of December 31, 2025 (based off combined NCC - State database) vis-à-vis 2022 fiber deployment baseline	Achieve percentage increase in fiber deployment in Cross River State since December 31 st , 2022 to December 31 st , 2025	Cross River State Government, Investors, organize private sector, General Public	CRS Infrastructure Safety Regulatory Agency	Nigerian Communication Commission, Ministry of Lands, State Bureau of Statistics, Office of the State Surveyor General, CRS Geographic Information Agency	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	10,000,000.00	January 10 th 2025	June 12 th 2025	COMPLETED: This initiative is aim to ascertain the percentage increase in fiber deployment baseline in Cross River State as of December 31 2025	1. Commence liaising with the Nigerian Communications Commission (NCC) to have NCC obtain GIS maps of their deployed non-GPON fiber from all operators deploying fiber in CRS as of December 31, 2022 in line with WBG/ITU-developed Open Standard for terrestrial optical fiber 2. Calculation of percentage increase in fiber deployment in CRS as of December 31, 2025 (based off combined NCC - State database) vis-à-vis 2022 fiber deployment baseline to commence from september 2026	1. To obtain resulting operator-level maps from NCC (in raw data form as provided by operators to NCC) and calculate 2025 fiber deployment for CRS via overlaying fiber maps against state boundaries, using GIS software to commence form September 2026
7	Establish State Project Facilitation Fund	This initiative is aim towards setting at minimum 3% of total pipeline estimated capital investment for 3 State PPP project Facilitation.	1. Obtain approval from the Governor to develop an administrative instrument for establishment of Bakassi Deep Seaport, Calabar Super Highway, Calabar – Obudu Train Project and Marina Resort Project Facilitation Fund with intent to commit minimum of 3% of the pipeline estimated capital investment for development	The State Government allocate 3% of total pipeline estimated capital as Project Facilitation Fund for all State PPP projects	CRS Government, Investors, General Public	CRS Bureau of Public Private Partnership	CRS Investment Promotion Bureau, State Privatization Council, Governor's Office, CRS Ministry of Transport, CRS Ministry of Tourism, State Planning Commission, CRS	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of	20,000,000.00	February 10 th 2025	June 12 th 2025	COMPLETED This initiative is aim towards setting at minimum 3% of total pipeline estimated capital investment for 3 State PPP project Facilitation.	1. Approval obtained from the Governor to develop an administrative instrument for establishment of Marina Resort Project Facilitation Fund with intent to commit minimum of 3% of the pipeline estimated capital investment for development.	The State will always establishment Project Facilitation Fund with commitment of minimum of 3% of the pipeline estimated capital investment for all PPP projects

			2. Upon approval, engage expert to develop Project Facilitation Fund Business Plan, Rules, Governance, and Operational Manual for above mentioned projects.				Budget Department, CRS Geographic Information Agency, Office of the State Surveyor General, Ministry of Works	Nigeria (MAN)					2. Expert engaged to develop Project Facilitation Fund Business Plan, Rules, Governance, and Operational Manual for above mentioned projects.	
			3. Obtain Executive Council approval										3. Executive Council approval obtained	
			4. Publish on State Official website										4. Published on State Official website	
8	Reform CRS Investment Promotion Bureau (CRS IPB) Corporate Plan and Investor Tracking System	The CRS IPB Corporate plan initiative will provide explicit and quantifiable impact objectives that relates directly to public development goals	1. Engage the services of a consultant to: - Review and upgrade CRS IPB Corporate Plan providing explicit and quantifiable impact objectives that defines clear FDI inflow projections and benefits in areas of expected number of job creation, revenue and social impact development. - Review and upgrade CRS IPB Investor Tracking Template from Micro Soft Excel Table format through installation of CRM software as an Investor Tracking System to enable CRS Investment Promotion Bureau keep track of relevant information on investors and build institutional memory. 2. Launch and adopt CRS IPB upgraded Corporate Plan and Investor Tracking System	Cross River State Investment Promotion Bureau improve its Corporate Plan and investor Tracking System to have competitive advantage	Cross River State Government, CRS Investment Promotion Bureau	CRS Investment Promotion Bureau	State Planning Commission, CRS Budget Department, Governor's Office	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	30,000,000.00	January 10 th 2025	April 10 th 2025	COMPLETED: The CRS IPB Corporate plan initiative will provide explicit and quantifiable impact objectives that relates directly to public development goals	1. Services of consultant engaged to: - Review and upgrade CRS IPB Corporate Plan providing explicit and quantifiable impact objectives that defines clear FDI inflow projections and benefits in areas of expected number of job creation, revenue and social impact - Review and upgrade CRS IPB Investor Tracking Template from Micro Soft Excel Table format through installation of CRM software as an Investor Tracking System to enable CRS Investment Promotion Bureau keep track of relevant information on investors and build institutional memory. 2. Launching and adoption of CRS IPB upgraded Corporate Plan and Investor Tracking System achieved	The State Investment Promotion Bureau will continue to engage relevant stakeholders to review and adopt a more robust Investment Promotion Corporate Plan
9	Host two CRS Investment Promotion Bureau One Stop Investment Centre (CRS IPB OSIC) Stakeholders sensitization summit	This initiative will create awareness and foster synergy to newly establish parastatals and appointees in this present dispensation	1. Identify newly establish parastatals and investment related appointees such as newly appointed members of CRS Land Use and Allocation Committee, Director General Cross River Geographic Information Agency (CRGIA), Surveyor General, amongst others. 2. Organize CRS IPB OSIC stakeholder sensitization summit to introduce CRS OSIC framework and need for synergy with relevant government MDAs. 3. Adopt new members as Desk Officers	Conduct advocacy meetings with target audience to foster synergy and reduce business entry turnaround time in the state	CRS Investment Promotion Bureau, OSIC MDAs, Cross River State Government, investors, Investors	CRS Investment Promotion Bureau	CRS Land Use Allocation Committee, Office of the State Surveyor General, CRS Geographic Information Agency, Ministry of Lands, Ministry of Industry, Ministry of Commerce, CRS Internal Revenue Service, Ministry of Transport, Ministry of Education, Ministry of Tourism, Ministry of Agriculture, Ministry of Local Government Affairs, Governor's Office	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	25,000,000.00	February 3 rd 2025	February 10 th 2025	DELAYED This initiative will create awareness and foster synergy to newly establish parastatals and appointees in this present dispensation	1. Adoption of desk officers from Cross River State Land Use and Allocation Committee, Cross River Geographic Information Agency (CRGIA) and Office of the Surveyor General into the One Stop Investment Centre (OSIC) delayed as a result of late preparation and signing of Memorandum of Understanding between Investment Promotion Bureau and Chief Executives of identified parastatals. 2. CRS IPB OSIC stakeholder sensitization summit to introduce CRS OSIC framework and need for synergy with relevant government MDAs delayed until Memorandum of Understanding is signed between Investment Promotion Bureau and Chief Executives of participating Ministries, Departments and Agencies. 3. Adoption of new members as desk officers delayed until signing of Memorandum of Understanding between Investment Promotion Bureau and Chief Executives of identified parastatals	1. Cross River State Investment Promotion Bureau One Stop Investment Centre stakeholder sensitization summit to introduce CRS OSIC framework and need for synergy with relevant government MDAs will be achieved by August 2026. 2. Adoption of new members as Desk Officers will be achieved by August 2026.
10	Host State Investment Incentive Review Summit	This initiative will enable the state to identify new incentives for regulation and adoption	1. Obtain approval from the governor to host Cross River State Investment Incentive Review Summit to explore new areas where incentive can be introduced	Conduct advocacy meetings with government representatives and business community to identify and adopt	Cross River State Government, Investors, Organize private sector, general public	CRS Investment Promotion Bureau	CRS Internal Revenue Service, State Planning Commission, Governor's Office, Ministries of Agriculture, Ministry of Local	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA),	25,000,000.00	March 10 th 2025	March 25 th 2025	DELAYED This initiative will enable the state to identify new incentives for regulation and adoption	1. This initiative is delayed due to late approval from the governor to host Cross River State Investment Incentive Review Summit to explore new areas where incentive can be introduced	1. Hosting of Cross River State Investment Incentive Review Summit to explore new areas where incentive can be introduced to be achieved by August 2026

			2. Identify and invite relevant stakeholders from public and private sector	sectorial incentives at state level			Government Affairs, State House of Assembly, Ministry of Transport	Manufacturers Association of Nigeria (MAN)					2.Delay of approval by the governor to host the Cross River State Investment Incentive Review Summit delayed the identification and invitation of relevant stakeholders from public and private sector	2.Identification and invitation of relevant stakeholders from public and private sector to be achieved by August 2026
			3. Forward recommendations to the Governor for approval and possibly legislation by the legislature.										3.Delay of approval by the governor to host the Cross River State Investment Incentive Review Summit prolong the forwarding of recommendations to the Governor for approval and possibly legislation by the legislature.	3.Recommendations will be presented to the Governor for approval and possibly legislation by the legislature by September 2026.
11	Setup CRS Investment Promotion Bureau Investor Aftercare and retention program	The investor tracking system will provide a tool that enable Investment Promotion Bureau to keep track of relevant information on potential investors and build institutional memory	1. Engage experts to develop CRS IPB Investor Aftercare and Retention Program strategic Framework that includes (i) criterion for prioritizing investors to receive aftercare and retention services; (ii) the main types of services to be provided to investors; and (iii) key performance indicators on aftercare and retention (minimally including: (a) number of investors supported with aftercare and retention services; (b) number of investor issues registered; and (c) number of investor issues resolved. 2. Adopt and implement CRS IPB Investor Aftercare and retention program	Setup an investor tracking mechanism in the Investment Promotion Bureau to keep vital records of existing investors	Cross River State Government, CRS Investment Promotion Bureau, Investors, general public	CRS Investment Promotion Bureau	Ministry of Science and Technology	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	10,000,000.00	February 2 nd	December 10 th 2025	COMPLETED: The investor tracking system will provide a tool that enable Investment Promotion Bureau to keep track of relevant information on potential investors and build institutional memory	1. Expert engaged to develop CRS IPB Investor Aftercare and Retention Program strategic Framework that includes (i) criterion for prioritizing investors to receive aftercare and retention services; (ii) the main types of services to be provided to investors; and (iii) key performance indicators on aftercare and retention (minimally including: (a) number of investors supported with aftercare and retention services; (b) number of investor issues registered; and (c) number of investor issues resolved. 2. Adoption and implementation of CRS IPB Investor Aftercare and retention program achieved	The Cross River State Investment Promotion Bureau will continue to review and adopt investor friendly tracking system annually to serve potential investors professionally
12	Publish Fees, Procedures, Services delivery timelines, SLA and setup a GRM for 5 BEEs Ministries Departments and Agencies	This initiative will increase the number of CR State BEEs MDAs Fees, Procedures, Services delivery timelines, SLA and GRM on State portal from 8 to 13 on or before December 10 th 2025.	1. Identify more State BEEs to publish their Fees, Procedures, Services delivery timelines, SLA and setup a GRM 2. Develop and upload to state website - Fees, Procedures, Service Delivery Timelines, SLA and online GRM for CRS Ministry of Education, Ministry of Health, State Fire Service, Ministry of Agriculture and Ministry of Tourism 2. Set up functional Grievance Redress Mechanism Desk office for the above State MDAs within the MDAs to manage grievances	Publish Fees, Procedures, Service Delivery Timelines, SLA on State official website for public consumption and establish an office and appoint a desk officer whose phone number shall be made available to the public to receive complaints	Cross River State Government, General public, Organize private sector	Cross River State Enabling Business Environment Council Secretariat	CRS Ministry of Education, CRS Ministry of Health, State Fire Service, Ministry of Agriculture, Ministry of Tourism, CRS Internal Revenue Service, Office of the Head of Service	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	20,000,000.00	March 5 th 2025	May 10 th 2025	DELATED This initiative will increase the number of CR State BEEs MDAs -Fees, Procedures, Services delivery timelines, SLA and GRM on State portal from 8 to 13 on or before December 10th 2025.	1.This initiative is delayed due to late submission of Fees, Procedures, Services delivery timelines, SLA and GRM contents by CRS Ministry of Education, Ministry of Health, State Fire Service, Ministry of Agriculture and Ministry of Tourism to the State Enabling Business Environment Secretariat. 2.Uploading of Fees, Procedures, Service Delivery Timelines, SLA and online GRM for CRS Ministry of Education, Ministry of Health, State Fire Service, Ministry of Agriculture and Ministry of Tourism to the state website delayed due to late submission by identified parastatals. 3.Setting up of functional Grievance Redress Mechanism Desk office for the above State MDAs within the MDAs to manage grievances	1.Development and uploading to state website - Fees, Procedures, Service Delivery Timelines, SLA and online GRM for CRS Ministry of Education, Ministry of Health, State Fire Service, Ministry of Agriculture and Ministry of Tourism to be achieved by September 2026 2.Setting up of functional Grievance Redress Mechanism Desk office for CRS Ministry of Education, Ministry of Health, State Fire Service, Ministry of Agriculture and Ministry of Tourism to manage grievances will be achieved by September 2026
13	Develop State and Local Government Consolidated Tax Payment Portal	This initiative will ensure that unique e-receipt is automatically generated and received by tax payers both at state and local government level for transparency and accountability	1. Engage extensively with Chief Executives from State and local Government business related MDAs, State Board of Internal Revenue Service, Chairman of the 18 Local Governments Area and other stakeholders to ensure all fees, levies and taxes are harmonized into a demand notice. 2. Upgrade Cross River State Internal Revenue Service existing online tax payment electronic platform to a Central Billing System enabling automatic E-receipt generation 3. Implement the Cross River State Internal Revenue Service Central Billing System enabling automatic e-receipt upon payment.	Establish State and Local government consolidated tax payment portal that will generate automated e-receipt to all tax payers in the state in order to promote accountability	Cross River State Government, Local Government, investors, Organize private public	Cross River State Internal Revenue Service	Ministry of Local Government Affairs, Office of the State Accountant General, Office of State Auditor General, Local Government Auditor General Commission	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	60,000,000.00	January 10 th 2025	May 20 th 2025	COMPLETED: This initiative will ensure that unique e-receipt is automatically generated and received by tax payers both at state and local government level for transparency and accountability	1. Engaging extensively with Chief Executives from State and local Government business related MDAs, State Board of Internal Revenue Service, Chairman of the 18 Local Governments Area and other stakeholders to ensure all fees, levies and taxes are harmonized into a demand notice 2. Upgrading of Cross River State Internal Revenue Service existing online tax payment electronic platform to a Central Billing System enabling automatic E-receipt generation achieved 3. Implementation of the Cross River State Internal Revenue Service Central Billing System enabling automatic e-receipt upon payment achieved	The State will continue to engage with relevant stakeholders to discover more quality approach on tax collection.

14	Publish monthly performance reports for Small Claims Courts	This initiative will ensure that the public have access to Cross River State Small Claims Court Performance Reports from inception of CRS SCC to 30 th March 2025	1. Ensure that Performance Reports from Cross River State two designated Small Claims Courts are generated and submitted by the assigned Magistrate monthly 2. Upload report to Cross River State Judiciary website	CRS Judiciary shall publish monthly performance reports for small claims courts for easy accessibility	Cross River State Government, General Public	Cross River State Judiciary	Ministry of Science and Technology, CRS Enabling Business Environment Secretariat, Ministry of Justice	Calabar Chambers of Commerce, Industry, Mineral and Agriculture (CALCIMA), Manufacturers Association of Nigeria (MAN)	5,000,000.00	January 10 th 2025	May 10 th 2025	COMPLETED: This initiative will ensure that the public have access to Cross River State Small Claims Court Performance Reports from inception of CRS SCC to 30 th March 2025	1. Performance Reports from Cross River State two designated Small Claims Courts are generated and submitted by the assigned Magistrate monthly 2. All Report to Cross River State Judiciary website are uploaded	The State Judiciary will continue to generate and upload Small Claims Courts reports to the state judiciary website
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