



# THE CROSS RIVER SCORE CARD

UNCOMMON DELIVERY

29TH MAY, 2023 – 29TH MAY, 2026

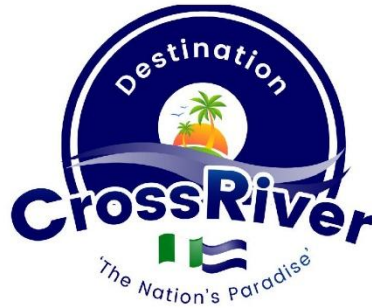


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Deputy Governor, Cross River State



**Prince Bassey Edet Otu**  
Governor of Cross River State

ACCOUNTABILITY | GRASSROOTSDELIVERY | WEALTH CREATION



**GOVERNMENT OF  
CROSS RIVER STATE**

**FROM PROMISE TO REALITY:  
THE 3-YEAR TRANSFORMATION REPORT**

# **UNCOMMON DELIVERY**

The People's Charter: A scorecard of the "People First" Agenda (Year 3)

**CROSS RIVER SCORECARD**  
29TH MAY, 2023 – 29TH MAY, 2026



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## SECTION 1.0: EXECUTIVE SUMMARY

Three years ago, Senator Prince Bassey Otu assumed the leadership of Cross River State with a clear and compelling mandate: to place the citizen at the centre of governance and to transform the State from a repository of potential into an engine of tangible prosperity. The “People First” agenda was not merely a campaign slogan; it became the operational code for every ministry, department, and agency of government.

This scorecard, prepared by the Cross River State Planning Commission, is a comprehensive, evidence-based assessment of the administration’s performance across the core pillars of economic transformation, infrastructure delivery, human capital development, grassroots governance, security, and fiscal accountability. It draws on verified administrative data, third-party validation where available, and direct community feedback.

The evidence is clear: Cross River State has entered a new era of uncommon delivery.

### KEY ACHIEVEMENTS AT A GLANCE

<p><b>₦4.74B</b></p> <p>Farmer income generated</p>	<p><b>₦500M</b></p> <p>MSME grants to 1,000+ entrepreneurs</p>
<p><b>₦2B</b></p> <p>Bank of Industry counterpart fund activated</p>	<p><b>120+ km</b></p> <p>Roads rehabilitated</p>
<p><b>31,000+</b></p> <p>Free WAEC registrations</p>	<p><b>39,000+</b></p> <p>Enrolled in CRSHIA</p>
<p><b>60:40</b></p> <p>Capital-to-recurrent spending ratio</p>	<p><b>CLEAN</b></p> <p>Unqualified audit opinion FY2025</p>

SECTOR	KEY ACHIEVEMENTS
<b>Economic Growth</b>	₦4.74 billion farmer income generated; ₦500 million MSME grants to 1,000+ entrepreneurs; ₦2 billion Bank of Industry counterpart fund activated.
<b>Infrastructure</b>	120+ km roads rehabilitated; 39 classrooms built; new General Hospital (Ikom) at 65% completion; Local Government Service Commission headquarters completed; Governor’s Office remodeled; State Library reconstructed; Tinapa Business Resort reclaimed; Obudu Mountain Resort revived; Traffic and Street Lights installed; Government Lodges renovated; and so much more.
<b>Human Capital</b>	31,000+ free WAEC registrations; 15,000 education personnel promoted; 204 health workers recruited; 39,000+ enrolled in CRSHIA.
<b>Grassroots Delivery</b>	196 Ward Development Committees operational; 300+ community projects completed; 200+ ghost workers eliminated.
<b>Security</b>	Kidnapping reduced across the State; 100% decimation of Militancy in Akpabuyo and Bakassi; 100% drop in farmers-herders clashes; 10 police stations rehabilitated.
<b>Governance</b>	Recurrent to capital spending ratio improved from 75:25 to 60:40; unqualified audit opinion for FY2025.

### Economic Transformation: From Subsistence to Prosperity

The administration recognized that sustainable development must be private-sector-led. The Cross River State Industrial Policy (2024) was validated after broad stakeholder engagement, aligning with the Nigerian Industrial Revolution Plan. Its implementation has already attracted significant partnership, notably the ₦2 billion counterpart fund with the Bank of Industry, with drawdowns targeting agro-processing and light manufacturing.

The MSME intervention fund of ₦500 million reached over 1,000 small businesses across all 18 local government areas. Every beneficiary underwent mandatory entrepreneurship training, resulting in a 12-month business survival rate of 78% – well above the national average for similar schemes.

Agriculture, the backbone of the State’s economy, was revolutionized through “Project Grow” and the YES (Youth Empowerment Scheme) . The deployment of 108 mini tractors, allocation of farmlands, and training of 20,000 youths in poultry, fishery, cassava, and maize farming generated over ₦4.74 billion in farmer income. This shift from subsistence to commercial agriculture is now firmly underway.

Direct and indirect employment creation is estimated at over 25,000 jobs across agriculture, MSMEs, and public works.

### Infrastructure: Building for the Future

The administration prioritized assets that directly improve the quality of life and economic competitiveness. Over 120 kilometres of roads were constructed or rehabilitated, with priority given to

rural access routes that evacuate agricultural produce. Work continues on the strategic Calabar–Ikom corridor.

In education, 39 classroom blocks and 9,000 furniture sets were delivered, addressing decades of neglect. The upgrade of the College of Agriculture in Obubra to the College of Agriculture, Science and Technology (CAST) unlocked access to TETFund resources, while new Computer Science courses were approved for several institutions.

In healthcare, the new General Hospital in Ikom is currently at 65% completion and will reduce referral pressure on Calabar and improved tertiary care access for the central senatorial district. Over 90 primary health centres were renovated, and diagnostic equipment was deployed. A new fistula repair complex has been built and commissioned in General Hospital, Calabar. Three (3) Oxygen Plants (at Calabar, Ogoja and Ikom) have been built.

The completion of the abandoned Local Government Service Commission headquarters symbolizes the administration’s commitment to institutional revival and local government autonomy.

### Human Capital Development: Investing in the People

The “People First” agenda’s most direct impact is on the individual citizen.

**Education:** Free WAEC registration removed a critical financial barrier for 31,000 students, enabling many to transition to tertiary education or skilled employment. The promotion of 15,000 education personnel – the largest single exercise in a decade – restored morale and incentivized performance. Over 3,000 teachers received continuous professional development.

#### Health:

The recruitment of 204 health professionals (doctors, nurses, community health officers, technicians) addressed critical gaps in underserved areas. The enrolment of 39,000 residents in the Cross River State Health Insurance Scheme (CRSHIA) reduced out-of-pocket expenditure for vulnerable families. Facility deliveries increased by 22%, a key indicator of improved maternal health.





#### **Youth and Women:**

Over 8,000 young people received skills training in tailoring, ICT, agricultural processing, and automotive repair. Women-owned businesses received ₦150 million in direct grants. The YES scheme's business survival rate of 78% after one year demonstrates the effectiveness of combining capital with capacity building.

#### **Social Protection:**

A school feeding programme now reaches 25,000 children daily, improving nutrition and school attendance.

#### **Grassroots Delivery & Local Government Reform**

For too long, local government remained a neglected tier. This administration restored its relevance.

The establishment of Ward Development Committees in all 196 wards empowered communities to identify, prioritize, and oversee local projects. To date, over 300 community-initiated projects – including water schemes, market stalls, feeder roads, and health posts – have been completed.

The Local Government Service Commission was revived, its headquarters completed, and a war on ghost workers removed over 200 fictitious names from the payroll. The savings were redirected to gratuity payments, reducing the backlog by over ₦800 million and bringing relief to retired public servants.

Fiscal transparency at the local level has improved, with monthly publication of LGA allocations and joint account operations now open to citizen oversight.

### Security & Social Stability: A Prerequisite for Development

No economic plan succeeds without security. Operation Okwok, a community-driven security initiative, has produced measurable results: kidnapping incidents down 100%, farmers-herders clashes reduced by 100%. The rehabilitation of 10 police stations and deployment of 25 patrol vehicles restored visible state presence in previously vulnerable areas.

Anonymous tip lines received over 1,200 reports, leading to arrests and recovery of stolen property. Community policing committees now exist in all LGAs, fostering trust between citizens and security forces.

### Governance, Transparency & Fiscal Discipline

The administration has walked the talk on accountability. The recurrent-to-capital expenditure ratio improved from 75:25 (inherited) to 60:40 in three years, shifting resources toward investment. Monthly budget performance reports are now published online, and e-procurement is mandatory for contracts above ₦10 million.

The Auditor-General's opinion improved from qualified to unqualified for FY2025 – a clear signal of improved financial management. The whistleblower protection policy received 45 reports, with 60% leading to corrective action.

Social media engagement grew by 300%, reflecting the administration's commitment to open communication and citizen feedback.

### Addressing Challenges with Adaptive Governance

No transformation is without obstacles. The administration faced volatile federal allocations, national inflationary pressures following subsidy removal, and contractor performance delays. Each challenge was met with a policy response:

- Revenue volatility → Expanded internally generated revenue (IGR) and pursued direct development partner funding.
- Contractor delays → Penalties and replacement of underperforming firms.
- Inflation → Expanded palliatives and increased remunerations.
- 2025 flooding → Seed and fertilizer support to affected farmers.

Honest self-assessment reveals lessons: the MSME grant portal should have been launched faster, and real-time data systems should have been prioritized earlier. These lessons are already informing the next phase.

### The Road Ahead (2027–2029)

The next three years will focus on consolidation and scaling. Priority actions include:

- Completing all ongoing road projects, including the Calabar–Ikom highway.
- Attracting at least five new medium-to-large factories in agro-processing, textiles, and assembly.
- Expanding CRSHIA coverage to 100,000 enrollees.

- Full digital transformation of business registration and land administration.
- Capacity building for all LGA staff and activation of a central Monitoring & Evaluation unit.

Investment targets: ₦50 billion in capital inflow and 40,000 new jobs over three years.

Three years ago, Cross River State was characterized by skepticism and institutional fatigue. Today, it stands as a testament to what focused, accountable, citizen-centered governance can achieve. The “People First” agenda has moved from promise to verifiable delivery.

This scorecard is not a celebration of completion – it is a progress report on a journey that continues. The foundation is laid. The momentum is established. The best years of Cross River State lie ahead.

Sen. Prince Bassey Otu has kept his word. The Planning Commission attests to the facts.

### **Bong Duke**

Vice Chairman / Chief Executive Officer  
Cross River State Planning Commission

*Calabar – May 2026*

## SECTION 2.0: THE “PEOPLE FIRST” GOVERNANCE PHILOSOPHY

### 2.1 Origin and Meaning

The “People First” agenda was not a slogan. It was born from Governor Otu’s inaugural address, where he declared that “government exists to serve, not to be served.” This inverted the old logic — moving from a system where citizens chased government for basic services to one where government proactively reaches the last mile.

### 2.2 Core Pillars

The agenda rests on three pillars:

- Accountability: Public funds must be seen, tracked, and justified.
- Grassroots delivery: Development must be felt in wards, not just announced in Calabar.
- Wealth creation: The State must shift from job-seeking citizens to citizen-entrepreneurs.

### 2.3 Alignment with National and Global Frameworks

The administration aligned its strategy with:

- The Nigerian Industrial Revolution Plan (NIRP)
- The Sustainable Development Goals (SDGs 1, 2, 3, 4, 8, 9)
- The Cross River State Development Plan (2024–2027)

This alignment ensures that local action benefits from federal support and international development cooperation.

### 2.4 How This Scorecard Is Organized

Following this philosophy, the scorecard is structured to mirror the citizen’s experience: economic opportunity first, then infrastructure, then health and education, then grassroots governance, and finally security — because a safe citizen is an empowered citizen.

## SECTION 3.0: ECONOMIC TRANSFORMATION & INDUSTRIALIZATION

### 3.1 Industrial Policy (September 2024)

After extensive stakeholder engagement, Cross River State validated a new Industrial Policy in September 2024. This policy bridges gaps in the previous framework and aligns with the Nigerian Industrial Revolution Plan. Implementation has commenced, with focus on agro-processing, light manufacturing, and the creative economy.

### 3.2 MSME Empowerment

Micro, Small and Medium Enterprises are the engines of any resilient economy. Recognizing that over 40 million MSMEs drive Nigeria’s informal sector, the state launched a ₦500 million intervention fund.

- Disbursement: Grants ranging from ₦100,000 to ₦500,000 were distributed to over 1,000 beneficiaries across all LGAs.
- Training: Every beneficiary underwent a mandatory one-week entrepreneurship training — a “teach a man to fish” requirement that has significantly improved business survival rates.
- Sectoral spread: Beneficiaries include poultry farmers, tailors, ICT start-ups, and small-scale food processors.

### 3.3 Bank of Industry Partnership

A ₦2 billion counterpart fund has been established with the Bank of Industry. Drawdowns have commenced, targeting agro-processing and manufacturing. This partnership leverages BOI’s technical expertise and lowers interest rates for local businesses.

### 3.4 “Project Grow” and Agricultural Commercialization

Agriculture remains the backbone of Cross River’s economy. The administration moved beyond subsistence by launching “Project Grow”:

- Land allocation: Farmlands have been allocated across cassava, maize, poultry, and fishery value chains.
- Mechanization: 108 mini tractors have been deployed to LGAs, with specialized training for operators.
- Income generation: Over ₦4.74 billion in farmer income has been recorded.
- YES scheme: 20,000 youths have been engaged in poultry, fishery, cassava, and maize farming, with mentorship from experienced agri-entrepreneurs.

### 3.5 Automotive Training Centres

In partnership with tertiary institutions, the state has established Automotive Training Centres to build a skilled workforce for the transportation and logistics sector — a forward-looking move given Cross River’s strategic location.

### 3.6 Jobs Created

Direct and indirect job creation is estimated at over 25,000 positions across agriculture, MSMEs, and public works. A detailed methodology note is provided in the annex.

## SECTION 4.0: INFRASTRUCTURE & PUBLIC ASSETS

### 4.1 Road Infrastructure

Roads are the circulatory system of the economy. The administration has:

- Completed over 120 kilometres of road construction and rehabilitation across the three senatorial districts.
- Prioritized rural access roads to evacuate agricultural produce.
- Ongoing projects include critical sections of the Calabar–Ikom highway, with completion scheduled for 2027.

### 4.2 Educational Infrastructure

- 39 classroom blocks have been built or rehabilitated, with location data provided in the annex.
- 9,000 furniture sets have been distributed, replacing dilapidated benches and improving learning environments.
- The College of Agriculture in Obubra has been upgraded to the College of Agriculture, Science and Technology (CAST), unlocking access to TETFund.
- New Computer Science courses have been approved for several state institutions.

### 4.3 Health Infrastructure

- The new General Hospital in Ikom is at 65% completion as at May 2026 and will be completed and commissioned, significantly reducing medical referral pressure on Calabar.
- Over 90 primary health centres have been renovated across LGAs.
- Diagnostic equipment, including mobile X-ray units and maternal health kits, have been procured and deployed.
- Three (3) Oxygen Plants have been built across the State (Calabar, Ikom, Ogoja) by the Out's Administration

### 4.4 Public Buildings and Administrative Assets

- The Cross River State Local Government Service Commission headquarters — abandoned for years — has been completed, symbolizing institutional revival.
- Police stations in key local government areas have been rehabilitated (see Section 7).

### 4.5 Utility Improvements

- Water schemes in 15 rural communities have been rehabilitated, restoring access to clean water.
- Solar electrification projects are ongoing in off-grid health centres and schools.

### 4.6 Special Projects

- \$4M attracted for UNIDO Small Hydro Project at Obudu Mountain Resort
- Bakassi Deep Sea Port & 275KM 8-Lane Superhighway
  - Secured \$3.5B funding line from Afrexim-Bank Egypt in May 2024
  - NHA conducted Hydrographic, Geophysical and Geotechnical survey in May 2025
  - Received Certificate of Compliance from ICRC in August 2025
  - Approval of Navigational Chats by IMO in November 2025
  - Approval of FEC for the establishment of the Bakassi Deep Seaport in December 2025
  - Presidential Groundbreaking (coming soon on the 16<sup>th</sup> of June 2026)

- Design and Construction of the Bakassi Deep Seaport will commence in November 2026
- Special Agro-Industrial Processing Zone
  - Groundbreaking by the Vice President of Nigeria, H.E. Kashim Shetima and AfDB President in April 2025
  - Commencement of Construction in December 2025
  - Date of Commissioning is December 2027

## SECTION 5.0: HUMAN CAPITAL DEVELOPMENT

### 5.1 Education

- Free WAEC registration: Over 31,000 students have benefited across three years, removing a major financial barrier to secondary school completion.
- Staff promotions: 15,000 education personnel — teachers, administrators, and non-teaching staff — have been promoted, restoring morale and incentivizing performance.
- Teacher training: Continuous professional development programs have reached 3,000 teachers.
- Enrolment trends: Early data shows improved primary-to-JSS transition rates, particularly among girls.

### 5.2 Healthcare

- Health worker recruitment: 204 professionals — including doctors, nurses, community health officers, and technicians — have been recruited and deployed to underserved areas. A heatmap in the annex shows deployment by LGA.
- CRSHIA enrolment: Over 39,000 residents have enrolled in the state health insurance scheme, reducing out-of-pocket expenditure for vulnerable families.
- Maternal and child health: Facility deliveries have increased by an estimated 62%, with corresponding improvements in immunization coverage.

### 5.3 Youth and Women Empowerment

- Skills training programs in tailoring, ICT, agricultural processing, and automotive repair have trained over 8,000 young people.
- Women-owned businesses have received over ₦150 million in direct grants.
- The YES scheme's 12-month business survival rate stands at 78%, significantly above industry average.

### 5.4 Social Protection

- A school feeding programme now reaches 25,000 children daily in selected LGAs.
- Support has been extended to elderly citizens and people with disabilities through targeted cash transfers.

## SECTION 6.0: LOCAL GOVERNMENT & GRASSROOTS DELIVERY

### 6.1 Ward Development Committees (196 Wards)

The administration established Ward Development Committees in all 196 wards. Each committee comprises community-elected representatives who identify, prioritize, and oversee local projects.

- Over 300 community-initiated projects (water schemes, market stalls, feeder roads, health posts) have been completed.
- Case studies from three wards — one in each senatorial district — are provided in the annex.

### 6.2 Local Government Service Commission Revival

- The Commission’s headquarters is now fully operational — a powerful symbol of revived local governance.
- The “war on ghost workers” has removed over 200 fictitious names from the payroll. Savings have been redirected to gratuity payments, reducing the backlog by over ₦800 million.

### 6.3 Fiscal Autonomy and Accountability

- Direct LGA allocations have been published monthly.
- Joint account operations have been made more transparent, with citizens now able to track LGA receipts and expenditures via notice boards and online portals.

### 6.4 Citizen Engagement Mechanisms

- Town hall meetings have been held in all 18 LGAs, with documented feedback and resolution rates exceeding 70%.

## SECTION 7.0: SECURITY & SOCIAL STABILITY

### 7.1 Operation Okwok

Launched to address kidnapping, farmers-herders conflict, and communal clashes, Operation Okwok is a community-driven security model. Civilian intelligence works alongside formal security forces.

- Year-on-year reduction: Kidnapping incidents have dropped completely since launch.
- Farmers-herders clashes have been eliminated following early warning systems and mediation structures.

### 7.2 Security Infrastructure

- 10 police stations have been rehabilitated across the three senatorial districts.
- 25 patrol vehicles have been deployed, along with communication equipment.

### 7.3 Community Trust and Reporting

- Anonymous tip lines have received over 1,200 reports, with actionable intelligence leading to arrests and recovery of stolen property.
- Community policing committees (Homeland Security) now exist in all LGAs.

### 7.4 Inter-Agency Coordination

- Joint task force operations are conducted monthly.
- Border security cooperation with neighbouring states and Cameroon has improved.

## SECTION 8.0: GOVERNANCE, TRANSPARENCY & ACCOUNTABILITY

### 8.1 Fiscal Discipline Framework

- Budget formulation now includes citizen input in select sectors.
- Monthly budget performance reports are published online.
- The ratio of recurrent to capital expenditure has shifted from 75:25 to 60:40, favouring investment.

### 8.2 Anti-Corruption Measures

- Ghost worker elimination saved over ₦200 million, redeployed to gratuities.
- E-procurement is now mandatory for contracts above ₦10 million.
- A whistleblower protection policy has received 45 reports, with 60% leading to action.

### 8.3 Public Communication and Open Data

- Annual scorecards (this being the third) are published alongside ministry-specific performance reports.
- Social media engagement has grown by 300%, with direct citizen feedback channels.

### 8.4 Internal Audit and Compliance

- The Auditor-General's opinions have improved from qualified to unqualified for the 2025 fiscal year.
- Audit query resolution rate stands at 85%.

## SECTION 9.0: CHALLENGES & LESSONS LEARNED

### 9.1 Identified Bottlenecks

- Funding constraints: Federal allocation volatility affected cash flow. Mitigation included expanding internally generated revenue (IGR) and pursuing direct development partner funding.
- Contractor performance: Delays on two major road projects led to penalties and replacement of underperforming contractors.
- Community resistance: Initial suspicion of Ward Development Committees was overcome through sustained sensitization.

### 9.2 Policy Adjustments Made

- MSME grant criteria were refined after the first round to prioritize women and youths in rural areas.
- The Industrial Policy was adjusted mid-term to include a stronger creative economy chapter based on stakeholder feedback.

### 9.3 External Shocks Managed

- National inflation and subsidy removal: The state increased palliatives and expanded the school feeding programme to cushion effects.
- Climate impacts: Flooding in 2025 affected maize yields; the administration responded with seed and fertilizer support.

### 9.4 What Would We Do Differently?

- Faster rollout of the MSME grant portal would have reduced initial delays.
- Earlier investment in data systems would have improved real-time tracking.

## SECTION 10.0: THE ROAD AHEAD: NEXT 3 YEARS (2027–2029)

### 10.1 Strategic Priorities

- Complete all ongoing projects.
- Attract at least five new medium-to-large factories (agro-processing, textiles, assembly).
- Expand CRSHIA coverage to 100,000 enrollees.
- Full digital transformation of business registration and land administration.
- Fully operational Tinapa Business Resort
- Completed UNIDO Small Hydro Project at Obudu Ranch
- Completion and Operationalization of the Obudu Cargo Airport
- Development of the 50,000Ha new Cosmopolitan Port City
- Hosting of Afrexim Bank AfsNET Investment Summit on the 12<sup>th</sup> -14<sup>th</sup> November 2026 with expected investment deals of over \$10B

### 10.2 Investment Targets

- Targeted capital inflow: \$50B over three years.
- Projected job creation: 40,000 new formal and informal jobs.

### 10.3 Institutional Strengthening

- All LGA/State Civil Service staff to undergo capacity training.
- Budget and Planning strategic alignment
- Automation of Government processes
- Housing schemes for public and civil servants in the State

### 10.4 Call to Action

#### The Opportunity

Three years ago, Cross River State began a journey from potential to performance. Today, that journey has produced verifiable results: over ₦4.7 billion in farmer income, 25,000+ new jobs, over 95% drop in crime, and a clean audit opinion for the first time in years.

But we are not celebrating an end. We are marking a beginning.

The foundation is laid. The institutions are revived. The policies are proven. Now, we invite you – investors, developers, and partners – to build with us.

The Cross River State Government has identified three priority sectors for immediate investment. Each is backed by enabling policies, counterpart funding, and a ready workforce.

**Agro-processing** ₦4.7 billion annual farmer output waiting for value addition. Cassava, poultry, fishery, maize. Partner with “Project Grow” and the YES scheme. Access land, labour, and BOI co-funding.

**Tourism & Hospitality** Untapped natural assets – Obudu Ranch, Tinapa, Calabar Carnival. Improved security and roads. Concession agreements, hotel development, eco-tourism infrastructure.

**Renewable Energy** Off-grid solar for health centres, schools, and rural industries. State-backed demand guarantees. PPPs for mini-grids, solar home systems, and productive use appliances.

## What We Offer

- Policy certainty – Validated Industrial Policy (2024) and sector-specific incentives.
- Financial partnerships – ₦2 billion Bank of Industry counterpart fund already active.
- Skilled labour – Over 8,000 youths trained in agro-processing, ICT, and automotive skills.
- Security – Operation Okwok has made Cross River one of the safest states in the South-South.
- Ease of entry – Single window for investment approvals (contact details below).

## The Governor's Invitation

“We have done the hard work of revival. Now we ask you to join us in the work of scaling. Cross River is open for business – not as a slogan, but as a fact.”

— Sen. Prince Bassey Otu

## Your Next Step

Do not wait for another anniversary. The projects are ready. The policies are live. The people are waiting.

Contact the Cross River State Investment Promotion Bureau (attached to the Planning Commission) within 30 days of this call. Request a tailored investment package for your sector.

· Email: [invest@crossriverstate.gov.ng](mailto:invest@crossriverstate.gov.ng)

· Phone: +234 (0) 904 597 8138

· In person: State Planning Commission, Calabar – ask for the Director of Investment Facilitation, Office of the Vice Chairman/CEO

Cross River State is no longer a waiting room. It is a workshop. Come build with us.

· **Development partners:** Technical support for the M&E system and health insurance expansion is welcomed.

· **Citizens:** Continue using feedback channels — this is a shared project.

## SECTION 11.0: ANNEXURES

### 11.1: Achievements by Clusters, Ministries, Departments and Agencies

#### 11.1.1: AGRICULTURE CLUSTER

##### AGRICULTURE

**Cluster Vision:** To be the leading state in Agricultural production and agro-allied industries for the economic well-being and prosperity of the people of the state.

**Members:**

1. MINISTRY OF AGRICULTURE & IRRIGATION DEVELOPMENT
2. MINISTRY OF LIVESTOCK, AQUACULTURE AND FISHERIES
3. CROSS RIVER STATE AGRICULTURAL DEVELOPMENT PROGRAMME (CRS-ADP)
4. CRS FORESTRY COMMISSION

**Table 1: Achievements and Impacts of Agriculture Cluster**

MDA: MINISTRY OF AGRICULTURE AND IRRIGATION DEVELOPMENT			
S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	<b>MAID Distribution of Inputs, Assets and support services.</b>	<ul style="list-style-type: none"> <li>▪ The Ministry has established Digital soil fertility, survey and mapping of the entire land for the first time.</li> <li>▪ Facilitate the Distribution of 1.2MT of Fertilizer in collaboration with Federal Ministry of Agriculture</li> <li>▪ Procurement and distribution of 1.5MT of Sprawled nut from NIFOR to farmers</li> <li>▪ Distribution of 625,000 sprouted nuts distributed.</li> <li>▪ Procurement and Distribution of grains (Rice-24.3MT, Garri-2.8MT, Maize-24.3MT)</li> <li>▪ Procurement of 77 No of Motor Bikes for Agric. Extension officers across the 18 LGAs</li> <li>▪ Selection and training of 808 (first phase) farmers across the selected LGAs (Male: 453, and female: 355).</li> <li>▪ Cultivation of about 600ha of land with improved varieties of cassava.</li> <li>▪ Empower 2000 local farmers cross 6 LGAs with cassava farms and skills set to improve production.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Availability of a Reliable database for Crop-based programme and Project targeting for Investors, Donors and Entrepreneurs within all locations in the State</li> <li>▪ Increase in Oil palm productivity</li> <li>▪ Increase in profit to farmers &amp; Government</li> <li>▪ Reduction in food insecurity</li> <li>▪ Increase mobility of extension officers to cover assigned area while rendering Agricultural services to the small farm holders</li> <li>▪ Sustained availability of Effective and Efficient Manpower in the Cassava Value Chain</li> <li>▪ Empowered local farmers with cassava farms and skills sustainably improve cassava production in the State.</li> <li>▪ Sustainably Promote the use of modern agricultural practices in cassava farming.</li> <li>▪ Sustainably Improve the income potentials of farmers through improved yield and market access.</li> </ul>

	CADRE HARMONISE	<ul style="list-style-type: none"> <li>Operationalizing Cadre Harmonise in the State to produce relevant and transparent analysis of current and projected Food and Nutrition situations across the State.</li> </ul>	<ul style="list-style-type: none"> <li>Sustained Reduction of Food insecurity and poor Nutrition, in the State.</li> </ul>
	Homestead Farming Program	<ul style="list-style-type: none"> <li>Introduction of Household Gardening for family consumption and low-income generation.</li> </ul>	<ul style="list-style-type: none"> <li>Sustained Availability of household gardening produce for family consumption</li> <li>Sustainable Increase in Nutritional benefits in various households</li> </ul>
2	CRS Fadama NG-CARES	<ul style="list-style-type: none"> <li>1<sup>st</sup> in Result Ranking of Fadama NG-CARES Platform 2023, 2024 and 2025. (South- South Region)</li> <li>2<sup>nd</sup> in 2023, 3<sup>rd</sup> in 2024 and 2<sup>nd</sup> in Result Ranking of Fadama NG -CARES Platform. (National)</li> </ul>	<ul style="list-style-type: none"> <li>Guaranteed Food Safety and Improved hygiene services in various Markets.</li> </ul>
		<ul style="list-style-type: none"> <li>Distribution of Agricultural Input and support services in 5 Value Chains (Rice, Cassava, Poultry, Piggery and Aquaculture) to over 20,000 beneficiaries</li> <li>Food Assistance distribution to over 3,000 poor and vulnerable beneficiaries.</li> <li>Farm Access Road Rehabilitation with over 25,000 beneficiaries accessing the infrastructures.</li> <li>Distribution of various Individual and Group Agricultural Assets (Fishing Boats, Weaner Pigs, Collapsible Ponds, Multi-purpose Grinding Machines, Knapsack Sprayer, Motorized hand Tiller, etc.) to over 40,000 beneficiaries across several value chains.</li> <li>Rehabilitation work in 10 existing wet Market across the State.</li> </ul>	<ul style="list-style-type: none"> <li>Sustained Increase in Agricultural production of targeted crops and livestock due to distributed agricultural inputs and services accessed</li> <li>Reduced impact of hunger of beneficiaries of the Food Assistance Project.</li> <li>Sustained Increase in Agricultural Production and farm holding size of various individual farmers accessing rehabilitated farm access roads</li> <li>Sustained Increase in Agricultural production of targeted crops and livestock due to distributed agricultural assets.</li> <li>Sustained Reduction in pre and post- harvest food losses through processing, value addition and mechanization in various part of the State.</li> </ul>
3	Estates Infrastructural Rehabilitation.	<ul style="list-style-type: none"> <li>Revival of the life Span of the various State-owned Cocoa Estate</li> <li>Restoration of Deteriorated Estates Infrastructural Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Increase revenue in the State Coffers.</li> <li>Effective production activities with the State own Cocoa Value Chain</li> </ul>
4	Cross River State Wide Irrigation Infrastructure Development (CRSWIID)	<ul style="list-style-type: none"> <li>All round farming through adequate water supply.</li> <li>Boost economy of farming communities, and the State</li> </ul>	<ul style="list-style-type: none"> <li>Increase in all year round</li> <li>Reduction in the price of goods in the market</li> <li>Boost economy of the State</li> <li>Reduced hunger in the State.</li> </ul>

<p>5</p>	<p>FGN/ NDDC/IFAD Livelihood Improvement Family Enterprise (LIFE - ND)</p>	<ul style="list-style-type: none"> <li>▪ Establishment of 286 income earning Agric Enterprises</li> <li>▪ Training of 2000 incubates to undergo mentorship</li> <li>▪ Establishment of 77 income earning enterprises in Homestead vegetables garden/ rice marketing</li> <li>▪ Procurement of 108 Unit of 3 Wheels Tractors for small holder farmers in Cross River State</li> <li>▪ Clearing and Development of 2000Ha of lands in Odukpani and Obubra LGAs of Cross River State</li> <li>▪ COMMODITY OUTPUT: Total 14,826MT, Cassava: 6,230.7MT, Fish: 922.34MT, Poultry: 598.97MT and Rice: 6,587.8MT</li> <li>▪ Distribution of motorized knapsack sprayers, pesticides to 140 Agro Chemical spray enterprises, 10 poultry enterprises.</li> <li>▪ GROSS INCOME GENERATED: Total N4.74 billion, Cassava: N501.57million, Fish: N1.08billion, Poultry: N838.85million, Rice: N2.08billion, Jobs created: 2,158.</li> <li>▪ INFRASTRUTURE DEVELOPMENT</li> <li>▪ 4no of open and lock-up block of 10 shops each (40 shops).</li> <li>▪ Rural Roads: 18.7km of climate-resilient roads constructed.</li> <li>▪ Land development: 1,000ha development for agricultural use.</li> <li>▪ Water infrastructure: 5no solar-powered boreholes, 10no motorized borehole and 6no rainwater harvesters installed</li> <li>▪ FINANCIAL INCLUSION; Over N55 million in savings through Village Savings and Loan Associations</li> <li>▪ Access to Credit: Incubatees accessed \$180,444 in credit.</li> <li>▪ Insurance Coverage: Secured insurance for 783 participants</li> <li>▪ Cooperatives: over 102 cooperatives formed and linked to financial services through business development</li> <li>▪ INSTITUTIONAL STRENGTHENING &amp; Collaboration:</li> <li>▪ Community Organization: Formed and strengthened 100 commodity APEX</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced income, food security and Job Creation for Rural Youths and Women through Agric Business Development on a sustainable basis</li> <li>▪ Migration from Subsistence Farming to Commercial Farming / Mechanize farming.</li> <li>▪ Reduction in overdependence of manual labour</li> <li>▪ Improvement in food availability</li> <li>▪ Increase per capita income of average Cross Riverian Farmer</li> <li>▪ Reduce the level of poverty in the State</li> <li>▪ Reduction in Mortality as a result of hunger</li> <li>▪ Reduction in malnutrition rate.</li> <li>▪ Increased productivity for various Agricultural product and Value Chain.</li> <li>▪ Improved Agricultural Productivity</li> <li>▪ Job creation, wealth creation, and food availability.</li> </ul>
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		<p>Development Associations (CADAs) and 173 enterprise groups (EG).</p> <ul style="list-style-type: none"> <li>▪ ENVIRONMENT &amp; CLIMATE CHANGE MAINSTREAMING: <ul style="list-style-type: none"> <li>▪ Afforestation: 1,100 trees planted across 16 communities.</li> <li>▪ Youth Sensitization: 3,200 youths sensitized on environmental issues</li> <li>▪ Wash Interventions: wash, sanitation, &amp; hygiene interventions introduced.</li> <li>▪ Climate smart agriculture: promoted sustainable agricultural practices</li> <li>▪ Climate data: constructed a weather station to provide daily climate data.</li> <li>▪ Monitoring and awareness; deployment of monitoring tools &amp; community awareness campaigns on climate change</li> </ul> </li> <li>▪ NUTRITION-SENTITIVE AGRICULTURE <ul style="list-style-type: none"> <li>▪ School gardens: established in 17 schools.</li> <li>▪ Nutrition clubs: formed</li> <li>▪ Vegetable gardens: 271 incubate-managed vegetable gardens developed.</li> <li>▪ Nutrition training: 1,200 people trained on meal diversification using bio-fortified crops.</li> </ul> </li> <li>▪ ICT4D: <ul style="list-style-type: none"> <li>▪ Over 200 farmers under the LIFE-ND project are actively using the Digital Extension Application, to transform agricultural advisory services through technology.</li> </ul> </li> </ul>	
6	CRS APPEALS Programme	<ul style="list-style-type: none"> <li>▪ Construction of 14 Commodity (9 aggregation and 5 cottage) processing centres to the tune of N507,473,328.80 million</li> <li>▪ Provision of first phase of Equipment for 7 out of 14 aggregation centres at the cost of N298,289,255.13.00 million.</li> <li>▪ Construction of 13.3km farm access roads in 6 communities covering 6 clusters (CROSPIL Poultry cluster, Okwabang Cocoa Cluster, Lishikwel Cocoa Cluster, Bebi Rice Cluster, Ipong Poultry Cluster and Ijama 2 Rice Cluster, to the tune of N1,574,676,039.44 billion.</li> <li>▪ Provision of energy infrastructure (Power lines and transformers) to 4 cottage processing sites (Ikot Ene-obong, CROSPIL</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced agricultural productivity of small and medium scale farmers and improved value addition along priority value chains</li> </ul>

		Poultry Cluster, Ipong Poultry Cluster and Ekureku Rice Cluster) to the tune of N135,325,779.28 million.	
	<b>Forestry Commission</b>	<ul style="list-style-type: none"> <li>▪ Prior to the period under review, revenue generation per annum was at minimal state, but now it is averaged at 4 Billion per annum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase Fund for Sub-sector Development</li> </ul>
	<b>Review of Forestry tariffs and recruitment of 300No. Forest Guards.</b>	<ul style="list-style-type: none"> <li>▪ Additional check points created.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Availability of manpower to efficiently and sustainably protect and manage the State Forest resources.</li> <li>▪ Illegal activities in forest charge considerably reduced.</li> <li>▪ Level of offenders and arrest reduce;</li> <li>▪ Improved IGR.</li> </ul>
	<b>Distribution of poli-pots to Zones, Charges and Sub-charges to raise nursery.</b>	<ul style="list-style-type: none"> <li>▪ A total of 200,000 poli-pots distributed increased from 20,000 in 2023 to 220,000 representing 110% in 2026.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustained Improvement in extending and maintaining Forest Coverage</li> </ul>
	<b>Regeneration of mangrove forest.</b>	<ul style="list-style-type: none"> <li>▪ Regeneration of 28 hectares of mangrove at Odukpani, Calabar, Akpabuyo, Bakasi and Akamkpa estuaries , increased from 1No. LGA (Odukpani) in 2023 to 5No.LGAs representing an increase of ..% in mangrove forest regeneration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable Restoration of Mangrove Forest in the State</li> </ul>
	<b>Extend the forest cover of Cross River State</b>	<ul style="list-style-type: none"> <li>▪ 15,362 seedlings of forest tree species raised and planted to enrich the Cross River National Park and Akamkpa village representing 153.6% in 2026.</li> <li>▪ 7,650 fruit tree species raised and planted representing 76.5% increase.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased mangrove cover along Calabar, Akpabuyo, Bakasi, Akamkpa and Odukpani estuaries.</li> </ul>
	<b>Advocacy on the reviewed CRS Forest Law.</b>	<ul style="list-style-type: none"> <li>▪ Use of traditional institutions and CBOs for advocacy and awareness increased from 75 communities to 120 communities in 2026 representing 160% increase.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased awareness of the reviewed state forest law among forest communities;</li> <li>▪ Increased collaboration with traditional institutions in the area of offenders;</li> <li>▪ Promote conversation, protection and compliance with forest laws, rules and regulations.</li> </ul>
	<b>Awareness creation among mangrove forest communities on sustainable forest management practices</b>	<ul style="list-style-type: none"> <li>▪ Awareness on removal of Nippa plants for mangroves to thrive created in 5 No. communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased appreciation of the importance of mangrove forest resources in target communities.</li> </ul>
	<b>Monitoring for effectiveness and compliance in all forest areas.</b>	<ul style="list-style-type: none"> <li>▪ Routine monitoring of forest operations to ensure strict compliance with forest law.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased output</li> <li>▪ Increased revenue base.</li> </ul>

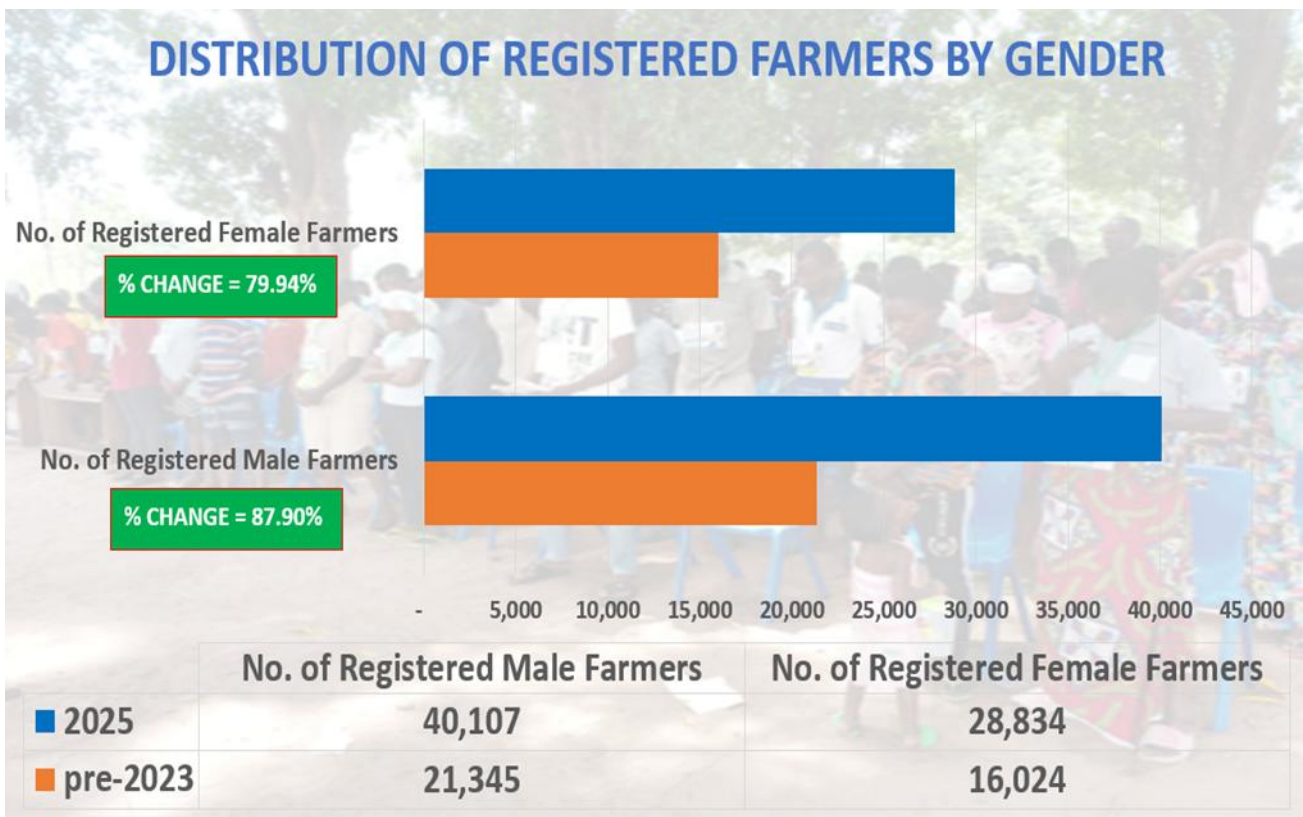
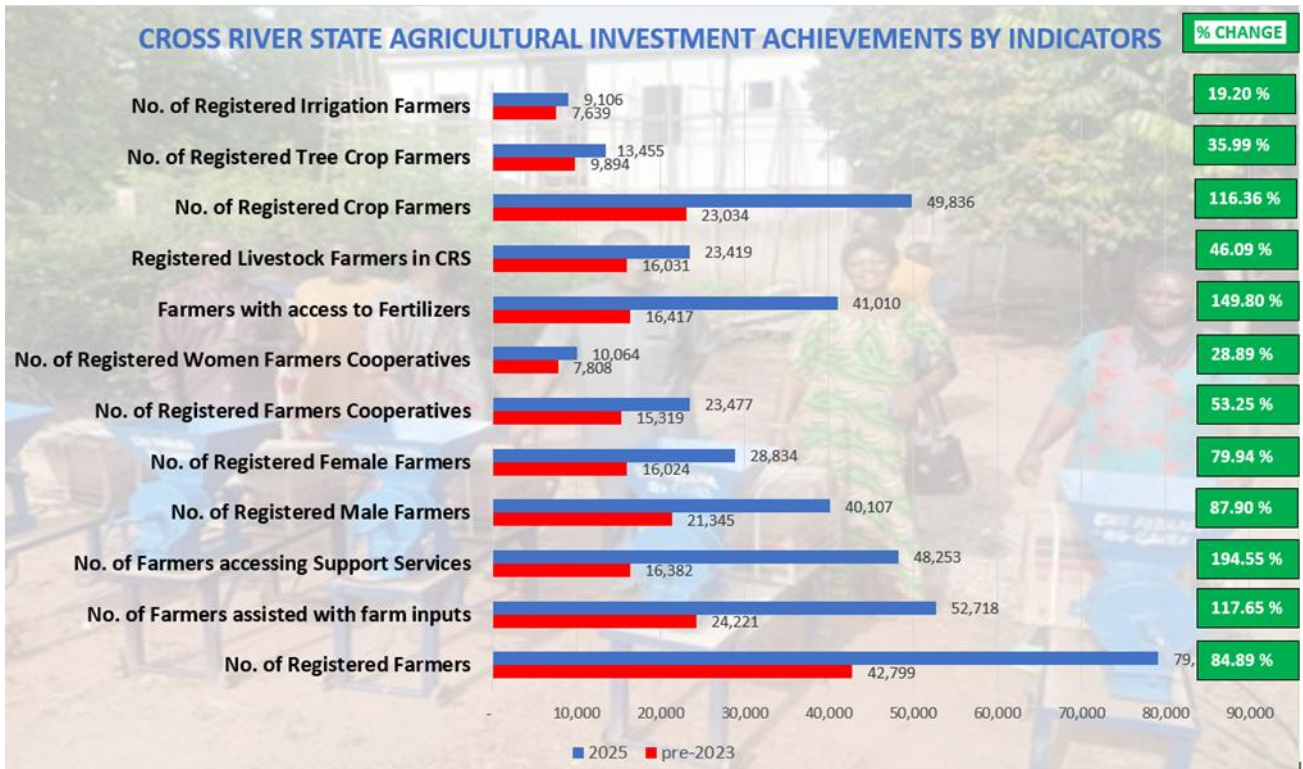
<p><b>Checkmate activities of illegal mining within the forest reserve areas.</b></p>	<ul style="list-style-type: none"> <li>Identified a community (Agoi) Yakurr LGA where mining is ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Degradation of forest reserve areas/Ecosystem.</li> </ul>
<p><b>Implementation of school-based tree planting and climate action education project.</b></p>	<ul style="list-style-type: none"> <li>Undertake tree planting in 150 school premises</li> </ul>	<ul style="list-style-type: none"> <li>Restoration of ecosystem;</li> <li>Increased afforestation with indigenous trees in schools.</li> </ul>
<p><b>Collaboration with FOLUR project to raise 18,000 indigenous tree seedlings at the Calabar Botanical Garden for distribution to communities in the State.</b></p>	<ul style="list-style-type: none"> <li>A total of 18,000 seedlings of indigenous tree species raised.</li> </ul>	<ul style="list-style-type: none"> <li>Increased indigenous tree species raised and distributed to communities for planting.</li> </ul>
<p><b>Revenue generation target</b></p>	<ul style="list-style-type: none"> <li>CRSFC did not only meet, but also exceeded the revenue target assigned her by the CRSHA.</li> </ul>	<ul style="list-style-type: none"> <li>Increased IGR</li> </ul>
<p><b>Construction of a new building to accommodate Office the Chairman.</b></p>	<ul style="list-style-type: none"> <li>1No. new block constructed</li> </ul>	<ul style="list-style-type: none"> <li>Increased productivity;</li> <li>Effective service delivery;</li> <li>Serene and conducive working environment.</li> </ul>
<p><b>Source support from EU for the protection of Forest and Biodiversity in Cross River State.</b></p>	<ul style="list-style-type: none"> <li>Received 10No.Qlink Tiger Motorcycles;</li> <li>2units of Garmin GPSMAP(65 Hand held navigators);</li> <li>20 PCS Flex mats sleeping pads, 10PCS Ripstop Nylon Poncho with adjustable Hood ;</li> <li>10PCS TETON 55Scout internal frame Back pack W/Rain cover olive.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced the activities of Rangers;</li> <li>Support efforts to preserve the Forest;</li> <li>Improved technical capacity.</li> </ul>
	<ul style="list-style-type: none"> <li>Harvesting Forest Resources (timber) in a sustainable manner. Moving from forest resources extraction Moratorium to sustainable Management</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Forest Management</li> </ul>
	<ul style="list-style-type: none"> <li>Completed process of Permiteeship for the state awaiting final approval and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Well-regulated forest business activities</li> </ul>
	<ul style="list-style-type: none"> <li>Flagged-off 60,000 tree planting exercise.</li> <li>Currently working with PROPMAN to plant 10,000 high economic trees across the state</li> </ul>	<ul style="list-style-type: none"> <li>Reforestation</li> </ul>
	<ul style="list-style-type: none"> <li>Successfully resolved conflicts between forest bearing communities of; Ekuri, Iko Esai, Agoi Ekpo and Agoi Ibami.</li> </ul>	<ul style="list-style-type: none"> <li>Peaceful Co-existence of Forest communities with each other</li> </ul>
	<ul style="list-style-type: none"> <li>Attracted companies to set up processing mills in the state</li> </ul>	<ul style="list-style-type: none"> <li>Industry engagements</li> </ul>
	<ul style="list-style-type: none"> <li>Held successful engagements with PROPCOM+,UNESCO, Forestry Research</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders engagement</li> </ul>

		Institute (FRIN) and the National Park Services for sectoral growth collaboration	
		<ul style="list-style-type: none"> <li>Successfully hosted the Nigeria War College graduands on a field tour of Cross River State forest.</li> </ul>	<ul style="list-style-type: none"> <li>Security collaboration</li> </ul>

**MDA: CROSS RIVER AGRICULTURAL DEVELOPMENT PROGRAMME**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	On-Farm Adaptive Research Trials (OFAR) – Improved Cassava Varieties	<ol style="list-style-type: none"> <li>Establishment and scaling of OFAR trials for high-yield, pest-resistant cassava varieties (TMS 30572, TME 419, NR8082 and Vitamin A cassava) across the State.</li> <li>Expansion of trial plots progressively implemented up to 100 plots.</li> </ol>	<ul style="list-style-type: none"> <li>Improved access to high-yield cassava varieties for farmers.</li> <li>Enhanced productivity and adoption of climate-resilient crops across farming communities.</li> </ul>
2	Annual Farm Family Survey (FFS) Across 18 LGAs	<ol style="list-style-type: none"> <li>Design and rollout of annual farm family surveys covering all 18 LGAs of the State.</li> <li>Strengthened data collection on farmer needs, production patterns and extension gaps.</li> </ol>	<ul style="list-style-type: none"> <li>Improved agricultural planning and evidence-based policy formulation.</li> <li>Enhanced targeting of extension services to 350,000+ farm families.</li> </ul>
3	Extension Monitoring and Supervision of ADP Activities	<ol style="list-style-type: none"> <li>Strengthened bi-annual monitoring and supervision of extension services across zones.</li> <li>Increased field oversight of extension agents and programme implementation.</li> </ol>	<ul style="list-style-type: none"> <li>Improved accountability and performance of extension personnel.</li> <li>Enhanced quality and consistency of agricultural service delivery.</li> </ul>
4	Research-Extension-Farmer-Input Linkage System (REFILS)	<ol style="list-style-type: none"> <li>Quarterly REFILS meetings conducted across the three ADP zones in collaboration with research institutes (NAERLS, FMAFS and partners).</li> <li>Strengthened research-to-farm feedback systems.</li> </ol>	<ul style="list-style-type: none"> <li>Improved adoption of improved agricultural technologies by farmers.</li> <li>Stronger collaboration between researchers, extension agents and farmers.</li> </ul>
5	Annual Agricultural Production Surveys (Wet & Dry Seasons)	<ol style="list-style-type: none"> <li>Implementation of annual agricultural production surveys covering wet and dry seasons.</li> <li>Strengthened agricultural data systems for State planning.</li> </ol>	<ul style="list-style-type: none"> <li>Improved understanding of production trends and seasonal performance.</li> <li>Enhanced food security planning and agricultural forecasting.</li> </ul>
6	Zonal REFILS and Steering Committee Meetings	<ol style="list-style-type: none"> <li>Regular zonal REFILS and steering committee engagements across the State.</li> <li>Strengthened coordination between stakeholders in agricultural development.</li> </ol>	<ul style="list-style-type: none"> <li>Improved stakeholder alignment on agricultural priorities.</li> <li>Enhanced implementation of extension policies and innovations.</li> </ul>

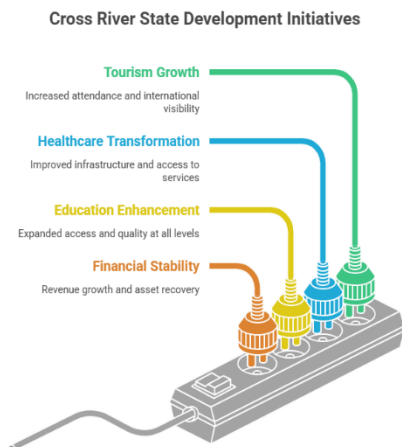
7	Smallholder Horticultural Empowerment Approach (SHEP) Programme	<ol style="list-style-type: none"> <li>1. Implementation of SHEP programme to support agribusiness development across ADP zones.</li> <li>2. Strengthened smallholder farmer empowerment initiatives.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Increased number of empowered agribusiness operators.</li> <li>▪ Improved farmer income and market orientation.</li> </ul>
8	Digital Agriculture Capacity Building (Kobo Collect & Farm Records)	<ol style="list-style-type: none"> <li>1. Training of extension workers on digital tools for data collection and farm monitoring.</li> <li>2. Introduction of digital farm record systems across value chains.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Improved data accuracy and agricultural reporting systems.</li> <li>▪ Enhanced use of technology in agricultural extension delivery.</li> </ul>
9	Step-Down Training for Extension Workers & Commodity Leaders	<ol style="list-style-type: none"> <li>1. Capacity building on oil palm, cocoa and coffee production technologies.</li> <li>2. Strengthened commodity-based extension knowledge dissemination.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Improved productivity in key cash crop value chains.</li> <li>▪ Enhanced technical capacity of extension workers and farmers.</li> </ul>
10	Nutrition and Climate Resilience Sensitization	<ol style="list-style-type: none"> <li>1. Sensitization of farmers on nutrition-sensitive agriculture and climate-smart practices.</li> <li>2. Integration of resilience strategies into farming systems.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Improved awareness of sustainable farming practices.</li> <li>▪ Enhanced food security and climate adaptation at community level.</li> </ul>
11	Skill Plots Establishment Across ADP Zones	<ol style="list-style-type: none"> <li>1. Establishment of demonstration and skill acquisition plots for farmer training.</li> <li>2. Practical learning platforms for extension technology dissemination.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Increased farmer adoption of improved agricultural practices.</li> <li>▪ Strengthened hands-on agricultural extension training.</li> </ul>
12	Farm Management Advisory & Market Information Service (FAMIS)	<ol style="list-style-type: none"> <li>1. Quarterly production and dissemination of agricultural market information bulletins.</li> <li>2. Strengthened access to market intelligence for farmers and traders.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Improved farmer decision-making on pricing and market timing.</li> <li>▪ Enhanced agricultural marketing efficiency across the State.</li> </ul>
13	Farmer Profiling Across Political Wards	<ol style="list-style-type: none"> <li>1. Bi-annual profiling of farmers based on commodities and locations across the State.</li> <li>2. Creation of updated farmer database for planning and support services.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Improved targeting of extension and input support services.</li> <li>▪ Strengthened agricultural database for policy formulation.</li> </ul>



### CROSS RIVER STATE AGRICULTURAL PRODUCTIVITY AND FARM MECHANIZATION ACHIEVEMENTS



### Sustainable Agriculture



Under the leadership of His Excellency, Apostle Senator Prince Edet Otu, the executive governor of Cross Rive State, the State has experienced a profound resurgence in its agricultural sector. Between 2023 and 2026, the administration has translated vision into measurable results through strategic, data-driven interventions that have strengthened food security, increased farmer incomes, revitalized value chains, and established the state as a pacesetter in agricultural performance across the nation’s South-South region.

The Ministry of Agriculture and Irrigation Development, the Ministry of Aquaculture and other agro- based agencies have set a new agriculture directional base by conducting the state’s first comprehensive digital soil fertility survey and mapping. This

breakthrough enabled targeted, location-specific interventions.

Key farm input distributions included 1.2 metric tons of fertilizer in partnership with the Federal Ministry of Agriculture, 1.5 metric tons of sprouted palm nuts from NIFOR, 625,000 additional sprouted palm nuts, and substantial grains (24.3MT of rice, 24.3MT of maize, and 2.8MT of garri). To enhance service delivery, 77 motorbikes were provided for agricultural extension officers across all 18 Local Government Areas to carry out their duties effectively

In the cassava value chain alone, more than 808 farmers (453 male, 355 female) were trained in the first phase, while 2,000 farmers across six LGAs received improved cassava farms and modern skill sets. Over 600 hectares were cultivated with high-yielding varieties. These initiatives are delivering higher yields, improved market access, and a measurable reduction in food insecurity.

A crowning achievement of Governor Otu’s agricultural agenda is Cross River State’s exceptional performance in the Fadama NG-CARES programme. The state clinched 1st position in the South-South region for three consecutive years (2023–2026) and recorded impressive national rankings: 2nd in 2023, 3rd in 2024, and 2nd in 2025.

On-the-ground impact has been substantial such that:

1. Agricultural inputs and support services reached over 20,000 beneficiaries across five key value chains (rice, cassava, poultry, piggery, and aquaculture).
2. More than 40,000 beneficiaries received productive assets such as fishing boats, weaner pigs, collapsible ponds, grinding machines, and motorized tillers.
3. Rehabilitated farm access roads now serve over 25,000 beneficiaries.
4. 10 wet markets were upgraded, significantly improving food safety and hygiene standards.

These efforts have boosted production, reduced post-harvest losses, and delivered direct food assistance to over 3,000 vulnerable households and food security to crossriverians.

The Livelihood Improvement Family Enterprise (LIFE-ND) project, supported by FGN/NDDC/IFAD, stands as a flagship success. Highlights include:

The intervention in collaboration with the Cross River State Government has established 286 income-generating agricultural enterprises across the 18 LGAs, generating a Total commodity output of over 14,826 metric tons (Cassava: 6,230.7MT; Rice: 6,587.8MT; Fish: 922.34MT; Poultry: 598.97MT) , ₦4.74 billion in gross income generated and creating about 2,158 direct jobs across the state.

Infrastructure gains feature over 18.7km of climate-resilient rural farm access roads, about 1,000 hectares of developed farmland, more than 40 lock-up shops, multiple solar-powered boreholes, and rainwater harvesting systems. Financial inclusion initiatives recorded over ₦55 million in savings through Village Savings and Loan Associations, with participants accessing \$180,444 in credit and 102 cooperatives linked to formal financial services.

Complementing this, the CRS APPEALS Programme delivered 14 commodity processing centres (at a cost of over ₦507 million), 13.3km of farm access roads across strategic clusters, and energy infrastructure to four cottage processing sites — significantly enhancing value addition and market competitiveness.

The Cross River State Forestry Commission has undergone a remarkable revival. Annual revenue surged from previously minimal levels to an average of ₦4 billion, driven by policy reforms, the recruitment of 300 Forest Guards, and enhanced monitoring.

Environmental achievements include the Distribution of 220,000 poly-pots for nurseries — a 110% increase from 2023, Regeneration of 28 hectares of mangrove forests across five LGAs, Planting of 15,362 forest tree seedlings and 7,650 fruit trees, Resolution of long-standing conflicts in forest communities, promoting peaceful coexistence and the Flag-off of a 60,000-tree planting campaign and partnership to establish 10,000 high-economic-value trees. These initiatives have advanced sustainable forest management, biodiversity conservation, and climate resilience.

Through the Cross River Agricultural Development Programme (ADP), Senator Prince Edet Out’s administration has strengthened extension services via On-Farm Adaptive Research Trials, comprehensive Farm Family Surveys across all 18 LGAs, regular REFILS platforms, and digital capacity building using modern data collection and analytical tools such as KoboCollect, etc. The introduction of the Farm Management Advisory & Market Information Service (FAMIS) has improved farmers’ access to timely market intelligence, while farmer profiling across political wards has created a reliable database serving over 350,000 farm families.

In just three years, His Excellency, Apostle Senator Prince Bassey Edet Otu has repositioned agriculture as the engine of Cross River State’s economic growth. The administration’s holistic approach — combining infrastructure development, input support, skills enhancement, market linkages, and environmental sustainability — has delivered tangible gains in food security, job creation, poverty reduction, and nutritional improvement.

As Cross River State looks ahead, the seeds of transformation sown between 2023 and 2026 are set to produce even greater yields. Governor Otu’s leadership has not only restored agriculture to its rightful place in the state’s development agenda but has also established a replicable model of purposeful, results-oriented governance.

### Agricultural Inputs & Extension Services Reach All 18 LGAs

**1.2MT**

Fertilizer distributed in partnership with Federal Ministry

**625K+**

Sprouted palm nuts distributed to farmers statewide

**77**

Motorbikes for extension officers across all LGAs

**600+ ha**

Cultivated with high-yielding cassava varieties

#### Comprehensive Input Distribution

The Ministry of Agriculture conducted the state's first digital soil fertility survey, enabling targeted interventions:

- 1.5MT sprouted palm nuts from NIFOR
- 24.3MT rice, 24.3MT maize, 2.8MT garri distributed
- First comprehensive digital soil fertility survey and mapping

#### Cassava Value Chain Transformation

808+ farmers trained (453 male, 355 female) in Phase 1, with 2,000 farmers across six LGAs receiving improved cassava farms and modern skill sets.

#### Forestry Commission Revival

Annual revenue surged from minimal levels to an average of **N4 billion**, driven by:

- Recruitment of 300 Forest Guards
- 220,000 poly-pots distributed (110% increase)
- 28 hectares of mangrove forests regenerated
- 15,362 forest tree seedlings planted
- 60,000-tree planting campaign launched

### Fadama NG-CARES Leads South-South for Three Consecutive Years



#### Fadama NG-CARES On-the-Ground Impact

- 20,000+ beneficiaries across 5 value chains
- 40,000+ received productive assets (boats, pigs, ponds, tillers)
- 25,000+ beneficiaries from rehabilitated farm roads
- 10 wet markets upgraded for food safety
- 3,000+ vulnerable households received direct food assistance

#### LIFE-ND Project: A Flagship Success

**286**

Enterprises in 18 LGAs

**14,826MT**

Commodity output (MT)

**N4.74bn**

Gross income statewide

**2,158**

Direct jobs created

**18.7km**

Climate-resilient farm roads



#### Additional Infrastructure & Finance Gains:

- 1,000 hectares of developed farmland
- 40+ lock-up shops and solar boreholes
- N55m+ savings through VSLAs; \$180,444 credit accessed



## 11.1.2: TOURISM CLUSTER

### TOURISM

**Cluster Vision:** To make Cross River State the choice tourism destination in the world by 2027.

**Members:**

1. MINISTRY OF TOURISM, ARTS AND CULTURE
2. CRS TOURISM DEVELOPMENT DEPARTMENT
3. CRS TOURISM BUREAU
4. CRS CARNIVAL COMMISSION
5. OBUDU RANCH RESORT
6. OFFICE OF THE SA CULTURE AND HERITAGE
7. OFFICE OF THE SA GOVERNOR'S OFFICE/EVENT MANAGEMENT.

**Table 2: Achievements and Impacts of Tourism Cluster**

MDA: MINISTRY OF TOURISM, ARTS AND CULTURE			
S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Absorption and regularization of staff (Obudu Resort, Cable Car/Water Park, Heritage Department)	Institutional strengthening and technical retention within tourism agencies	Improve manpower to ensure service delivery.
2	Facilitated the renovation and opening of Marina Resort and cinema upgrades which was non-functional before May 2023	Increased domestic tourism through upgraded attractions and media visibility	Increase footfalls to marina resort, Site service upgrades and press exposure
3	Review and harmonization of legislations and operations of tourism agencies under the Ministry	Improved coordination and alignment among tourism agencies through ongoing harmonization of policies and operational frameworks.	Legislative review memo submitted to government and stronger inter-agency collaboration established.
4	Strengthening institutional coordination within the Tourism Sector	Clearer policy direction and improved communication channels among tourism MDAs and stakeholders.	Regular cluster coordination meetings held with active participation of agency heads.
5	Sustaining tourism services through private sector, NGO, and community partnerships	Increased private sector and development partner participation in ecotourism and community-based tourism initiatives.	Funding and partnership support secured from UNESCO, Sterling Consortium, WCS, PADIC Africa, and CRNP.
6	Development of Ecotourism and Community-Based Tourism in host communities	Expanded livelihood opportunities and tourism-driven economic activities across communities in Akamkpa, Obubra, and Etung LGAs.	UNESCO-supported MSME ecotourism initiatives introduced in multiple host communities.

7	Visitor-readiness development of Kwa Falls through private sector partnership	Enhanced tourism infrastructure and improved visitor experience at Kwa Falls destination site.	Kwa Falls upgraded to visitor-ready status through 100% private sector funding support.
8	Engagement with tourism regulatory and professional bodies	Improved tourism standards, regulation, and professional collaboration within the State tourism sector.	NIHOTOUR South-South Zonal Office established in Cross River State.
9	Expansion of carnival and tourism content across the State	Increased inclusiveness and wider participation in carnival and tourism activities across central and northern zones.	Introduction of Junior Carnival, Essay Competition, and expanded carnival activities documented.
10	Digital tourism marketing and tourism promotion initiatives	Improved visibility and promotion of Cross River tourism products through digital platforms and tourism marketing campaigns.	Online tourism marketing platform developed in partnership with Sterling Consortium.
11	Partnership development for ecotourism and conservation initiatives	Strengthened conservation-driven tourism opportunities within protected areas and host communities.	Partnerships established with WCS, PADIC Africa, UNESCO, and CRNP for ecotourism interventions.
12	Regularization of staff of Obudu Mountain Resort and Cultural Centre	Increased workforce stability and improved career opportunities within the tourism sector.	More than 70 tourism personnel regularized into the State Civil Service system.
13	Upgrading of tourism sites to visitor-ready status	Enhanced tourism site infrastructure and improved attractiveness of tourism destinations within the State.	Modalities completed for upgrading five tourism sites with Sterling Consortium support.
14	Reopening and enhancement of Marina Resort and Cinema facilities	Increased tourism patronage and revitalization of recreational infrastructure within Calabar.	Over 40% increase in visitor footfall recorded at Marina Resort.
15	Revamping of Buanchor Drill Ranch and Canopy Walkway tourism facilities	Renewed interest in adventure and eco-tourism attractions within Cross River State.	Rehabilitation plans and NGO-supported tourism development activities commenced.
16	Promotion of Gorilla Tourism in Afi and Mbe Mountain communities	Enhanced conservation tourism opportunities and increased community participation in eco-tourism.	WCS-supported gorilla tourism initiatives strengthened within host communities.
17	Renovation of the Cultural Centre through private investment partnership	Improved prospects for cultural events, performances, and heritage preservation infrastructure.	Detailed facility assessments and renovation planning completed with private investors.

18	Participation and promotion of cultural festivals across the State	Increased preservation and promotion of indigenous cultural heritage and tourism festivals.	Successful participation in Leboku, Mbube, Okpambe, and Bakassi fishing festivals documented.
19	UNESCO-supported biodiversity and heritage tourism projects	Improved global recognition and preservation of heritage and biodiversity assets within the State.	UNESCO adoption of Slave History Museum as a key slave route tourism project.
20	Introduction of Agritourism Festival initiatives	Diversification of tourism offerings through harvest and agricultural tourism festivals.	Concept development completed for Cross River Seasons of Harvest Festival.
21	Development of tourism events calendar and cultural tourism expansion	Improved tourism planning and year-round tourism engagement across the State.	New cultural events introduced and annual tourism event calendar developed.
22	Engagement with national and international tourism stakeholders	Strengthened national visibility and strategic positioning of Cross River tourism sector.	High-level meetings held with Federal tourism MDAs, Senate Committee on Tourism, and industry stakeholders.
23	Strategic collaboration with Sterling Consortium for tourism marketing	Improved tourism investment promotion and destination branding for Cross River State.	Service Level Agreement signed with Sterling Consortium for tourism development.
24	Development of tourism marketing materials and publicity campaigns	Increased awareness and promotion of tourism destinations and cultural assets.	Tourism publicity and marketing collateral production initiated with partners.
25	Return preparations for Obudu Mountain Resort Race and tourism events	Renewed momentum for destination tourism and sports tourism development within the State.	Preparatory activities and stakeholder engagements resumed for OMR Race revival.
26	Creative arts and local content development initiatives	Increased recognition of arts and creative industries as drivers of tourism and economic growth.	Linkages established with national and international creative industry stakeholders.

**MDA: CROSS RIVER STATE CARNIVAL COMMISSION**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Increased Attendance	Attendance at the Calabar Carnival significantly increased since 2023, showing a monumental leap from previous years.	Improved policy communication and public trust Government transparency and citizen engagement Public awareness and ministry role

2	Improved Global Participation:	Participants from over 40 countries joined the 2023 and 2025 edition, boosting international visibility and cultural exchange.	CRS cultural heritage showcased to the world Increased income to businesses and revenue to the state Jobs created and foreign exchange Market for local crafts
3	Bank Presence Expanded:	More Banks participated and sponsored activities, reflecting growing investor confidence.	More banks engaged, signaling economic confidence and deeper financial sector collaboration.
4.	Enhanced Media Coverage:	Local and international media coverage of the carnival expanded significantly from 15 (2023) to over 22 (2025).	Wider media coverage amplified state image and attracted global attention.

Ikom Carnival Ogoja Carnival Cultural Carnival Children Carnival Street Party Bikers attendance	Number of on-site increases from 279,000 in 2023, 300,000 in 2024 to 780,000 in 2025. This shows 80% growth as of 55% in 2024  Upward increase in Revenue generation from ₦14.6 billion to ₦17.4billion	Its generate ₦17,4b into cross river economy and attracts 780,000 spectators
Hotel accommodation	Increases from 2.79 billion in 2024 to ₦3.9 billion ( 22.4%)in 2025 representing 22.4% of ₦17billion of 2025	It puts Nigerian on the map as global event and improves IGR according to Kwara State Gov.. Abdurasaq
Transportation	Tremendous increase from 8.87billion in 2024 to N10.6billion in 2025 (60.9%), of the total 2025 revenue	It multiplies more than N14.06 billion in economic
Other Activities	This rises from N1billion in 2024 to ₦1.7billion in 2025 representing 9.8% of total ₦17billion generated in 2025 activities	It injected 9.8% of overall ₦17billion into cross river stare economy

**MDA: CROSS RIVER STATE TOURISM BUREAU**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Improved Tourism Infrastructure Development	Renovation of Marina Resort since its non-functional state in 2023.	Increased public patronage and significantly enhancing its appeal as a key tourist attraction in the State.
2	Empowerment of the Hospitality Industry (2023–2024)	Disbursement of grants hotels from May 2023 to 2024 to 40 hotels (₦1,000,000 each) and 16 restaurants, fast food, and bar enterprises (₦500,000 each).	aimed at revitalizing local tourism and hospitality businesses.

3	Increase in investment Attraction Initiative	Facilitation and successful attraction of strategic private sector investments from May 2023 including ₦5 Billion from Blakes Management, ₦800 Million from Kada Cinema, and ₦1 Billion from Abitto Ferry Ltd.	Increased revenue to the state and Job creation
4	Increased Hotel Licensing and Registration Drive	Increment in the number of registered hotels from 180 in 2023 to 239 in 2024, marking a 33% growth within a year.	Enhanced regulatory compliance and confidence in the state’s tourism ecosystem.
5	Enhancement in the Calabar Carnival	Significant growth in participation (from 190,345 {2023} to 300,000 {2024}) marking a 42% increase. Increased band enrollment (from 3,617 to 4,333), and spectatorship (from 279,486 to 450,000) between 2023 and 2024 respectively.	Increase in attendance and engagement, affirming the carnival’s growing cultural and economic impact.
6	Tour Operators and Industry Professionals Increment	Increment in number of registered tour operators from 4 in 2023 to 9 in 2024.	Expanded the service coverage across the state.
7	Increment in Tourist Site Patronage and Visitor Experience	Increase from 190,345 (2023) to 300,100 (2024) growth in site-specific tourist visits, with Eco-tourist sites, Cultural & Historical, and Recreational sites.	Visitor records reflect consistent rise in tourist interest and improved site accessibility and appeal.
8	Employment Growth in Tourism Sector	Increment in sector employment from 3,700 in 2023 to 3,900 in 2024 and sustained levels in 2025.	Job creation and sectorial contribution to livelihoods.
9	Increased revenue from the Calabar Festive Season Activities	<p>₦14.06 billion total revenue generated as a multiplier effect:</p> <ul style="list-style-type: none"> <li>₦2.79B from hotel bookings (90% occupancy)</li> <li>₦900m from food and breakfast</li> <li>₦8.87b from transportation (air, road and sea)</li> <li>₦1b from streaming, car rentals, drinks, dancers</li> <li>₦100m from ticketed events</li> <li>₦400m from night clubs and nightlife venues</li> </ul>	Massive increase in tourism-driven commercial activity across sectors.

**MDA: OBUDU RANCH RESORT**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Repair and Maintenance of Equipment (Tourist Bus, Power Generators)	Improved operational efficiency of the resort through upgraded infrastructure	Functional tourist bus and stable power supply now available
1	Quarterly Tourism Promotion Campaigns	<ol style="list-style-type: none"> <li>1. Increased local and international awareness of the Obudu Ranch Resort brand.</li> <li>2. Improved stakeholder engagement on government tourism development initiatives.</li> </ol>	Increased visibility on social media platforms and enhanced communal peace and tourism impact.
2	Partnership with Travel Agencies and Tour Operators	<ol style="list-style-type: none"> <li>1. Number of travel agencies increased from 2 in 2023 to 6 in 2026.</li> <li>2. Number of tour agents increased from 4 in 2023 to 10 in 2026.</li> </ol>	Easier travel logistics and increased visitor inflow, especially during festive periods and holidays.

3	Organization of Tourism and Cultural Events	<ol style="list-style-type: none"> <li>1. Burn fire nights with cultural dances and displays increased to at least three times monthly.</li> <li>2. Resort transformed into a preferred venue for weddings, birthdays and ceremonies.</li> </ol>	Promotion of Becheve cultural heritage and increased awareness, patronage and tourism activities at the resort.
4	Environmental Protection and Pollution Control Activities	<ol style="list-style-type: none"> <li>1. Enforcement of “No Littering Policy” across the resort.</li> <li>2. Introduction of standards to reduce noise and water pollution within the resort environment.</li> </ol>	Sustained clean, peaceful and eco-friendly environment with improved tranquility and protection of wildlife habitat.
5	Ecosystem Preservation Campaigns and Competitions	Annual fire tracing exercises conducted to prevent destruction of the ecosystem.	Sustained preservation of the ecosystem and environmental sustainability within the ranch environment.
6	Quarterly Tree Planting and Environmental Sensitization	1,200 trees planted in 2025 alongside sensitization campaigns against indiscriminate refuse dumping among community groups.	Sustained temperate climate and preservation of the rich biodiversity of the ranch resort.
7	Premium Estate Development Initiative	Identification and survey of site for the Premium Estate development project.	Engagement of the State Surveyor General and preparation of surveyed plans for the project site.
8	Construction of Access Roads	<ol style="list-style-type: none"> <li>1. Preparation of estimates and quotations for 3km Ranch–Anape road with side drains.</li> <li>2. Quotation prepared for 2km Ranch Health Centre–Holy Mountain road.</li> <li>3. Proposed construction of 3km roads linking Keji-Okwu, Okpa-Zange and Okwomu communities.</li> </ol>	Road construction proposals submitted for approval to improve accessibility and connectivity around the resort communities.
9	Rehabilitation of Bottom Hill–Ranch Road	Preparation of estimate and quotation for rehabilitation of 18km Bottom Hill–Ranch road.	Project proposal awaiting approval for execution to improve access to the ranch.
10	Expansion of Recreational Facilities	<ol style="list-style-type: none"> <li>1. Renovation of Mini Golf Course with attached Golf House.</li> <li>2. Rehabilitation of Spa House for skeletal spa services.</li> <li>3. Modernization of Bottom Hill Water Park to international standard.</li> </ol>	Improved recreational facilities and enhanced guest experience at the resort.
11	Renovation and Provision of Infrastructure	<ol style="list-style-type: none"> <li>1. Procurement of 11.5KVA generator and continuous servicing of generators.</li> <li>2. Rehabilitation of Board Room and International Conference Centre breakout sections.</li> <li>3. Renovation of 10 Mountain Villas.</li> <li>4. Upgrade of Steak House Restaurant to modern standard.</li> <li>5. Development of functional resort website.</li> <li>6. Procurement of 177 bed sheets and 102 duvets.</li> <li>7. Installation of solar street lights at the ranch and water park.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improved electricity supply with up to 12 hours of lighting.</li> <li>2. Hosting of major events including Defense Intelligence Workshop.</li> <li>3. Improved guest satisfaction and hospitality standards.</li> <li>4. Functional online presence through resort website.</li> <li>5. Enhanced night illumination and water supply.</li> <li>6. Improved navigation through branded signages.</li> </ol>

		<p>8. Installation of water reservoirs at Presidential Villa.</p> <p>9. Completion of designs for upgrading 174 rooms and 35 parlours.</p> <p>10. Rebranding of resort signages and directional signposts.</p>	
12	Estate Planning and Procurement Consultancy	Selection and marking of site for proposed 200 housing units Premium Estate project.	Availability of surveyed plans and site documentation awaiting approval and funding.
13	Employment Creation and Staff Engagement		Reduction in unemployment and improved economic opportunities within host communities.

### Tourism

From the data and performance records presented by the Ministry of Tourism, Arts and Culture, the Cross River State Carnival Commission, the Cross River State Tourism Bureau, and the Obudu Ranch Resort between 2023 and 2026, it is evident that the administration of His Excellency, Apostle Prince Bassey Edet Otu has recorded remarkable achievements in the tourism, arts, culture, and creative economy sector of Cross River State.

The tourism sector, which experienced infrastructural decay and reduced investor confidence before May 2023, has witnessed significant revitalization through a strategic reforms, public-private partnerships, tourism infrastructure upgrades, destination branding, and increased global visibility. These interventions have recalibrated Cross River State as one of Africa’s leading tourism and cultural destinations.

One of the most significant achievements recorded within the period under review was the rehabilitation and reopening of Marina Resort and the upgrade of cinema facilities in Calabar. Prior to 2023, the facility was largely non-functional, but through deliberate government intervention and private sector collaboration, the Resort has regained its status as a major tourism and recreational hub within the State. As captured in the records presented, the resort recorded over 40% increase in visitor footfall after rehabilitation, while site service upgrades and media exposure significantly improved public patronage and tourism visibility.

In further strengthening the tourism ecosystem, the administration embarked on the review and harmonization of legislations and operational frameworks guiding tourism agencies under the Ministry. This intervention improved institutional coordination, policy alignment, and inter-agency collaboration across the tourism sector. Regular coordination meetings among tourism stakeholders and agency heads also strengthened governance and improved communication within the sector.

The administration equally prioritized manpower development and institutional stability through the regularization and absorption of staff across key tourism establishments including Obudu Mountain Resort, Cable Car and Water Park, Heritage Department, and the Cultural Centre. More than 70 tourism personnel were regularized into the State Civil Service structure, thereby improving workforce stability, technical retention, and service delivery within the sector.

Available records further show that the administration aggressively pursued strategic partnerships with development organizations, NGOs, and private sector investors in order to reposition Cross River tourism. Partnerships were secured with UNESCO, Sterling Consortium, Wildlife Conservation Society (WCS), PADIC Africa, and Cross River National Park (CRNP) for ecotourism development, conservation initiatives, tourism marketing, and community-based tourism programmes.

These partnerships facilitated the expansion of ecotourism and livelihood opportunities across host communities in Akamkpa, Obubra, and Etung LGAs. UNESCO-supported MSME ecotourism initiatives were introduced within several communities, thereby creating sustainable livelihood opportunities while promoting biodiversity conservation and community participation in tourism development.

A major breakthrough recorded within the period was the upgrading of Kwa Falls to visitor-ready status through 100% private sector funding support. This achievement significantly improved visitor experience, tourism infrastructure, and destination attractiveness. Similarly, modalities were completed for the upgrading of five additional tourism sites through collaboration with Sterling Consortium.

The administration also strengthened tourism regulation and professional coordination through engagement with regulatory and professional tourism bodies. This led to the establishment of the NIHOTOUR South-South Zonal Office in Cross River State, thereby improving tourism standards, professional collaboration, and regulatory oversight within the State tourism sector.

Another critical area of achievement was the expansion and repositioning of Carnival Calabar and associated tourism activities. Available statistics from the Cross River State Carnival Commission indicate that attendance at Carnival Calabar increased significantly between 2023 and 2025. On-site spectatorship increased from 279,000 in 2023 to approximately 780,000 in 2025, representing one of the highest attendance figures ever recorded in the history of the carnival.

The carnival also witnessed increased international participation, with visitors and participants from over 40 countries taking part in the 2023 and 2025 editions. This significantly boosted Cross River State's global tourism visibility, cultural exchange opportunities, and international destination branding.

Media visibility equally expanded during the period under review. The number of local and international media organizations covering the carnival increased from 15 in 2023 to over 22 by 2025, thereby amplifying the image of Cross River State globally and strengthening the State's tourism promotion efforts.

Carnival activities were also expanded beyond Calabar through the introduction and strengthening of Junior Carnival, Cultural Carnival, Ikom Carnival, Ogoja Carnival, Street Party, Bikers Carnival, Essay competitions and cultural activities across the Central and Northern Senatorial Districts.

The economic impact of Carnival Calabar and festive tourism activities within the State was equally significant. Records from the Tourism Bureau and Carnival Commission indicate that festive tourism activities generated over ₦17.4 billion into the Cross River economy in 2025 alone.

Sectoral economic contributions included the sum of ₦10.6 billion from transportation services, ₦3.9 billion from hotel accommodation, ₦1.7 billion from other tourism-related activities, ₦900 million from food and breakfast services, ₦400 million from nightlife and entertainment and ₦100 million from ticketed tourism events.

Hotel occupancy rates reportedly reached approximately 90% during the peak festive period, while transportation activities across air, road, and sea routes experienced unprecedented growth. These activities stimulated economic activities across hospitality, transport, entertainment, food services, nightlife, and informal business sectors within the State.

The administration also recorded significant growth in tourism investments and hospitality sector expansion. Through deliberate tourism investment attraction initiatives, the State secured a ₦5 billion investment from Blakes Management, ₦800 million investment from Kada Cinema, and ₦1 billion investment from Abitto Ferry Limited.

These investments contributed to infrastructure upgrades, job creation, tourism business expansion, and increased investor confidence within the tourism economy.

Hospitality sector performance equally improved significantly. The number of registered hotels increased from 180 in 2023 to 239 in 2024, representing a 33% increase within one year. Similarly, the number of registered tour operators increased from 4 in 2023 to 9 in 2024, while tourism sector employment increased from 3,700 workers in 2023 to 3,900 workers in 2024, with sustained growth into 2026.

In order to support tourism businesses and stimulate hospitality sector recovery, grants were disbursed to 40 hotels at ₦1 million each and 16 restaurants, fast food outlets, and bar businesses at ₦500,000 each.

The administration also intensified digital tourism marketing and destination branding initiatives. An online tourism marketing platform was developed in partnership with Sterling Consortium to improve visibility of tourism destinations and enhance investor engagement. Tourism publicity materials, destination campaigns, and marketing collateral were equally developed to improve local and international awareness of Cross River tourism assets.

Within Obudu Mountain Resort, substantial interventions were undertaken to improve infrastructure, environmental sustainability, and tourism experience. Key interventions included the rehabilitation of tourist buses and generators, renovation of 10 Mountain Villas, modernization of the Steak House Restaurant, rehabilitation of the Mini Golf Course, upgrading of Spa facilities, installation of solar street lights, development of a functional resort website, procurement of hospitality materials, installation of water reservoirs and directional signages.

Operational efficiency improved significantly, with stable electricity supply of up to 12 hours daily and improved guest satisfaction. The resort also expanded partnerships with travel agencies and tour operators, increasing travel agencies from 2 in 2023 to 6 in 2026, while tour operators increased from 4 to 10 within the same period.

Environmental sustainability initiatives were equally strengthened through: quarterly tree planting campaigns, ecosystem preservation exercises, annual fire tracing activities, pollution control measures, sensitization campaigns against indiscriminate waste disposal.

Notably, over 1,200 trees were planted within the ranch environment in 2025 as part of efforts to preserve biodiversity and sustain the temperate climate of the resort environment.

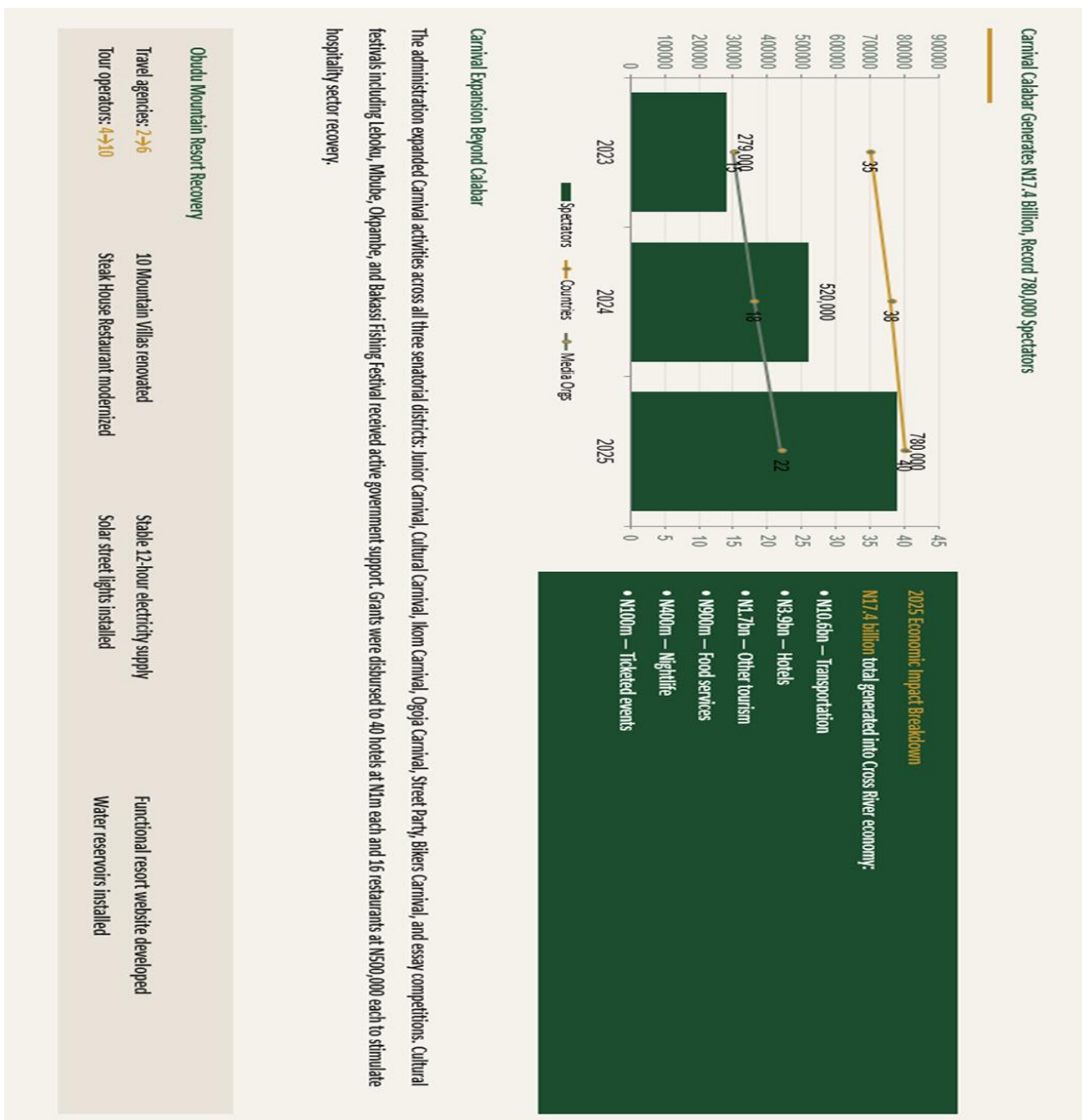
The administration also promoted cultural heritage preservation and creative economy development through active participation and support for Leboku Festival, Mbube Festival, Okpambe Festival, Bakassi Fishing Festival, agritourism festival initiatives, local content and creative arts development programmes.

Furthermore, UNESCO adopted the Slave History Museum as a key slave-route tourism project, thereby increasing international recognition of Cross River State’s heritage tourism assets.

Overall, the evidence presented across the tourism MDAs clearly demonstrates that between 2023 and 2026, the administration of Bassey Edet Otu achieved measurable progress in tourism infrastructure revitalization, destination branding, hospitality sector expansion, ecotourism development, cultural preservation, private sector investment attraction, employment generation, environmental sustainability, and internally generated revenue growth.

The tourism sector has therefore emerged as one of the major drivers of economic diversification, cultural promotion, and sustainable development within Cross River State during the period under review.

land cultivated, more farmers empowered, more roads built, and more food on the table. This is not just growth—it is growth with dignity, opportunity, and purpose.



11.1.3: EDUCATION CLUSTER

**EDUCATION**

**Cluster Vision:** To be the leading State in the provision of wealth through access to qualitative education, skill acquisition, empowerment and security

Members:

1. Ministry of Education
2. State Universal Basic Education Board
3. State Secondary Education Board
4. State Technical Education Board
5. University of Cross River UNICROSS
6. Ministry of Science and Technology
7. Cross River State Scholarship Board
8. Cross River University of Education and Entrepreneurship
9. State Library Board
10. State Agency for Mass Education/Out of School Affairs
11. College of Nursing Sciences Calabar
12. College of Nursing Sciences Itigidi
13. College of Nursing Sciences Ogoja
14. College of Nursing Sciences Obudu

**Table 3: Achievements and Impacts of Education Cluster**

MDA: MINISTRY OF EDUCATION			
S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Facilitated the registration of <b>16,301</b> indigenes SS 3 students for May/June 2024 WAEC	Completed/ Results released with students pass of 5 Credits and above level at <b>72.1%</b>	<ul style="list-style-type: none"> <li>▪ Reduction in School dropout rate</li> <li>▪ Increase in enrolment for WAEC Examination</li> </ul>
2	Facilitated the payment of WAEC registration fees for <b>14,804</b> indigenes SS 3 students for May/ June 2025 WASSCE	Reducing financial burden from parents and encouraging school enrolment at tertiary institution level	Excellent results from registered students attained
3	Automation of the Ministry of Education Headquarters for effective and seamless working environment	Prompt online release of result and accessibility to candidates across the state.	Optimized service delivery
4	Improved system of IGR and recovery of funds from school heads	Improve internally generated revenue	Increased IGR

5	Collaborated with NSSEC	Collaborated with NSSEC to train <b>80</b> English and Mathematics teachers at Danic and Kevs Hotels	Improved performance of students in English and Mathematics
6	Joint Consultative Committee (JCCE)	Hosting of 2024 Joint Consultative Committee (JCCE)	High Synergistic relationship established
7	Increase Revenue	Automation has reduced stress on manual registration of students, reduced cost of procuring papers to print results for all schools	Leakages eliminated
8	Polytechnic	Facilitated the takeover of Institute of Technology and Management (ITM-Ugep) by Federal Polytechnic Ugep	Improved economy of the Host Community Existing facilities on ground for smooth take-off Increase access to 30 education & employment opportunities for Cross River
10	State Examination's result	Release of backlog of 2022/2023 State Examination's result	Exams data available for use by MOE, Govt., Researchers
12	Young Farmers Club in Primary and Secondary Schools across the State	Conducted the 1 <sup>st</sup> Annual Seminar of Young Farmers Club in Primary and Secondary Schools across the State	Build an educated farmer adopting the mechanized system in Agriculture
13	Authority to Open (ATO)	Granted approvals of Authority to Open (ATO) to 145 Private schools and 8 Public Schools	Schools operated based on the approved standards of Ministry of Education
14	Competition	Organized Read and Write Competition	Skills of reading and writing strongly built Highly intelligent citizen
15		Participated in the 24 <sup>th</sup> Nestle Milo Secondary School Basketball competition	Won 3 <sup>rd</sup> position in the 24 <sup>th</sup> Nestle Milo Secondary Schools Basketball Championship
16		Participated in the Annual National Science Technology/Innovation Exhibition	Won 3 <sup>rd</sup> position in the 2024 Annual National Science Technology/Innovation Exhibition
17	Annual school census	Conduct Annual school census for 2023/2024 and 2024/2025 sessions	Improve infrastructural development of schools, provision of facilities and

			general improvements in teaching and learning
18	Upgrading of College of Education Akamkpa to University of Education and Entrepreneurship and the Establishment of College of Agriculture Obubra	Creating access to tertiary education for the state’s population and acquisition of skilled manpower for the state	Manpower in the area of entrepreneurship and agriculture provided
19	Verification of assets in the defunct ITM Ugep	Availability of facilities on ground for the smooth take-off of the Federal Polytechnic	All is set for the commencement of academic activities in the institution

20	Registration of WAEC Examination for Indigenous Students	1. The Ministry facilitated the registration of 16,301 SS3 students in 2024 and 14,804 students in 2025 for WAEC examinations. 2. Financial burden on parents was significantly reduced through government intervention. 3. Students’ participation and performance in external examinations improved remarkably.	<ul style="list-style-type: none"> <li>• Improvement in WAEC performance with 72.1% of candidates obtaining five credits including English and Mathematics in 2024.</li> <li>• Increased access to secondary education certification.</li> <li>• Strengthened confidence in government support for education.</li> </ul>
21	Digitalization of Education Examination Processes	1. Conduct of Placement Exams, BECE, and SSII Mock Examinations became fully digitalized for the first time in Cross River State. 2. Online registration and online publication of results were successfully introduced. 3. Examination administration became more transparent and efficient.	<ul style="list-style-type: none"> <li>• Faster processing and release of examination results.</li> <li>• Improved credibility and transparency in examination systems.</li> <li>• Reduced manual errors and examination malpractice risks.</li> </ul>
22	Generation of Revenue Beyond Government Targets	1. The Ministry generated over ₦220.9 million between September 2023 and November 2024. 2. An additional ₦228.6 million was generated between January and July 2025. 3. Revenue targets set by the State Government were surpassed significantly.	<ul style="list-style-type: none"> <li>• Increased internally generated revenue for the State Government.</li> <li>• Improved financial accountability and efficiency.</li> <li>• Demonstrated improved institutional productivity under the Ministry.</li> </ul>
23	Recovery of Illegal School Collections	1. Over ₦20 million illegally collected by school principals was recovered. 2. Financial discipline and accountability within schools improved. 3. Illegal extortion practices in schools were reduced.	<ul style="list-style-type: none"> <li>• Strengthened transparency and accountability in school administration.</li> <li>• Improved public trust in the education system.</li> <li>• Protection of parents and students from illegal levies.</li> </ul>
24	Retraining of English and Mathematics Teachers in Collaboration with NSSEC	1. Eighty teachers from the South-South region received capacity-building training. 2. Teaching quality in English and Mathematics improved. 3. Teachers gained exposure to modern teaching methodologies.	<ul style="list-style-type: none"> <li>• Improved teaching effectiveness in core subjects.</li> <li>• Better student learning outcomes expected in WAEC and NECO examinations.</li> <li>• Strengthened teacher professional development system.</li> </ul>
25	Hosting of the 2024 Joint Consultative Committee on	1. Cross River State hosted a major national education stakeholders’ meeting. 2. Discussions on innovation, digital technology, and	<ul style="list-style-type: none"> <li>• Increased visibility of Cross River State in national education discourse.</li> <li>• Promotion of innovation and</li> </ul>

	Education (JCCE) Meeting	entrepreneurship in education were strengthened. 3. The State gained national recognition in education administration.	technology-driven education policies. <ul style="list-style-type: none"> <li>Strengthened collaboration with education stakeholders nationwide.</li> </ul>
26	Renovation and Furnishing of Ministry of Education Headquarters	1. Ministry offices, annexes, and departments were renovated and upgraded. 2. Solar systems, CCTV cameras, furniture, computers, and office equipment were installed. 3. Working environment for staff improved significantly.	<ul style="list-style-type: none"> <li>Enhanced administrative efficiency and staff productivity.</li> <li>Improved office security and energy sustainability.</li> <li>Modernized education management infrastructure.</li> </ul>
27	Facilitation of Federal Polytechnic Ugep Takeover of ITM-Ugep	1. The Institute of Technology and Management (ITM-Ugep) was successfully taken over by the Federal Polytechnic Ugep. 2. Access to federal tertiary education opportunities expanded. 3. Institutional development in higher education improved.	<ul style="list-style-type: none"> <li>Increased federal presence in education within the State.</li> <li>Improved access to technical and vocational education.</li> <li>Enhanced opportunities for students and staff development.</li> </ul>
28	Release of Backlog Examination Results	1. Outstanding Placement, BECE, and SSII Mock examination results from previous sessions were released. 2. Delays affecting students' academic progression were resolved. 3. Confidence in the examination system improved.	<ul style="list-style-type: none"> <li>Students were able to continue academic progression without interruption.</li> <li>Reduced backlog and administrative bottlenecks.</li> <li>Improved efficiency in examination administration.</li> </ul>
29	Recruitment of Staff for UNICROSS	1. Approval was secured for the recruitment of 219 academic and non-academic staff for the University of Cross River State. 2. Institutional manpower gaps were identified and addressed. 3. Plans for improved university service delivery commenced.	<ul style="list-style-type: none"> <li>Strengthened institutional development in tertiary education.</li> <li>Expected improvement in teaching and administrative capacity.</li> <li>Better staff-to-student ratio anticipated.</li> </ul>
30	Review of Guidelines for Schools and PTA Operations	1. Obsolete guidelines for establishment of schools and PTA operations were reviewed. 2. Regulatory frameworks for private and public schools improved. 3. School administration standards were strengthened.	<ul style="list-style-type: none"> <li>Improved regulation and monitoring of schools.</li> <li>Better operational standards in educational institutions.</li> <li>Increased accountability in PTA administration.</li> </ul>
31	Closure of Illegal and Substandard Schools	1. A statewide operation led to the closure of 165 illegal schools across the three senatorial districts. 2. School monitoring and compliance enforcement improved. 3. Unapproved schools operating below standards were eliminated.	<ul style="list-style-type: none"> <li>Improved quality assurance in the education sector.</li> <li>Protection of students from substandard learning environments.</li> <li>Strengthened enforcement of education regulations.</li> </ul>
32	Access to SUBEB Matching Grant	1. Cross River State successfully accessed the 2024 SUBEB Matching Grant ( ₦3.5 Billion) after payment of counterpart funding. 2. Funding for basic education projects increased significantly. 3. Implementation of infrastructure and intervention projects improved.	<ul style="list-style-type: none"> <li>Expanded access to UBEC intervention projects.</li> <li>Improved educational infrastructure and service delivery.</li> <li>Strengthened State commitment to basic education development.</li> </ul>
33	Execution of UBEC/SUBEB Intervention Projects	1. Forty-nine projects were executed under the 2023 UBEC Intervention Funds. 2. School infrastructure and learning facilities improved. 3. Access to quality learning environments increased.	<ul style="list-style-type: none"> <li>Improved learning conditions in public schools.</li> <li>Enhanced access to educational infrastructure.</li> <li>Strengthened implementation of UBEC intervention programmes.</li> </ul>
34	Quarterly Enlightenment and Stakeholder	1. Regular engagement sessions were held with principals, head teachers, and stakeholders. 2. Awareness on educational reforms and	<ul style="list-style-type: none"> <li>Improved stakeholder participation in educational governance.</li> <li>Better understanding of reforms and policy</li> </ul>

	Sensitization Programmes	responsibilities increased. 3. Communication and collaboration within the sector improved.	direction. • Enhanced accountability among school administrators.
35	Approval of Authority-To-Operate for Schools	1. A total of 76 Nursery/Primary Schools and 71 Secondary Schools received operational approval. 2. Compliance with Ministry standards improved. 3. Expansion of regulated educational institutions increased.	• Increased access to regulated private education. • Improved standardization in school operations. • Strengthened education sector regulation.
36	Procurement of Safety Life Jackets for Teachers in Riverine Areas	1. Safety life jackets were provided for teachers in Bakassi riverine communities. 2. Teacher safety during water transportation improved. 3. Support for education in hard-to-reach areas increased.	• Improved safety and welfare of teachers in riverine schools. • Increased commitment to inclusive education delivery. • Reduced transportation risks for education personnel.
37	Success in National Academic and Sports Competitions	1. Cross River State won 3rd position in the Nestle Milo Basketball Championship and National Science Technology/Innovation Exhibition. 2. Student participation in academic and extracurricular activities increased. 3. State visibility in national competitions improved.	• Improved student motivation and talent development. • Enhanced reputation of Cross River State education sector nationally. • Encouraged innovation, science, and sports development among students.
38	Establishment of University of Education and Entrepreneurship, Akamkpa	1. Approval was secured for the establishment of a specialized University of Education and Entrepreneurship. 2. Access to higher education opportunities expanded. 3. Focus on entrepreneurship and teacher education strengthened.	• Increased opportunities for tertiary education and entrepreneurship development. • Strengthened educational expansion agenda of the State Government. • Enhanced long-term human capital development.
39	Training of 3,016 Primary School Teachers under Project Hope-Edu	1. Over 3,000 teachers received training under the World Bank-supported Project Hope-Edu initiative. 2. Literacy and numeracy teaching capacity improved significantly. 3. Digital tracking and monitoring systems were introduced.	• Improved teaching quality in public primary schools. • Enhanced literacy and numeracy outcomes for pupils. • Strengthened digital education governance systems in the State.

**MDA: STATE UNIVERSAL BASIC EDUCATION BOARD (SUBEB)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	PROVISION OF A SUSTAINABLE LEARNING ENVIRONMENT	Construction of 26 classroom blocks (94 classrooms)	Conducive environment for effective learning
		Rehabilitation of 13 classroom blocks (49 classrooms)	Conducive environment for effective learning
		Construction of 7 motorized boreholes and overhead tanks	Conducive environment for effective learning
		Supply of 9,000 plastic chairs and tables to schools	Conducive environment for effective learning
2	ENHANCEMENT OF PRODUCTIVITY	Trained 700 head teachers and EMIS officers on BAMIS	Improved administration and digital enrolment tracking
		Sent 8 management officers to UK on study tour	Enhanced productivity
		Trained 56 EMIS officers across education MDAs	Improved data management and system efficiency
		Procured 700 tablets for EMIS use in schools	Enhanced digital tracking and reporting

		Procured 10 laptops for management staff	Improved efficiency in administrative duties
		Procured 2 laptops for TPD department	Enhanced teacher training delivery
3	PROMOTION OF CHILD RIGHTS AND EDUCATION	Advocacy campaigns in 7 LGAs	Increased school enrolment
		Sensitization on neglected tropical diseases	Improved student health awareness
		Monitored deworming in 14 LGAs	Reduced parasitic infections in schools
4	ENHANCEMENT OF PRODUCTIVITY (2024/2025)	Promoted 11,279 teaching staff	Boosted morale and performance
		Promoted 479 non-teaching staff	Recognition and motivation of support staff
5	SUPERVISION & EVALUATION MECHANISMS	Continued supervision of ECCDE & primary schools	Quality assurance in learning outcomes
		Trained 1,666 teachers and 575 head teachers via TPD	Improved teaching quality
		Trained 138 teachers in instructional technology	Integration of modern teaching tools
6	TRANSPORTATION FOR MONITORING & EVALUATION	Procured 6 mini-buses and 1 Toyota Sienna	Efficient M&E logistics statewide
		Continued advocacy campaigns in 7 LGAs	Sustained enrolment and reduced dropouts
		Continued deworming in 14 LGAs	Improved health and school attendance
7	ACCESS TO BASIC EDUCATION	Procured and distributed instructional materials	Better teaching and learning experience
		Deployed 250 teachers to rural schools	Strengthened STEM education in underserved areas
		Distributed digital learning tools to 250 ECCDE/Primary schools	Increased digital literacy and access
8	WATER, SANITATION & LEARNING ENVIRONMENT	Built 2 ECCDE blocks in 10 schools	Expanded ECE learning spaces
		Built 4 primary classroom blocks in 24 schools	Improved classroom-to-student ratio
		Built 6 classrooms/offices in 12 schools	More learning and administrative spaces
		Rehabilitated 6 blocks in 27 schools	Safer, more usable school structures
		Constructed 2 model primary schools	Set standards for school excellence
		Built 28 six-compartment lavatories	Boosted school sanitation standards
		Installed 15 motorized boreholes with tanks and generators	Reliable clean water access
		Supplied 2,844 ECCDE plastic chair/table sets	Age-appropriate learning furniture
		Supplied 5,119 primary school chair/table sets	Improved learning comfort
Supplied 2,048 chair/table sets to JSS	Equipped junior secondary classrooms		

		Renovated office complex, installed carport, landscaping	Enhanced work environment and aesthetics
9	PHYSICAL EDUCATION & HEALTH INITIATIVES	Supplied 2,000 BESS sports equipment	Promoted physical fitness and team spirit
		Organized sports events in 22 schools	Fostered school competition and wellness
		Conducted Agricultural Education Training for 1,200 learners and 170 teachers	Built agribusiness awareness and skills
		Disbursed funds to 70 schools for farming/poultry/fishery	Encouraged practical agricultural learning
		Expanded Family Life & HIV/AIDS Education to 30 schools	Promoted health literacy and awareness

**MDA: CROSS RIVER STATE SENIOR SECONDARY EDUCATION BOARD**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1.	Conduct On-The-Spot inspection, Routine Inspection, Monitoring both Internal and External Examinations with strict adherence to Quality Assurance, Discipline and zero tolerance for Examination Malpractice.	During the period under review, the Board effectively monitored <b>303</b> public secondary schools in the State	Enhanced service delivery
2	Maintain high standard by strategically encourage and motivate hard working teachers with various award	The Board maintained high standard, by encouraging and motivating hard working teachers with various awards. In addition <b>4,066</b> teaching staff and <b>307</b> non-teaching staff have been promoted up to 2023 and their Salaries Implemented	Highly motivated workforce
3	Carry out campaigns and sensitization on resource utilization and effective management principles to improved Project Implementation and Accountability	In the period under review, the Board surpassed the revenue target approved by the Budget office by <b>134%</b> of the estimated revenue, that is the revenue target was <b>N306,965,200.00</b> as approved by the Budget office. But the actual revenue generated from January to October 2024 stands at <b>N412,388,100.00</b> representing an excess of <b>N105,422,900.00</b> .	Enhanced IGR
4	<b>Access to Qualitative Education in the State</b>	<b>Number of Secondary Schools Increased from 276 in 2023 to 308 in 2026 representing 12% increment</b>	<b>Increase in the number of schools in rural areas</b> .
5	Payment of WASCE Registration fee	Increase to 43,694 in 2026	Increase number of graduates in the State .
6	Procurement of laptops for Directors/ Head of Departments	5 No. Laptops procured for Directors and Head of Departments	Enhanced service delivery
7	Recruitment of science and technical teachers in other to bridge need assessment gap.	200 Science and Technical Teachers recruited to bridge the gap in the service	Improved student outcomes

8	Training of science and technical teachers on Innovation Development and Effectiveness in the Acquisition of Skill (IDEA).	98 science and technical teachers are trained on Innovation Development and Effectiveness in the Acquisition of Skill (IDEA)	Better academic performance
7	Validation of Candidates for Registration and administration of NABTEB examination (NTC, NBC and NCE) is on going	Candidates for Registration and administration of NABTEB examination (NTC, NBC and NCE) are undergoing Validation	Transparency and accountability entrenched

**MDA: UNIVERSITY OF CROSS RIVER STATE (UNICROSS)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1.	Undergraduate Enrolment	2021-2022 - <b>3,812</b> 2022-2023 - <b>5,617</b> 2023-2024 - 6,313 2024-2025 - 9,264	High Literacy Level
2	Postgraduate Enrolment	2021-2022 - <b>262</b> 2022-2023 - <b>309</b> 2023-2024 - <b>444</b>	High Literacy Level
3	Monthly Subvention	Previous – ₦215,000,000.00 Current – ₦241,000,000.00 + ₦185,000,000 additional	Enhanced service delivery
4	Infrastructure Development (Photographic Evidence)	13,000 capacity lecture halls and admin buildings upgraded	Conducive learning environment
5	Accreditation of Departments	(2023 – <b>36</b> ) (2025 – <b>48</b> )	Optimized service delivery
6	Employment	2023: Academic staff- 586	Optimized service delivery

1	Human Resource Strengthening and Capacity Building	<p>1. Recruitment, onboarding and induction of one hundred (100) academic staff and twenty (20) non-academic staff to address critical manpower shortages across faculties and administrative units.</p> <p>2. Organization of annual staff capacity-building workshops, seminars, conferences and staff recognition programmes aimed at enhancing professional competencies, productivity and service delivery.</p> <p>3. Development and implementation of staff ethics guidelines, performance management framework and improved</p>	<ul style="list-style-type: none"> <li>• Improved staff-to-student ratio and enhanced quality of teaching, research and administrative service delivery across the University.</li> <li>• Increased staff motivation, professionalism, productivity and institutional work ethics.</li> </ul>
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		welfare schemes to strengthen institutional discipline and accountability.	
2	Digital Transformation and Academic Process Automation	<ol style="list-style-type: none"> <li>1. Full automation and digitization of student records and academic processes through the deployment of an integrated Student Information System targeted for completion by 2027.</li> <li>2. Establishment and strengthening of a functional Directorate of Examinations and Records with transcript processing timelines reduced to two (2) weeks or less.</li> <li>3. Implementation of institution-wide e-learning systems and Learning Management System (LMS) to support blended teaching and learning activities.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Improved efficiency, transparency and seamless administration of academic records and student-related services.</li> <li>▪ Enhanced student experience through timely release of results, faster transcript processing and improved digital learning access.</li> </ul>
3	Campus Infrastructure and Utilities Upgrade	<ol style="list-style-type: none"> <li>1. Procurement and installation of three (3) 1000KVA soundproof generators alongside the development of a proposed 10MW solar power plant to strengthen campus electricity supply.</li> <li>2. Rehabilitation and expansion of campus water infrastructure including boreholes and water distribution systems to improve water access.</li> <li>3. Refurbishment and modernization of lecture halls, laboratories, offices, studios, libraries and other learning facilities with modern teaching and research equipment.</li> </ol>	<ul style="list-style-type: none"> <li>• Provision of more stable electricity supply and improved access to reliable water services across campuses.</li> <li>• Creation of a safer, more conducive and technologically enhanced environment for teaching, learning, research and administration.</li> </ul>
4	Academic Programme Expansion and Accreditation	<ol style="list-style-type: none"> <li>1. Pursuit and acquisition of accreditation for new and existing academic programmes including strategic professional programmes such as Law and Medicine.</li> <li>2. Equipping and upgrading faculty libraries, laboratories and resource centres with digital learning tools and academic resources.</li> <li>3. Implementation of targeted student outreach initiatives and scholarship programmes aimed at increasing student enrolment from host communities by at least 20 percent.</li> </ol>	<ul style="list-style-type: none"> <li>• Expanded access to competitive, market-driven and professionally relevant academic programmes.</li> <li>• Increased student enrolment, institutional visibility, academic reputation and improved positioning of UNICROSS among emerging universities in Nigeria.</li> </ul>
5	Governance, Security and Community Engagement	<ol style="list-style-type: none"> <li>1. Development and implementation of a comprehensive campus-wide security strategy including regular training and capacity building for security personnel.</li> <li>2. Establishment of a Community Liaison Office and implementation of annual</li> </ol>	<ul style="list-style-type: none"> <li>• Improved campus security, stakeholder confidence and peaceful relationship between the University and host communities.</li> <li>• Strengthened institutional governance,</li> </ul>

	<p>Corporate Social Responsibility (CSR) and community engagement programmes.</p> <p>3. Enforcement of full compliance with due process, accountability and institutional governance standards in university administration and operations.</p>	<p>transparency, accountability and public trust in university management systems.</p>
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**MDA: TEACHER CONTINUOUS TRAINING INSTITUTE**

S/NO	Program/Project	Most Significant Change	Expected Impact
2	Training for Secondary School Teachers	5 workshops held; <b>750 teachers trained</b>	Enhanced subject mastery and pedagogy in core and elective disciplines
4	Public Sensitization & Advocacy Sessions	3 sessions conducted; <b>320 community members reached</b>	Increased awareness of educational policies, rights, and stakeholder responsibilities
1	Development of TCTI Curriculum Contents for Prospective and In-Service Teachers	<p>1. Developed a standardized curriculum manual for prospective and in-service teachers during the curriculum development programme held in June 2023.</p> <p>2. Strengthened instructional delivery frameworks and teaching methodologies across training programmes.</p>	<ul style="list-style-type: none"> <li>• Approved curriculum document currently in use within the Institute.</li> <li>• Improved lesson structure and delivery observed during academic inspections.</li> <li>• Positive feedback received from trainers and education stakeholders.</li> <li>• Enhanced teacher preparedness and professionalism.</li> </ul>
2	Retraining Programme for Mathematics and Science Teachers in Secondary Schools	<p>1. Introduced innovative and learner-centred approaches in the teaching of Mathematics and Science subjects.</p> <p>2. Retrained over 450 Mathematics and Science teachers across multiple phases between 2023 and 2025.</p> <p>3. Strengthened STEM teaching methodologies and continuous professional development for teachers.</p>	<ul style="list-style-type: none"> <li>• Improved student engagement and participation in STEM subjects.</li> <li>• Sustained improvement in students' academic performance in internal assessments and science-related subjects.</li> <li>• Positive classroom observation reports and teacher evaluation outcomes.</li> <li>• Enhanced quality of STEM education delivery in secondary schools.</li> </ul>
3	Retraining Programme for Primary School Head Teachers, Assistant Head Teachers, and Teachers on Smart Skills Application	<p>1. Trained over 780 primary school administrators and teachers on the application of smart skills in teaching and learning between 2024 and 2025.</p> <p>2. Improved administrative capacity and integration of digital and modern teaching aids in primary schools.</p> <p>3. Consolidated the adoption of</p>	<ul style="list-style-type: none"> <li>• Increased adoption of smart teaching methods and modern instructional tools.</li> <li>• Improved school supervision and monitoring reports.</li> <li>• Enhanced pupil participation and improved learning outcomes.</li> </ul>

		innovative classroom delivery techniques across public primary schools.	<ul style="list-style-type: none"> <li>• Strengthened classroom effectiveness and teacher performance statewide.</li> </ul>
4	Retraining Programme for English Language Teachers	<ol style="list-style-type: none"> <li>1. Introduced new trends and modern approaches in teaching English Language skills in secondary schools.</li> <li>2. Improved teachers' capacity in communication-based and competency-driven English instruction.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved students' communication competence and language proficiency.</li> <li>• Positive improvement trends recorded in WAEC and NECO English Language results.</li> <li>• Enhanced classroom teaching effectiveness as reflected in teacher feedback and monitoring reports.</li> </ul>
5	Retraining Programme on Computer Based Test (CBT) Administration for Examination Officers	<ol style="list-style-type: none"> <li>1. Trained 150 secondary school examination officers on the use of Computer Based Testing (CBT) for certificate examinations in February 2025.</li> <li>2. Enhanced institutional capacity for digital examination administration and monitoring.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved efficiency and credibility in the conduct of certificate examinations.</li> <li>• Reduction in examination malpractice and administrative errors.</li> <li>• Successful implementation of CBT examinations in participating schools.</li> <li>• Strengthened digital examination management systems.</li> </ul>
6	Sensitization and Awareness Programme on Educational Services for Persons with Disabilities	<ol style="list-style-type: none"> <li>1. Increased awareness and inclusion of persons with disabilities in educational planning and service delivery.</li> <li>2. Trained 160 participants on inclusive education practices and disability-sensitive educational support systems.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved enrollment and participation of persons with disabilities in educational programmes.</li> <li>• Initiation of inclusive education policies and practices.</li> <li>• Positive stakeholder feedback on accessibility and inclusiveness within the education sector.</li> </ul>
7	Staff Capacity Building on Ethics, Security, and Financial Information Management	<ol style="list-style-type: none"> <li>1. Retrained TCTI staff on ethics, institutional security protocols, and management of sensitive financial information.</li> <li>2. Strengthened data protection culture and financial accountability mechanisms among staff members.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduction in ethical breaches and improved institutional compliance.</li> <li>• Improved record keeping, audit compliance, and internal accountability systems.</li> <li>• Enhanced staff awareness of public service ethics and information security standards.</li> </ul>
8	Strategic Partnerships and Institutional Collaborations for Sustainability	<ol style="list-style-type: none"> <li>1. Initiated strategic collaborations with over 20 national and international organizations including , , , , and .</li> <li>2. Expanded institutional visibility through global partnerships and educational collaborations.</li> </ol>	<ul style="list-style-type: none"> <li>• Positioned the Institute within global best practices in teacher retraining programmes.</li> <li>• Increased opportunities for technical assistance, funding support, and institutional development.</li> <li>• Reduced overdependence on government subventions through</li> </ul>

			<p>collaborative support systems.</p> <ul style="list-style-type: none"> <li>Enhanced the Institute’s national and international reputation.</li> </ul>
9	Facility Maintenance and Physical Infrastructure Development	<ol style="list-style-type: none"> <li>Executed extensive facility maintenance and infrastructural upgrades between 2023 and 2026, including renovation works, electrical upgrades, solar installations, borehole maintenance, water supply improvements, security enhancements, office furnishing, dormitory rehabilitation, and replacement of critical utilities.</li> <li>Installed solar accessories, inverter air conditioners, televisions, pumps, and modern utilities across key institutional facilities.</li> <li>Renovated the banking hall, staff quarters, amphitheatre facilities, dormitories, and administrative structures.</li> </ol>	<ul style="list-style-type: none"> <li>Improved learning, working, and residential environment for staff and trainees.</li> <li>Enhanced institutional functionality, safety, sanitation, and energy efficiency.</li> <li>Increased operational sustainability through renewable energy and improved water systems.</li> <li>Strengthened institutional image and service delivery capacity.</li> <li>Improved comfort, security, and maintenance culture within the Institute.</li> </ul>

**MDA: UNIVERSITY OF EDUCATION AND ENTREPRENEURSHIP AKAMKPA**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Student Enrollment Expansion and Institutional Branding	<ol style="list-style-type: none"> <li>Implementation of aggressive statewide, regional and national multimedia branding, digital marketing campaigns, open days, career fairs and strategic outreach programmes.</li> <li>Introduction of industry-driven and market-relevant academic programmes in entrepreneurship, technology, artificial intelligence, health sciences and vocational education, including flexible learning options such as part-time, online and weekend programmes.</li> <li>Establishment of scholarship schemes, bursaries, financial aid initiatives and flexible tuition payment systems to improve access to quality education.</li> </ol>	<ul style="list-style-type: none"> <li>Significant increase in student enrollment towards achieving the institutional target of 25,000 students by 2028.</li> <li>Improved institutional visibility, public perception and competitiveness of UEE as a preferred university for education, entrepreneurship and innovation.</li> </ul>
2	Infrastructure Development and Digital Transformation	<ol style="list-style-type: none"> <li>Construction, rehabilitation and expansion of lecture halls, laboratories, workshops, e-learning centres, entrepreneurship incubation hubs, hostels, staff quarters and healthcare facilities.</li> <li>Deployment of campus-wide high-speed internet infrastructure, Learning</li> </ol>	<ul style="list-style-type: none"> <li>Creation of a modern, conducive and technology-driven environment for teaching, learning, research and innovation.</li> <li>Enhanced capacity for blended learning, digital education delivery and practical entrepreneurial training.</li> </ul>

		<p>Management System (LMS), smart classrooms, virtual laboratories and digitized library services with electronic learning resources.</p> <p>3. Development of sustainable power backup systems through solar and hybrid energy solutions alongside improved campus utilities infrastructure.</p>	
3	Staff Recruitment, Retention and Capacity Building	<p>1. Conduct of comprehensive staffing needs assessment and implementation of strategic recruitment plans for academic and non-academic personnel.</p> <p>2. Introduction of competitive remuneration packages, regular professional development training, mentorship programmes, transparent promotion systems and succession planning frameworks.</p> <p>3. Establishment and strengthening of a Human Resource Information System (HRIS) for efficient personnel management and workforce planning.</p>	<ul style="list-style-type: none"> <li>• Attraction, development and retention of qualified and competent staff across all departments.</li> <li>• Improved staff-to-student ratio in line with National Universities Commission (NUC) standards and enhanced teaching effectiveness.</li> </ul>
4	Funding Diversification and Entrepreneurship Support	<p>1. Establishment of a University Grants and Fundraising Office, Institutional Endowment Fund and Student Entrepreneurship Seed Fund (SESF).</p> <p>2. Organization of annual innovation and entrepreneurship pitch competitions, crowdfunding campaigns and strategic partnerships with industries, development partners and the private sector.</p> <p>3. Capacity building on grant proposal writing, venture development and preparation of investment-ready business documentation for students and staff innovators.</p>	<ul style="list-style-type: none"> <li>• Increased access to diversified funding sources for institutional growth, research and entrepreneurial ventures.</li> <li>• Enhanced support system for student innovators, startups and entrepreneurship-driven initiatives.</li> </ul>
5	Curriculum Innovation, Research and Academic Excellence	<p>1. Implementation of competency-based and outcome-driven curriculum supported by blended and experiential learning methodologies.</p> <p>2. Establishment of a Teaching and Learning Innovation Hub, internal research grant schemes and annual academic and research conferences.</p> <p>3. Strengthening of institutional quality assurance mechanisms and continuous training on modern teaching, assessment and research methodologies.</p>	<ul style="list-style-type: none"> <li>• Improved quality of academic delivery, research productivity and innovation outputs.</li> <li>• Enhanced graduate employability and improved ranking and recognition of UEE among emerging universities in Nigeria.</li> </ul>

6	Graduate Employability and Entrepreneurship Development	<ol style="list-style-type: none"> <li>1. Integration of entrepreneurial, digital and life skills into all academic programmes and general studies curriculum.</li> <li>2. Introduction of compulsory final-year capstone projects, business plan competitions, incubation support programmes and strengthened industry partnerships for internships and mentorship opportunities.</li> <li>3. Establishment of a Graduate Employability and Enterprise Desk (GEED) to coordinate career services, job placement and enterprise support initiatives.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased number of graduates who are self-reliant, employable and equipped for entrepreneurial ventures.</li> <li>• Growth in student-led and graduate-owned businesses contributing to economic development and job creation.</li> </ul>
7	Municipal Utilities and Campus Sustainability	<ol style="list-style-type: none"> <li>1. Upgrade and expansion of campus water reticulation systems, sanitation facilities, waste management and recycling infrastructure.</li> <li>2. Installation of reliable and sustainable power solutions including solar, hybrid and CNG-based systems alongside eco-friendly campus transportation services.</li> <li>3. Establishment of a Utilities Management and Monitoring Unit for efficient maintenance and sustainability oversight.</li> </ol>	<ul style="list-style-type: none"> <li>• Reliable provision of water, electricity, transportation and sanitation services across the university community.</li> <li>• Improved campus environmental sustainability and enhanced quality of living and learning conditions.</li> </ul>
8	Institutional Visibility, Partnerships and Sustainable Revenue Generation	<ol style="list-style-type: none"> <li>1. Intensification of digital media visibility campaigns, international collaborations, exchange programmes and participation in global academic and innovation platforms.</li> <li>2. Commercialization of institutional innovations, consultancy services and development of viable income-generating units (IGUs).</li> <li>3. Strengthening of prudent financial management systems and compliance with approved non-TETFund funding policies for designated projects.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced national and international recognition and reputation of UEE.</li> <li>• Increased internally generated revenue (IGR) and improved institutional financial sustainability and independence.</li> </ul>

**MDA: COLLEGE OF AGRICULTURE, SCIENCE AND TECHNOLOGY (CAST) – OUBRA**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	NBTE Approval and Commencement of Academic Programmes	<ol style="list-style-type: none"> <li>1. Successfully secured full approval from the National Board for Technical Education (NBTE) to commence academic programmes following a successful resource verification exercise.</li> <li>2. Commenced the sale of admission forms with encouraging responses and growing interest from</li> </ol>	<ul style="list-style-type: none"> <li>• Establishment of a functional tertiary institution dedicated to technical, scientific and agricultural education in Obubra and surrounding communities.</li> <li>• Increased access to quality</li> </ul>

		<p>prospective students across Cross River State and beyond.</p> <p>3. Completed preparatory arrangements for the commencement of full academic activities, lectures and institutional operations.</p>	<p>tertiary education and technical skills acquisition, contributing to reduction in illiteracy and unemployment levels in the region.</p>
2	Introduction of New Academic Programmes	<p>1. Secured approval for thirteen (13) National Diploma (ND) and Higher National Diploma (HND) programmes in Agriculture, Science and Technology-related disciplines including Agricultural Technology, Crop Production Technology, Agribusiness Management, Horticultural Technology, Animal Health and Production, Fisheries Technology, Forestry and Environmental Technology, Computer Science and Hospitality Management.</p> <p>2. Expanded academic offerings to include practical, entrepreneurial and industry-driven courses aligned with labour market demands and local economic opportunities.</p> <p>3. Positioned the College as a specialized institution for technical and vocational manpower development in agriculture, science and technology sectors.</p>	<ul style="list-style-type: none"> <li>Expanded opportunities for students to pursue relevant technical and entrepreneurial education programmes tailored to emerging economic and industrial needs.</li> <li>Strengthened capacity for manpower development in agriculture, environmental management, technology and hospitality sectors within Cross River State.</li> </ul>
3	Infrastructure Upgrade and Campus Face-Lift	<p>1. Successfully renovated and upgraded the College main gate and surrounding entrance infrastructure as part of ongoing campus beautification and modernization efforts.</p> <p>2. Improved the physical outlook and environmental aesthetics of the institution to create a more conducive learning environment.</p> <p>3. Enhanced institutional identity and visibility through strategic infrastructure improvements.</p>	<ul style="list-style-type: none"> <li>Significant improvement in the visual appearance, accessibility and public perception of the College environment.</li> <li>Enhanced institutional image and attractiveness of CAST-Obubra as an emerging modern tertiary institution for technical and agricultural education.</li> </ul>

**MDA: CROSS RIVER STATE LIBRARY BOARD**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT / INFLUENCE
1	Remodeling of Calabar Library Complex to Meet International Standards	<p>1. Initiated the remodeling and modernization of the Calabar Library Complex to align with international library standards.</p> <p>2. Improved physical infrastructure and learning environment within the state's flagship library facility.</p>	<ul style="list-style-type: none"> <li>Enhanced user experience and attractiveness of the library environment.</li> <li>Improved access to quality reading and research spaces for students, researchers, and the general public.</li> <li>Positioned the Library Board towards global best practices in library service delivery.</li> </ul>

2	Renovation of Libraries in Calabar, Ikom, and Ogoja	<ol style="list-style-type: none"> <li>1. Commenced renovation and upgrading of library facilities across the three senatorial districts.</li> <li>2. Improved functionality and accessibility of public libraries in Calabar, Ikom, and Ogoja.</li> </ol>	<ul style="list-style-type: none"> <li>• Expanded access to literacy and educational resources across the state.</li> <li>• Improved learning and research environment for library users.</li> <li>• Increased public confidence and utilization of state library facilities.</li> </ul>
3	Installation of Digital Facilities in State Libraries	<ol style="list-style-type: none"> <li>1. Introduced digital facilities and modern information systems in state libraries to improve access to information and research materials.</li> <li>2. Advanced the transition toward a digitally enabled public library system.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced access to digital learning, online research materials, and electronic information services.</li> <li>• Improved research culture among students, researchers, and citizens.</li> <li>• Reduced information access barriers and promoted digital literacy.</li> </ul>
4	Provision of Modern Furniture and Learning Equipment for Libraries	<ol style="list-style-type: none"> <li>1. Procured and distributed modern furniture and equipment to libraries across the state.</li> <li>2. Improved comfort, organization, and functionality of reading spaces.</li> </ol>	<ul style="list-style-type: none"> <li>• Created more conducive environments for reading, studying, and intellectual engagement.</li> <li>• Increased library patronage and user satisfaction.</li> <li>• Enhanced institutional image and operational efficiency of public libraries.</li> </ul>
5	Statewide Advocacy and Literacy Campaigns	<ol style="list-style-type: none"> <li>1. Conducted literacy awareness and advocacy campaigns across the three senatorial districts to promote reading culture and lifelong learning.</li> <li>2. Expanded public sensitization on the importance of literacy, studying, and research.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased awareness of library services and literacy programmes.</li> <li>• Strengthened reading culture among children, youths, and adults.</li> <li>• Contributed toward the state target of increasing literacy and research participation by 50% by 2026.</li> </ul>
6	Annual Book Fair and Holiday Reading Programmes	<ol style="list-style-type: none"> <li>1. Organized annual book fairs and holiday reading programmes for students and pupils across the state.</li> <li>2. Encouraged educational engagement outside the formal classroom environment.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased reading interest and academic engagement among students and pupils.</li> <li>• Strengthened intellectual development and learning culture during school holidays.</li> <li>• Promoted community participation in literacy-related activities.</li> </ul>

7	Capacity Building for Library Personnel	<ol style="list-style-type: none"> <li>1. Implemented staff development and capacity-building programmes for library personnel.</li> <li>2. Improved professional competencies in modern library administration and information management.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced efficiency and quality of library service delivery.</li> <li>• Improved staff productivity and professionalism.</li> <li>• Strengthened institutional capacity to manage modern library systems and digital resources.</li> </ul>
8	Strategic Collaboration with Research and Educational Institutions	<ol style="list-style-type: none"> <li>1. Initiated partnerships and collaborations with research institutions and educational stakeholders for knowledge sharing and institutional support.</li> <li>2. Expanded opportunities for resource exchange and professional collaboration.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved knowledge sharing and institutional networking.</li> <li>• Strengthened access to research resources and collaborative programmes.</li> <li>• Enhanced visibility and relevance of the Cross River State Library Board within the education sector.</li> </ul>
9	Procurement of Mobile Library and Monitoring Vehicles	<ol style="list-style-type: none"> <li>1. Planned procurement of one coaster bus for mobile library services and four Hilux vehicles for monitoring and outreach activities.</li> <li>2. Strengthened institutional mobility and service delivery framework.</li> </ol>	<ul style="list-style-type: none"> <li>• Expanded outreach of library services to underserved and rural communities.</li> <li>• Improved monitoring, supervision, and coordination of library activities statewide.</li> <li>• Increased accessibility of educational resources beyond conventional library locations.</li> </ul>

**MDA: COLLEGE OF NURSING SCIENCES CALABAR**

S/N	Programme Project	Most Significant Change (MSC)	Proof of Impact/Influence
1	Construction of 8 classroom for students Entrepreneurship and Skill Acquisition Center and a Show Room to display items newly made by students	Students can now make shoes beads, clothes, cakes meat pie and barb hair/plaite, hair. The College was given accreditation by National Board for Technical Education (NBTE)	Improved students skills in other economic activities as required by NBTE
2	Setting up an ICT Centre with over 100 laptops for computer-based examination	Increased the number of laptops from 47 to 100 between 2023 to 2026	Improved examination efficiency in terms of conduct and faster result collation
3	Constructing and furnishing of 3 laboratories (Physics, Chemistry and Biology)	Increased the number of laboratories to 3 separate ones instead of the biology and chemistry laboratories that were operating in one small room in 2023	Approval of the laboratories and reagents by NBTE leading to the granting of accreditation in 2025
4	Construction of a giant GP water tank in the College	Availability of water in the hostel at all times	Improved water supply to all hostel rooms

	Increase in the bench mark for student enrollment due to improved facilities from 80 in 2023 to 240 in 2026 by NBTE	More number Of Nurses are turned out as graduates from about 60 Nurses to about 140 Nurses every year from 2025 to date	Increased number of nurses in the state
	Construction and furnishing of 17 new offices by converting former empty halls.	Increased number of lecturer offices by 17 from 2024 – 2025	Lecturers now enjoy a conducive atmosphere during work hours (improved productivity)
	Construction of additional 400 class room desks for students	Increase in the number of desk from about 600 in 2023 to about 1000 in 2026	Students now enjoy comfort while receiving lectures reflecting in more passes in their exams
	Construction of 4 new lecture halls	4 halls have been added to increase no of halls in 2023 from 6 to 10 in 2026	Students sitting space now allows for air and healthy breathing
	Construction of Medical Centre using former Fellowship Centre	Students are now given emergency treatment before being referred to hospital.	Reduction in students death rate from 3 annually in 2023 to just one in 2025 and 2026
	Construction of a temporal e-library	This project was not existing in 2023 but was in 2025 finished	Students can now browse whatever they want which reflects in their performance in exam
	Procurement of 50 solar lighting bulbs	In 2023 there was no solar light in the college but now we have 50	This has aided students study at night showing on their improved performance
	Construction of 160 double bunk beds for Hostel Students	This bed space increased from 2023 where we had about 180 to about 340 in 2026	Students can now stay in the hostel if they want since they are more space there.
	Construction of 300 office chairs and 100 office tables for staff between 2023 – 2025	The office tables in 2023 were not up to 50 and chairs not up to 100 but right now they are over 150 tables and 400 chairs	Lecturers and other staff enjoy good working condition reflecting in their out put
	A new 100KVA capacity lister (generator) and construction of power house for it	More power supply than what used to be in 2023	Lecturers can work into the night and enjoy fan and air conditioner while working leading to more output.

**MDA: COLLEGE OF NURSING SCIENCES, ITIGIDI**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Construction and furnishing of two Classroom Pavilion for use as lecture theatre to accommodate 250 students each.	1.The number of classrooms in the College increased from four (4) to six (6) representing a 50% increase. 2.The classroom-to-students ratio has improved by 50% as well.	<ul style="list-style-type: none"> <li>Improved and more conducive teaching and learning environment.</li> <li>Increase admission quota by the National Board for Technical Education (NBTE) from 160 in 2023 to 240 from 2024.</li> </ul>

2	Equipping of the Midwifery and Public Health components with modern facilities for practice and demonstration.	1.The specialty programmes now has improved facilities for practical which have not been in place before.	<ul style="list-style-type: none"> <li>• Grant of approval by NBTE for the College to run HND Midwifery and HND Public Health.</li> <li>• Improved and enhanced access to practical by staff and students.</li> <li>• Improved students’ performance in the Final Midwifery qualifying examination. Our students had 100% pass in the March 2026 NMCN examination conducted nationwide.</li> </ul>
3	Rehabilitation and furnishing of Provost Quarters which was uncompleted and abandon for several years.	<p>1.Availability of conducive residential lodge for the Provost and other Management staff that normally comes from Calabar.</p> <p>2.Increased the number of residential units at the staff quarters from 6 Flats to 7 Flats.</p> <p>3.Provost packed out of the dilapidated Abi LGA Guest House where she resided for almost 3 years.</p>	<ul style="list-style-type: none"> <li>• Improved and more conducive living atmosphere for the Provost and other Principal officers, thereby making them to stay longer in the College during week days.</li> <li>• Boost productivity and enhance motivation through the conducive living condition.</li> </ul>
4	Upgrade of Instructional and Institutional materials to aid teaching and learning processes.	1.The number of Instructional and Institutional Materials increased significantly.	<ul style="list-style-type: none"> <li>• Enhance access to teaching and learning materials which led to overall improvement in teaching and learning outcome.</li> <li>•</li> </ul>
5	Establishment and equipping of the Entrepreneurial Development Centre (EDC) for training of Students on skills acquisition as recommended by the NBTE.	<p>1.The EDC which never existed before in the College was established with modern equipment for students to acquire different skills.</p> <p>2.Employment of Instructors and facilitator for the Centre, thereby increasing the staff strength of the College.</p>	<ul style="list-style-type: none"> <li>• Students acquired different kind of skills in addition to their core Nursing knowledge and specialty.</li> <li>• Generated additional revenue for the College through improved products and services.</li> <li>• Complied with NBTE requirement which aided the grant of full accreditation.</li> </ul>
6	Equipping of Science Laboratories with modern apparatus and reagents for students’ practical experience.	1.The Science Laboratories (Physics, Chemistry and Microbiology) was well equipped with modern apparatus and reagents. This led to significant upgrade from glorified School of	<ul style="list-style-type: none"> <li>• Improved students’ science practical experience which resulted in positive learning outcome.</li> <li>• Enhanced students’ performance in practical test examination results,</li> </ul>

		Nursing Lab to a Unique College of Nursing Lab.	which is evidence in their scores.
7	Completion of female hostel annex at the College Staff Quarters to accommodate 45 female students	<ol style="list-style-type: none"> <li>1.The number of Female hostels now increased from 4 to 5.</li> <li>2.Female students who were stranded now has conducive accommodation at affordable rate.</li> </ol>	<ul style="list-style-type: none"> <li>• More conducive living condition leading to students’ focus on their academic activities.</li> <li>• Cost reduction in their living expenses.</li> </ul>
8	Completion of ten (10) rooms at the Boys Hostel to accommodate forty (40) male students.	<ol style="list-style-type: none"> <li>1.This marks the introduction of Boys hostel in the College, as the Male students have never been accommodated in the College since the inception of the new College in 2020, due to the high margin in the ratio of Boys to Girls in Nursing programme.</li> <li>2.The number of hostels increased from 5 to 6 in 2023.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved and more conducive living environment for the male students.</li> <li>• Increased focus on their studies as the College provides them with basic utilities such as water and solar light.</li> <li>• Increased number of Male students on enrolment.</li> </ul>
9	Construction of one hundred and ten (110) three-in-one double steel writing desk for HND students.	<ol style="list-style-type: none"> <li>1.The number of desk in the College increased significantly, as the existing single desk to students could no longer cater for the increasing enrolment.</li> <li>2.The desk were primarily used to furnished the newly built two pavilion classroom blocks, giving the College a face-lift.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved learning environment, as students have enough seats in their lecture halls and classroom.</li> <li>• Enhance students’ performance and independence in class works and exhibition.</li> <li>• Commendation from the regulatory bodies during accreditation visits, motivating College Management to do more.</li> </ul>
10	Purchase of 350 plastic chairs for the College Auditorium.	<ol style="list-style-type: none"> <li>1.The number of plastic chairs at the College Auditorium increased from 230 to 680, representing over 100% increase.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved sitting arrangement during students’ congresses, staff meetings, seminars, Project defense, Matriculation and other academic events.</li> <li>•</li> </ul>
11	Establishment of Computer Based Test (CBT) Center in the College for all internal examinations.	<ol style="list-style-type: none"> <li>1.Complied with Nursing Council directives on CBT for internal examination from 2023, changing from pen on paper only.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved ICT knowledge by students.</li> <li>• Uniformity with global testing examinations.</li> <li>• Improved performance in final NMCN examinations.</li> </ul>
12	Successful hosting of Nursing and Midwifery Council of Nigeria (NMCN) accreditation team, leading to grant of full approval to run Basic Midwifery,	<ol style="list-style-type: none"> <li>1.The College runs Post Basic Nursing and Midwifery programmes. However, the Basic Midwifery programme which</li> </ol>	<ul style="list-style-type: none"> <li>• Increased admission and enrolment of students, leading to improved revenue generation from fees.</li> </ul>

	Post Basic Nursing and Post Basic Midwifery Programmes in the College.	runs concurrently would soon go into extinction from year 2027.	<ul style="list-style-type: none"> <li>Increased programme-based of the College leading to global recognition and testimonies.</li> </ul>
13	Increase in Nursing admission and indexing benchmark from the previous seventy-five (75) to one hundred and fifty (150) students.	1.The quota for number of students for indexing by Nursing Council increased from 75 in 2022 to 150 beginning from 2023, representing 100% increase.	<ul style="list-style-type: none"> <li>Increased the number of students indexed annually, which also increased the number of students presented for Nursing Council final qualifying examination.</li> </ul>
14	Grant of approval by JAMB as the first College of Nursing in the State to be included in the Central Admission Processing System (CAPS).	1.The College was captured on JAMB Admission portal otherwise referred to as CAPS in 2024, changing the process of admissions into the College from regular sales of forms to CAPS and Post UTME screening	<ul style="list-style-type: none"> <li>Eased admission processes by giving students direct link to have access to the College admission.</li> <li>Widened the catchment area for students' admission, as non-indigenes and indigenes who are far from Cross River State can apply with ease.</li> </ul>
15	Purchase of 32 No. Laptop Computers for the College CBT/ICT Centre.	<p>1.The number of computer systems at the CBT/ICT increased from 55 to 87 computers comprising of desktops and laptops.</p> <p>2.Increased the mode of CBT examination and ICT compliance with best practices.</p> <p>3.Continuous Assessment test are now written using the CBT.</p>	<ul style="list-style-type: none"> <li>Enhance CBT examination in the College as evidenced by the reduction in time consumed during the conduct of semester examination.</li> <li>Access to information and Communication Technology increased staff and students' digital awareness.</li> <li>Reduced examination malpractice as the questions varies per student.</li> </ul>
16	Establishment and furnishing of Students' Industrial Work Experience Scheme (SIWES) Directorate in line with NBTE standard.	<p>1.This mark the introduction of SIWES in the College as directed by NBTE.</p> <p>2.Students embarked on Industrial work/ Internship upon graduation at HND2. This ensured that they accumulate the requisite experience before going into the market.</p>	<ul style="list-style-type: none"> <li>Increased SIWES awareness and promote collaboration with clinical areas.</li> <li>Improved graduate experience before seeking for paid employment.</li> </ul>
17	Production of 3000 copies of Institutional manual, Curriculum, Procedural manual and Hand book for students at all levels.	1.The production of these documents make the College to be independent, as we now used our customized manuals and handbooks.	<ul style="list-style-type: none"> <li>Enhanced access to ND/HND curriculum, institutional, procedural and manuals leading to improved concentration.</li> </ul>

			<ul style="list-style-type: none"> <li>Improved teaching and learning outcomes.</li> </ul>
18	Installation of 10KVA Solar Inverter System at the College Administrative Block to ensure smooth running of official activities.	<p>1.The College now has Solar Inverter as the only reliable source of power domiciled at the Administrative Block to ease admin and academic activities.</p> <p>2.No over-dependence on the National grid and Generator for power supply.</p>	<ul style="list-style-type: none"> <li>Improved administrative and academic activities in the College due to constant electricity running from 10am to 6pm daily.</li> <li>Students at the female hostel had access to regular water supply as the Inverter is used for pumping of water at the Main Hostel Building which accommodate over 300 female students.</li> <li>Saved cost of running diesel generator/plant especially with this hike in fuel/ diesel prices.</li> </ul>
19	Upgrade of the College ICT Infrastructure and Portal including website hosting for smooth data processing and CBT examinations.	<p>1.The College now operate a functional website and portal for both staff and students.</p> <p>2.CBT model was adopted for all internal examinations taking advantage of the question bank as a result of the website.</p>	<ul style="list-style-type: none"> <li>Improved access to students’ and staff data and information by the click of a button.</li> <li>Access to College visibility around the global society.</li> <li>Eased fees payment and e-collection platform.</li> </ul>
20	Grant of full Accreditation by NBTE for all HND Programmes in the College.	1.The College has full accreditation for both ND/HND Programmes.	<ul style="list-style-type: none"> <li>Increase admission quota leading to increase enrolment.</li> <li>Global recognition of the College as center of excellence in Nursing training and learning.</li> </ul>
21	Procurement of 5No. Split Unit Air-conditioners and accessories for the ICT/CBT Centre for proper functioning of the gadgets.	1.The total number of functional air-conditioners at the ICT/CBT increased from 4 to 9, representing over 100% increase.	<ul style="list-style-type: none"> <li>Proper functioning of CBT/ICT gadget, which ensured that heat generated by the server and systems is adequately quarantined and discharged.</li> <li></li> </ul>
22	Installation of 5KVA Solar Inverter System at the Boys Hostel.	<p>1.The Solar Inverter is used for pumping of water for the Male students at the hostel. This have saved the cost of fueling the hostel generator on daily basis.</p> <p>2.There is also provision for lighting and charging points for the students.</p>	<ul style="list-style-type: none"> <li>Students now have access to 24 hours portable water, as the inverter was used for pumping of water.</li> <li>Staff living at the quarters and Provost Lodge also benefit from this regular water supply.</li> </ul>

23	Production of 1000 copies of Midwifery Academic Curriculum for HND and Post Basic Specialty.	<p>1.The College have a domesticated Midwifery Academic Curriculum for HND and Post Basic Specialty Students.</p> <p>2.Each Midwife Educator have a copy of the curriculum as a guide for teaching and learning.</p>	<ul style="list-style-type: none"> <li>Enhanced access to Post Basic Curriculum, leading to improved teaching and learning outcomes.</li> <li>Promote academic excellence and uniformity of specialty curriculum with other Colleges as stipulated by the regulatory bodies.</li> </ul>
24	Production of 10,000 Answer Booklets for Pen on Paper Internal Examinations in the College as directed by Nursing Council.	<p>1.The College internal examination has always been Computer Based Test (CBT) only. The introduction of Pen on Paper improved students' performance and scores in examination.</p>	<ul style="list-style-type: none"> <li>Improved students' scores and academic performance in their examination</li> <li>Increased practical /clinical experience as the students are able to express themselves instead of the routine CBT examinations only.</li> </ul>
25	The Governor of Cross River State, His Excellency Senator Prince Bassey Edet Otu, donated one 32-Seater Coaster Bus to the College to ease Students' clinicals and Industrial work experience.	<p>1.The new Coaster Bus has reduced the burden on the existing two rickety Coaster Buses and one SDG 14-seater Bus.</p> <p>2. There is improved transport solution in the College.</p>	<ul style="list-style-type: none"> <li>Enhance Students' Clinical and Industrial Work Experience outside Itigidi.</li> <li>Ease staff mobility for supervision of students on clinicals.</li> <li>Ease staff transportation need on welfare and goodwill travels.</li> </ul>

**MDA: CRS COLLEGE OF NURSING SCIENCES, OBUDU**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Negotiated and obtained about 6.8 hectares of land donated by the Obudu Urban 1 Traditional Council for the purpose of development to meet NBTE standard	Sufficient space to accommodate any need for expansion	Secured above NBTE required benchmark for land space
2	Obtained approval from the Ministry of Education for the renovation of dilapidated lecture halls and hostels in the Girls Secondary School Obudu	Due process and Government backing guaranteed	Girls school Management willfully released the dilapidated blocks
3	Successfully completed massive renovation of four dilapidated lecture halls in Girls school	Lectures handled efficiently with all students conveniently seated	All programmes at all levels having lecture halls for daily studies
4	Extension of buildings for the provision of offices to Deputy Provost Academic, Bursar and Librarian as well as the extension of the practical demonstration room to include offices	Principal Officers having definitive office space for effective discharge of their duties	Service delivery enhanced
5	Sinking of two solar powered boreholes to ensure steady water supply in the College	<ol style="list-style-type: none"> <li>Eliminate stampede for water</li> <li>All round availability</li> </ol>	<ol style="list-style-type: none"> <li>Speculative need for water disappear</li> </ol>

			2. Reduction in quest for sachet water because is drinkable
6	Hosting of the NMCN accreditation team in August 2024 and NBTE in September 2025	<ol style="list-style-type: none"> <li>1. Increase in admission benchmark</li> <li>2. Students population increased</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased preference</li> <li>2. Improved students and staff morale</li> </ol>
7	Secured full accreditation for ND and interim accreditation for HND in view of full accreditation in two years (2027)	<ol style="list-style-type: none"> <li>1. Increase in admission benchmark</li> <li>2. Students population increased</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased preference</li> <li>2. Improved students and staff morale</li> </ol>
8	Set up a temporal CBT center to ensure CBT examination was written in Obudu in line NMCN stipulations	<ol style="list-style-type: none"> <li>1. Reduction of cost of administering exams</li> </ol>	<ol style="list-style-type: none"> <li>2. Pass rate percentage increased</li> </ol>
9	Obtained approval from NMCN to run Post Basic Nursing/Midwifery as well as Community Midwifery	Students population increased	Students advancement in the profession encouraged
10	Ensured that Principal Officers attain the professional routine yearly training programmes	Digitalization of service delivery in line with global best practices	Service delivery enhance
11	Furnishing of Science laboratories and Nursing/Midwifery laboratories	Laboratories practices made simple	Teaching and learning enhanced
12	Registration of 4 Nurse Educators with NMCN after their PGDE	Professional service delivery and staff morale improved	Teaching and learning enhanced
13	Construction of giant septic tank at the CONSOB Girls' Hostel	<ol style="list-style-type: none"> <li>1. Eliminate stampede for water</li> <li>3. All round availability</li> </ol>	<ol style="list-style-type: none"> <li>1. Speculative need for water disappear</li> <li>2. Reduction in quest for sachet water because is drinkable</li> </ol>
14	NMCN approval of 120 against 85 students to run the Basic Nursing programme	Increased students population	<ol style="list-style-type: none"> <li>1. IGR improved</li> <li>2. Collegiate status sustained</li> </ol>
15	NMCN approval of 180 against 120 students to run ND and 120 for HND	Increased students population	<ol style="list-style-type: none"> <li>1. IGR improved</li> <li>2. Collegiate status sustained</li> </ol>
16	NMCN approval of benchmark of 100 as against the 75 students to run the Basic Midwifery Programme	Increased students population	<ol style="list-style-type: none"> <li>1. IGR improved</li> <li>2. Collegiate status sustained</li> </ol>
17	Set up a media unit in accordance with NBTE requirement for online accreditation exercise	Publicity of the College programmes and other media services enhanced	Visibility of the college in the global space
18	Set up of Directorate of NYSC and JAMB with fully furnished offices as required by NBTE	Work morale of officers involved improved	Efficient delivery of service

19	Set up of Directorate of SIWES with fully furnished offices, as required by NBTE	Work morale of officers involved improved	Efficient delivery of service
20	Construction of 200 additional classroom desk to ensure students have a convenient learning environment	<ol style="list-style-type: none"> <li>1. Eliminated stampede</li> <li>2. Movement of desks to classes eliminated</li> </ol>	Guaranteed effective teaching and learning
21	Built and fully furnished offices for the Head of Nursing and the Deputy Provost office	Work morale of officers involved improved	Efficient delivery of service
22	Phase one Construction of parameter fence at the annex of the college (space donated by girl's school and the community)	Restrict irregular entrance to students	Punctuality for lectures enhanced
23	Renting of two Estates for hostel accommodation, to add to the ones owned by the school.	Adequate space provided for accommodation	Increase enrollment of students based on availability of room spaces
24	Extended the library building for provision of office space, furnished for the HOD Public Health	Work morale of officers involved improved	Efficient delivery of service
25	Extended the administrative block for the provision of office space, furnished for the Director of Academic Planning	Work morale of officers involved improved	Efficient delivery of service
26	Extended the demonstration room for the provision of office space, furnished for the HOD HND Midwifery	Work morale of officers involved improved	Efficient delivery of service
27	Surveyed the entire 6.8 hectares expanse of land donated by the community and the extant land in the main campus in line with NBTE directive	College extant land secured from encroachment.	Perpetuity of ownership guaranteed.
28	Drew the plan of all the buildings in the College in line with NBTE directives.	Conformity to regulatory body standard	Sustenance of accreditation approval
29	Construction of annex gate and security office with convenience	Restrict irregular entrance to students	Punctuality for lectures enhanced
30	Commenced the construction of an entrepreneurial building in line with NBTE directives and achieved over 30% work in progress.	Conformity to regulatory body standard	Sustenance of accreditation approval
31	Procurement of resource material for library, demonstration room practical items and laboratories practical items	Revamped the culture of practical for enhanced professionalism	Effective teaching and learning enhanced

**MDA: CROSS RIVER STATE COLLEGE OF NURSING SCIENCES, OGOJA (CONSOG)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Expansion of Laboratories to Meet Accreditation Requirements	Increased laboratory capacity for effective learning and expanded practical learning spaces.	Improved teaching and learning environment, enhanced students' practical skills and examination performance, increased research and experimental

			activities, and attracted support from the World Health Organization (WHO).
2	Expansion of Staff Conference Room	Improved infrastructure and increased conference room capacity to meet regulatory standards.	Enhanced staff collaboration and decision-making processes, improved working environment, and better administrative coordination.
3	Installation of E-Library and Internet Network	Introduction of digital learning resources and reliable internet connectivity for students and staff.	Increased access to current academic materials, improved research quality, enhanced assignment delivery, and promoted global-standard education.
4	Renovation of Administrative Block	Modernization and improvement of administrative facilities.	Improved office environment, increased staff productivity and efficiency, enhanced appearance of the college, and faster administrative processes.
5	Painting of the College Environment	Improved aesthetic outlook of the institution.	Cleaner and more attractive learning environment, reduction in structural wear and damage, and improved staff/students' comfort.
6	Water Reticulation Project	Provision of sustainable water supply across the College.	Improved sanitation and hygiene, regular access to clean water, and better health and safety conditions for staff and students.
7	Construction of Classroom Desks and Chairs	Increased availability of classroom furniture for students.	Improved classroom organization, enhanced comfort and concentration during lessons, and creation of a more conducive learning environment.
8	Renovation and Furnishing of Provost, Registry, and Registrar's Offices	Modernization and furnishing of office spaces.	Improved office efficiency, proper storage of records/documents, enhanced staff productivity, and conducive workspaces.
9	Completion of Gate House	Construction of a functional security gate house.	Improved security management, enhanced control of entry and exit, and reduction in unauthorized access into the College premises.
10	Furnishing of Staff Common Room	Creation of a comfortable and fully equipped meeting space for staff.	Increased use of the common room for meetings and staff interactions, thereby improving collaboration and workplace comfort.
11	Renovation and Furnishing of Cafeteria	Transformation of cafeteria into a modern and comfortable dining facility.	Increased patronage of catering services, improved cleanliness and food safety standards, and enhanced convenience for students and staff.
12	Completion and Furnishing of Year II Classroom Block	Provision of additional safe and conducive learning spaces.	Increased number of functional classrooms, improved student attendance and participation, and enhanced teaching standards.
13	Installation of Solar Power Energy	Provision of reliable and uninterrupted electricity supply.	Continuous power supply during outages, improved productivity, and efficient use of electrical appliances for learning and administration.
14	Provision of 32-Seater Bus and 14-Seater Hiace Bus	Improved transportation system for students and staff.	Enhanced movement of students for clinical experiences, especially in rural areas, and improved logistics support for academic activities.
15	Nursing Council Accreditation	Improvement in the quality of nursing education through compliance with approved standards.	Official accreditation approval, increase in student admission benchmark from 75 to 120, upgraded laboratories and facilities, improved examination success rates, and enhanced institutional credibility.
16	NBTE Resource Verification	Improvement in the quality and adequacy of institutional resources.	Approval of programmes by NBTE, upgraded facilities/equipment, increased stakeholder confidence, and growth in student enrolment.

17	Restoration of Accreditation for School of Midwifery, Moniaya Ogoja	Resumption of academic and clinical training activities and upgrade of the institution to a College.	Restoration of accreditation by the regulatory body, resumption of admissions, graduation of qualified midwives, approval of ND Nursing Programme, improved clinical facilities, and strengthened maternal and neonatal healthcare services.
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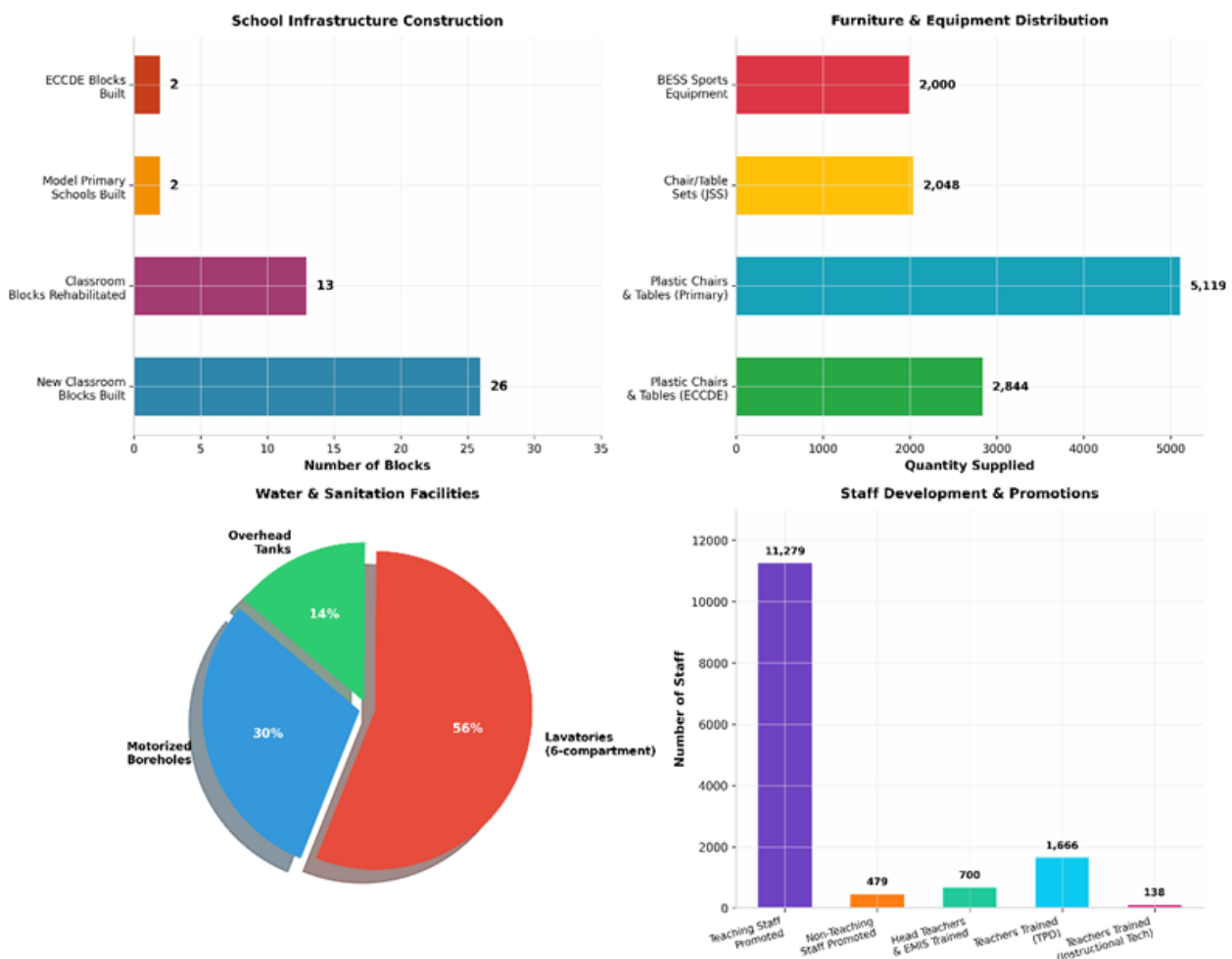
**Education**

Under the leadership of Senator Prince Edet Otu, Cross River State has undergone a comprehensive transformation in its education sector. From 2023 to 2026, the administration has delivered targeted, results-oriented interventions that have improved access, quality, infrastructure, and outcomes across basic, secondary, and tertiary levels. These efforts have strengthened teacher capacity, boosted examination performance, expanded enrolment, and positioned the state as a leader in human capital development.

Governor Otu’s administration prioritized seamless examination processes and student support. The Ministry of Education facilitated the registration of 16,301 indigenous SS3 students for the 2024 WAEC and 14,804 students for the 2025 WASSCE, significantly reducing the financial burden on parents. This intervention contributed to a remarkable 72.1% pass rate (five credits and above, including English and Mathematics) in 2024.

Key reforms included full digitalization of placement exams, BECE, and SSII Mock Examinations — a first in the state — enabling online registration and prompt result release. The administration also released backlog results from 2022/2023, clearing administrative bottlenecks. Additional milestones include the recovery of over ₦20 million in illegal school collections and the generation of substantial internally generated revenue exceeding government targets (₦220.9 million from September 2023–November 2024 and ₦228.6 million from January–July 2025).

**SUBEB: Infrastructure & Learning Environment Improvements**



The Cross River State Senior Secondary Education Board expanded access by increasing the number of secondary schools from 276 in 2023 to 308 in 2026 (a 12% rise), paid WAEC fees for 43,694 students in 2026, recruited 200 science and technical teachers, and promoted 4,066 teaching staff and 307 non-teaching staff.

The State Universal Basic Education Board (SUBEB) recorded impressive infrastructure gains under the UBEC/SUBEB intervention such as the Construction of 26 new classroom blocks (94 classrooms) and rehabilitation of 13 blocks (49 classrooms), Provision of 9,000 plastic chairs and tables, plus additional sets for ECCDE, primary, and junior secondary schools. Construction of 28 six-compartment lavatories, installation of 15 motorized boreholes, construction of multiple model primary schools and the Deployment of 250 teachers to rural schools and distribution of digital learning tools to 250 ECCDE/Primary schools.

Teacher development was equally robust: 11,279 teaching staff and 479 non-teaching staff were promoted, while 1,666 teachers and 575 head teachers received training through the Teacher Professional Development (TPD) programme. Advocacy and deworming campaigns across multiple LGAs improved enrolment and health outcomes.

Tertiary institutions witnessed significant growth such that the University of Cross River State (UNICROSS): Undergraduate enrolment rose from 3,812 (2021/2022) to 9,264 (2024/2025). Postgraduate enrolment increased from 262 to 444. Academic programmes with full accreditation grew from 36 to 48, supported by the recruitment of 120 new staff and major infrastructure upgrades including lecture halls and power systems. The University of Education and Entrepreneurship, Akamkpa: Newly established with aggressive enrolment drives, modern infrastructure, digital transformation, and a focus on entrepreneurship and innovation. College of Agriculture, Science and Technology, Obubra: Secured NBTE approval for 13 ND/HND programmes and commenced academic activities. Colleges of Nursing Sciences (Calabar, Itigidi, Obudu, and Ogoja): Admission quotas increased substantially (e.g., from 80 to 240 in Calabar; 75 to 150 in Itigidi). New facilities include classrooms, laboratories, hostels, solar power systems, CBT centres, and entrepreneurship hubs. Full accreditations were secured, with notable performance such as 100% pass rate in the March 2026 Midwifery examination at Itigidi.

The Teacher Continuous Training Institute (TCTI) played a pivotal role, training Over 3,016 primary school teachers under Project Hope-Edu , 750 secondary school teachers across workshops. More than 450 Mathematics and Science teachers, 780 primary administrators/teachers on smart skills, and 150 examination officers on CBT administration.

These programmes emphasized STEM, inclusive education, digital tools, and modern pedagogy, yielding improved student outcomes in core subjects.

Under Infrastructure, Innovation, and Enabling Environment, Cross-cutting achievements include ,Renovation and automation of the Ministry of Education headquarters with solar power and CCTV, Upgrades across libraries (remodeling of Calabar complex, renovations in Ikom and Ogoja, digital facilities, and mobile library plans), Successful hosting of the 2024 Joint Consultative Committee on Education (JCCE) meeting, and Procurement of safety equipment for riverine teachers and sports achievements, including 3rd positions in the Nestlé Milo Basketball Championship and National Science Technology/Innovation Exhibition.

In three years, Senator Prince Edet Otu's administration has repositioned education as a cornerstone of Cross River State's development. Key outcomes include Dramatically improved access to quality education at all levels, Enhanced examination performance and certification rates, Massive infrastructure expansion and digital transformation. Significant teacher capacity building and motivation, Increased enrolment, institutional accreditations, and revenue generation and Stronger alignment between education and economic needs through entrepreneurship, STEM, and technical skills.

By addressing historical challenges in funding, infrastructure, quality, and access, Governor Otu has laid a solid foundation for a more literate, skilled, and competitive populace. The seeds of this education revolution — from improved WAEC results and new universities to modernized nursing colleges and digital libraries — are already yielding dividends and will continue to drive long-term socio-economic progress in Cross River State.

## WAEC Pass Rate Hits 72.1%, 16,301 Students Registered Free

72.1%

WAEC pass rate (5 credits incl. Eng & Math)

16,301

SS3 students registered for 2024 WAEC free

276→308

Secondary schools (12% increase)

43,694

WAEC fees paid for students in 2026

N220.9m

IGR generated (Sept 2023–Nov 2024)

11,279

Teaching staff promoted

### Secondary Education Reforms

- Full digitalization of placement exams, BECE, SSII Mock
- Online registration and prompt results implemented
- Backlog results from 2022/2023 cleared
- N20m+ recovered in illegal collections
- 200 science and technical teachers recruited
- 4,066 teaching staff promoted

### Digital Transformation

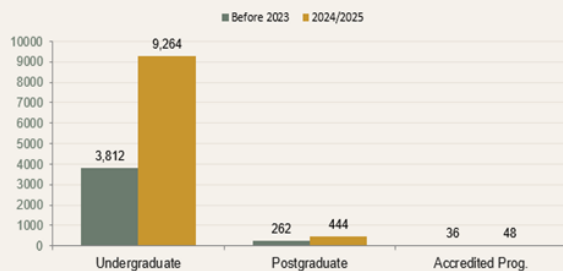
- Ministry HQ renovated with solar and CCTV
- 2024 JCE meeting hosted

### SUBEB Infrastructure Gains

- 26 new classroom blocks (94 classrooms) constructed
- 13 blocks (49 classrooms) rehabilitated
- 9,000 plastic chairs and tables provided
- 28 six-compartment lavatories constructed
- 15 motorized boreholes installed
- 250 teachers deployed to rural schools
- 250 ECCDE/Primary schools received digital tools
- 1,666 teachers trained through TPD programme
- 575 head teachers trained

Teacher Development (TCTI): Over 3,016 primary school teachers trained under Project Hope-Edu, 750 secondary teachers in workshops, 450 Mathematics and Science teachers, 780 administrators on smart skills, and 150 examination officers on CBT administration.

## UNICROSS Enrolment Surges 143%, New University Established



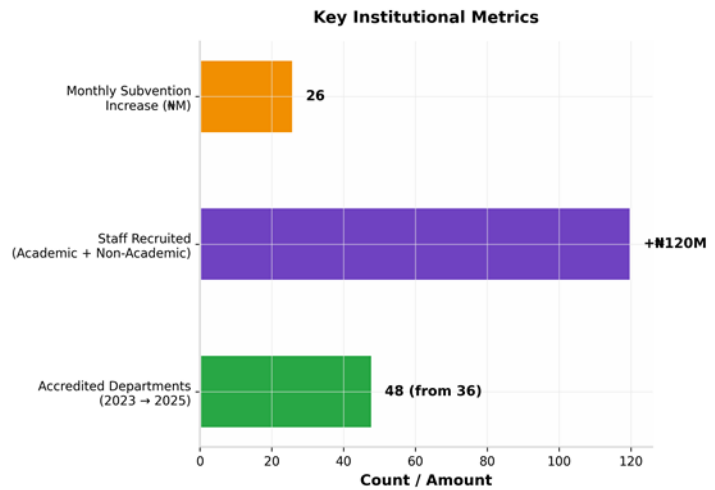
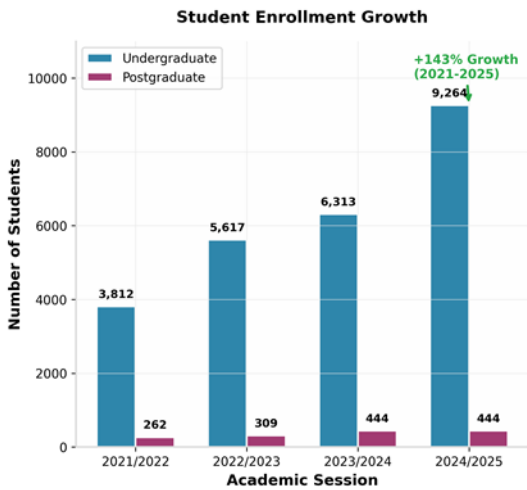
### Tertiary Institution Highlights

- UNICROSS: 120 new staff, infrastructure upgrades
- Univ. of Education, Akamkpa: Newly established
- College of Agriculture, Obubra: 13 NBTE programmes
- Nursing Colleges (4): Quotas up – Calabar 80→240
- Itigidi: 100% midwifery pass rate March 2026

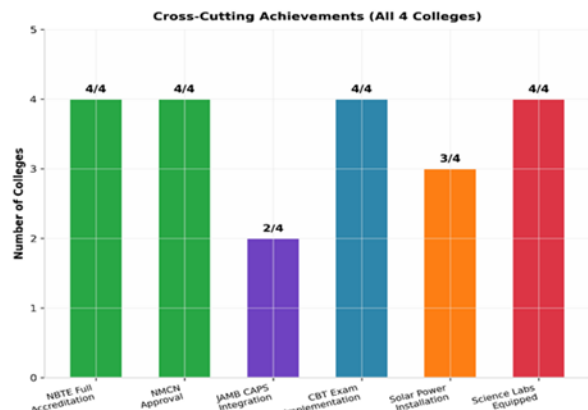
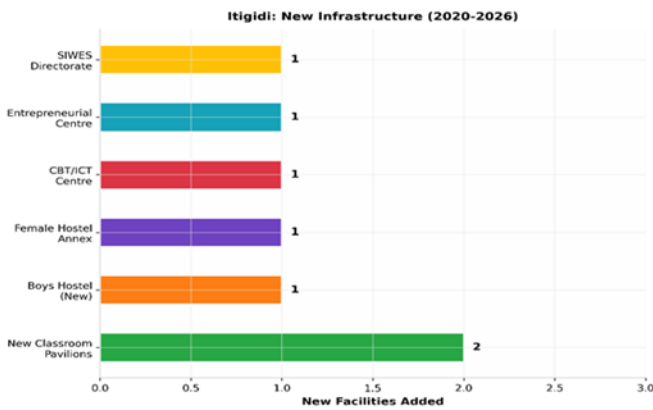
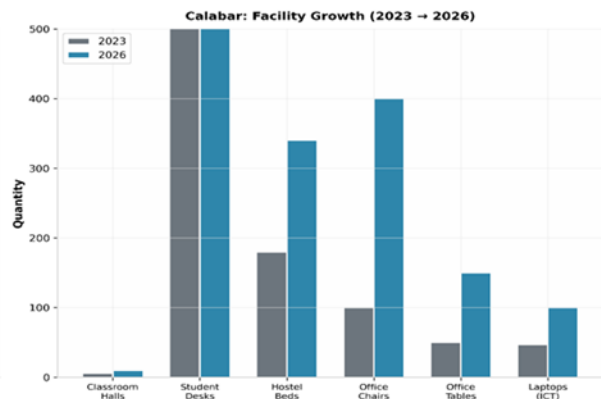
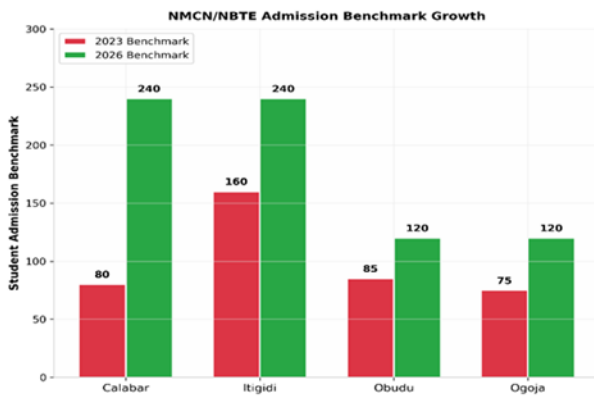
Institution	Key Achievement	Key Achievement	Key Achievement
UNICROSS	Undergrad: 3,812 → 9,264	48 accredited programmes	120 new staff recruited
Univ. of Education	Newly established	Entrepreneurship focus	Modern infrastructure
Coll. of Agriculture	13 NBTE programmes	Academic activities started	ND/HND approved
Nursing Colleges (4)	Quotas: 80→240 (Calabar)	100% midwifery pass	CBT centres, solar power

Library Modernization: Calabar library complex remodeled, Ikom and Ogoja libraries renovated, digital facilities installed, mobile library planned. Safety equipment procured for riverine teachers. 3rd position in Nestle Milo Basketball Championship and National Science Technology Exhibition.

University of Cross River State (UNICROSS) Growth Metrics



College of Nursing Sciences: Infrastructure & Capacity Comparison



Senator Prince Edet Otu’s leadership has not only restored confidence in the education system but has established a model of purposeful investment in human capital that future administrations can build upon.

11.1.4: HEALTH CLUSTER

**HEALTH**

**Cluster Vision:** To have the best quality and most accessible health care services that address all public health issues in Nigeria

Members:

- 1 MINISTRY OF HEALTH
- 2 PRIMARY HEALTH CARE DEVELOPMENT AGENCY (PHCDA)
- 3 BASIC HEALTH CARE PROVISION FUND (BHCPF)
- 4 NUTRITION AND IMMUNIZATION
- 5 CRS HEALTH INSURANCE AGENCY (CRSHIA)
- 6 CRS AGENCY FOR THE CONTROL OF AIDS (SACA)

**Table 4: Achievements and Impacts of Health Cluster**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Upgrade of 196 Primary Healthcare Centres under the BHCPF Programme	Strengthened primary healthcare services across the 196 political wards in the 18 LGAs through facility upgrades and improved healthcare access.	Universal Health Coverage (UHC) drive enhanced with improved access to quality healthcare services in rural and underserved communities.
2	Revitalization of 82 Health Facilities under the IMPACT Project	Rehabilitation and upgrading of 82 healthcare facilities improved the availability and reliability of essential health services at primary and secondary levels.	Improved overall health outcomes and increased life expectancy of the population.
3	Construction of General Hospital Ikom	Construction and renovation of healthcare infrastructure enhanced access to quality healthcare services in Ikom.	Improved healthcare delivery and expanded access to medical services for residents.
4	Development of CRS NHSRII (2023–2027) Annual Operational Plan	Enhanced capacity of health managers in planning, budgeting, and performance monitoring.	Increased transparency, accountability, and improved resource utilization in the health sector.
5	Health Care Palliative Programme	Provision of free healthcare services for vulnerable populations, especially elderly citizens above 70 years.	Enhanced community-based healthcare delivery and improved access to quality healthcare services.
6	Recruitment of Skilled Health Workers	Recruitment of doctors, nurses, midwives, pharmacists, medical laboratory scientists, HIMOs, CHEWs, and other personnel reduced workforce gaps across the state.	Improved health worker-to-population ratio and increased public trust and utilization of healthcare services.
7	Capacity Building of Over 2,500 Health Workers	Conducted training and capacity-building programmes for healthcare workers across thematic areas.	Increased efficiency, productivity, competence, and confidence among healthcare personnel.
8	Updating and Automation of the Cross River State Health Workforce Registry	Enhanced workforce planning and policy development through digital workforce management systems.	Improved healthcare quality services and efficient workforce management.

9	Human Resource for Health Policy Review and Strategic Development Plan	Strengthened Human Resource for Health (HRH) management systems and workforce planning.	Improved health workforce planning and efficient healthcare delivery.
10	Training of OICs & M&EOs on Electronic Medical Records (EMR)	Improved data validation, confidentiality, and accuracy within EMR platforms.	Increased efficiency in health service delivery through real-time data availability and improved health data consistency.
11	NHLMIS Review Meeting	Accelerated health data reporting and strengthened collaboration among stakeholders.	Improved reporting systems and enhanced inter-agency collaboration.
12	DVM Programme	Increased data reporting rates across indicators through monitoring and evaluation activities.	Improved reporting rates and strengthened collaboration among stakeholders.
13	Immunization Activity & Coverage Partnership with ZIPLINE	Enhanced child health and increased vaccine coverage rates through innovative vaccine delivery systems.	Increased immunization coverage and reduction in infant morbidity and mortality rates.
14	Health Planning, Budgeting and Resource Allocation Meetings	Improved allocation and utilization of health sector resources and budgets.	Increased financial management efficiency and accountability in healthcare programmes.
15	Monitoring and Evaluation of Health Programmes	Strengthened monitoring systems to track programme performance and evaluate health interventions.	Improved programme effectiveness, efficiency, and evidence-based decision-making.
16	Upgrading and Accreditation of Nursing Schools to Colleges of Nursing Sciences	Upgraded schools in Calabar, Itigidi, Ogoja, and Obudu to Colleges of Nursing Sciences.	Enhanced nursing education standards and strengthened healthcare manpower development.
17	Production and Printing of Health Management Information System (HMIS) Tools	Improved patient care and operational efficiency through better health information systems.	Improved planning, decision-making, and data integrity across health facilities.
18	Health Partners Forum Meetings	Strengthened collaboration with development partners including WHO, UNICEF, and Federal Ministry of Health.	Reduced duplication of efforts and improved coordination in healthcare interventions.
19	Review of Cross River State Essential Medicine List (EML)	Developed and updated the state Essential Medicine List to guide medicine procurement.	Availability of an updated Essential Medicine List since 2005 improved procurement practices statewide.
20	Printing of 600 Copies of the Essential Medicine List Booklet	Distributed EML booklets for adults and children across health facilities.	Improved access to updated medicine guidelines and standardized procurement systems.
21	Procurement of Heat Stable Carbetocine, Tranexamic Acid and Calibrated Drapes	Supported Post-Partum Haemorrhage management through procurement of essential maternal health commodities.	Reduced maternal mortality associated with post-partum haemorrhage.
22	State Last Mile Delivery (LMD) of HIV & Malaria Commodities	Ensured continued supply of HIV and malaria commodities across health facilities statewide.	Reduction in HIV and malaria burden across the state.

23	Aerial Delivery of Vaccines Using Drones by Zipline	Improved vaccine access in hard-to-reach communities through drone technology.	Achieved 95% immunization coverage and positioned the state among top-performing states nationally.
24	Gazetting of the State Drugs and Health Commodities Management Agency	Established legal framework for procurement and management of health commodities.	Reduced stock-outs of essential health commodities in public and private facilities.
25	Establishment of the State Drugs and Health Commodities Management Agency	Strengthened systems for procurement and management of health commodities statewide.	Improved availability of health commodities and reduced shortages across facilities.
26	Public Private Partnership for Warehouse Services	Initiated partnership to commercialize and improve the state medical warehouse system.	Enhanced sustainability and revenue generation for the state healthcare system.
27	Training of Nurses	Trained nurses and midwives to deliver high-quality patient care with specialized competencies.	Improved evidence-based healthcare delivery and strengthened public health outcomes.
28	Retraining of Nurses	Updated nurses and midwives on current trends and best practices in nursing.	Enhanced performance, productivity, and professional development of nursing personnel.
29	Accreditation of Colleges of Nursing	Secured accreditation and recognition for nursing colleges across the state.	Full accreditation for ND/HND nursing programmes for five years achieved.
30	Oversight Functions During Nursing & Midwifery Examinations	Ensured transparent and compliant conduct of nursing and midwifery qualifying examinations.	Increased examination integrity, validity, and regulatory compliance.
31	Inauguration of UCTH College of Nursing Sciences Governing Council	Strengthened governance structures for healthcare training institutions.	Improved institutional governance, accountability, and academic standards.
32	World Hepatitis Day Celebration	Conducted awareness campaigns, free testing, vaccination, and referrals for Hepatitis B and C.	Improved public health outcomes through early testing, vaccination, and treatment of hepatitis cases.
33	LEN PrEP Training	Trained healthcare workers on oral TDF PrEP, CAB-LA and LEN PrEP services.	Increased capacity of healthcare workers in HIV prevention service delivery.
34	Integrated Data Consultative Committee Review Meeting	Improved timely submission and validation of healthcare data.	Availability of reliable data for planning and decision-making.
35	Conduct of Data Quality Assurance (DQA)	Strengthened M&E systems and improved data quality across the 18 LGAs.	Ensured accurate health data and improved monitoring capacity statewide.
36	Mass Administration of Medicine (Mectizan 3mg) for River Blindness and Lymphatic Filariasis	Reduced morbidity and transmission of neglected tropical diseases through sustained mass drug administration.	Reduction in blindness caused by river blindness and progress towards disease elimination by 2030.
37	School-Based Deworming Programme	Conducted deworming activities for schistosomiasis and soil-transmitted helminths in schools.	Improved immunity, concentration, school attendance, and learning capacity among pupils.

38	Impact Assessment on Schistosomiasis/STH in Schools	Assessed effectiveness of deworming interventions across schools in the 18 LGAs.	Reduced disease prevalence from baseline levels.
39	Free Hydrocele Surgery Programme	Conducted hydrocelectomy surgeries for patients with lymphatic filariasis complications.	Relief of hydrocele disease burden and improved livelihood of affected persons.
40	Hygiene Promotion and CLTS for Open Defecation Free Communities	Promoted hygiene and behavioral change through Community-Led Total Sanitation initiatives.	Increased household ownership of toilets and handwashing facilities, leading to improved hygiene levels.
41	School-Based Deworming for 2026	Provided free deworming services for school-aged children across 9 LGAs.	Improved immunity, concentration, and regular school attendance among children.
42	Celebration of World Breastfeeding Day	Increased awareness and promotion of exclusive breastfeeding practices.	Improved child growth, immunity, cognitive development, and reduction in infant morbidity and mortality.
43	Bi-Annual Cadre Harmonized Food Security Analysis Meeting	Identified vulnerable groups and food insecurity hotspots for intervention planning.	Reduction in acute hunger and malnutrition rates through improved coordination.
44	Construction of Two Oxygen Plants	Established oxygen plants in Calabar and Ogoja to ensure uninterrupted oxygen supply.	Improved quality of care and patient outcomes across public health facilities.
45	Construction and Establishment of New Fistula Centre	Strengthened management and treatment of obstetric fistula cases.	Improved maternal healthcare services and specialized treatment support for women.
46	Establishment of Health Research Ethics Committee (HREC)	Strengthened ethical compliance and oversight of health research activities.	Improved monitoring and evaluation of research activities within the health sector.
47	Clinical Services Summary Achievements	Recruitment of health workers, renovation of health facilities, establishment of DMA, digitalization of healthcare delivery, and disease outbreak responses.	Improved healthcare infrastructure, emergency response capacity, laboratory services, and healthcare accessibility across Cross River State.

**MDA: CROSS RIVER STATE PRIMARY HEALTH CARE DEVELOPMENT AGENCY**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Vitamin A Supplementation for Under-Five Children (6–59 Months)	Reached 832,098 under-five children with Vitamin A Supplementation, achieving 98.03% coverage statewide.	Improved immunity and overall health of under-five children, with increased demand for healthcare services in health facilities.
2	Deworming of Under-Five Children (12–59 Months)	Reached 706,129 under-five children with Albendazole, achieving 94% coverage.	Reduced incidence of intestinal worm infections and improved health status of under-five children.
3	Distribution of Multiple Micronutrient Supplements (MMS) to Pregnant Women	80,775 pregnant women received MMS during ANC services, achieving 34% coverage.	Increased ANC attendance, improved maternal health outcomes, and

			enhanced service delivery in health facilities.
4	World Breastfeeding Week Celebration	Launched Zero Water Campaign, invested the Wife of the Governor as Nutrition and Breastfeeding Champion, and trained 50 private medical practitioners on breastfeeding best practices.	Increased early initiation of breastfeeding compared to NDHS 2018 and NDHS 2024 records.
5	Nutrition Screening of Under-Five Children	Screened 706,127 under-five children for malnutrition and distributed RUTF to 410 severely acute malnourished children statewide.	Moderate and severe acute malnutrition cases treated successfully through RUTF and nutrition counseling interventions.
6	Maternal Infant and Young Child Nutrition (MIYCN) STOT Training	Trained 60 health workers across primary, secondary, and tertiary healthcare facilities on MIYCN practices.	MIYCN activities institutionalized and ongoing across healthcare facilities statewide.
7	Capacity Building of LGA Teams on DHIS2	Trained 56 LGA officers and state team members across the 18 LGAs on DHIS2 nutrition reporting tools.	Nutrition interventions successfully onboarded into DHIS2 and reported monthly.
8	Capacity Building of LGA Teams on NHLMIS	Trained 72 LGA officers and state team members across the 18 LGAs on NHLMIS.	Nutrition commodities onboarded and reported monthly through NHLMIS in health facilities statewide.
9	Drafting of SBC Strategic Plan for Nutrition Across the Life Cycle	SBC Nutrition Strategy domesticated and validated by stakeholders in the state.	Validation process ongoing pending official launch of the strategic plan.
10	Recruitment and Engagement of Skilled Birth Attendants for 196 PHCs	Increased access to antenatal and postnatal services through deployment of one Skilled Birth Attendant to each PHC facility.	Reduced maternal and neonatal complications including hemorrhage, obstructed labour, infections, and neonatal asphyxia.
11	Orientation of 326 Traditional Birth Attendants (TBAs) on IMPACT Project	Improved knowledge and skills of TBAs on maternal and child healthcare services.	Increased referral of pregnant women from communities to healthcare facilities, reducing maternal and child morbidity and mortality.
12	Procurement and Distribution of 9,800 ANC and Postnatal Kits	Distributed antenatal and postnatal kits to 196 PHCs with support from the IMPACT Project.	Increased facility-based antenatal attendance, institutional deliveries, and postnatal clinic attendance.
13	Training of 1,703 Frontline Health Workers	Enhanced competencies of frontline health workers in clinical service delivery, communication, preventive healthcare, and continuous learning.	Improved quality of healthcare service delivery across Primary Healthcare facilities statewide.
14	Stakeholder Engagement for Polio Outbreak Response Vaccination	Created awareness and mobilized stakeholders for polio outbreak response vaccination activities.	Increased public health awareness with over 80% of targeted populations informed about vaccination benefits.
15	Maternal Newborn and Child Health Week Awareness Campaign	Promoted healthy behaviors and key MNCHW messages among caregivers and communities.	Improved community health awareness and healthier community practices.

16	HPV and Cervical Cancer Awareness Campaign	Increased awareness on HPV transmission, prevention, and cervical cancer vaccination.	Improved caregiver attitudes toward HPV vaccination and increased knowledge on cervical cancer prevention.
17	Behaviour Change Activities for Integrated Measles Campaign	Conducted intensive sensitization and awareness campaigns during the measles vaccination exercise.	Communities demonstrated increased ownership of healthcare initiatives and vaccination programmes.
18	Sensitization on Missed Vaccination Uptake	Educated caregivers on the importance of completing immunization schedules.	Improved preparedness against disease outbreaks and increased awareness of vaccination importance.
19	Weekly Routine Immunization Fixed Sessions	Improved consistency in routine immunization services across health facilities.	Increased number of children vaccinated and reduction in missed opportunities for immunization.
20	Weekly Routine Immunization Outreach Sessions	Expanded immunization services to underserved and hard-to-reach communities.	Reduced number of zero-dose children and improved equitable access to immunization services.
21	National Immunization Plus Days (NIPDs)	Successfully implemented two rounds of Oral Polio Vaccination campaigns reaching 100% of target populations.	Strengthened herd immunity against vaccine-preventable diseases.
22	Monthly Data Review Meetings with LIOs and M&Eos	Strengthened use of immunization data for planning, monitoring, and accountability across LGAs.	Improved data quality and timely reporting of immunization activities.
23	Human Papilloma Virus (HPV) Vaccine Introduction	Vaccinated 99% of eligible girls aged 9–14 years with HPV vaccines statewide.	Successful rollout of HPV vaccines and increased protection against cervical cancer among adolescent girls.
24	MNCHW Zero-Dose Vaccination in 4 LGAs	Conducted zero-dose vaccination interventions in Akpabuyo, Calabar Municipal, Odukpani, and Yala LGAs.	Reduced immunity gaps and number of zero-dose children in high-risk LGAs.
25	Zero-Dose Vaccination in 9 LGAs	Expanded zero-dose vaccination interventions across nine LGAs in the state.	Reduced immunity gaps and improved vaccination coverage among vulnerable populations.
26	Integrated Measles Vaccination Campaign	Achieved 100% vaccination coverage among eligible children aged 9–59 months.	Significant reduction in measles susceptibility among children statewide.
27	Big Catch-Up Routine Immunization Intensification	Intensified routine immunization in Akpabuyo, Calabar Municipal, and Ikom LGAs.	Increased immunization coverage and number of vaccinated children.
28	Mpox Vaccine Introduction	Vaccinated identified high-risk populations against Mpox infection.	Strengthened herd immunity and outbreak preparedness against Mpox.
29	Routine Immunization Supportive Supervision and Data Quality Assessment	Improved supervision systems and quality assurance for immunization services.	Enhanced service delivery standards and improved immunization data quality.
30	Routine Immunization Intensification in Low Performing LGAs	Strengthened immunization service delivery in low-performing LGAs.	Increased number of vaccinated children and improved routine immunization coverage.

31	Introduction of Measles Rubella Vaccines	Achieved full vaccination coverage for eligible children aged 9 months–14 years.	Reduced susceptibility to Measles and Rubella infections among children.
32	Monthly LGA Cold Chain Officers Meetings	Strengthened cold chain management systems and coordination mechanisms.	Improved vaccine storage, preservation, and cold chain efficiency statewide.
33	Monthly Routine Immunization Waste Management	Ensured proper disposal of immunization waste including safety boxes and empty vaccine vials.	Improved environmental safety and compliance with approved waste disposal standards.
34	Revitalization of Basic Healthcare Infrastructure	Improved healthcare infrastructure across 196 wards statewide under the BHCPF programme.	Increased access to healthcare centres, improved service delivery, and higher patient turnout.
35	Capacity Building of Health Workers on Quality of Care and Assessment	Strengthened healthcare workers' competencies on quality healthcare delivery.	Improved patient safety and strengthened health system performance across the 196 wards.
36	Capacity Building of Midwives and CHEWs on BEmONC Services	Improved maternal and newborn healthcare practices in PHC facilities statewide.	Increased availability of quality BEmONC services, reduced maternal morbidity and mortality, and increased utilization of skilled birth services.
37	Procurement and Distribution of Laptops	Strengthened digital health systems and healthcare reporting processes.	Faster reporting, better disease surveillance, and improved monitoring and evaluation systems.
38	Implementation of the Basic Healthcare Provision Fund (BHCPF)	Improved financial autonomy of 196 PHCs and increased access to free healthcare services for vulnerable groups.	Strengthened state health systems, improved patient volume and service delivery, and enhanced community participation and ownership of healthcare programmes.

**MDA: PRIMARY HEALTH CARE DEVELOPMENT AGENCY ACHIEVEMENTS**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC) (Inferred)	EXPECTED IMPACT (Inferred)
1	Conduct routine immunization services in facilities across the 18 LGA of the state	Consistent routine immunization services provided in 1034 facilities across the state	Sustained high immunization coverage rates; reduced incidence of vaccine-preventable diseases
2	Target Zero dose children for complete vaccination	Zero dose vaccination given to 100% wards with hyper volume cases	Reduced neonatal mortality; increased equity in vaccination access
3	Introduce Human papilloma virus vaccination	Introduction, implementation, and ongoing reutilization of HPV vaccination program	Reduced incidence of HPV-related diseases, including cervical cancer; improved adolescent health
4	Flag off of the Oral Cholera /Polio vaccine campaign and vaccination in five wards of Obubra LGA	Oral Cholera/Polio vaccine campaign successfully flagged off and vaccination conducted in five wards of Obubra LGA	Reduced risk of cholera and polio outbreaks in Obubra LGA; improved community health protection

5	Distribution of Anti natal mama’s kits and post-natal kits across the 18 LGAs in collaboration with IMPACT	The Cross River State Government through the IMPACT project has started distribution of 9800 Anti natal mama’s kits and 9800 post-natal kits across the 18 LGAs.	Improved service delivery and uptake in the facilities as well as reduced maternal and newborn mortality rates
6	Counseling of lactating mothers with proper and effective breastfeeding regime	52 lactating mothers were reached with breastfeeding counseling	Increased child intelligent quotient. Reduced neonatal mortality.

**MDA: BASIC HEALTH CARE PROVISION FUND (BHCPF)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC) (Inferred)	EXPECTED IMPACT (Inferred)
1	Conduct training for Skilled Birth Attendants on BEMONC and the use of Labour Care Guide	50 Skilled Birth Attendants successfully trained on BEMONC and Labour Care Guide	Improved maternal and newborn care outcomes; reduced complications during childbirth
2	Engage more Skilled birth Attendants (IMPACT)	196 Skilled Birth Attendants engaged through the IMPACT program	Increased availability of skilled birth attendants in healthcare facilities; enhanced quality of delivery services
3	Produce and distribute Score Cards for proper quality of care Assessment	392 Scorecards produced and distributed for quality of care assessment	Standardized assessment of healthcare quality; identified areas for improvement in service delivery
4	Carry out Capacity Building for Health Care workers on quality of care and Assessment	60 healthcare workers received capacity building on quality of care and assessment	Enhanced skills of healthcare workers in delivering and assessing quality care; improved patient satisfaction
5	Engagement of Midwives in BHCPF Facilities	40 Midwives engaged in BHCPF Facilities	Increased access to midwifery services in BHCPF facilities; strengthened maternal health services
6	Carry out Capacity building of Midwives and CHEW on Basic Emergency Maternal Obstetric Newborn Care (BEMONC)	Midwives and CHEW received capacity building on BEMONC	Improved emergency obstetric and newborn care skills; reduced maternal and newborn mortality
7	Quarterly funding of BHCPF Facilities for effective implementation of quality Primary Health Care Service delivery	Quarterly funding consistently provided to 196 BHCPF Facilities	Sustained operational capacity of PHC facilities; improved quality and accessibility of primary healthcare services
8	Involve/engage and Sensitize Community on Health Care Programs	Active community involvement and sensitization on healthcare programs	Increased community awareness and participation in health initiatives; improved health-seeking behaviors

MDA: NUTRITION AND IMMUNIZATION

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC) (Inferred)	EXPECTED IMPACT (Inferred)
1	Distribution of VAS Children 6-59 months	98% of children aged 6-59 months received Vitamin A Supplementation (VAS)	Reduced vitamin A deficiency; improved child survival and immunity
2	Distribution of Albendazole to under-fives	94% of under-fives received Albendazole for deworming	Reduced prevalence of worm infestations; improved nutritional status and growth in young children
3	Distribution of Micronutrients supplement to pregnant women	34% of pregnant women received micronutrient supplements	Improved maternal nutrition and health; reduced risk of birth complications and deficiencies in newborns
4	Screened and distribution of RUTF to severe acute malnourished children	40% of severe acute malnourished children screened and received Ready-to-Use Therapeutic Food (RUTF)  Malnutrition rate dropped from 20.5% in 2023 to 1.6% in 2024.	Improved recovery rates among malnourished children; reduced child morbidity and mortality due to malnutrition

MDA: CROSS RIVER STATE HEALTH INSURANCE AGENCY (CRSHIA)

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC) (Inferred)	EXPECTED IMPACT (Inferred)
1	Carry out Monitoring and Evaluation/Quality Assurance of both Primary HealthCare Centres and Secondary Health facilities under the scheme from 2023 to date across	M&E/Quality Assurance completed for all PHCs and Secondary Health facilities under the scheme from 2023 to date	Improved quality of healthcare services; identified areas for enhancement in health facilities
2	CRSHIA in collaboration with National Health Insurance Agency, to carry out a full accreditation of 61PHCs in southern senatorial district	Full accreditation of 61 PHCs in southern senatorial district by CRSHIA and NHIA	Ensured adherence to quality standards in PHCs; improved public trust in healthcare services
3	Carry out enrollment of the BHCPF programme enrollees from the initial 17,901 enrollees within the period under review	Total BHCPF enrollees increased from 21,152 to 39,053, with 17,901 new enrollments all within the period under review	Increased access to basic healthcare services for vulnerable populations; expanded coverage under BHCPF
4	Carry out enrollment of the formal sector potential beneficiaries from the initial 12,949 enrollees	Total formal sector enrollees increased from 12,949 to 14,464, with 1,515 new enrollments, all within the period under review	Expanded health insurance coverage for formal sector employees; improved financial protection for healthcare
5	Distribute 8,789 printed enrolment ID cards to beneficiaries of both	8,789 printed enrollment ID cards distributed to beneficiaries of both programs	Enabled beneficiaries to access healthcare services; improved ease of identification for enrollees

	programmes across the state		
6	Carry out Monitoring and auditing of the use of capitation in Secondary Health care facilities	Regular monitoring and auditing of capitation usage in Secondary Health facilities	Ensured proper utilization of funds; promoted accountability in healthcare financing
7	Conduct training of Treasurers and Cashiers in Secondary HealthCare facilities on the scheme account records	Treasurers and Cashiers in Secondary Healthcare facilities trained on scheme account records	Improved financial management and record-keeping for health insurance schemes
8	Carry out capitation payment for both Primary HealthCare and Secondary facilities	Capitation payments for PHC and Secondary facilities for 2024 fully completed and 2025 process ongoing	Ensured timely and consistent funding for healthcare facilities; improved service delivery
9	Participate in the National Council on Health meeting in Maiduguri-Borno State	CRSHIA participated in the National Council on Health meeting	Contributed to national health policy discussions; gained insights for state health initiatives
10	Participate in the training of Treasury Single Account (TSA) in Abuja	CRSHIA participated in TSA training in Abuja	Improved understanding and implementation of TSA principles; enhanced financial transparency
11	Enrollment of Beneficiaries	<ol style="list-style-type: none"> <li>1. Formal sector enrollment increased from 8,506 (2023) to 17,170 (2026), representing 102% growth.</li> <li>2. BHCPF enrollment increased from 24,300 (2023) to 39,340 (2026), representing 62% growth.</li> <li>3. Informal sector enrollment expanded from 0 (2023) to 3,150 (2026).</li> </ol>	<ul style="list-style-type: none"> <li>• Significant increase in health insurance coverage across formal, informal and vulnerable groups.</li> <li>• Improved financial protection and access to healthcare services for citizens.</li> </ul>
13	Print and distribute ID Cards to beneficiaries facilitate access to services for newly enrolled beneficiaries	590 ID cards printed and distributed to beneficiaries	Facilitated access to services for newly enrolled beneficiaries
14	Payment of Capitation for Basic Health Care Provision Fund Programme, Formal Sector and Fee-For-Service to deserving Facilities to date	Capitation and fee-for-service payments to deserving facilities for BHCPF and Formal Sector programs completed to date	Ensured consistent funding for healthcare providers; sustained service delivery under various schemes
15	Conduct Monitoring and Evaluation/Quality Assurance in Primary Healthcare Facilities under the BHCPF	M&E/Quality Assurance conducted in PHC facilities under BHCPF	Improved quality of primary healthcare services under BHCPF; optimized resource utilization
16	Carry out accreditation of additional eight secondary health facilities in Local	Accreditation of 8 additional secondary health facilities in underserved LGAs	Increased geographical access to secondary healthcare services; reduced travel burden for patients

	Governments without secondary health facilities (Obudu, Boki, Ikom, Odukpani, Calabar South and Akpabuyo) to increase access to health care		
17	Print and distribute Facility registers to all the secondary health facilities and primary health centres under the scheme	500 facility registers printed and distributed to all scheme-participating health facilities	Improved record-keeping and data management at facility level; enhanced service coordination
18	Procure PVCs for the production of beneficiaries ID cards	11,000 PVCs procured for beneficiary ID card production	Ensured sufficient materials for ongoing ID card issuance; supported seamless enrollment processes
19	Procure HP Laptops for the Agency staff for effective service delivery	13 HP Laptops procured for Agency staff	Enhanced staff productivity and efficiency; improved digital operations for the Agency
2	Access to Care by Beneficiaries	1. Formal sector access to care increased from 602 (2023) to 897 (2026), representing 49% increase. 2. BHCPF access to care increased from 21,671 (2023) to 79,444 (2026), representing 267% increase.	<ul style="list-style-type: none"> <li>Strengthened Universal Health Coverage implementation in Cross River State.</li> <li>Improved utilization of healthcare services among enrolled beneficiaries.</li> </ul>
3	Service Utilization by Beneficiaries	1. Formal sector service utilization increased from 809 (2023) to 1,273 (2026), representing 57% increase. 2. BHCPF service utilization increased from 28,314 (2023) to 106,981 (2026), representing 278% increase.	<ul style="list-style-type: none"> <li>Reduced out-of-pocket health expenditures for citizens.</li> <li>Increased confidence and reliance on the health insurance scheme.</li> </ul>
4	Accreditation of Health Facilities	1. Increased number of accredited Basic Health Care Provision Fund (BHCPF) facilities from 195 (2023) to 196 (2026), achieving near one facility per political ward.	<ul style="list-style-type: none"> <li>Improved geographical access to healthcare services for enrollees.</li> <li>Reduced travel distance and improved equity in healthcare delivery.</li> </ul>
5	Procurement of Office Equipment and ICT Infrastructure	1. Provision of 13 Core i5 HP laptops, 1 eight-seater workstation, 13 executive chairs, 5 office tables, 3 laminating machines, 2 3-in-1 printers, and 1 SENC1 10KVA generator.	<ul style="list-style-type: none"> <li>Enhanced staff productivity and administrative efficiency.</li> <li>Improved quality and speed of service delivery within the agency.</li> </ul>
1	Workforce Support and Capacity Building of Health Care Workers	Quarterly mentoring and coaching visits conducted in PHCs; 40 Midwives engaged through BHCPF; employment of 2,200 Health Care Workers in 2025.	Improved quality of healthcare service delivery through continuous training, mentoring, and expansion of the healthcare workforce across PHCs in the State.
2	Community Engagement and Health Sensitization	Quarterly community engagement meetings conducted across wards, communities, LGAs, and State level.	Strengthened community participation, awareness, and ownership of PHC programmes through regular sensitization and mobilization activities.

3	Revitalization and Upgrade of PHCs	Upgrade of 100 PHCs out of 1,028 facilities and distribution of medical equipment to facilities.	Increased access to quality healthcare services through rehabilitation and revitalization of PHCs statewide.
4	Basic Health Care Provision Fund (BHCPF) Implementation	Financial autonomy established for 196 PHCs and expanded to 333 PHCs through BHCPF implementation.	Expanded access to quality healthcare services through financial autonomy and improved operational efficiency of PHCs.
5	Free Healthcare Services for Vulnerable Groups	100% increase in access to free healthcare services for vulnerable groups across supported PHCs.	Increased access to free healthcare services for vulnerable populations in empanelled PHCs.
6	Maternal and Child Health Support Programme	Distribution of 12,800 Mama Kits and 19,600 Postnatal Kits to beneficiaries statewide.	Improved maternal and child healthcare outcomes through provision of incentives and support materials for mothers and newborns.
7	Immunization Services and Campaigns	100% delivery of immunization services through campaigns, outreach services, and routine immunization activities.	Improved immunization coverage and reduction in vaccine-preventable diseases across the State.
8	Essential Drugs Supply and Improved Service Delivery	Monthly supply of essential drugs to 196 PHCs leading to 90% improvement in service delivery and patient turnout.	Enhanced healthcare delivery and increased patient confidence in PHCs through improved availability of essential drugs.
9	Strengthening of PHC Systems and Data Management	Supply of laptops to 196 PHC facilities and LGA Monitoring & Evaluation Officers.	Improved monitoring, evaluation, coordination, and healthcare data quality assurance systems.
10	State Minimum Service Package (MSP) Review and Distribution	Review and distribution of 1,000 copies of the State Minimum Service Package to PHCs and Programme Officers.	Standardized healthcare service delivery across PHCs in the State.
11	Nutrition and Severe Acute Malnutrition (SAM) Intervention	304 SAM cases treated in 2023, 174 cases treated in 2024, and 185 cases treated in 2025 using instant cereals.	Improved nutrition outcomes and management of severe acute malnutrition cases among children.
12	Recruitment and Engagement of Midwives	Engagement of 40 Midwives through BHCPF to work in selected PHCs.	Improved availability of skilled healthcare personnel in PHCs across the State.
13	Reduction of Zero-Dose Children	Zero-dose population reduced from 70,913 in 2024 to 18,205 in 2025.	Significant reduction in the number of unvaccinated children across the State.
14	Monitoring and Evaluation of PHCs	Regular Monitoring and Evaluation visits conducted across PHCs statewide.	Strengthened accountability, supervision, and healthcare performance monitoring systems.
15	Social Mobilization and Health Education Activities	Social mobilization and health education activities conducted across communities, wards, LGAs, and State level.	Increased public awareness and participation in healthcare programmes and preventive health practices.
16	Maternal, Newborn and Child Health (MNCH) Campaigns	Conducted Bi-annual MNCH Week, HPV vaccination campaigns, Oral Polio Immunization Plus Days, Measles-Rubella campaigns, and routine immunization exercises.	Improved maternal and child health indicators through intensive public health campaigns.

17	Antenatal Care (ANC) and Skilled Birth Attendance	ANC attendance increased from 204,491 in 2023 to 251,797 in 2025; Skilled Birth Attendance increased from 25,902 in 2023 to 38,271 in 2025.	Increased utilization of maternal healthcare services and improved safe delivery outcomes.
18	Child Immunization and Pentavalent Vaccine Coverage	PENTA 1 coverage reached 142,346 while PENTA 3 coverage reached 130,536 in 2025.	Sustained improvement in childhood immunization uptake across the State.
19	PHC Infrastructure Strengthening and Community Participation	Improved community participation in PHC work plan development and implementation.	Strengthened sustainability and local ownership of PHC programmes and interventions.
20	Health Sector Collaboration and Partnership Engagement	Effective collaboration with Ministries, Development Partners, Donor Agencies, and Community Stakeholders leading to improved healthcare outcomes statewide.	Improved coordination and implementation of health interventions through strategic partnerships.

**MDA: CROSS RIVER STATE ACTION FOR THE CONTROL OF AIDS (CRSACA)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Renovation of CR-SACA Permanent Administrative Structure and Conference Hall	<ol style="list-style-type: none"> <li>Expanded office workspace capacity from three (3) rooms to thirteen (13) rooms, representing approximately 333% increase in operational office space.</li> <li>Successfully renovated and upgraded the permanent administrative building and established a fully functional conference hall for official meetings, stakeholder engagements and workshops.</li> <li>Improved institutional working environment through enhanced office infrastructure and workspace organization.</li> </ol>	<ul style="list-style-type: none"> <li>Increased staff productivity, operational efficiency and improved workplace coordination within the Agency.</li> <li>Reduced dependence on hotels and external venues for meetings, stakeholder summits, trainings and programme workshops, resulting in cost savings and improved institutional independence.</li> </ul>
2	Procurement of Office Equipment and Furnishing	<ol style="list-style-type: none"> <li>Significantly upgraded office equipment and furnishing capacity from minimal facilities in 2023 (1 printer, 4 chairs and 3 tables) to enhanced operational assets in 2026 including eight (8) laptops, executive conference furniture, additional office tables and chairs, 8000KVA generator, air conditioning units and related office equipment.</li> <li>Improved ICT and administrative support infrastructure for programme coordination and reporting.</li> <li>Strengthened operational logistics and institutional functionality across departmental units.</li> </ol>	<ul style="list-style-type: none"> <li>Approximately 75% improvement in staff performance, productivity and administrative efficiency.</li> <li>Enhanced institutional capacity for effective coordination, monitoring and implementation of HIV/AIDS programmes and interventions across the State.</li> </ul>

3	Cross River Annual HIV Summit and Strategic Planning	<ol style="list-style-type: none"> <li>1. Developed and implemented the Cross River State HIV/AIDS Strategic Plan (2023–2026) aligned with the National HIV/AIDS Strategic Framework and response priorities.</li> <li>2. Facilitated integration of HIV services into the Cross River State Health Insurance Scheme to improve sustainability and access to care.</li> <li>3. Strengthened stakeholder coordination, programme planning and evidence-based HIV response systems through annual HIV summits and collaborative engagements.</li> </ol>	<ul style="list-style-type: none"> <li>• Sustained HIV prevalence rate at 1.8% between 2023 and 2026, reflecting improved prevention and response efforts.</li> <li>• Improved data ownership, inter-agency coordination and sustainable financing mechanisms for HIV/AIDS interventions within the State.</li> </ul>
4	HIV Prevention Planning and Adolescent & Young People (AYP) Interventions	<ol style="list-style-type: none"> <li>1. Developed and disseminated the Cross River State HIV Prevention Plan (2024–2027) to guide targeted prevention interventions and stakeholder coordination.</li> <li>2. Developed and implemented the Adolescent and Young People (AYP) Workplan and Action Plan aimed at addressing HIV vulnerabilities among young populations.</li> <li>3. Conducted trainings and sensitization programmes for state and non-state actors, healthcare workers and young people on HIV combination prevention strategies and Sexual and Reproductive Health Rights (SRHR).</li> </ol>	<ul style="list-style-type: none"> <li>• Trained over fifty (50) stakeholders, healthcare workers and young persons on HIV prevention and adolescent-focused interventions.</li> <li>• Improved coordination, awareness creation and targeted HIV prevention services for adolescents and young people across the State.</li> </ul>
5	Commemoration of World AIDS Day, International Condom Day and Cultural Festivals	<ol style="list-style-type: none"> <li>1. Organized annual World AIDS Day campaigns reaching over 2,000 individuals with Sexual and Reproductive Health Rights (SRHR) messages and distributed 17,568 male condoms.</li> <li>2. Expanded International Condom Day interventions with condom distribution increasing from twenty-five (25) cartons in 2023 to seventy (70) cartons in 2026, representing approximately 272% increase.</li> <li>3. Implemented HIV prevention and awareness activities during the Leboku Festival, reaching over 750 individuals and distributing 20,000 condoms, representing significant increases in outreach and service delivery.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased public awareness, knowledge and uptake of HIV testing, prevention services and condom use across communities.</li> <li>• Strengthened participation of faith-based organizations, traditional institutions and community stakeholders in HIV advocacy and prevention campaigns.</li> </ul>
6	Calabar WISE-UP Carnival Campaign	<ol style="list-style-type: none"> <li>1. Integrated HIV and Sexual and Reproductive Health Rights (SRHR) services into the Calabar Carnival WISE-UP Campaign, reaching approximately 87,500 individuals in 2026 compared to 56,664</li> </ol>	<ul style="list-style-type: none"> <li>• Increased awareness and knowledge on HIV prevention, sexual and reproductive health and responsible behaviour among young people and carnival</li> </ul>

		<p>beneficiaries in 2023.</p> <p>2. Expanded awareness campaigns and mobile outreach interventions targeting youths and festival participants during the Carnival season.</p> <p>3. Strengthened community engagement and behavioural change communication strategies focused on HIV prevention and safe health practices.</p>	<p>participants.</p> <ul style="list-style-type: none"> <li>• Contributed to reduction in risky behaviours and improved health-seeking practices during major public events and festivals.</li> </ul>
7	Introduction of Long-Acting HIV Prevention (Lenacapavir LEN PrEP)	<p>1. Conducted comprehensive readiness assessment of healthcare facilities across the State in preparation for the introduction and rollout of Lenacapavir (LEN) Pre-Exposure Prophylaxis (PrEP).</p> <p>2. Strengthened facility preparedness, stakeholder engagement and technical planning for adoption of long-acting injectable HIV prevention services.</p> <p>3. Enhanced strategic coordination for implementation of innovative HIV prevention technologies within the State health system.</p>	<ul style="list-style-type: none"> <li>• Positioned Cross River State for effective rollout of the long-acting injectable Lenacapavir (LEN) PrEP intervention designed to improve adherence and HIV prevention outcomes.</li> <li>• Strengthened the State’s preparedness for adoption of modern and innovative HIV prevention approaches targeting vulnerable populations.</li> </ul>

11.1.5: INDUSTRY, LANDS AND HOUSING CLUSTER

INDUSTRY, LANDS AND HOUSING

**Cluster Vision:** To provide an enabling environment for agricultural, industrial and affordable housing development thereby promoting wellbeing.

**Members:**

- 1 Ministry of Commerce
- 2 Ministry of Industry
- 3 Micro-Finance Enterprise Development Agency
- 4 Cross River State Gaming and Lottery
- 5 Ministry of Lands
- 6 Ministry of Housing
- 7 Cross River Geographic Information Agency (CR-GIA)
- 8 Office of the Surveyor General
- 9 Mortgage Finance & Estate Development
- 10 Investment Promotion Bureau

**Table 5: Achievements and Impacts of Industry and Housing Cluster**

MDA: MINISTRY OF LANDS			
S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OFIMPACT/INFLUENCE
	Survey, Parcellation and acquisition of <b>527.376</b> hectares of land.	<ol style="list-style-type: none"> <li>1. 50.473 Hectares for Housing Project for Ever Thrive Ltd at Odukpani Road</li> <li>2. 130.03 Hectare at Adiabo for Special Agro Industrial Processing Zone.</li> <li>3. 100 Hectares at Akim Akim for Agricultural Purposes.</li> <li>4. 11.685 Hectares at Ogoja for Housing.</li> <li>5. 5.03 Hectares at Adiabo – Tinapa Road for Family Homes (Social Housing Project).</li> <li>6. 5218.637 Square Meters at Ikom for General Hospital.</li> <li>7. 50 Hectares at Calabar – Ikom Highway at Odukpani for Special Housing Project.</li> <li>8. 152.928 Hectares at Efut Mkpara for Multi-Sectorial Agriculture.</li> </ol>	<p><b>Residential</b></p> <ul style="list-style-type: none"> <li>• Housing – Ogoja</li> <li>• Housing- Odukpani</li> <li>• Housing, Tinapa</li> </ul> <p><b>Commercial</b></p> <ul style="list-style-type: none"> <li>• Agriculture- Akim</li> <li>• Agro Processing Zone, Adiabo</li> </ul> <p><b>Agriculture</b></p> <ul style="list-style-type: none"> <li>• Multi Sectorial Agriculture, Efut bMkpara.</li> </ul> <p><b>Health</b></p> <ul style="list-style-type: none"> <li>• General Hospital, Ikom</li> </ul>
	Land Recovery and verification	<ol style="list-style-type: none"> <li>9. <b>Government Land Recovered:</b> Several hectares of encroached government land recovered between 2023 and 2025 by the Ministry.</li> </ol>	

		<p><b>10. Verification and Audit Exercise:</b> Comprehensive land verification conducted; areas around the stadium transformed and reclaimed for public use.</p>	
		<p><b>11. Revenue from Land Sales:</b> Revenue generated through proper valuation and sale of government land under strict compliance with due process.</p>	

**MDA: MINISTRY OF HOUSING**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Task force on Recovery of Government owned Houses.	<b>130 Government-owned houses recovered</b>	Availability of accommodation for use, by Government, reducing funds spent on renting and acquisition.

**MDA: CROSS RIVER GEOGRAPHIC INFORMATION AGENCY**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Rehabilitation of CRGIA	Complete renovation and painting of the offices and building, in 2024 since 2015.	<ul style="list-style-type: none"> <li>Increased productivity due to Conducive working environment</li> </ul>
		Provision of free Internet / Intranet access in offices for staff and clients first time ever.	
		Installation of 5kVA inverter with solar panel to enhance power supply in CRGIA offices	
2	Automation of Land Operation Processes and activities	Development of Land Information System (LIS) infrastructure to Captures and manages land data; critical for land bank rebuild.	<ul style="list-style-type: none"> <li>Efficient Land management achieved in Cross River State</li> </ul>
		Development of indexing of document system	
		Development of a digital cadaster for the state	
		Development of a self-service portal for citizens	
		Production of Certificates of Occupancy revitalized in 2024 after years of inactivity thanks to LIS.	
		Procurement of a mini data center for data synchronization and backup. This includes two servers and associated hardware/software	
		Rebuilding of State Land Bank with 7,500 of 24,000 physical files processed and digitized after several years of abandonment.	

3	CRGIA Revenue Generation	Over 169.3 percent increase in Revenue from ₦56.3M (2023) to ₦151.5M (2024) as a result of the deployment of modern technology	About 200% Increase in revenue from 2023
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S/N	Program/Project	Most Significant Change	Expected Impact
1	Establishment of Continuously Operating Reference Stations (CORS)	Introduced first time ever, state-of-the-art geospatial infrastructure in Calabar and Ikom	Enhanced accuracy for land administration, GIS, engineering surveys; increased IGR for the state
2	Automation of the office of the Surveyor General	Transformed operations into a fully digital smart office	Improved efficiency in technical and administrative processes; faster service delivery
3	Surveys for Bakassi Deep Sea Port - Hydrographic, Geotechnical, and Geophysical Surveys	Delivered high-precision data essential for port development and marine safety	Enabled informed engineering design and construction; mitigated environmental risks
4	Geospatial Mapping of Government Assets	Collected strategic geospatial data for state economic assets	Supported privatization planning, SAPZ site development, and investment targeting
5	Obudu Cattle Ranch Survey and Mapping	Conducted aerial, perimeter, and 3D line mapping of 10,000 hectares for the first time	Provided legal and spatial framework for resort development and sustainable tourism planning

**MDA: MINISTRY OF COMMERCE**

S/NO	PROGRAM/ PROJECT	MOST SIGNIFICANT CHANGE	EXPECTED IMPACT
1	Institutional Setup and Strategic Coordination	Setting up Commissioner’s Office and upliftment of Prof. Eyo Ita Building Working visits to key trade and diplomatic institutions Receipt of Award for Best State Committee for Export Promotion (SCEP)	Modernized work environment, active national engagement, and national-level award received
2	Trade Fair, Market Development, and Business Promotion	Revival and Hosting of 2024 Cross River Trade Fair Approval for 2025 Trade Fair from NACCIMA	Secured national fair dates; partnerships with communities and stakeholders for sustainable commerce hubs
3	Export Promotion and Agribusiness Development	Development of Cross River State Export Strategy Listing as Coffee and Tea Producing State Establishment of Coffee Nurseries in Southern, Central, and All Senatorial Districts	Expanded agribusiness ecosystem with state-backed export crop capacity building
4	Enable structured, cross-border commerce and regional integration in maritime and border zones	Formalization of informal cross-border trade with Federal Ministry	Increased visibility and legitimacy of informal traders; boosted regional trade alignment

5	Establishment of UNHCR One Stop Center	Strengthened humanitarian response within the trade ecosystem and preserved industrial investment	Maintained industrial activity and integrated social support into economic planning
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**MDA: MINISTRY OF INDUSTRY**

S/NO	PROGRAM/ PROJECT	MOST SIGNIFICANT CHANGE	PROOF OF IMPACT/ INFLUENCE
1	Industrial Policy review and strategy development	Industrial policy reviewed and repositioned to align with investment and PPP goals	Reviewed state industrial policy
2	Privatization of State-Owned Assets	Concession of CRS Garment Factory, Cross River State Feed Mill, Sack Bags Production Factory, Organic Fertilizer factory. Which has been abandoned for years.	Multiple factories concessioned: operations restructured for productivity, employment and investment returns.

**MDA: MICRO ENTERPRISE DEVELOPMENT AGENCY (MEDA)**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	• PROOF OF IMPACT/INFLUENCE
1	CRSEDC Rebranding & Training	Rebranded to Cross River State Enterprise Development Center (CRSEDC), elevating its institutional identity and visibility as a state led hub for entrepreneurship. Trained 2,500 participants across 18 LGAs.	Successfully transition to the Cross River State Enterprise Development Center Enhanced business skills, financial literacy and startup readiness at the grass root level.
2	Digital MSME Data Platform	Formalized partnership with the IRS and Nugitech to streamline digital MSME registration, tax onboarding and compliance training.	Enhanced MSME registration, tax onboarding and compliance training.
3	Business Clinics & Fora	Held 5 business clinics, 6 stakeholder fora with CAC, NAFDAC, BOI, SON, etc.	Strengthened institutional linkages between state-level enterprise support and federal agencies, improving policy alignment and MSME confidence in formal Systems.
4	Creative & Digital Economy Partnership	100 creative trained; top 10 got N500,000 each.	Second cohort (200 creative) planned, includes AI and digital marketing.
5	Financial Support – Matching Funds	Liquidated N200M CRSG-BOA fund; secured N1B SMEDAN fund; N2B BOI fund and successfully profiled 500 beneficiaries for payment starting June 2025.	Disbursement set to commence in June, 2025 marking the state’s largest coordinated MSME finance rollout-targeting inclusive economic participation and enterprise growth.
6	Nano-finance Support	N50,000 support to 5,000 nano-businesses.	Directly impacts grassroots entrepreneurship.
7	NG-CARES Program Grants	N100,000 NANO–N400,000 SMALL Business grants paid to 2,315 MSMEs across the State	Self-reliance and Improved the Living Condition of Cross Riverian
8	BOI Business Grants	Facilitated N5M for 1,000 businesses. In the state	Strengthened MSME access to formal financing.
9	NEXIM Women Grants	N25M facilitated to women-led enterprises and cooperatives.	Significant gender inclusion milestone.
10	CAC Business Registration	The Ministry facilitated the payment of CAC registration for 1,000 businesses across the state	Formalization boosts business legitimacy.

11	Regulatory Engagements (SON/NAFDAC)	Capacity-building sessions held, easing compliance.	Institutional collaboration deepened.
12	Empowerment of Senior Citizens	500 retirees trained and empowered with starter packs in collaboration with National Senior Citizen Centre partnership.	Improved in the living standard of our retiree
13	Enterprise Club	Launched a, pilot programme across 50 schools. in Nov 2024 Endorsed by Ministry of Education. Roll-out in June 2025.	
1	Entrepreneurial Development and Business Management Training	<ol style="list-style-type: none"> <li>1. Conducted comprehensive entrepreneurial development and Business Plan Development Training programmes through the Enterprise Development Centre (EDC) aimed at strengthening managerial and operational capacities of entrepreneurs and small business owners.</li> <li>2. Organized final orientation sessions and facilitated successful disbursement of N500,000 grants to beneficiaries under the Retiree Entrepreneurial Development Initiative (REDI).</li> <li>3. Implemented the Senator Owan Enoh Empowerment Scheme through targeted entrepreneurial and vocational training programmes for selected beneficiaries across the state.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved entrepreneurial knowledge, business management capacity and sustainability of MSMEs and retiree-owned businesses.</li> <li>• Enhanced financial empowerment resulting in establishment, expansion and improved productivity of small businesses and enterprises.</li> </ul>
2	Access to Finance and MSME Support Services	<ol style="list-style-type: none"> <li>1. Conducted verification exercises for numerous MSMEs under the Cross River State Government (CRSG)/SMEDAN–Sterling Bank Business Support Loan Scheme.</li> <li>2. Facilitated NAFDAC product registration, certification and compliance support for MSMEs operating in food processing, cosmetics and related sectors.</li> <li>3. Organized product display and verification exercises to support product certification and market readiness.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased access to affordable financing opportunities for MSMEs across Cross River State.</li> <li>• Improved compliance with regulatory standards leading to enhanced product quality, legitimacy and expanded market access for local businesses.</li> </ul>
3	Youth and Student Entrepreneurship Development	<ol style="list-style-type: none"> <li>1. Facilitated the inauguration and establishment of Enterprise Clubs in secondary schools across Cross River State to promote entrepreneurship education among students.</li> <li>2. Implemented the pilot phase of the YouLeap Programme integrating technology, creativity and fashion entrepreneurship for young people.</li> <li>3. Hosted the first and largest gathering of</li> </ol>	<ul style="list-style-type: none"> <li>• Early development of entrepreneurial orientation, creativity and innovation culture among students and youths.</li> <li>• Increased participation of young people in technology-driven enterprises, digital innovation and startup development.</li> </ul>

		technology entrepreneurs through the LCT Hub initiative in the state.	
4	Sectoral Stakeholders Engagement and Partnerships	<ol style="list-style-type: none"> <li>1. Organized the inaugural Hospitality Stakeholders Meeting aimed at strengthening MSMEs within the culture, hospitality and tourism value chain.</li> <li>2. Facilitated partnership with private sector stakeholders for the establishment of an Automotive Training Centre in Akamkpa Local Government Area.</li> <li>3. Successfully hosted the 8th Expanded National MSMEs Clinic in Calabar with the attendance of the Vice President and other national stakeholders.</li> </ol>	<ul style="list-style-type: none"> <li>• Strengthened collaboration between government, private sector and development partners for MSME growth and enterprise development.</li> <li>• Increased national visibility, strategic partnerships and investment opportunities for MSME development across key economic sectors in the state.</li> </ul>

## INDUSTRY, LANDS AND HOUSING

### Senator Prince Edet Otu’s Industry and Housing Revolution: Unlocking Land Value and Modernizing Infrastructure in Cross River State (2023–2026)

Under the leadership of **Senator Prince Edet Otu**, Cross River State has witnessed a purposeful and transformative push in land administration, housing recovery, and geospatial technology. From 2023 to 2026, the administration focused on systematic land banking, aggressive recovery of government assets, digital transformation of land processes, and strategic acquisition for housing and agro-industrial development. These reforms have strengthened the state’s land economy, boosted internally generated revenue, and laid a solid foundation for housing delivery and industrial growth.

#### Strategic Land Acquisition and Allocation

The Ministry of Lands executed one of the most comprehensive land acquisition drives in the state’s recent history, successfully surveying and parcelling out **527.376 hectares** for strategic development:

- **Housing Projects:** 50.473 hectares for Ever Thrive Ltd at Odukpani Road, 11.685 hectares in Ogoja, 5.03 hectares at Adiabo–Tinapa Road for Family Homes (Social Housing), and 50 hectares at Calabar–Ikom Highway in Odukpani for a Special Housing Project.
- **Agro-Industrial Development:** 130.03 hectares at Adiabo for the Special Agro-Industrial Processing Zone (SAPZ), 100 hectares at Akim Akim for agriculture, and 152.928 hectares at Efut Mkpara for multi-sectorial agriculture.
- **Health Infrastructure:** 5,218.637 square metres at Ikom for a General Hospital.

These acquisitions reflect a deliberate strategy to drive residential, commercial, and agricultural expansion while positioning the state for large-scale investment.

#### Asset Recovery and Land Governance Reforms

The administration launched a robust land recovery and verification exercise:

- Several hectares of encroached government land were successfully recovered between 2023 and 2025.
- A comprehensive verification and audit exercise was conducted, leading to the transformation and reclamation of areas around the stadium for public use.
- Proper valuation and due-process sales of government land generated significant revenue, reinforcing fiscal responsibility in land management.

#### Housing Asset Recovery

The Ministry of Housing made notable strides in protecting government property through the **Task Force on Recovery of Government-Owned Houses**, successfully recovering **130 units**. This intervention has increased available accommodation for government use, reduced expenditure on rented properties, and improved overall housing stock management.

#### Digital Transformation and Geospatial Excellence

The Cross River Geographic Information Agency (CRGIA) underwent a complete overhaul:

- **Office Rehabilitation:** Full renovation and painting of the agency's building (first since 2015), installation of a 5kVA solar inverter system, and provision of free internet/intranet access for staff and clients.
- **Land Information System (LIS):** Development of a modern digital platform featuring a self-service portal, digital cadaster, document indexing, and a mini data centre. This enabled the revitalization of Certificate of Occupancy (C-of-O) production after years of dormancy.
- **Land Bank Rebuilding:** Processing and digitization of **7,500 out of 24,000** abandoned physical land files.

**Revenue Impact:** CRGIA recorded an impressive **169.3% revenue increase** — from ₦56.3 million in 2023 to ₦151.5 million in 2024 — driven by automation and improved service delivery.

The Office of the Surveyor General was equally transformed:

- Establishment of **Continuously Operating Reference Stations (CORS)** in Calabar and Ikom — the first of their kind in the state — for high-precision geospatial data.
- Full automation of operations into a smart digital office.
- Delivery of critical surveys for the **Bakassi Deep Sea Port** (hydrographic, geotechnical, and geophysical) and comprehensive **aerial, perimeter, and 3D mapping** of the **10,000-hectare Obudu Cattle Ranch**.
- Geospatial mapping of key government assets to support privatization, investment, and SAPZ development.

### Overall Impact and Enduring Legacy

In three years, Senator Prince Edet Otu's administration has fundamentally repositioned land administration and housing as drivers of economic development in Cross River State. Key outcomes include:

- **Strategic release of over 527 hectares** for housing, agro-processing, and health infrastructure.
- **Recovery of 130 government houses** and significant encroached land.
- **Digital revolution** in land management through LIS, CORS, and automation, leading to over **169% revenue growth**.
- **Enhanced geospatial capacity** supporting major projects like the Bakassi Deep Sea Port and Obudu Cattle Ranch revival.

These achievements have improved land tenure security, attracted potential investors, reduced bureaucratic bottlenecks, and created a more transparent and efficient land economy. By combining aggressive asset recovery with cutting-edge technology, Governor Otu has not only protected government assets but has also built a modern foundation for housing delivery, industrial growth, and sustainable development.

As Cross River State moves forward, the reforms and land investments made between 2023 and 2026 will continue to unlock economic opportunities, support housing expansion, and position the state as an attractive destination for investment — a clear testament to Senator Prince Edet Otu's vision of purposeful, technology-driven governance.

## INFRASTRUCTURE

Cross River State Under the leadership of **Senator Prince Edet Otu**, has embarked on an aggressive and multi-dimensional infrastructure transformation. From May 2023 to March 2026, the administration, through the Ministry of Works and Infrastructure and other key agencies, has delivered extensive road networks, power sector revival, water supply improvements, and sustainable transportation initiatives. These interventions have enhanced connectivity, restored critical services, and laid the foundation for long-term economic growth across the three senatorial districts.

### Roads and Transportation Infrastructure

The Ministry of Works and Infrastructure executed one of the most comprehensive road programmes in the state's history:

#### Southern Senatorial District (Over 102km)

- Rehabilitation of major corridors including **Murtala Mohammed Highway & Marian Road (19.17km)**, Parliamentary Extension Road (6km), Esuk Utan Road (2.1km), and over 50 streets in Calabar Metropolis (Lot 1 & 2: 8.6km).
- Construction of Nyong Edem/Eyo Okon and Effio Ette–Ikot Eyo link roads using concrete pavement.

- Key projects in Odukpani (Adiabo–Eseku Road 8.4km), Akamkpa (Oban–Nsan Road 28.041km), and multiple emergency interventions.

#### Central Senatorial District (26.14km)

- Ugep Network of Roads (9.74km) and Mkpan–Agoi Road (5km) in Yakurr LGA.
- Ikom Network of Roads (11.4km).

#### Northern Senatorial District (24.85km)

- Ogoja Network of Roads (16.25km), Yahe–Wanokom–Wanikade–Benue Road (5km), and Yache–Alifokpa Road (3km) in Yala LGA.
- 17km Boki East–West Road in Boki LGA.

Additional achievements include emergency repairs on failed sections of major highways, reconstruction of **Yellow Duke Mini Bridge** and **Akhreha/Okpoku Bridge**, and procurement of heavy-duty construction equipment to boost project delivery capacity. These roads have significantly reduced travel time, improved market access, enhanced security operations, and stimulated economic activities.

#### Power and Electrification

The State Electrification Agency (SEA) and Ministry of Power and Renewable Energy restored and expanded electricity infrastructure through the Rehabilitation of multiple **33kV networks** (Odukpani/Akamkpa 22km, Akpabuyo/Bakassi 15km) and numerous transformer substations, Construction of new substations (300KVA to 1MVA) and installation of dozens of transformers across Calabar, Ekorinim, and other communities, Electrification of rural communities and installation of **hundreds of solar street lights** in Calabar, Ugep, Ikom, and Ogoja, Takeover and intervention at the **Adiabo Power Plant (26MW)** and dedicated power supply to strategic government facilities and Launch of **Operation Light Up Cross River** and solar home systems for off-grid areas.

These efforts have restored stable power supply, reduced reliance on generators, and supported commercial and industrial growth.

#### Water Supply and Sanitation

Significant revival was recorded in the water sector through the Rehabilitation of the **Calabar Treatment Works** (inactive for 8 years) and five outstation plants in Itigidi, Obubra, Ikom, Ogoja, and Okpoma, Supply of **over 64,700m<sup>3</sup>** of treated water between late 2023 and early 2024, RUWATSSA rehabilitated **151 hand pump boreholes** and constructed **9 solar-powered boreholes** across multiple LGAs and Construction of gender-responsive sanitation facilities and progress toward Open Defecation Free (ODF) status through community-led initiatives.

#### Sustainable Transportation and Strategic Projects

The Ministry of Transportation advanced green mobility and long-term infrastructure by the Establishment of **CNG conversion stations** and procurement of **200 electric motorcycles, 100 electric vehicles, and 400 electric keke**, Facilitation of the **Bakassi Deep Seaport** project AND Prefeasibility studies across multiple LGAs to guide future transport planning.

#### Overall Impact and Enduring Legacy

In just three years, Senator Prince Edet Otu's administration has delivered over **150 kilometres** of roads, revived critical power and water infrastructure, and introduced sustainable transportation solutions. Key outcomes include:

- **Improved connectivity** across urban centres and rural communities.
- **Restored electricity and water supply**, enhancing quality of life and economic productivity.
- **Enhanced security and emergency response** through better road access to security formations.
- **Promotion of green energy** via solar and electric mobility initiatives.
- **Foundation for major projects** such as the Bakassi Deep Seaport and Obudu Cattle Ranch development.

By addressing decades of infrastructure decay with urgency and vision, Governor Otu has not only improved daily mobility and service delivery but has also positioned Cross River State for accelerated industrialization and sustainable development. The infrastructure revolution of 2023–2026 stands as a lasting legacy of transformative leadership that is connecting communities, powering progress, and building a more prosperous Cross River State.

11.1.6: INFRASTRUCTURE CLUSTER

INFRASTRUCTURE

**Cluster Vision:** To be the key provider of world class socio-economic infrastructure towards positioning Cross River State as the leading state in Nigeria.

**Members:**

1. MINISTRY OF WORKS AND INFRASTRUCTURE
2. MINISTRY OF SCIENCE AND TECHNOLOGY
3. MINISTRY OF WATER RESOURCES
4. MINISTRY OF TRANSPORTION
5. COMMERCIAL TRANSPORT REGULATORY/REGULATORY AGENCY
6. INLAND WATERWAYS DEVELOPMENT AGENCY
7. DEPARTMENT OF MOTOR VEHICLE ADMINISTRATION
8. TRAFFIC REGULATORY AND MANAGEMENT AGENCY
9. MINISTRY OF POWER AND RENEWABLE ENERGY
10. STATE ELECTRIFICATION AGENCY (SEA)
11. CROSS RIVER ROAD MAINTENANCE AGENCY
12. CROSS RIVER STATE WATER BOARD LIMITED
13. RURAL WATER SUPPLY AND SANITATION (RUWATSSA)
14. BORDER COMMUNITY DEVELOPMENT COMMISSION
15. MINISTRY OF AVIATION

**Table 6: Achievements and Impacts of Infrastructure Cluster**

MDA: STATE ELECTRIFICATION AGENCY (SEA)			
S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
	Rehabilitation & Upgrading of Power Infrastructure (Transformers & HT Networks)	<ol style="list-style-type: none"> <li>1. Rehabilitation of multiple High-Tension (HT) networks and vandalized transformer substations across Odukpani, Bekwarra, Akamkpa, Ogoja, Ikom, Yala and Calabar areas.</li> <li>2. Restoration works carried out on Ndok Junction–Idum Mbube, Awi–Okom-Ita, Akpab-Okoyong–Okurikang, Adiabo Ukpah, Nde Network Ikom, Anyikang–Gakem and House of Assembly Quarters Ekorinim.</li> <li>3. Several transformer substations rehabilitated and restored to full functionality in 2025.</li> </ol>	<ul style="list-style-type: none"> <li>• Restored stable electricity supply and grid connectivity to several urban and rural communities.</li> <li>• Improved security, socio-economic activities and commercial growth in affected areas.</li> <li>• Enhanced rural development and improved standard of living for residents.</li> </ul>
2	Construction & Installation of New Sub-stations and Transformers	<ol style="list-style-type: none"> <li>1. Construction of new 300KVA, 500KVA and 1MVA substations at Summit Hills, Glory of God Church Highway, Enyia Nfo Community–Esuk Afu Satellite Town and Ekorinim.</li> <li>2. Delivery and installation of multiple 500KVA transformers across Ekorinim, Unebu Community, Okuku and Nsefik Layout.</li> <li>3. Installation of 1MVA transformer near Redeemed Church, Ekorinim to support industrial and commercial power demand.</li> </ol>	<ul style="list-style-type: none"> <li>• Expanded electricity access to underserved communities and residential estates.</li> <li>• Boosted tourism, real estate development and industrial productivity.</li> <li>• Reduced transformer overloading and improved voltage stability.</li> </ul>
3	Electrification of Rural & Underserved Communities	<ol style="list-style-type: none"> <li>1. Electrification and reticulation projects executed in Idim-Ita Community, Adiabo Ukpah, Ikot-Okon Abasi and other rural communities.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased electricity access for households and small businesses.</li> <li>• Enhanced rural socio-economic</li> </ul>

		<ol style="list-style-type: none"> <li>2. Fresh grid access provided to Enyia Nfo Community, Esuk Afu Satellite Town.</li> <li>3. Rehabilitation and expansion of community distribution networks across Yala, Bekwarra and Odukpani LGAs.</li> </ol>	<p>development and poverty reduction.</p> <ul style="list-style-type: none"> <li>• Improved community safety and support for local enterprises.</li> </ul>
4	Power Supply to Strategic Government Facilities	<ol style="list-style-type: none"> <li>1. Upgrading and relocation of Ministry of Works transformer substation completed.</li> <li>2. Dedicated transformers and power infrastructure provided for the Office of the First Lady, Governor’s Lodge and Deputy Governor’s Lodge.</li> <li>3. Installation of solar systems at the residences of His Excellency and the House of Assembly Speaker.</li> </ol>	<ul style="list-style-type: none"> <li>• Ensured uninterrupted power supply to critical government facilities and residences.</li> <li>• Improved operational efficiency, security and administrative productivity.</li> <li>• Reduced dependence on diesel generators and operational costs.</li> </ul>
5	Procurement of Critical Electrical Materials & Grid Maintenance	<ol style="list-style-type: none"> <li>1. Procurement and distribution of transformer oil and critical electrical materials for substations statewide.</li> <li>2. Essential maintenance materials procured for rapid response and maintenance of Calabar metropolis grid network.</li> <li>3. Continuous maintenance and revamping of metropolitan power infrastructure undertaken.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced incidence of transformer failure and prolonged lifespan of power assets.</li> <li>• Improved response time to electrical faults and outages.</li> <li>• Enhanced reliability of urban electricity supply and public safety.</li> </ul>
6	Expansion of Solar Power Solutions in Rural Communities	<ol style="list-style-type: none"> <li>1. Distribution of Solar Home Systems to rural communities not connected to the national grid.</li> <li>2. Off-grid solar interventions expanded across remote communities in the State.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased off-grid electricity access and reduced energy poverty.</li> <li>• Improved household lighting, education and small-scale economic activities in rural communities.</li> </ul>
7	Support for Tourism, Commercial & Residential Development Through Electrification	<ol style="list-style-type: none"> <li>1. Construction of 33KV line and installation of substation at Summit Hills Calabar completed.</li> <li>2. Electrification infrastructure provided for Nature Court Estate and other developing residential layouts.</li> <li>3. Power infrastructure upgraded in strategic commercial hubs and estates.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased real estate value and commercial activities.</li> <li>• Enhanced tourism development and hospitality services.</li> <li>• Improved quality of life and economic expansion within benefiting communities.</li> </ul>

**MDA: MINISTRY OF WORKS**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Improve accessibility to key security and urban infrastructure	<p>Emergency intervention and rehabilitation of <b>23.30km</b> roads prior to 2023 to security formations and other critical roads in Calabar Municipality/Calabar South</p> <p>Construction of <b>28.041km</b> Oban-Nsan Road Akamkpa (<b>Southern Senatorial District</b>)</p>	Timely road rehabilitation ensured uninterrupted access for emergency services and residents
2	Improve intra-community connectivity and economic activity within Central Senatorial District	<p>Construction of (<b>26.14km</b>) 9.74km Ugep Network of Roads, Yakurr LGA and 11.4km Ikom LGA Network of Roads.</p> <p><b>5km</b> Mkpani-Agoi Road Yakurr (<b>Central Senatorial District</b>) within May 2023 to 2025</p>	Improved transportation and commercial access for residents and businesses in Ugep and Ikom

3	Expand inter-community road infrastructure, reduced isolation, and improved access to social services	Construction of <b>(24.85 km)</b> 60m Akhreha/Okpoku Bridge in Yala LGA, <b>16.25km</b> Ogoja Network of Roads, <b>5km</b> Yahe-Wanokom-Wanikade-Benue Link Road, and <b>3km</b> Yache-Afilokpa Road ( <b>Northern Senatorial District</b> ) from May 2023 to 2025	Bridge and roads facilitated rural-urban integration and enhanced mobility in remote communities
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**MDA: MINISTRY OF WATER RESOURCES**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Rehabilitation of Calabar Treatment Works.	Revived a critical water supply facility, including installation of 2No low lift pumps, compressor replacement, power restoration, and equipment repair at LEMNA and Headquarters after not being functional for 8 years. enabling consistent water treatment and distribution	Operational water treatment plant delivering water services to Calabar and surrounding areas
2	Installation of critical treatment inputs and infrastructure.	Installation of critical treatment inputs and infrastructure (CTPIs, dosing pumps, electric motors, transformer, pipeline fittings) in 5 outstations (Itigidi, Obubra, Ikom, Ogoja, Okpoma) abandoned for years	Water production and distribution resumed in all five locations, enhancing service coverage
3	Facilitate Water Partnership Program and review of State Water and Sanitation Policy.	Improved strategic planning and governance for water sector investment and sustainability in collaboration with international partners after several years	Established framework for future partnerships, infrastructure development, and funding
4	Alignment with African Development Bank’s Urban Water Sector Reform Project	Positioned the state for regional reform initiatives and international development support	Enhanced institutional alignment to benefit from reform-based funding and guidance
5	Reactivation of water sector governance by inaugurating State Task Group on WASH	Strengthen coordination and sectorial leadership to improve water service delivery after many years	Re-established oversight and implementation mechanisms in line with national WASH goals
6	Establishment of Food and Nutrition Department;	Integrated nutrition into water service planning and tackled unemployment in line with state manpower policy which is its first of its kind in the state.	Staff recruited and department operationalized for inter-sectoral development planning

**MDA: MINISTRY OF TRANSPORTATION**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Establishment of Three (3) CNG Conversion Stations Across the State	1. Commencement of the establishment of three Compressed Natural Gas (CNG) conversion stations across major urban centres in Cross River State.  2. Promotion of sustainable transportation through reduced dependence on petrol-powered	<ul style="list-style-type: none"> <li>• Improved urban air quality and public health through reduced emissions.</li> <li>• Extended engine lifespan due to reduced wear and tear on engine components.</li> <li>• Enhanced drive towards</li> </ul>

		<p>vehicles.</p> <p>3. Advancement of cleaner energy transportation initiatives aimed at lowering carbon emissions and stimulating industrial growth.</p>	<p>environmentally sustainable transportation systems.</p>
2	Conduct of Prefeasibility Study on Transportation Infrastructure	<p>1. Conducted transportation prefeasibility studies across Calabar South, Calabar Municipality, Bakassi, Ikom, Ugep, Ogoja, and Obudu.</p> <p>2. Identification of transportation patterns and infrastructural deficits across the State.</p> <p>3. Assessment of sectoral challenges and development of remediation strategies for transportation improvement.</p>	<ul style="list-style-type: none"> <li>• Transportation hotspots and movement patterns across the State identified.</li> <li>• Key transportation infrastructure challenges documented and analyzed.</li> <li>• Strategic remediation plans established for future transport sector development.</li> </ul>
3	Procurement of 200 Electric Motorcycles	<p>1. Procurement of 200 electric motorcycles to support eco-friendly transportation within Calabar.</p> <p>2. Promotion of sustainable transition from fossil fuel-powered transportation to cleaner energy alternatives.</p> <p>3. Reduction in transportation costs and carbon emissions through adoption of electric mobility solutions.</p>	<ul style="list-style-type: none"> <li>• Contribution to energy diversification and reduced dependence on fossil fuels.</li> <li>• Environmentally friendly transportation system with fewer emissions.</li> <li>• Improved cost-effectiveness and longer engine lifespan due to cleaner technology.</li> <li>• Improved environmental and public health conditions.</li> </ul>
4	Facilitation of Bakassi Deep Seaport Construction	<p>1. Facilitation of the Bakassi Deep Seaport project to establish an industrial cluster and free trade zone.</p> <p>2. Promotion of job creation, infrastructural development, and economic sustainability within Cross River State.</p> <p>3. Advancement of Cross River State’s position as a regional trade gateway in Africa and participant in the global blue economy.</p>	<ul style="list-style-type: none"> <li>• Promotion of long-term industrialization and technical advancement.</li> <li>• Strengthening of regional economic growth and trade opportunities.</li> <li>• Establishment of a future trade and logistics hub within the State.</li> <li>• Attraction of national and international investments to the State economy.</li> </ul>
5	Procurement of 10 City Buses, 100 Electric Vehicles, 20 Shuttle Buses and 400 Electric Keke Vehicles	<p>1. Initiated procurement process for 10 city buses, 100 electric vehicles, 20 fourteen-seater shuttle buses, and 400 electric keke vehicles.</p> <p>2. Promotion of affordable and cleaner transportation alternatives across Calabar.</p>	<ul style="list-style-type: none"> <li>• Increased energy diversification through reduced reliance on fossil fuels.</li> <li>• Environmentally friendly transportation system with lower emissions.</li> </ul>

		3. Reduction of transportation costs and environmental pollution through adoption of electric-powered transport systems.	<ul style="list-style-type: none"> <li>• Improved transportation affordability and operational efficiency.</li> <li>• Longer engine lifespan and reduced maintenance costs due to cleaner combustion technology.</li> </ul>
6	Inclusion of Cross River State in the Presidential Compressed Natural Gas (CNG) Initiative	<p>1. Inclusion of Cross River State in the Presidential Compressed Natural Gas (CNG) Initiative in alignment with the National Urban Mobility Project (NUMP).</p> <p>2. Development of strategies towards establishment of a multimodal transportation system in the State.</p> <p>3. Promotion of effective utilization of the State’s marine transportation potentials.</p>	<ul style="list-style-type: none"> <li>• Strategies for establishment of multimodal transportation systems successfully developed.</li> <li>• Improved planning towards utilization of marine transportation opportunities within the State.</li> <li>• Strengthened alignment with national sustainable transportation initiatives.</li> </ul>

**MDA: CROSS RIVER STATE WATER BOARD LIMITED**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Water production and supply to Calabar Metropolis, Ikom and Ogoja	17,000m3 supplied from Dec 2023 – Jun 2024 & 47,700m3 supplied from Dec. 2024 -Mar 2025	<ul style="list-style-type: none"> <li>• Improved access to clean water.</li> </ul>

**MDA: RURAL WATER SUPPLY AND SANITATION AGENCY (RUWATSSA)**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Improved access to clean water and reduction in water-borne diseases in underserved communities	Rehabilitation of 151 Hand Pump Boreholes (HPBHs) across 6 LGAs (Ogoja, Yala, Bekwarra, Etung, Boki, Akamkpa) and Construction of 9 Solar Powered Boreholes (SPBHs) in 3 LGAs (Akamkpa, Etung, Boki), including a new HPBH in Boki after many years of inactivity.	Enhance daily access to potable water
2	Construction of 3 gender-responsive improved sanitation facilities in Akamkpa.	Enhance sanitation infrastructure with consideration for gender-sensitive design and increased public hygiene awareness Training of Toilet Business Owners/Artisans, and construction of 2-compartment pour flush latrines in public institutions	Encouraged adoption of hygienic toilet solutions in public spaces and improved dignity and safety for women and girls
3	Progress towards Open Defecation Free (ODF) status in Cross River State through widespread community engagement	Community Led Total Sanitation (CLTS), 10,000 households-built toilets, and awareness/sensitization campaigns in 14 Akamkpa communities after many years	Widespread behavioral change with over 10,000 toilets built and reduction in open defecation practices
4	Increased capacity building among community health	Hygiene promotion training for RUWATSSA/WASH staff, Training of Trainers (TOT), WASHCOM formation and	Trained local champions promoting hygiene at the grassroots level,

workers and stakeholders to sustain hygiene practices	step-down trainings in 51 communities from May 2023 to 2025	improving sanitation standards
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**MDA: STATE BORDER COMMUNITIES DEVELOPMENT COMMISSION (BORDERCOM)**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Improve infrastructure and service delivery in border communities	Construction of 5 Projects (Health centre at Nkakat Ikot Essien, Skills acquisition centre at Betukwel, 6-classroom block at Okuni, Trans-border market at Sankwala, Solar borehole at Okuni)	Access to socio-economic services
1	Construction of Divisional Police Headquarters at Biakpan, Biase LGA	<ol style="list-style-type: none"> <li>Commenced the construction of a modern Divisional Police Headquarters at Biakpan in Biase Local Government Area with project completion reaching approximately 90% as of 2026.</li> <li>Strengthened security infrastructure within strategic border communities to improve law enforcement operations and rapid response capabilities.</li> <li>Enhanced institutional presence of security agencies in vulnerable border areas prone to communal and inter-border conflicts.</li> </ol>	<ul style="list-style-type: none"> <li>Improved security architecture and strengthened law enforcement presence within border communities across the State.</li> <li>Relative peace, improved public safety and reduction in inter-border crises, communal clashes and security threats in affected areas.</li> </ul>
2	Construction of Health Centre at Ewen-Ukwa, Odukpani LGA	<ol style="list-style-type: none"> <li>Undertook the construction of a new Health Centre at Ewen-Ukwa in Odukpani Local Government Area with approximately 75% completion achieved as of 2026.</li> <li>Expanded healthcare infrastructure and accessibility for residents of underserved and remote border communities.</li> <li>Improved government intervention in primary healthcare service delivery within the locality.</li> </ol>	<ul style="list-style-type: none"> <li>Increased access to essential healthcare services for residents of Ewen-Ukwa and neighbouring border communities.</li> <li>Reduction in mortality rates and improvement in healthcare delivery outcomes among vulnerable populations.</li> </ul>
3	Construction of Health Centre at Envibichiri, Obubra LGA	<ol style="list-style-type: none"> <li>Commenced and advanced the construction of a modern Health Centre at Envibichiri in Obubra Local Government Area with approximately 70% completion recorded as of 2026.</li> <li>Improved availability of healthcare infrastructure and medical service access within remote border settlements.</li> <li>Strengthened rural healthcare development efforts through targeted infrastructure intervention projects.</li> </ol>	<ul style="list-style-type: none"> <li>Enhanced access to quality healthcare services for residents of Envibichiri and surrounding communities.</li> <li>Contributed to reduction in mortality rates, improved health outcomes and strengthened healthcare delivery in border communities.</li> </ul>

MDA: MINISTRY OF POWER AND RENEWABLE ENERGY

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Rehabilitation & Upgrade of Electricity Networks	<ol style="list-style-type: none"> <li>1. Rehabilitation of 22km Odukpani/Akamkpa 33kV electrification network.</li> <li>2. Rehabilitation of 15km Akpabuyo/Bakassi 33kV electrification network.</li> <li>3. Upgrade/Rehabilitation of Ekorinim 1 &amp; 2 electricity network and Government House/Governor’s Office power systems.</li> <li>4. Replacement and installation of transformers and electric poles across strategic locations.</li> </ol>	<ul style="list-style-type: none"> <li>• Restoration of stable electricity supply to affected LGAs and communities.</li> <li>• Increased economic activities, SME growth and improved livelihoods.</li> <li>• Enhanced power distribution and improved administrative efficiency.</li> </ul>
2	Solar Street Lighting Projects Across Major Urban Centres	<ol style="list-style-type: none"> <li>1. Retrofitting of solar street lighting along Carnival Route in Calabar Municipality.</li> <li>2. Installation of 200 Nos Solar Street Lights in Ugep Urban.</li> <li>3. Installation of 500 Nos Solar Street Lights in Ikom Urban.</li> <li>4. Installation of 200 Nos Solar Street Lights in Ogoja Urban.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved illumination and visibility in urban centres.</li> <li>• Enhanced public safety and reduction in criminal activities at night.</li> <li>• Increased commercial and social activities within benefiting communities.</li> </ul>
3	Installation of Traffic Lights in Major Towns	<ol style="list-style-type: none"> <li>1. Installation of functional traffic lights in Calabar Metropolis, Ugep, Ikom and Ogoja.</li> <li>2. Expansion of traffic management infrastructure across strategic junctions.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduction in road traffic accidents.</li> <li>• Improved traffic flow and pedestrian safety.</li> <li>• Enhanced urban transportation management.</li> </ul>
4	Procurement & Installation of Transformers/Substations	<ol style="list-style-type: none"> <li>1. Procurement and installation of 17 new transformers within Calabar Metropolis and surrounding communities.</li> <li>2. Replacement of burnt IRS 500KVA transformer with 1000KVA/11KV transformer at the New Secretariat Complex.</li> <li>3. Provision of dedicated power supply and substations to strategic facilities.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased power generation, transmission and distribution capacity.</li> <li>• Improved worker productivity and operational efficiency.</li> <li>• Enhanced electricity reliability for residential and commercial users.</li> </ul>
5	Power Generation & Adiabo Power Plant Intervention	<ol style="list-style-type: none"> <li>1. State Government took over management of the 1x26MW Adiabo Power Plant (Tinapa Gas Plant).</li> <li>2. Strengthening of state power generation initiatives through Operation Light Up Cross River.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved power generation and supply to the State grid.</li> <li>• Job creation and stimulation of economic activities.</li> <li>• Enhanced electricity access and reduction in urban-rural migration.</li> </ul>
6	Domestication of Electricity Act 2023	<ol style="list-style-type: none"> <li>1. Electricity Act Bill 2023 processed and advanced to second reading at the State House of Assembly.</li> <li>2. Stakeholders’ town hall engagements conducted statewide.</li> </ol>	<ul style="list-style-type: none"> <li>• Creation of comprehensive legal framework for the electricity sector.</li> <li>• Improved opportunities for investment, power generation and distribution expansion.</li> <li>• Strengthened regulatory environment for energy development.</li> </ul>

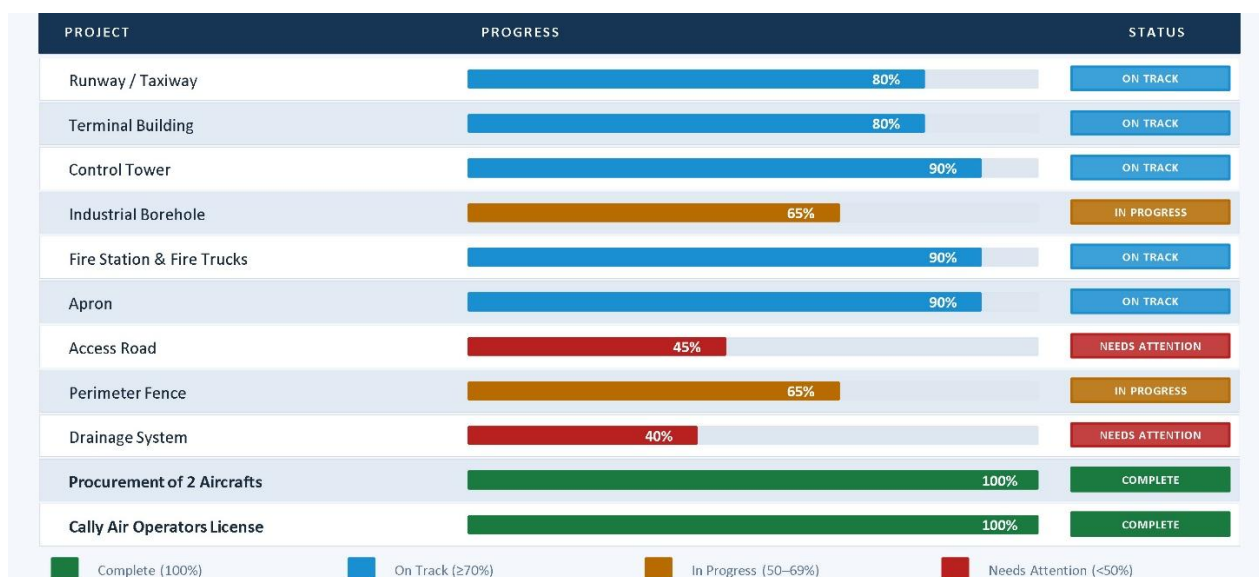
7	Operation Light Up Cross River	<ol style="list-style-type: none"> <li>1. Statewide initiative launched to provide stable and affordable electricity supply to communities.</li> <li>2. Strategic interventions implemented across urban and rural areas.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved electricity access and rural development.</li> <li>• Enhanced quality of life and security.</li> <li>• Support for small businesses and local economic growth.</li> </ul>
8	Manpower Development & Energy Investment Promotion	<ol style="list-style-type: none"> <li>1. Organization of Cross River State Energy Summit EXPO 2024 and 2026.</li> <li>2. Exhibition/workshops held to attract local and international investors in the energy sector.</li> </ol>	<ul style="list-style-type: none"> <li>• Strengthened strategic partnerships and energy sector investments.</li> <li>• Improved capacity building and manpower development.</li> <li>• Increased international and regional collaboration in renewable energy.</li> </ul>
9	Renovation of Ministry Infrastructure	<ol style="list-style-type: none"> <li>1. Renovation of Ministry of Power and Renewable Energy Office Complex undertaken.</li> <li>2. Improved administrative facilities and operational environment.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced staff productivity and service delivery.</li> <li>• Improved working conditions and institutional efficiency.</li> </ul>
10	Dedicated Power Supply to Strategic Government Facilities	<ol style="list-style-type: none"> <li>1. Construction of 33kV power line and installation of 1000KVA transformer at the Governor’s Office, Calabar.</li> <li>2. Provision of dedicated power supply infrastructure to strategic government facilities and residences.</li> </ol>	<ul style="list-style-type: none"> <li>• Constant and uninterrupted power supply to government facilities.</li> <li>• Improved governance efficiency and security.</li> <li>• Enhanced operational performance of critical public institutions.</li> </ul>

**MDA: MINISTRY OF AVIATION**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Completion of Aviation Roadmap for the Ministry	Provided strategic direction for aviation sector reform and infrastructure development	Established a long-term blueprint to guide investment and policy actions in aviation
2	Continuation of Construction Work at the Obudu International Passenger/Cargo Airport (Runway/Taxiway, Terminal Building, Control Tower, Apron)	Significant advancement in aviation infrastructure development with improved operational readiness of the airport facilities.	Transformation of Cross River State into a major aviation and economic hub, improved service delivery, enhanced tourism potential, increased internally generated revenue (IGR), and creation of employment opportunities.
3	Construction of Runway/Taxiway	Asphalt work completed for 2.0km out of 3.0km with 80% completion achieved.	Improved airport operational capacity, safer aircraft movement, and enhanced readiness for commercial aviation activities.
4	Construction of Passenger Terminal Building	Major substructure and superstructure works completed with ongoing installations at advanced stages.	Improved passenger handling capacity and enhanced airport service experience for travelers and stakeholders.
5	Construction of Control Tower	Structural works completed with only electrical and mechanical fittings outstanding; project at 90% completion.	Enhanced air traffic coordination and aviation safety management for airport operations.

6	Construction of Industrial Boreholes	Provision of sustainable water supply infrastructure within the airport environment.	Improved operational efficiency and better service delivery for passengers, workers, and cargo operations.
7	Construction of Fire Station and Procurement of 3 Fire Fighting Trucks	Fire station construction and firefighting equipment procurement reached 90% completion.	Improved emergency response capacity and strengthened aviation safety compliance standards.
8	Construction of Apron	Tremendous construction progress with 90% completion recorded.	Enhanced aircraft parking, loading, and operational turnaround capacity at the airport.
9	Construction of Access Road and Internal Fence	Earthworks completed and stone base laying ongoing with road at 45% completion and fence at 65% completion.	Improved accessibility, connectivity, security, freight movement, and reduction in travel risks around the airport corridor.
10	Construction of Drainage System	Ongoing drainage infrastructure development with 40% completion achieved.	Improved flood control measures and protection of airport infrastructure from erosion and water damage.
11	Procurement of Two CRJ-1000 Aircrafts for Cally Air Fleet	Procurement process successfully completed with 100% achievement recorded.	Boosted operational capacity of Cally Air and expanded air transportation services within and outside the state.
12	Acquisition of Cally Air Operators License	Successful acquisition of operational aviation license.	Legal and operational authorization secured for improved commercial aviation activities and airline operations.

**SUMMARY OF CURRENT MINISTRY OF AVIATION PROJECT STATUS IN 2026**



**MDA: CROSS RIVER ROAD MAINTENANCE AGENCY**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Improve road connectivity, reduced travel time, and enhanced safety for motorists and pedestrians in key urban and semi-urban areas	Road construction and maintenance projects in the Southern Senatorial District from May 2023-2025 including: - Ikot Eneobong Road - Jonathan Bypass by Akai Effa Roundabout - Asimita from Old Odukpani Road to Ikot Ansa Bustop	Facilitate smoother traffic flow and access to essential services for residents and businesses

	<ul style="list-style-type: none"> <li>- Brooks Street by Harcourt</li> <li>- Ekpo Iso 11.4km from Old Odukpani to Highway</li> <li>- Pothole patching at White House by Ederly and Big Quo Town Hall by Ekpe Hall</li> </ul>	
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**INFRASTRUCTURE**

Cross River State Under the leadership of **Senator Prince Edet Otu**, has embarked on an aggressive and multi-dimensional infrastructure transformation. From May 2023 to March 2026, the administration, through the Ministry of Works and Infrastructure and other key agencies, has delivered extensive road networks, power sector revival, water supply improvements, and sustainable transportation initiatives. These interventions have enhanced connectivity, restored critical services, and laid the foundation for long-term economic growth across the three senatorial districts.

**Roads and Transportation Infrastructure**

The Ministry of Works and Infrastructure executed one of the most comprehensive road programmes in the state’s history:

**Southern Senatorial District (Over 102km)**

- Rehabilitation of major corridors including Murtala Mohammed Highway & Marian Road (19.17km), Parliamentary Extension Road (6km), Esuk Utan Road (2.1km), and over 50 streets in Calabar Metropolis (Lot 1 & 2: 8.6km).
- Construction of Nyong Edem/Eyo Okon and Effio Ette–Ikot Eyo link roads using concrete pavement.
- Key projects in Odukpani (Adiabo–Eseku Road 8.4km), Akamkpa (Oban–Nsan Road 28.041km), and multiple emergency interventions.

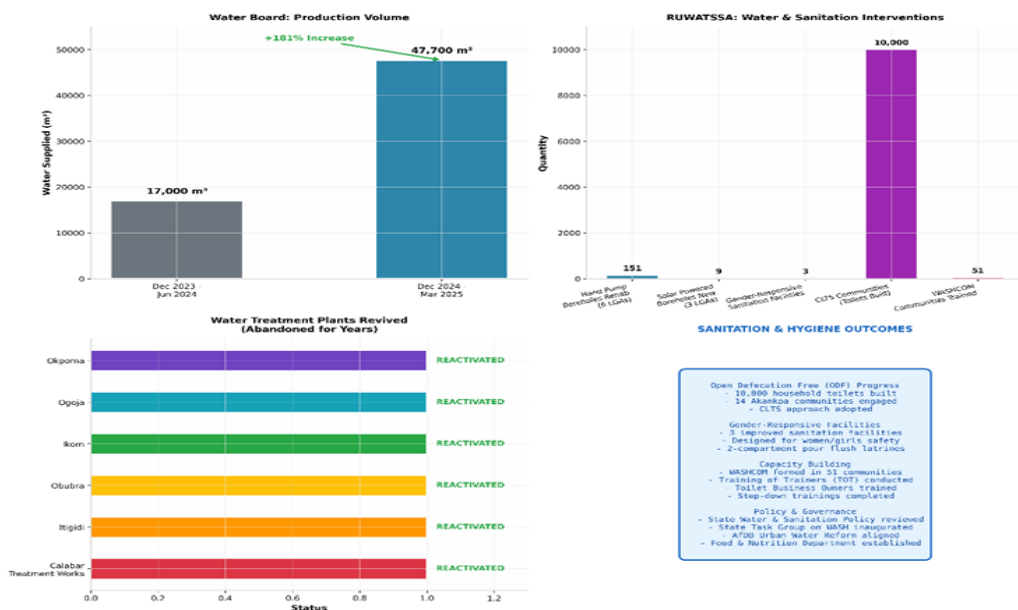
**Central Senatorial District (26.14km)**

- Ugep Network of Roads (9.74km) and Mkpan–Agoi Road (5km) in Yakurr LGA.
- Ikom Network of Roads (11.4km).

**Northern Senatorial District (24.85km)**

- Ogoja Network of Roads (16.25km), Yahe–Wanokom–Wanikade–Benue Road (5km), and Yache–Alifokpa Road (3km) in Yala LGA.
- 17km Boki East–West Road in Boki LGA.

**WATER RESOURCES SECTOR: Supply, Treatment & Sanitation (2023-2025)**



Additional achievements include emergency repairs on failed sections of major highways, reconstruction of Yellow Duke Mini Bridge and Akhreha/Okpoku Bridge, and procurement of heavy-duty construction equipment to boost project delivery capacity. These roads have significantly reduced travel time, improved market access, enhanced security operations, and stimulated economic activities.

### Power and Electrification

The State Electrification Agency (SEA) and Ministry of Power and Renewable Energy restored and expanded electricity infrastructure through the Rehabilitation of multiple **33kV networks** (Odukpani/Akamkpa 22km, Akpabuyo/Bakassi 15km) and numerous transformer substations, Construction of new substations (300KVA to 1MVA) and installation of dozens of transformers across Calabar, Ekorinim, and other communities, Electrification of rural communities and installation of **hundreds of solar street lights** in Calabar, Ugep, Ikom, and Ogoja, Takeover and intervention at the **Adiabo Power Plant (26MW)** and dedicated power supply to strategic government facilities and Launch of **Operation Light Up Cross River** and solar home systems for off-grid areas.

These efforts have restored stable power supply, reduced reliance on generators, and supported commercial and industrial growth.

### Water Supply and Sanitation

Significant revival was recorded in the water sector through the Rehabilitation of the **Calabar Treatment Works** (inactive for 8 years) and five outstation plants in Itigidi, Obubra, Ikom, Ogoja, and Okpoma, Supply of **over 64,700m<sup>3</sup>** of treated water between late 2023 and early 2024, RUWATSSA rehabilitated **151 hand pump boreholes** and constructed **9 solar-powered boreholes** across multiple LGAs and Construction of gender-responsive sanitation facilities and progress toward Open Defecation Free (ODF) status through community-led initiatives.

### Sustainable Transportation and Strategic Projects

The Ministry of Transportation advanced green mobility and long-term infrastructure by the Establishment of CNG conversion stations and procurement of 200 electric motorcycles, 100 electric vehicles, and 400 electric keke, Facilitation of the Bakassi Deep Seaport project AND Prefeasibility studies across multiple LGAs to guide future transport planning.

The **Ministry of Aviation** worked closely with national regulators (to complete the state's Aviation Sector Roadmap. The gains in aviation planning are not abstract; they will create jobs, increase movement of goods and people, and reduce travel times for families and entrepreneurs across the state.

The **State Border Communities Development Commission (BORDERCOM)** continued the People's First mission by delivering targeted projects to communities at the periphery. Projects completed between 2023 and 2025 include a new health center at Nkakat Ikot Essien, a six-classroom block in Okuni, a solar-powered borehole, a trans-border market in Sankwala, and a skill acquisition center at Betukwel and the Biakpan Divisional Police Headquarters has also strengthened public security and service delivery in remote areas, supporting both peacebuilding and state presence.

In every zone, every ward, and every LGA, infrastructure is being deployed not just to build roads, pipes, and poles, but to build **hope, access, opportunity, and dignity** for the people. Governor Prince Bassey Edet Otu has made it clear that infrastructure must serve communities, not just contractors. Under his People's First leadership, Cross River's infrastructure transformation is not only physical—it is **transformational**.



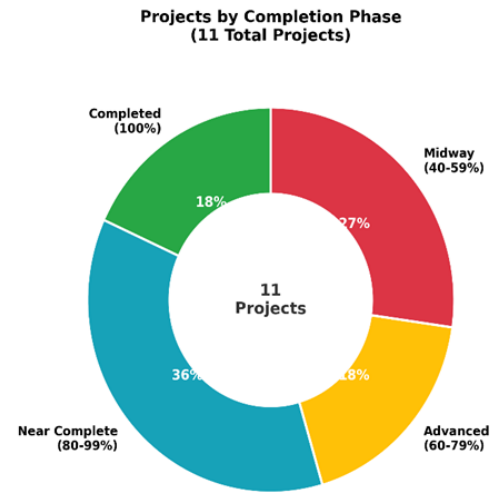
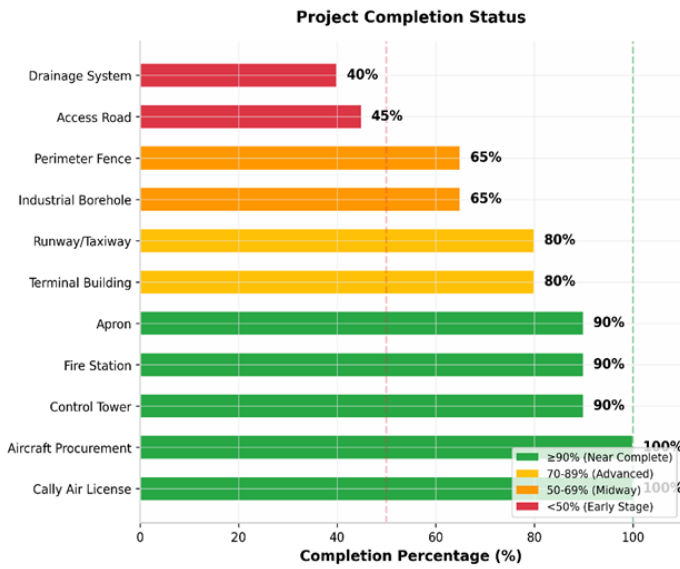
### Overall Impact and Enduring Legacy

In just three years, Senator Prince Edet Otu's administration has delivered over **150 kilometres** of roads, revived critical power and water infrastructure, and introduced sustainable transportation solutions. Key outcomes include:

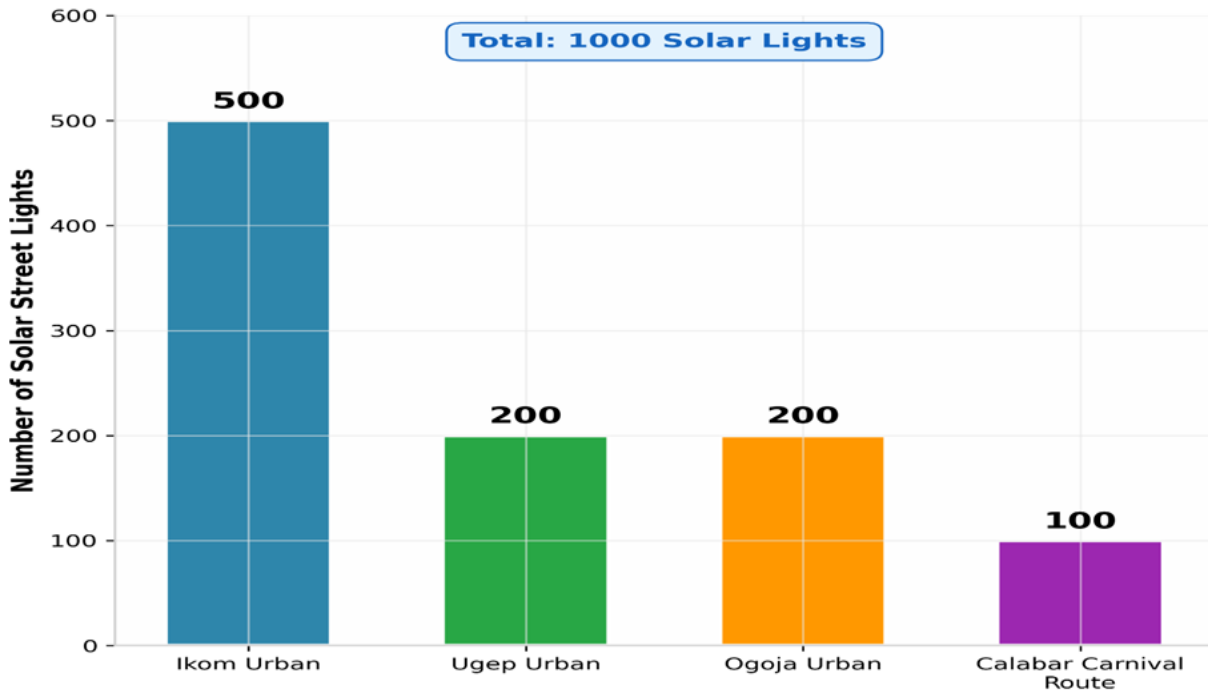
- Improved connectivity across urban centres and rural communities.
- Restored electricity and water supply, enhancing quality of life and economic productivity.
- Enhanced security and emergency response through better road access to security formations.
- Promotion of green energy via solar and electric mobility initiatives.
- Foundation for major projects such as the Bakassi Deep Seaport and Obudu Cattle Ranch development.

By addressing decades of infrastructure decay with urgency and vision, Governor Otu has not only improved daily mobility and service delivery but has also positioned Cross River State for accelerated industrialization and sustainable development. The infrastructure revolution of 2023–2026 stands as a lasting legacy of transformative leadership that is connecting communities, powering progress, and building a more prosperous Cross River State.

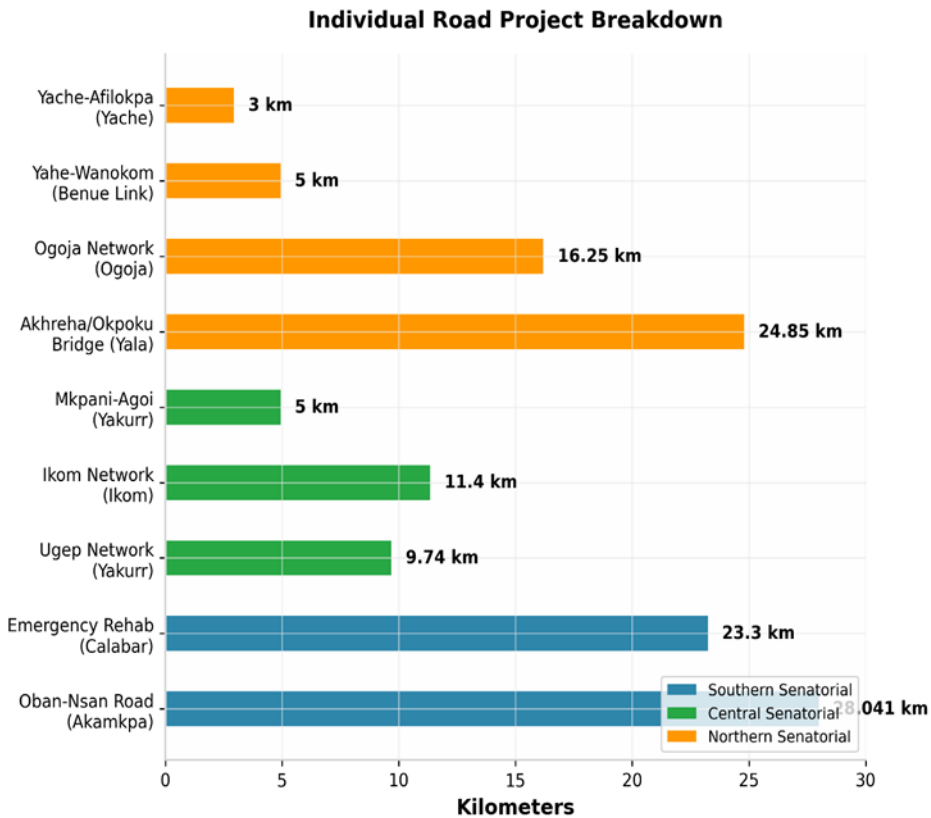
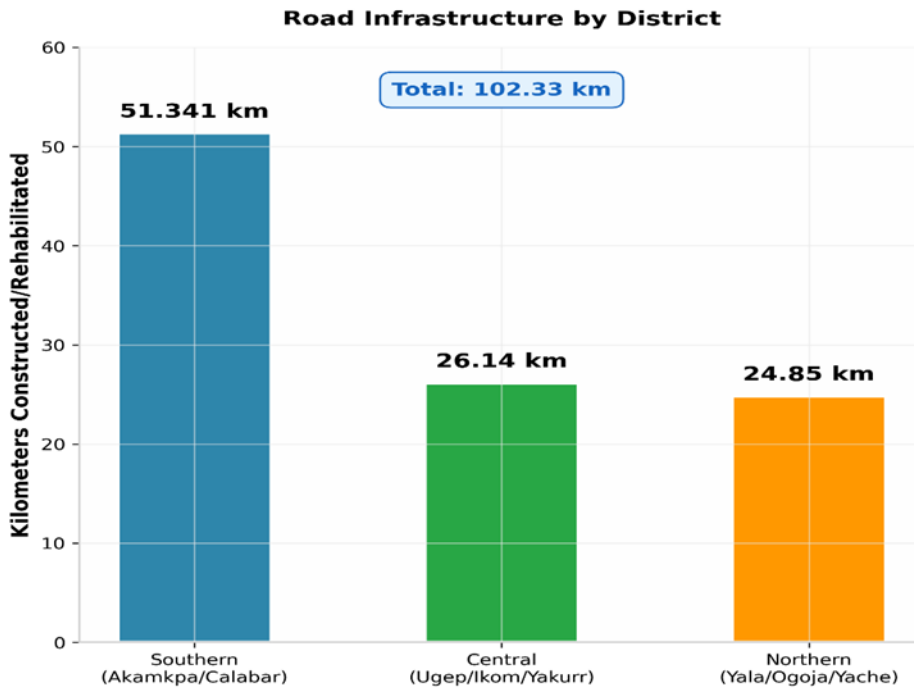
MINISTRY OF AVIATION: Obudu International Airport Construction Progress (2026)



Solar Street Lights Installation by Location

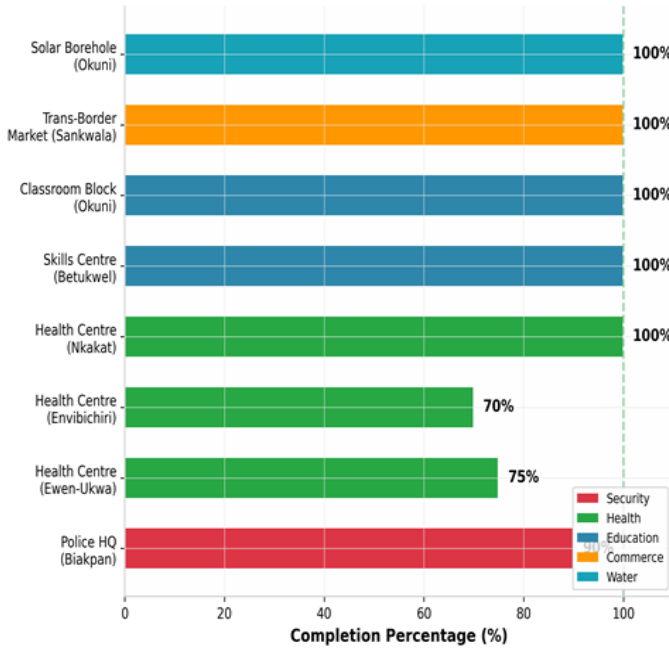


## MINISTRY OF WORKS: Road Construction & Rehabilitation by Senatorial District



**BORDERCOM: Border Community Infrastructure & Security Development**

**Border Community Projects (8 Total)**



**BORDER COMMUNITY IMPACT**

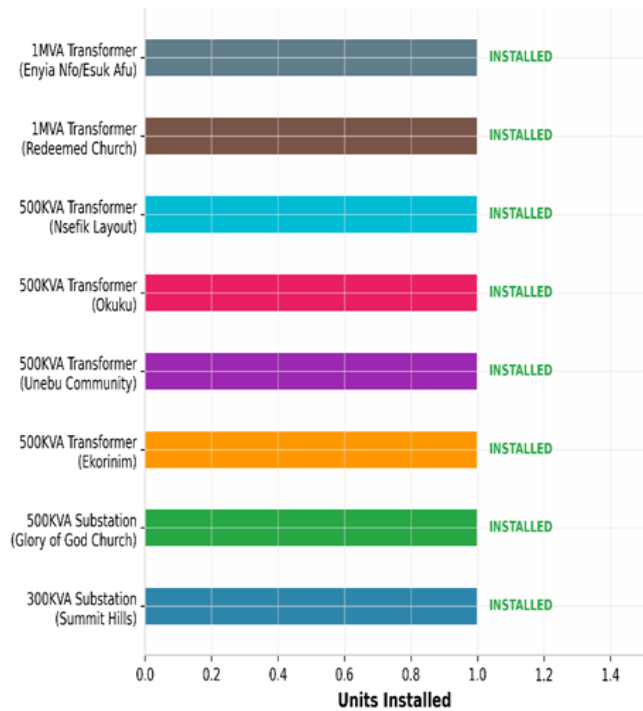
- SECURITY ENHANCEMENT**
  - Divisional Police HQ at Biakpan
  - 90% completion (Biase LGA)
  - Strengthened law enforcement
  - Rapid response capabilities
  - Reduced inter-border conflicts
- HECARE IMPROVEMENT**
  - 2 new health centres under construction
  - Ewen-Ukwa (Odukpani): 75% complete
  - Envibichiri (Obubra): 70% complete
  - Reduced mortality rates
  - Improved primary healthcare access
- SOCIO-ECONOMIC DEVELOPMENT**
  - Skills acquisition centre (Betukwel)
  - 6-classroom block (Okuni)
  - Trans-border market (Sankwala)
  - Solar borehole (Okuni)
  - Enhanced trade & education access
- PEACE & STABILITY**
  - Relative peace in border areas
  - Improved public safety
  - Reduced communal clashes
  - Enhanced security architecture
  - Government presence strengthened

**STATE ELECTRIFICATION AGENCY (SEA): Grid Rehabilitation & New Infrastructure**

**HT Networks & Transformers Rehabilitated (7 LGAs Covered)**



**New Substations & Transformers (2025)**



11.1.7: ENVIRONMENT CLUSTER

**ENVIRONMENT**

**Cluster Vision:** Sustainable development of our physical & environmental resources for the well-being & prosperity of our people

**Members:**

- 1 Ministry of Environment
- 2 CRS Forestry Commission
- 3 Calabar Urban Development Authority
- 4 Ogoja Urban Development Authority
- 5 Ikom Urban Development Authority
- 6 Waste Management Agency
- 7 Obudu Urban Development Authority
- 8 Ugep Urban Development Authority
- 9 Ministry of Mineral Resources

**Table 8: Achievements and Impacts of Environment Cluster**

MDA: MINISTRY OF ENVIRONMENT			
S/NO	CLUSTERED PROGRAM / PROJECT	MOST SIGNIFICANT CHANGE	PROOF OF IMPACT/ INFLUENCE
1	De-silting of major drains in Calabar Metropolis which has been clogged for years.	Mitigate urban flooding and reduced health risks from stagnant water	Functional drainage systems and fewer flood incidents in flood-prone areas
2	Revival and Maintenance of green verges and open spaces in Calabar, Creek Town, and Odukpani	Improve urban aesthetics and environmental quality	Greener and cleaner public spaces across target locations
3	Enhance state involvement in global and national environmental planning	Environmental Impact Assessment (EIA) for Lagos-Calabar Coastal Road corridor	Strengthened environmental governance and compliance with international climate standards
1.	Monitoring of Statewide Monthly Environmental sanitation exercise	More than 90% environmental cleanliness is recorded in the State	Clean and green status of the state has been restored
3.	Regular payment of subvention/ allowance to adhoc staff of urban development authorities	Increase in productivity of the Staff	Clean and green environment
5.	Submission of the draft copy of CRS Environment Policy to His Excellency, the Governor	80% completion level achieved	Awaiting EXCO approval and formal launch thereafter
6.	Inauguration of Taskforce on Illegal Parking, Rickety structures in Odukpani LGA	Decrease in indiscriminate buildings and illegal parks in Odukpani	Clean and green environment

MDA: DEPARTMENT OF URBAN BEAUTIFICATION AND DEVELOPMENT

S/NO	CLUSTERED PROGRAM/PROJECT	MOST SIGNIFICANT CHANGE	EXPECTED IMPACT
1	Transformation of previously neglected areas into green, visually appealing spaces	<ul style="list-style-type: none"> <li>- Landscaping at Ndidem Usang Iso by Ika Ika Oqua Market</li> <li>- Landscaping at Murtala Mohammed Highway by King Street</li> <li>- Grass planting and ground cover in many public open spaces across the state</li> <li>Ika Ika Oqua Marian Market Walk-over green area open space</li> </ul>	Enhanced visual aesthetics and environmental quality in high-traffic city zones
2	Provision of public recreation and community relaxation areas in urban neighborhoods	- Establishment and maintenance of Governor’s Adjudication Point, Garden Statue opposite calabar stadium and Moni-Nkim recreational parks	Parks now actively serve residents; improved urban livability and greenery
3	Improve sanitation behavior and visible reduction in littering	<ul style="list-style-type: none"> <li>- Community clean-up drives and waste recycling contests that was abandoned for years.</li> <li>- “Keep Calabar Clean and Green” awareness campaign</li> <li>- Placement of 300 hanging bins in public places</li> </ul>	Fostered citizen participation in urban cleanliness and responsible waste behavior
4	Improved maintenance outcomes as workers are fully equipped	Procurement of beautification tools and equipment	Boosted operational capacity and efficiency of urban maintenance teams
5	Strengthening of environmental governance and structuring of urban development enforcement	- Framework for implementation of urban planning strategies	Promoted protected green zones and long-term planning integration

MDA: UGEP URBAN DEVELOPMENT AUTHORITY

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
	Daily sweeping and picking of litters on roadways and open spaces	Daily street sweeping and refuse evacuation - Monthly environmental sanitation - Sanitary inspection of residential and commercial premises	Sustained cleaned Ugep City/ expanded well maintained verges  Zero tolerance for indiscriminate dumping of waste.  Create cleanliness culture in the minds of citizens.
	Planting and maintenance of ornamental/ avenue trees	Tree planting increased from <b>2200</b> in 2023 to <b>2700</b> in 2025 representing <b>22.7%</b> increase	Beautiful aesthetics of roadways. Addition to carbon credit Stock

	Enlightenment/sensitization of the public on good sanitary condition	Public more responsive to sanitation issues. Radio jingle and advocacy Fewer litters. Reduced pit toilets.	Clean Ugep City. Enhanced aesthetics Direct bearing with public good health
	Re-grassing/maintenance of landscaped verges/open spaces	verges/open spaces well maintained	Enhanced aesthetics of recreational activities in outdoor open spaces More outdoor recreational activities including photography.
	Desilting of drainage in Ugep Urban Development Authority	minor drains desilted quarterly	Fewer cases of flooded roadways/ Ugep City Ease of vehicular traffic in wet season. Protected residential buildings free from flood.

**MDA; OGOJA URBAN DEVELOPMENT AUTHORITY**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Daily evacuation of refuse across major locations within Ogoja Urban	Significant improvement in environmental cleanliness and reduction in indiscriminate waste disposal across the municipality.	Cleaner roads and public spaces observed with routine evacuation records available.
2	Daily sweeping of streets and roadways within the urban centre	Enhanced urban sanitation and improved visual aesthetics within Ogoja metropolis.	Clean streets maintained and sanitation monitoring reports documented.
3	Procurement of uniforms and safety tools for sanitation workers	Improved occupational safety and operational productivity among sanitation personnel.	Availability of safety kits and increased efficiency of sanitation operations.
4	Quarterly monitoring of illegal structures within Ogoja Urban	Increased compliance with urban planning regulations and reduction in unauthorized structures.	Monitoring reports, notices issued, and enforcement records available.
5	Daily monitoring of sanitary conditions in residential and commercial premises	Improved sanitation compliance and healthier environmental conditions across communities.	Inspection reports and improved sanitary conditions observed in monitored areas.
6	Monthly environmental sanitation exercise within Ogoja Urban	Increased public participation and awareness on environmental cleanliness and hygiene.	Monthly sanitation exercise reports and active community participation documented.
7	Daily evacuation and burial arrangement for unidentified corpses	Strengthened public health safety and reduced risks of disease outbreaks within the urban centre.	Environmental health records and emergency response documentation available.
8	Development of nurseries for flower and plant seedlings	Increased urban greening and beautification of public spaces within Ogoja Urban.	Functional nurseries established and seedlings produced for landscaping activities.

9	Quarterly pruning and maintenance of avenue trees	Improved environmental aesthetics and safer movement along urban road corridors.	Maintained avenue trees and periodic maintenance reports available.
10	Landscaping of rehabilitated roads and open spaces	Enhanced beautification and improved visual appeal of urban infrastructure within the municipality.	Landscaped road verges and visibly improved public spaces.
11	Quarterly advocacy campaigns on environmental sanitation	Increased public enlightenment and behavioral change toward environmental sanitation practices.	Advocacy reports, sensitization materials, and stakeholder engagement evidence.
12	Enforcement of sanitation laws and prosecution of defaulters	Improved adherence to sanitation laws and reduction in environmental offences within Ogoja LGA.	Court proceedings, prosecution records, and fines documentation available.
13	Desilting of drainages and main channels within urban and semi-urban areas	Improved drainage systems and reduced erosion and flood risks within Ogoja Urban.	Cleared drainage channels and environmental inspection reports.
14	Procurement of evacuation trucks, tricycles, mowers, and wheelbarrows	Enhanced waste management efficiency and strengthened environmental response capacity.	Procured operational equipment and improved waste evacuation activities.
15	Capacity building for permanent and ad hoc environmental staff	Improved technical competence and productivity among environmental sanitation personnel.	Training attendance sheets, workshop reports, and improved staff performance records.
16	Development of landfill along Benue Road	Improved waste disposal management and reduction in indiscriminate dumping practices.	Functional landfill facility established and waste disposal operations documented.
17	Procurement of mobile toilets for Banana/Ogoja Main Park	Improved public sanitation convenience for travelers and commuters within transport hubs.	Installed mobile toilet facilities and increased public usage records.
18	Introduction of paid waste management services for businesses and estates	Increased internally generated revenue and expanded sanitation service delivery to commercial areas.	Revenue records and operational agreements with commercial clients available.
19	Establishment of structured recycling hubs for plastics and scrap materials	Improved recycling culture and promotion of sustainable waste management practices.	Functional recycling hubs and records of recyclable materials aggregated and resold.
20	Training of 300 youths in masonry, carpentry, tiling, and road maintenance	Increased youth empowerment and improved access to sustainable livelihood opportunities.	Training records and evidence of beneficiaries engaged in skilled employment.
21	Award of infrastructure rehabilitation contracts to local SMEs	Strengthened local enterprise participation and stimulated economic activities within Ogoja.	Contract award documents and completed rehabilitation projects available.
22	Provision of micro-grants to roadside vendors and artisans	Improved financial inclusion and increased sustainability of small-scale businesses in Ogoja.	Beneficiary records and evidence of supported businesses in operation.

MDA: OBUDU URBAN DEVELOPMENT AUTHORITY

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Daily evacuation of refuse across major locations within Obudu Urban	Significant improvement in urban cleanliness and reduction in indiscriminate waste disposal within the metropolis.	Cleaner streets observed across major public locations and waste evacuation records available.
2	Daily sweeping of 36 streets and 12 roadways within the urban centre	Enhanced environmental aesthetics and healthier public spaces for residents and visitors.	Improved street cleanliness and routine sanitation monitoring reports.
3	Procurement of uniforms and safety tools for sanitation workers	Improved staff safety, operational efficiency, and productivity in environmental sanitation services.	Availability of safety kits, uniforms, and increased workforce compliance during operations.
4	Quarterly monitoring of illegal structures within Obudu Urban	Increased compliance with urban planning regulations and reduction in illegal developments.	Monitoring reports, issued notices, and documented enforcement actions.
5	Daily monitoring of sanitary conditions in residential and commercial premises	Improved environmental hygiene practices among households and business operators.	Sanitary inspection reports and improved compliance levels within the urban area.
6	Monthly environmental sanitation exercise within Obudu Urban	Strengthened public participation and awareness in maintaining a cleaner environment.	Monthly sanitation exercise reports and increased community participation.
7	Evacuation and burial arrangement for unidentified corpses within the urban centre	Reduced public health risks and prevention of possible disease outbreaks.	Incident response records and environmental health reports.
8	Development of three nurseries for flower and plant seedlings	Increased urban greenery and beautification initiatives across Obudu Urban.	Functional nurseries established and seedlings raised for landscaping activities.
9	Quarterly pruning and maintenance of avenue trees	Improved visual aesthetics and safer road corridors within the urban centre.	Maintained trees and periodic environmental maintenance reports.
10	Landscaping and beautification of rehabilitated roads and open spaces	Enhanced urban appearance and improved environmental sustainability within the municipality.	Landscaped verges and visible beautification of public spaces.
11	Quarterly advocacy campaigns on environmental sanitation	Increased public awareness and behavioral change regarding environmental sanitation practices.	Advocacy reports, sensitization materials, and stakeholder engagement records.
12	Enforcement of sanitation laws and prosecution of defaulters	Improved compliance with sanitation regulations and reduction in environmental offences.	Court records, fines issued, and enforcement documentation.
13	Desilting of drainages and main channels in urban and semi-urban areas	Improved drainage flow and reduced flooding and erosion risks within Obudu Urban.	Cleared drainage channels and field verification reports.
14	Procurement of evacuation trucks, tricycles, mowers, and wheelbarrows	Improved operational efficiency and faster response to waste management challenges.	Procured operational equipment and increased field efficiency records.

15	Capacity building for permanent and ad hoc environmental staff	Enhanced technical skills and improved environmental safeguard practices among staff.	Training attendance records, workshop reports, and improved staff performance.
16	Development of landfill site along Benue Road	Improved waste disposal management and reduction in indiscriminate dumping of refuse.	Functional landfill site established and waste disposal activities documented.
17	Procurement of mobile toilets at Banana/Obudu Main Park	Improved sanitation convenience for travelers and public users within transport hubs.	Installed mobile toilet facilities and increased public utilization.
18	Introduction of paid waste management services for commercial establishments	Increased internally generated revenue and improved waste management services for businesses.	Revenue records and operational waste service agreements with commercial users.
19	Establishment of structured recycling hubs for plastics, cans, and scraps	Improved waste recycling culture and promotion of circular economy practices within the urban area.	Functional recycling hubs and aggregated recyclable materials records.
20	Training of 300 youths in masonry, tiling, carpentry, and road maintenance	Increased youth employability and creation of sustainable livelihood opportunities in Obudu.	Training records and number of beneficiaries engaged in skilled jobs.
21	Award of contracts to local SMEs for infrastructure rehabilitation works	Strengthened local economic participation and increased support for indigenous businesses.	Contract award documents and completed community infrastructure projects.
22	Provision of micro-grants to roadside vendors and artisans	Improved business sustainability and increased income opportunities for small-scale entrepreneurs.	Beneficiary grant records and evidence of supported micro-business operations.

**MDA: IKOM URBAN DEVELOPMENT AUTHORITY**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Improved Waste Management and Refuse Collection	<ol style="list-style-type: none"> <li>Daily evacuation of refuse achieved 70% efficiency .</li> <li>House-to-house refuse collection reached 100% implementation in selected neighbourhood</li> <li>Procurement of waste management tools achieved 100% distribution.</li> </ol>	<ul style="list-style-type: none"> <li>Reduction in waste accumulation across urban areas.</li> <li>Improved environmental sanitation and cleaner neighbourhoods.</li> <li>Enhanced operational efficiency of waste workers.</li> </ul>
2	Urban Cleanliness and Aesthetic Enhancement	<ol style="list-style-type: none"> <li>Daily street sweeping maintained at 80% coverage by 2026.</li> <li>Monitoring of illegal structures and wrong parking improved compliance to 80% by 2026.</li> <li>Tree planting and maintenance achieved 100% implementation by 2026.</li> </ol>	<ul style="list-style-type: none"> <li>Cleaner and more attractive city environment.</li> <li>Improved urban orderliness and reduced congestion.</li> <li>Increased green areas and environmental sustainability.</li> </ul>
3	Environmental Health and Sanitation Control	<ol style="list-style-type: none"> <li>Monitoring of sanitary conditions of the people achieved 70% effectiveness.</li> <li>Evacuation and burial of unidentified corpses within Ikom Township and its environ achieved 100% compliance by 2026.</li> </ol>	<ul style="list-style-type: none"> <li>Reduced risk of disease outbreaks.</li> <li>Improved hygiene in residential and commercial areas.</li> </ul>

		3. Enforcement of sanitation compliance reached 100% success rate.	<ul style="list-style-type: none"> <li>Strengthened public health systems.</li> </ul>
4	Environmental Awareness and Public Engagement	<ol style="list-style-type: none"> <li>Public enlightenment campaigns achieved 60% reach.</li> <li>World Environment Day activities recorded 80% awareness impact.</li> </ol>	<ul style="list-style-type: none"> <li>Increased public awareness of environmental issues.</li> <li>Positive behavioral change towards sanitation practices.</li> </ul>
5	Environmental Law Enforcement and Compliance	1. Prosecution of defaulters achieved 40% enforcement rate.	<ul style="list-style-type: none"> <li>Acts as deterrent against environmental violations.</li> <li>Gradual improvement in compliance with sanitation laws.</li> </ul>
6	Occupational Safety and Workforce Efficiency	1. Procurement of reflective jackets and working tools achieved 100% coverage.	<ul style="list-style-type: none"> <li>Improved safety of sanitation workers.</li> <li>Increased staff productivity and morale.</li> </ul>

**MDA: MINISTRY OF MINERAL RESOURCES**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Indigenous investors participation in mining	Facilitated and brought in 5 no indigenous investors into the mining sector. For the first time.	To boost business opportunities for indigenes
2	Availability of deposits	In time past, Minerals where not discovered in Commercial quantity	More revenue prospects to the state government and cross Riverian
3	Regulation of illegalities in the sector	Constitution of MIREMCO in the state, this was last inaugurated in 2011 and was active till 2015. In recent time HE has revitalized the sector in recent time	It helps regulate illegal mining activities in the state
4;L	Law enforcement established	establishment of anti-illegal mining committee that has drastically reduce illegal Mining	Safe mining space foe investors
5	Acquisition of Sites	Acquisition of 125 CU Limestone Deposit Site in the state	Attraction of foreign exchange to the state
6	Foreign Direct Investments	Attraction of foreign investors to CRS mining sectors	Exploration of mineral deposits

**Environment**

From May 2023 to May 2026, the administration of Senator Prince Bassey Edet Otu recorded a broad-based transformation across the Environment, Urban Development and Mineral Resources sectors, with deliberate focus on restoring environmental sanity, improving urban aesthetics, strengthening enforcement systems, unlocking environmental governance frameworks, and expanding economic opportunities through sustainable resource management.

Within the Ministry of Environment, one of the most visible achievements has been the large-scale de-silting of major drainage channels across Calabar Metropolis. These drains, which had been blocked for years, were cleared to significantly reduce urban flooding and associated health risks. In practical terms, this intervention restored functional drainage systems and led to a noticeable reduction in flood incidents across vulnerable communities.

The Ministry also revived and maintained green verges and open spaces in Calabar, Creek Town, and Odukpani, resulting in visibly greener and cleaner public spaces. In addition, statewide monthly environmental sanitation exercises were strengthened, with compliance levels reaching over 90%, reinforcing the “clean and green” identity of the State.

Environmental governance was further strengthened through the submission of a draft Cross River State Environment Policy to the Governor for consideration, marking about 80% completion pending Executive Council approval. The Ministry also enhanced participation in global environmental planning through Environmental Impact Assessment processes, including the Lagos–Calabar Coastal Road corridor project, aligning the State with international climate and sustainability standards.

Enforcement mechanisms were also strengthened through the inauguration of a Taskforce on illegal parking and rickety structures in Odukpani LGA, leading to a reduction in indiscriminate structures and improved urban orderliness.

In the Department of Urban Beautification and Development, the administration delivered visible transformation of urban landscapes through systematic landscaping and green infrastructure projects. Key locations such as Ndidem Usang Iso by Ika Ika Oqua Market, Murtala Mohammed Highway, and multiple public open spaces were upgraded with grass planting, ground cover and structured beautification works. Public recreation spaces such as Governor’s Adjudication Point, Garden Statue opposite Calabar Stadium, and Moni-Nkim parks were also developed and maintained, improving urban livability and providing functional relaxation spaces for residents.

Public sanitation behaviour improved significantly through sustained “Keep Calabar Clean and Green” campaigns, community clean-up exercises, recycling competitions and the installation of 300 public waste bins. These interventions encouraged stronger citizen participation in waste management and environmental responsibility.

At the Ugep Urban Development Authority, sustained environmental sanitation operations led to daily sweeping, waste evacuation and monthly sanitation enforcement across the city. Tree planting increased from 2,200 in 2023 to 2,700 in 2025, representing a 22.7% increase, contributing to carbon absorption and improved urban aesthetics. Drainage desilting and re-grassing of verges also reduced flooding incidents and improved mobility during rainy seasons.

Similarly, Ogoja Urban Development Authority recorded strong improvements in environmental sanitation through daily evacuation of waste, street sweeping, drainage desilting and enforcement of sanitation laws. Structured interventions such as landfill development along Benue Road, establishment of recycling hubs, procurement of waste management equipment and introduction of paid waste services significantly improved efficiency and revenue generation. Youth empowerment programmes also trained over 300 youths in vocational skills, linking environmental management to livelihood creation.

In Obudu Urban Development Authority, sustained sanitation enforcement, landscaping, drainage maintenance and environmental monitoring resulted in cleaner urban spaces and improved public health conditions. The development of nurseries for ornamental plants, establishment of recycling systems and provision of mobile sanitation facilities further strengthened environmental sustainability and urban aesthetics.

Across the broader Urban Development framework (2023–2026), waste management efficiency improved significantly, with daily refuse evacuation reaching 70% efficiency and house-to-house collection implemented in targeted areas. Urban cleanliness coverage reached 80% by 2026, while environmental law enforcement and tree planting achieved near-complete implementation. These interventions collectively reduced environmental degradation and improved public health outcomes.

In the Ministry of Mineral Resources, the administration strengthened regulatory oversight and investment attraction in the mining sector. Five indigenous investors were successfully introduced into mining operations for the first time in recent years, while previously underexplored mineral deposits were repositioned for commercial viability. The revitalization of MIREMCO and the establishment of an anti-illegal mining taskforce significantly reduced illegal mining activities. The acquisition of a 125 cubic metre limestone deposit site and attraction of foreign direct investment further expanded the State’s mineral economy and revenue prospects.

Overall, between May 2023 and May 2026, the environmental and urban development reforms under the administration of Senator Prince Bassey Edet Otu reflected a clear shift toward sustainability, enforcement discipline, urban renewal and economic diversification through responsible natural resource management.

## Five Indigenous Investors in Mining, MIREMCO Revitalized

<b>5</b> Investors introduced	<b>125m<sup>3</sup></b> Limestone deposit site acquired	<b>FDI</b> Foreign direct investment attracted	<b>MIREMCO</b> Revitalized and operational	<b>Taskforce</b> Anti-illegal mining established
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**Mineral Resources Development**

- 5 indigenous investors introduced to mining
- Underexplored deposits repositioned
- MIREMCO revitalized
- Anti-illegal mining taskforce established
- 125m<sup>3</sup> limestone deposit acquired
- Foreign direct investment attracted

**Environmental Governance**

- Environment Policy 80% complete
- EIA aligned with climate standards

**Revenue & Economic Impact**

The administration's focus on responsible natural resource management has opened new revenue streams while ensuring environmental protection.

**Key Outcomes:**

- Expanded State's mineral economy and revenue prospects
- Reduced illegal mining through enforcement
- Attracted both local and foreign investment
- Repositioned underexplored deposits for commercial use
- Strengthened regulatory oversight framework

## Calabar Drainage Desilted, Urban Cleanliness Reaches 80%

<b>300</b> Public waste bins installed	<b>90%</b> Sanitation compliance rate	<b>80%</b> Urban cleanliness by 2026	<b>70%</b> Daily refuse evacuation efficiency	<b>2,700</b> Trees planted in Ugep (22.7% increase)	<b>300+</b> Youths trained in Ogoja vocational skills
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**Calabar Metropolis Transformation**

- Major drainage channels de-silted
- Green verges revived across Calabar
- Sanitation compliance at 90%
- Environment Policy 80% complete
- EIA for Lagos–Calabar Coastal Road
- Anti-illegal structures taskforce active

**Urban Beautification**

- Major highways landscaped
- Recreation spaces developed
- "Keep Calabar Clean" campaigns

**Urban Development Authorities**

**Ugep:** Daily sweeping, waste evacuation, monthly sanitation. Tree planting 2,200→2,700. Drainage desilting reduced flooding.

**Ogoja:** Daily waste evacuation, street sweeping. Landfill developed, recycling hubs established, paid waste services introduced.

**Obudu:** Sanitation enforcement, landscaping, drainage maintenance. Plant nurseries, recycling systems, mobile sanitation facilities.



**Environmental Sanitation by Ikom Urban Development Authority**



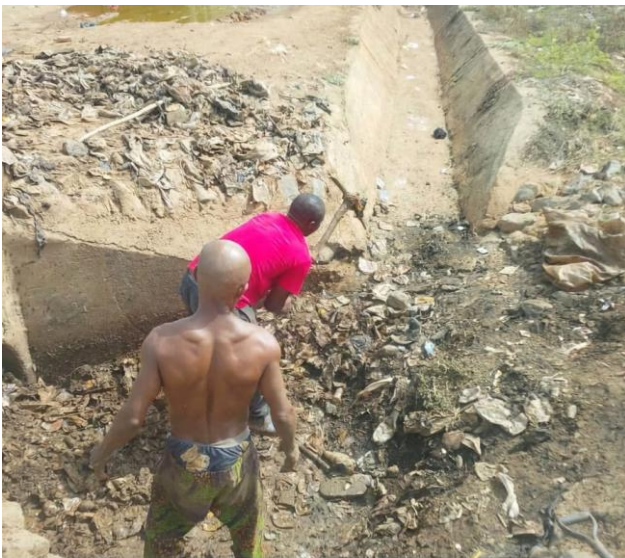
**Evacuation of refuse by the roads side by Iikom Urban Development Authority**



**Evacuation of refuse by the roads side by Iikom Urban Development Authority**



**Cleaning up of roads by Obudu Urban Development Authority**



**Evacuation of refuse from blocked drainage system by Ikom Urban Development Authority**



**Evacuation of refuse from blocked drainage system by Ikom Urban Development Authority**

11.1.8: INSTITUTIONS CLUSTER

**INSTITUTIONS**

**Cluster Vision:** To be an efficient public service of world-class standards.

**Members:**

1. **MINISTRY OF ESTABLISHMENTS, TRAINING AND PENSIONS**
2. **CHIEF OF STAFF (COS)**
3. **HEAD OF SERVICE OFFICE**
4. **MINISTRY OF JUSTICE**
5. **OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE STATE (SGS)**
6. **CROSS RIVER STATE AUDIT SERVICE COMMISSION**

**Table 9: Achievements and Impacts of Institutions Cluster**

MDA: HEAD OF SERVICE (HOS)			
S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Conduct specialized Administrative/Professional programmes for Officers Cadres for improved service delivery and competency in the State Civil/Public Service	<b>541</b> Candidates registered for the exam. After ten years of dormancy.	Improved Service Delivery
2.	Approvals for the Payment of Retirements and Death benefits	Facilitated <b>1194</b> Approvals and payment of retirements & Death benefits	Facilitate retirees access to their pensions /terminal benefits
3.	Documentation of 514 NOS newly employed staff of SPC, Min. of Water Resources, State Audit Commission, Min. of Health, CROSIEC, CRSHA, Due Process, Culture & Tourism, and Judiciary into the CRS Civil / Public Service to replenish the depleted workforce.	Successful completion of documentation of <b>514</b> NOS newly employed Staff	Reduce unemployment rate in the State Improved Service Delivery
4.	Maintain and strengthen effective Government-Labor Relations in CRS Civil /Public Service	Strengthened relationship between Government and Labor and foster Industrial Harmony in the State.	More cooperative and peaceful industrial environment
5.	Conduct 5Nos Capacity Building Training for the enhancement of service delivery in Civil / Public Service	To inculcate positive attitudinal change, strengthen skills and acquisition of basic knowledge	Improvement in the human capital in the state
6.	Facilitate the Approval/ Release of N10B for the payment of Gratuity to Retired Civil / Public Servants.	<b>10</b> billion Naira approved and released for the payment of Gratuity to Retired Civil / Public Servants.	To eradicate poverty
1	Enhancement of Monthly Aerobics and Health Check Exercise	1. Monthly aerobics and health check initiatives improved the health status of Civil/Public Servants by an estimated 80%. 2. A new Performance Management Framework was developed, approved, and positioned for implementation. 3. Workplace	<ul style="list-style-type: none"> <li>• Improved health and wellness culture among public servants.</li> <li>• Increased staff productivity and morale.</li> <li>• Strengthened institutional focus on employee performance management and efficiency.</li> </ul>

		wellness and productivity awareness significantly increased.	
2	Development of New Curriculum for Upgrading the Management Development Institute into a Public Service Leadership Academy	1. A new curriculum for transforming the Management Development Institute into a Public Service Leadership Academy was developed and approved by the Governor. 2. Capacity-building and leadership training for public servants improved significantly. 3. Institutional training standards became more modernized and result-oriented.	<ul style="list-style-type: none"> <li>Improved quality of in-service training for Civil/Public Servants.</li> <li>Strengthened leadership and administrative competence across MDAs.</li> <li>Enhanced professionalism and workforce development.</li> </ul>
3	Drafting of a New Pension Bill and Revision of the Public Service Manual	1. A new Pension Bill proposing migration to a contributory pension scheme was drafted. 2. The revised Public Service Manual was updated and prepared for unveiling. 3. Pension administration and public service governance reforms were strengthened.	<ul style="list-style-type: none"> <li>Expected reduction of backlog and long queues for gratuity payments by 65%.</li> <li>Improved pension administration and retirement management.</li> <li>Enhanced transparency and sustainability in the public service system.</li> </ul>
4	External Sanitation of MDAs and Provision of 24-Hour Security Coverage	1. External sanitation across MDAs commenced in December 2025 and remains ongoing. 2. The Nigerian Legion and Peace Corps were engaged to provide round-the-clock security for government office premises. 3. Cleanliness and safety standards within government offices improved significantly.	<ul style="list-style-type: none"> <li>Improved environmental sanitation and cleanliness in MDAs by 65%.</li> <li>Enhanced security of government facilities and personnel.</li> <li>Better working conditions for public servants and visitors.</li> </ul>
5	Monthly Walk/Jogging Exercise and Renovation of Office Facilities	1. Monthly walk/jogging exercises for public servants promoted staff wellness and fitness. 2. Renovation of office buildings, staff canteen, crèche, business centre, and clinic was completed. 3. Workplace environment and staff welfare improved substantially.	<ul style="list-style-type: none"> <li>Improved comfort, welfare, and productivity of workers.</li> <li>Security and support services across MDAs improved by 70%.</li> <li>Creation of a more conducive working environment for public servants.</li> </ul>
6	Cleansing of Payroll and Pension System	1. Engagement commenced with payroll and pension system developers to eliminate ghost workers and pensioners from the payroll system. 2. Transparency and accountability in personnel management improved. 3. Efficiency in payroll administration was strengthened.	<ul style="list-style-type: none"> <li>Improved credibility and accuracy of payroll and pension records.</li> <li>Enhanced financial accountability in the Civil/Public Service.</li> <li>Increased stability and confidence in the Head of Service administration by 90%.</li> </ul>
7	Training of Public Servants on Basic IT Skills and Staff Welfare/Housing Scheme	1. Public servants received training in basic IT skills in collaboration with MEDA. 2. Staff welfare initiatives advanced, including allocation of plots across the three senatorial districts for housing schemes. 3.	<ul style="list-style-type: none"> <li>Public servants became 70% more acquainted with basic IT skills.</li> <li>Improved readiness for digital transformation in the Civil Service.</li> <li>Enhanced welfare</li> </ul>

	Digital literacy and staff welfare support improved significantly.	and housing opportunities for workers across the State.
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**MDA: MINISTRY OF ESTABLISHMENTS, TRAINING AND PENSIONS**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Conduct of Compulsory Examination for Administrative and Professional Officers	<ol style="list-style-type: none"> <li>Civil and public servants participated in compulsory examinations for career progression.</li> <li>Professional competence and proficiency in service improved.</li> <li>Merit-based advancement in the civil service system was strengthened.</li> </ol>	<ul style="list-style-type: none"> <li>Improved service delivery and workforce competence.</li> <li>Enhanced professionalism and productivity in the State Civil Service.</li> <li>Increased motivation for career development among officers.</li> </ul>
2	Processing and Approval of Retirement and Death Benefits for Retirees	<ol style="list-style-type: none"> <li>Over 472 approvals for retirement and death benefits were granted in 2023, while additional approvals continued through 2025 and 2026.</li> <li>Retirees gained improved access to pensions and terminal benefits.</li> <li>Retirement administration became more responsive and efficient.</li> </ol>	<ul style="list-style-type: none"> <li>Improved welfare and livelihood of retirees and beneficiaries.</li> <li>Reduced delays in pension processing.</li> <li>Strengthened retirement and pension administration system in the State.</li> </ul>
3	Custody and Updating of Employees' Records	<ol style="list-style-type: none"> <li>Accurate employee and retiree records were updated and maintained.</li> <li>Retrieval of staff information became easier and more reliable.</li> <li>Personnel data management improved significantly.</li> </ol>	<ul style="list-style-type: none"> <li>Availability of reliable personnel records for decision-making.</li> <li>Improved transparency and accountability in personnel administration.</li> <li>Enhanced efficiency in civil service management.</li> </ul>
4	In-House Training for Ministry Staff	<ol style="list-style-type: none"> <li>Thirty-one staff members received in-house professional training.</li> <li>Skills, resilience, and administrative competence of staff improved.</li> <li>Institutional productivity within the Ministry increased.</li> </ol>	<ul style="list-style-type: none"> <li>Improved staff efficiency and service delivery.</li> <li>Enhanced workforce productivity and professionalism.</li> <li>Strengthened human resource development culture.</li> </ul>
5	Training Needs Assessment Across MDAs	<ol style="list-style-type: none"> <li>Skills and manpower gaps across Ministries, Departments, and Agencies were identified.</li> <li>Capacity-building priorities for the Civil Service were established.</li> <li>Workforce planning and development improved.</li> </ol>	<ul style="list-style-type: none"> <li>Improved professionalism and proficiency in the service.</li> <li>Availability of skilled manpower for efficient governance.</li> <li>Better planning for future training interventions.</li> </ul>
6	Furnishing and Equipping of the Commissioner's Office	<ol style="list-style-type: none"> <li>The Commissioner's office was furnished and equipped with modern facilities.</li> <li>Work environment and administrative operations improved.</li> <li>Staff productivity and efficiency increased.</li> </ol>	<ul style="list-style-type: none"> <li>Enhanced quality performance and workplace productivity.</li> <li>Improved administrative coordination and effectiveness.</li> </ul>

7	Issuance of 787 White Papers to Retirees	<ol style="list-style-type: none"> <li>1. A total of 787 white papers were issued to retirees to facilitate entitlement payments.</li> <li>2. Pension administration became more organized and transparent.</li> <li>3. Retirees experienced smoother transition into retirement.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved access to retirement entitlements.</li> <li>• Reduction in poverty among retirees.</li> <li>• Promotion of social welfare and healthier living conditions for pensioners.</li> </ul>
8	Ratification of Appointment of 140 Staff of Ministry of Tourism, Arts and Culture	<ol style="list-style-type: none"> <li>1. Appointment of 140 staff members was regularized and ratified.</li> <li>2. Workforce capacity in the Ministry increased.</li> <li>3. Institutional manpower gaps were addressed.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved productivity and service delivery.</li> <li>• Strengthened operational efficiency in the Ministry.</li> </ul>
9	Documentation of Newly Employed Staff Across MDAs	<ol style="list-style-type: none"> <li>1. Newly recruited staff in Ministries such as Water Resources, Health, Audit Commission, and CROSIEC were successfully documented.</li> <li>2. Workforce records became more accurate and organized.</li> <li>3. Human resource management systems improved.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced productivity and workforce accountability.</li> <li>• Improved planning and management of State workforce.</li> <li>• Strengthened institutional capacity across MDAs.</li> </ul>
10	Automation of Establishment Records	<ol style="list-style-type: none"> <li>1. Processes for automating civil service records commenced.</li> <li>2. Personnel data management moved toward digitalization.</li> <li>3. Transparency and accountability in staff management improved.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced efficiency in service delivery.</li> <li>• Faster access to personnel information and records.</li> <li>• Reduced risks of record loss and duplication.</li> </ul>
11	Workshop on Succession Planning, Mentoring and Performance Management	<ol style="list-style-type: none"> <li>1. Civil servants were trained on succession planning and institutional knowledge transfer.</li> <li>2. Skills retention and continuity in public service improved.</li> <li>3. Mentorship culture within the service strengthened.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced sustainability of expertise within the Civil Service.</li> <li>• Improved organizational continuity and performance management.</li> </ul>
12	Workshop on Attitudinal Change, Ethical Conduct and Communication Skills	<ol style="list-style-type: none"> <li>1. Public servants received orientation on ethics, discipline, and communication skills.</li> <li>2. Positive work attitudes and professionalism improved.</li> <li>3. Ethical standards in the Civil Service were strengthened.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved efficiency and professionalism in service delivery.</li> <li>• Better workplace relationships and communication.</li> <li>• Increased adherence to civil service ethics and regulations.</li> </ul>
13	Workshop for Labour Leaders on Government–Labour Relations	<ol style="list-style-type: none"> <li>1. Labour leaders were trained on effective government–labour relations.</li> <li>2. Industrial harmony between labour unions and government improved.</li> <li>3. Dialogue and collaboration mechanisms were strengthened.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduced industrial disputes and improved labour relations.</li> <li>• Smooth implementation of government policies and programmes.</li> <li>• Improved stability in the State Civil Service.</li> </ul>
14	Processing of Applications for Merger of Service	<ol style="list-style-type: none"> <li>1. Applications for service merger and transfers were processed successfully.</li> <li>2. Qualified officers were integrated into the mainstream Civil Service.</li> <li>3. Continuity and sustainability of service delivery improved.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved professionalism and competence in the service.</li> <li>• Transfer of skills and institutional knowledge across MDAs.</li> </ul>

15	Printing of 10,000 APER Forms for Staff Evaluation	1. Standardized APER forms for staff performance evaluation were produced and distributed. 2. Staff appraisal and promotion processes improved. 3. Performance assessment became more transparent and structured.	<ul style="list-style-type: none"> <li>Enhanced transparency and accountability in staff evaluation.</li> <li>Improved performance monitoring and progression assessment.</li> </ul>
16	Documentation of Applications for Retirement and Merger of Service	1. Hundreds of applications for retirement and merger of service were processed. 2. Transition of staff into retirement schemes improved. 3. Administrative efficiency in staff management increased.	<ul style="list-style-type: none"> <li>Improved livelihood and welfare of retirees.</li> <li>Strengthened pension administration system.</li> <li>Enhanced workforce planning.</li> </ul>
17	Documentation of 3,171 Newly Recruited Staff into the Civil/Public Service	1. A total of 3,171 newly recruited staff were documented into the State Civil Service. 2. Employment opportunities expanded significantly. 3. Existing manpower gaps created by retirements were addressed.	<ul style="list-style-type: none"> <li>Reduction in unemployment rate in the State.</li> <li>Improved workforce strength and service delivery capacity.</li> <li>Poverty alleviation through employment generation.</li> </ul>
18	Orientation and Induction Workshops for Newly Employed Staff	1. Over 1,500 newly recruited staff underwent orientation and induction training. 2. Awareness of civil service rules, ethics, and regulations increased. 3. Discipline and professionalism among new staff improved.	<ul style="list-style-type: none"> <li>Improved compliance with Civil Service rules and procedures.</li> <li>Enhanced professionalism and ethical conduct in public service.</li> </ul>
19	Creation of Ogoja Examination Centre for Compulsory Examinations	1. A new examination centre was established in Ogoja for Northern Senatorial District officers. 2. Accessibility to compulsory examinations improved. 3. Transportation risks and costs reduced significantly.	<ul style="list-style-type: none"> <li>Increased participation of officers in compulsory examinations.</li> <li>Reduced travel burden and associated risks.</li> <li>Improved inclusiveness in career progression opportunities.</li> </ul>
20	Workshop on Effective Registry and Records Management	1. Civil servants were trained on effective registry and records management practices. 2. Record keeping and documentation systems improved. 3. Administrative efficiency in government business strengthened.	<ul style="list-style-type: none"> <li>Improved accountability, fairness, and transparency in record management.</li> <li>Enhanced efficiency in public service operations.</li> </ul>
21	Processing of Applications for Correction of Retirement Dates, Change of Names and Next of Kin	1. Applications relating to retirement dates, names, and next of kin were reviewed and corrected where necessary. 2. Accuracy of employee records improved. 3. Administrative disputes relating to staff records reduced.	<ul style="list-style-type: none"> <li>Improved fairness and authentication of staff records.</li> <li>Reduced disputes over entitlements and retirement benefits.</li> <li>Strengthened integrity of personnel data management systems.</li> </ul>

**MDA: CHIEF OF STAFF (COS)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Purchase of 82 No vehicles: (18 No Ford Edge for Chairmen, 18 No Geely CoolRay for Vice Chairmen, & 18 No	<ul style="list-style-type: none"> <li>82 no vehicle purchased from 2024-2025, representing 100% completion.</li> </ul>	<ul style="list-style-type: none"> <li>Increased oversight of projects/programmes</li> </ul>

	<p>Geely GX3 for Leaders of Local Government Councils (LGCs), 2 No Ford Edge, 14 No Toyota Hilux, 5 No Toyota Prado, and 7 No Geely X3 Pro to X9 Pro for GHC.</p>	<ul style="list-style-type: none"> <li>▪ This has strengthened local governance through improved mobility, monitoring, and coordination among Local Government Chairmen, Vice Chairmen, and Leaders of Council.</li> <li>▪ The timely provision of vehicles enhanced access to rural areas, promoted transparency in local administration, and allowed seamless upward and downward communication between the State and all 18 LGAs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attendance records demonstrating improved participation of LGA officials in State policy and development meetings.</li> <li>▪ Improved inter-LGA collaboration and service delivery responsiveness. .</li> </ul>
<p>2</p>	<p>Purchase of 143 No vehicles: (26 No Ford Ranger Wildtrack for CRSHOA members, 10 No Ford Edge &amp; 22 No Renault Koleos for Commissioners, 1 No Renault Koleos &amp; 1 No Toyota Prado for AG, 8 No Renault Koleos &amp; 10 No Ford Edge Sel for Judiciary, 1 No Ford Edge Sel for Auditor General, 1 No Ford Edge Sel for DG Due Process, 1 No Ford Edge Sel for SA Budget, 2 No Ford Edge Sel for present &amp; former Head of Service, 2 No Ford Edge Sel for Paramount Ruler Yala &amp; Akpabuyo, 1 No Ford Edge Sel for Trinity, 2 No Renault Koleos for Chairman Traditional Rulers Council &amp; CCCI, 10 No IVM Granite Auto for SA General Duty, Coord. Marine Security, SSA Agric., LGSC, SA Asset Recovery/Mgt., CSComm. CM, Illegal Mining, SA Project Monitoring, CSO, &amp; CRS Consultative Forum, 2 No Geely CoolRay, 5 No MG-T60 pickup, 11 No Toyota Hiace Bus and 3 No Ford Ranger Base, 2 No Ford Territory, 4 No Ford Wildtrak for GHC, 2 No Toyota Hilux for SAAP, 4 No Toyota Hilux for SSA Political, State Security Adviser, CEA, State Chief of Protocol, 1 No Toyota Prado for VC-SPC, 2 No Toyota L/C Prado for CVU-03 &amp; CVU-04, 4 No Toyota L/C Prado for Abuja Liaison Office, 3 No IVM G12 Pickup for Nig. Navy, 1 No IVM G12 Pickup for Nig. Air Force, 1 No IVM G12 Pickup for Nig. Correctional Service. 100%</p>	<ul style="list-style-type: none"> <li>▪ 143 No vehicles purchased were from 2024-2025, representing 100% completion.</li> <li>▪ This has enhanced institutional efficiency and inter-ministerial coordination across the Executive, Legislature, Judiciary, and security formations.</li> <li>▪ The deployment of vehicles has significantly reduced logistical bottlenecks, improved on-site policy supervision, and accelerated official response times to both administrative and emergency assignments.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ministry and Agency performance reports recording increased field inspections and programme monitoring.</li> <li>▪ Legislative and judicial attendance records confirming improved consistency at plenary sessions, court sittings, and stakeholder engagements.</li> <li>▪ Increase independent oversight, and unannounced project inspections, constituency town halls, and committee visits</li> <li>▪ Paramount Rulers regular attendance of State Security Council, conflict mediation, and cultural events without delays.</li> </ul>

<p>3</p>	<p>Purchase of 20 No. SUV vehicles for Conference Visitor’s Unit (CVU), NLC, TUC, Press unit, Protocol unit, and an Ambulance for the Governor’s convoy</p>	<ul style="list-style-type: none"> <li>▪ The acquisition of 7 vehicles, representing 35% of its approved scope.</li> <li>▪ This has <b>improved mobility and operational efficiency</b> across the Conference Visitor’s Unit (CVU), NLC, TUC, Press Unit, Protocol Unit, and the Governor’s convoy.</li> <li>▪ Instead of relying on limited or shared transport, each unit now has dedicated vehicles to carry out its functions promptly and independently.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Seamless VIP management</li> <li>▪ Reduced delays; NLC/TUC attends emergency labour meetings, monitors picketing, and represents workers state-wide.</li> <li>▪ <b>Enhanced Coverage:</b> the Press Unit and Protocol Unit can cover multiple assignments simultaneously, ensuring broader media presence and smoother coordination.</li> <li>▪ <b>Improved Safety:</b> The addition of an ambulance to the convoy provides immediate medical response capacity, strengthening the Governor’s security and health preparedness.</li> </ul>
<p>4</p>	<p>Procurement of 5 No Amphibious vehicles (Military Services: 100%)</p>	<ul style="list-style-type: none"> <li>▪ The complete acquisition of 5 amphibious vehicles (100% delivery between 2024–2025), has <b>transformed operational readiness and mobility for the military services</b>, enabling seamless deployment across both land and water terrains.</li> <li>▪ This marks a shift from limited ground-based logistics to <b>multi-environment capability</b>, strengthening rapid response and territorial coverage</li> </ul>	<ul style="list-style-type: none"> <li>▪ Aid amphibious operations and rapid response to security threats. Units can now access riverine, coastal, and flood-prone areas without delay, ensuring no terrain restricts military operations.</li> </ul>
<p>5</p>	<p>Purchase of 3 no rapid speed boats for the Nigerian Navy.</p>	<ul style="list-style-type: none"> <li>▪ The procurement of 1 rapid speed boat (representing 33% of the approved scope) has <b>enhanced the Nigerian Navy’s maritime patrol capacity</b>, particularly in coastal and riverine environments.</li> <li>▪ Even with partial completion, the Navy now has increased speed and agility to respond to threats, conduct surveillance, and secure waterways.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced ability to escort vessels and protect critical maritime infrastructure, reassuring local communities and international partners.</li> <li>▪ It improves maritime security and safety</li> <li>▪ The speed boat enables faster interception of illegal activities such as smuggling, piracy, and unauthorized fishing.</li> </ul>
<p>6</p>	<p>Purchase of 5 no Canal Diggers for the International Corporation &amp; Investment Bureau (Bakassi Deep Sea Port)</p>	<ul style="list-style-type: none"> <li>▪ 2 No Canal Diggers were purchased between 2024-2025, representing 40% of its approved scope. This has enabled measurable improvements in water management and agricultural productivity.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved water management and Irrigation in targeted areas</li> <li>▪ Boosted agricultural development where canals were completed</li> <li>▪ The value of mechanized canal digging has strengthened future investment</li> </ul>

7	Purchase of 5 No Dredger Machines for International Corporation & Investment Bureau (Bakassi Deep Sea Port)	<ul style="list-style-type: none"> <li>▪ 2 No dredger machines were purchased between 2024-2025, representing 40% of its approved scope.</li> <li>▪ The acquisition of two machines enabled the commencement of dredging operations, laying the foundation for improved port functionality and regional development.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved waterway navigation, supports irrigation systems, increase agricultural productivity in surrounding communities.</li> <li>▪ Increased Trade and Commerce</li> <li>▪</li> </ul>
8	Purchase of 300 HiJet mini buses for empowerment across the three senatorial districts.	<ul style="list-style-type: none"> <li>▪ 150 units of HiJet mini buses purchased in 2025, representing 50% of its approved scope.</li> <li>▪ The vehicles will be delivered to Youths, enabling empowerment benefits across the districts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Substantial progress in youth empowerment and job creation, for the Youths</li> <li>▪ Increase household Income for Youths</li> <li>▪ Improved Transport Services</li> <li>▪</li> </ul>
9	Purchase and installation of 260 KVA, 300 solar panels, and 6 inverters for an alternative power supply at the governor's office	<ul style="list-style-type: none"> <li>▪ <b>In 2025, the full scope was achieved with the procurement and installation of 260 KVA, 300 solar panels, and 6 inverters, representing 100% of the approved plan.</b></li> <li>▪ This marks a complete transition to a reliable alternative power source, ensuring uninterrupted operations at the Governor's Office.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Energy Cost Savings: significant reduction in reliance on conventional grid electricity and fuel, lowering operational expenses.</li> <li>▪ Continuous power availability at the governor's office has enhanced productivity and service delivery.</li> </ul>
<p>▪ <b>Strategic Initiative 2: To coordinate all matters concerning His Excellency's official duties and tours, Government Lodges, Hospitality and other ancillary functions</b></p>			
10	Coordination of the rehabilitation of the Governor's Office	<ul style="list-style-type: none"> <li>▪ <b>Between 2024–2025, the Governor's Office was transformed from a dilapidated structure into a fully rehabilitated, modern, and functional administrative complex.</b></li> <li>▪ This change restored the capacity of the State's seat of executive power to effectively support governance, policy coordination, and service delivery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced working conditions and improved comfort for His Excellency, staff, and visitors enabling more effective discharge of official duties.</li> <li>▪ Employment generation for local contractors, artisans, and labourers, stimulating the local economy.</li> </ul>
11	Coordination of the renovation of the Governor's residence in Calabar	<ul style="list-style-type: none"> <li>▪ <b>Between 2024–2025, the Governor's Residence in Calabar was restored from a state of structural and functional disrepair into a fully renovated, secure, and befitting official residence.</b></li> <li>▪ This transformation provided His Excellency with a dignified and habitable home, reinforcing the institutional stature of the office and supporting the effective discharge of constitutional duties.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employment generation for local contractors, artisans, and labourers contributing to community livelihood and economic activity</li> <li>▪ Provision of enhanced comfort and a conducive, secure environment for His Excellency, the Governor, and His family, improving well-being and stability.</li> </ul>

12	Coordination of the renovation of Government Lodge Calabar	<ul style="list-style-type: none"> <li>▪ <b>Between 2024–2025, Government Lodge, Calabar was transformed from a dilapidated state into a fully renovated, functional, and befitting facility.</b></li> <li>▪ This change restored the Lodge as a secure and dignified venue for hosting state guests, visiting dignitaries, investors, and conducting official government functions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced capacity to host state guests and official functions</li> <li>▪ Employment generation during renovation for local contractors, artisans, and labourers.</li> <li>▪ Improved State image and diplomatic engagement</li> </ul>
13	Coordination of the rehabilitation of the Deputy Governor's lodge	<ul style="list-style-type: none"> <li>▪ <b>Between 2024–2025, the Deputy Governor's Lodge was restored from structural and functional deterioration into a fully rehabilitated, secure, and dignified official residence.</b></li> <li>▪ This change enabled the Deputy Governor to effectively discharge constitutional duties, perform protocol functions, and host official engagements in a conducive environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced comfort, secured and dignified environment for His Excellency, the Deputy Governor, and his family</li> <li>▪ Employment generation for local contractors, artisans, and labourers, supporting local content and livelihoods</li> </ul>
14	Coordination of the renovation of Speakers Lodge	<ul style="list-style-type: none"> <li>▪ Restoration of the Speakers Lodge from a state of structural and functional deterioration to a fully rehabilitated, secure, and befitting official residence.</li> <li>▪ This has enabled the Speaker to effectively discharge constitutional duties, perform protocol functions, and host official engagements in a dignified environment (2024-2025)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced comfort and secured environment for Rtd. Hon. Speaker and his family</li> <li>▪ Generate employment for local contractors, artisans, and labourer</li> </ul>
15	Coordination of the construction of the Government Lodge, Ogoja	<ul style="list-style-type: none"> <li>▪ Achievement of 70% physical completion with superstructure and roofing works concluded, transforming the project from the foundation stage to a secured, roofed building ready for finishes.</li> <li>▪ This represents substantial progress toward providing a befitting state hospitality facility in the Northern Senatorial District to support governance and inter-governmental engagements (Ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Creation of tangible state asset in Northern Senatorial District</li> <li>▪ Employment and local content generated during construction</li> <li>▪</li> </ul>
16	Coordination of the rehabilitation of the Deputy Speakers' Lodge	<ul style="list-style-type: none"> <li>▪ Restoration of the Deputy Speaker's Lodge from a state of structural and functional deterioration to a fully rehabilitated, secure, and befitting official residence.</li> <li>▪ This provided the Deputy Speaker of the Cross River State House of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Restoration of a functional and befitting official residence for the Deputy Speaker</li> <li>▪ Enhanced comfort and secured environment for Hon. Deputy Speaker and his family</li> </ul>

		<p>Assembly with a dignified and functional residence to support legislative duties, constituency representation, and protocol obligations (2024-2025)</p>	<ul style="list-style-type: none"> <li>▪ Employment generation for local contractors, artisans, and labourers</li> <li>▪ Enhanced capacity for legislative and constituency engagements</li> </ul>
17	Coordination of the construction and equipping of the Government House Clinic	<ul style="list-style-type: none"> <li>▪ <b>Delivery of a fully constructed and equipped Government House Clinic.</b></li> <li>▪ This transformed healthcare access for His Excellency, principal officers, staff, and official guests, ensuring prompt emergency response, preventive care, and confidentiality in the discharge of state duties.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved emergency response &amp; healthcare access and reduce reliance on external facilities</li> <li>▪ Enhanced confidentiality and security of principal officers' health</li> <li>▪ Employment generation for contractors, artisans, and healthcare staff during the construction and equipping activities</li> </ul>
18	Coordination of the furnishing of the Governor's residence in Calabar	<ul style="list-style-type: none"> <li>▪ Successful <b>completion and delivery of a fully furnished, functional, and befitting Governor's Residence in Calabar.</b></li> <li>▪ Through coordinated procurement, logistics, and quality assurance, the residence now provides an appropriate official home for His Excellency to conduct state functions and receive dignitaries.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Verified Quality Assurance;</b> joint Inspection Report by Ministry of Works, Government House Administration, and Due Process Office, with a formal handover certificate.</li> <li>▪ <b>Compliance with Standards;</b> Furnishing completed in line with approved designs, Bills of Quantities (BOQ), and quality specifications.</li> </ul>
19	Coordination of the furnishing of the Deputy Governor's lodge	<ul style="list-style-type: none"> <li>▪ <b>Delivery of a fully furnished, functional, and befitting Deputy Governor's Lodge through coordinated procurement and supervision.</b></li> <li>▪ This provided an appropriate official residence to support the Deputy Governor in the discharge of constitutional duties, state functions, and hosting of official guests.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced <b>comfort and functionality</b> for His Excellency, the Deputy Governor, and his family.</li> <li>▪ Strengthened institutional capacity for protocol functions and official engagements.</li> <li>▪ Employment generation for contractors, artisans, and suppliers.</li> </ul>
20	Coordination of furnishing of the Speaker's lodge	<ul style="list-style-type: none"> <li>▪ <b>The furnishing of the Speaker's Lodge was successfully completed in 2025.</b></li> <li>▪ This provided a fully functional, comfortable, and befitting official residence, reinforcing the dignity of the office and supporting effective legislative leadership.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Enhanced Comfort and Functionality</b> for the Speaker to reside and perform official duties.</li> <li>▪ Employment generation for local suppliers, contractors, and artisans, thereby stimulating community livelihoods.</li> </ul>

21	Coordination of the furnishing of the Deputy Speaker's Lodge	<ul style="list-style-type: none"> <li>▪ <b>The furnishing of the Deputy Speaker's Lodge was fully completed in 2025.</b></li> <li>▪ This provided a dignified, functional, and comfortable official residence, strengthening institutional support for legislative leadership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced <b>Comfort and Functionality</b> for the Deputy Speaker to reside and perform official duties.</li> <li>▪ Employment generation as local suppliers and artisans, were engaged contributing to <b>local economic impact</b></li> </ul>
22	Coordination of the renovation and furnishing of UJ Esuene & Dan Archibong Lodges	<ul style="list-style-type: none"> <li>▪ <b>The renovation and furnishing of UJ Esuene and Dan Archibong Lodges were completed in 2025.</b></li> <li>▪ This has restored facilities into modern, secure, and functional venues for hosting state guests, dignitaries, and official functions.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced hosting capacity for state functions, diplomatic engagements, and investor.</li> <li>▪ Improved state image, reinforcing credibility and hospitality.</li> <li>▪ Employment generation for local contractors, artisans, and labourers.</li> </ul>
<p>▪ <b>Strategic Initiative 3: Coordination of government actions with regards to policies, programmes and project</b></p>			
23	Facilitate quarterly programmes for town hall meetings	<ul style="list-style-type: none"> <li>▪ Citizens gained direct access to leaders, improving trust and transparency.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attendance records showing growth; documented policy changes influenced by citizen feedback.</li> </ul>
24	Facilitate quarterly security support service programmes	<ul style="list-style-type: none"> <li>▪ Strengthened community safety and reduced local crime incidents.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Security agency reports showing decline in petty crimes; testimonials from community leaders.</li> </ul>
25	Facilitate Inter-Party Affairs Programme	<ul style="list-style-type: none"> <li>▪ Improved political tolerance and collaboration among parties.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Joint communiques issued; reduction in inter-party conflicts during elections.</li> </ul>
26	Coordinate quarterly Youth Security Watch Programme across the State	<ul style="list-style-type: none"> <li>▪ Youth empowered to take ownership of community safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly security briefs highlighting youth contributions.</li> </ul>
27	Facilitate 3 political sensitisation and education workshops, one in each senatorial district	<ul style="list-style-type: none"> <li>▪ Increased political literacy and civic engagement.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Higher voter registration rates in senatorial districts; pre/post workshop surveys showing improved knowledge.</li> <li>▪</li> </ul>
28	Convene 3 legislative and political office holders interactive sessions, one at each senatorial district	<ul style="list-style-type: none"> <li>▪ Strengthened accountability and responsiveness of political leaders.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy commitments documented during sessions; follow-up actions tracked in legislative records.</li> <li>▪</li> </ul>
29	Facilitate quarterly partnership meetings with ethnic nationalities residing in the state	<ul style="list-style-type: none"> <li>▪ Improved ethnic harmony and inclusion in governance.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ethnic associations reporting reduced grievances;</li> </ul>

			collaborative projects initiated across groups.
30	Facilitate quarterly meetings to strengthen relationship with foreign nationals residing in the state	<ul style="list-style-type: none"> <li>Strengthened diplomatic and socio-economic ties locally.</li> </ul>	<ul style="list-style-type: none"> <li>Increased foreign investment and cultural exchange programmes; records of participation by foreign nationals.</li> </ul>
31	Provide quarterly support to 1,000 persons living with disabilities in the state	<ul style="list-style-type: none"> <li>Enhanced social inclusion and dignity for vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>Distribution records showing 1,000 beneficiaries; testimonials of improved livelihood support.</li> </ul>
32	Produce quarterly report on political trend analysis and management strategies implemented in the state	<ul style="list-style-type: none"> <li>Better-informed decision-making by policymakers.</li> </ul>	<ul style="list-style-type: none"> <li>Reports cited in government planning documents; evidence of strategies adjusted based on analysis.</li> </ul>
33	Monitor and manage the affairs of Faith-Based Organisations in the State	<ul style="list-style-type: none"> <li>Improved coordination and reduced religious tensions.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance reports from religious bodies; fewer recorded inter-faith disputes.</li> </ul>
34	Provide palliative support to 1,000 religious faithful residing in the State during their religious celebrations	<ul style="list-style-type: none"> <li>Strengthened social cohesion and goodwill during religious celebrations.</li> </ul>	<ul style="list-style-type: none"> <li>Distribution records of palliatives, positive media coverage and community appreciation.</li> </ul>

**MDA: MINISTRY OF JUSTICE (MOJ)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT/INFLUENCE
1	Forward Executive bill to the CRS House of Assembly	16 Executive Bills were forwarded to the CRS House of Assembly	Strengthened Public Trust in Government Institutions
2	Preparation of Agreement and MOUs by the Legal Drafting Department	85 Agreements and 10 MOUs were prepared by the Legal Drafting Department	Promoting Rule of Law and Accountability
3	Settlement of judgement debts to reduce the state debt profile/burden	Settlement of judgement debts to reduce the state debt profile/burden	Reduced state debt profile/burden
4	Obtain judgments from Civil cases that are ongoing in the Civil Litigation Department	Obtained 29 judgments from 197 Civil cases that are ongoing in the Civil Litigation Department	Strengthened access quick justice in Government Institutions
5	Commence criminal cases in the Department of Public Prosecutions	165 Criminal cases were commenced in the Department of Public Prosecutions. 25 conviction cases were obtained	Strengthened access quick justice in Government Institutions
6	Ensure Appeal cases in the Department are concluded	117 Appeal cases in the Appeals Department, 14 judgements obtained	Strengthened access quick justice in Government Institutions

7	Administer and manage estate applications by the Administrator-General and Public Trustee department	<b>473</b> Estates administered and managed by the Administrator-General and Public Trustee department.  Additional <b>20</b> fresh applications received	Enhanced Access to Justice and Estate Administration
8	Mediate and settle petitions received at the Centre for Citizens’ Rights and office of the Public Defender	<b>441</b> petitions received at the Centre for Citizens’ Rights and office of the Public Defender, <b>215</b> successfully mediated and settlements reached. <b>15</b> pending in Court. Others withdrawn or abandoned.	Effective and efficient legal system entrenched
9	Conduct training on effective legislative drafting system for quality law-making in Nigeria organized by National Institute for Legislative & Democratic studies (NILDS) in collaboration with the National Assembly	Improved service delivery through conduct training on effective legislative drafting system for quality law-making in Nigeria organized by national institute for legislative & democratic studies (nilds) in collaboration with the national assembly	Improved service delivery
10	Retraining of Law Officers on Commercial negotiations, legislative drafting, litigation and Alternative Dispute Resolution (ADR) skills by the Nigerian Institute of Advanced Legal Studies (NIALS)	Improved service delivery through retraining of law officers on commercial negotiations, legislative drafting, litigation and alternative dispute resolution (adr) skills by the Nigerian Institute of Advanced Legal Studies (nials)	Improved service delivery
11	The Green Economy Commission Bill	Improved service delivery through the green economy commission bill	Improved service delivery
1	Development and implementation of legal reforms and citizens’ rights protection	1. Centre for Citizens’ Rights & Office of Public Defender received 429 petitions with 211 successfully concluded. 2. Department of Public Prosecution handled 117 criminal cases with 49 concluded and 37 convictions secured. 3. Civil Litigation Department received 105 civil cases with 36 concluded. 4. Operational guidelines for the Centre for Citizens’ Rights and OPD were developed and implemented.	Improved access to justice and enhanced protection of citizens’ rights across the State.
2	Strengthening of Mediation Centre and Office of Public Defender	1. Office spaces identified for mediation and dispute resolution services. 2. Renovation and equipping of offices initiated. 3. Deployment of personnel to improve Alternative Dispute Resolution (ADR) services.	Improved efficiency in mediation and dispute resolution mechanisms within the justice system.

3	Child Protection Initiatives	<ol style="list-style-type: none"> <li>1. Sustained collaboration with UNICEF, CBOs and stakeholders.</li> <li>2. Advocacy and sensitization campaigns conducted in rural communities.</li> <li>3. Liaison established with traditional rulers and community structures.</li> <li>4. Child protection desk officers and committees strengthened.</li> </ol>	Increased awareness and protection of children's rights across communities in the State.
4	Anti-Human Trafficking and NAP TIP Collaboration	<ol style="list-style-type: none"> <li>1. Sensitization programmes conducted on human trafficking.</li> <li>2. Collaboration strengthened with Police, FRSC, Immigration, Prisons and related institutions.</li> <li>3. Periodic meetings and school/community engagements conducted.</li> </ol>	Improved inter-agency collaboration in combating trafficking in persons and related offences.
5	Publication and Review of Laws	<ol style="list-style-type: none"> <li>1. Drafting and vetting of laws undertaken.</li> <li>2. Eight Executive Bills prepared and presented to the State Executive Council and CRSHA.</li> </ol>	Strengthened legal and policy framework for effective governance and justice administration.
6	Administration of Estates	<ol style="list-style-type: none"> <li>1. Twenty-three applications received for estate administration and management.</li> <li>2. Three matters under litigation, one estate partitioned and wound up, while one was amicably settled.</li> </ol>	Improved administration and management of estates and legal settlements in the State.
7	Participation in Body of Benchers Conference	<ol style="list-style-type: none"> <li>1. Ministry officials participated in Body of Benchers conferences and engagements.</li> <li>2. Approvals and funding processes completed for participation.</li> </ol>	Enhanced professional legal networking and capacity development for law officers.
8	Participation in Bar and Professional Conferences/Seminars	<ol style="list-style-type: none"> <li>1. Law officers participated in local and international legal conferences and seminars.</li> <li>2. Professional exposure and legal knowledge improved through participation.</li> </ol>	Improved competence and exposure of legal officers to global best legal practices.
9	Specialized Training for Law Officers	<ol style="list-style-type: none"> <li>1. Training programmes and collaborations with institutions such as NIALS and NILDS initiated.</li> <li>2. Law officers identified and trained in specialized legal fields.</li> </ol>	Enhanced professional capacity and specialization among law officers.
10	Procurement of Office Furniture and Equipment	<ol style="list-style-type: none"> <li>1. Procurement process for office furniture, computers and consumables substantially implemented.</li> <li>2. Office equipment upgraded to improve operational efficiency.</li> </ol>	Improved working conditions, administrative efficiency and service delivery within the Ministry.

11	Renovation and Maintenance of Ministry Buildings	<ol style="list-style-type: none"> <li>1. Renovation and maintenance workplans implemented.</li> <li>2. Ministry infrastructure upgraded and maintained for effective operations.</li> </ol>	Improved office environment and institutional functionality.
12	Preparation of Annual Budget Estimates	<ol style="list-style-type: none"> <li>1. Budget preparation and defence processes conducted with relevant agencies and CRSHA.</li> <li>2. MTEF templates and budget committee processes completed.</li> </ol>	Improved fiscal planning and budget implementation for justice sector programmes.
13	Organization of Juvenile Justice Forum	Juvenile Justice Forum successfully organized to address issues affecting juvenile justice administration.	Strengthened advocacy and reforms in juvenile justice administration.
14	Preparation of Legal Documents and Settlement of Appeals	<ol style="list-style-type: none"> <li>1. Legal documents prepared and vetted by relevant departments.</li> <li>2. Appeals prepared and settled in line with legal procedures.</li> </ol>	Improved legal representation and efficient handling of government legal matters.
15	Criminal Justice Reforms	<ol style="list-style-type: none"> <li>1. Criminal justice reform processes initiated and ongoing.</li> <li>2. Measures introduced to improve transparency and responsiveness in criminal justice administration.</li> </ol>	Enhanced criminal justice system reforms and justice delivery mechanisms.
16	Witness and Victim Support in Court	Support services provided for witnesses and victims during court proceedings.	Improved access to justice and protection for vulnerable groups in the justice process.
17	Monitoring of Administration of Criminal Justice Law	Monitoring Committee on Administration of Criminal Justice Law established and operational.	Strengthened implementation and monitoring of criminal justice law reforms.
18	Due Process Activities	<ol style="list-style-type: none"> <li>1. Due process workplans and cost estimates developed for Ministry activities.</li> <li>2. Procurement and administrative procedures aligned with due process requirements.</li> </ol>	Improved transparency, accountability and compliance with procurement regulations.
19	Media Reportage on Justice Sector Programmes	Media engagements and reportage conducted on government programmes within the justice sector.	Increased public awareness of justice sector reforms and government initiatives.
20	Construction and Renovation of Zonal Offices	<ol style="list-style-type: none"> <li>1. Processes initiated for construction of Ugep and Ikom Zonal Offices.</li> <li>2. Renovation plans for Akamkpa and Ogoja offices commenced.</li> </ol>	Expansion and improvement of justice sector infrastructure across the State.

**Executive Bills Passed**

1. Cross River State Electricity Law, 2025
2. Cross River State College of Agriculture, Ovonum, Obubra – 2023
3. Cross River State University and Entrepreneurship Bill, 2024

4. CRS University of Education and Entrepreneurship, Akamkpa
5. Green Economy Commission Law – 2025
6. Climate Change Law – 2024
7. Cross River State Audit Amendment Law
8. CRS Executive Order on mining activities
9. Producer Law – 2025
10. CRS Road Fund Law
11. CRS Rural Access Road Law
12. Essential Drugs Program Law
13. CROSIEC Amended Law
14. Administration of Criminal Justice Amendment Law – 2024
15. CRS Social Investment Program Agency Law, 2024
16. CRS Lotteries and Gaming Agency Law
17. CRS Security Trust Fund Amendment Law (*Note: "College" was crossed out before "Security"*)
18. CRS Water User Association Law
19. CRS Diaspora Commission Law
20. CRS Records and Archives Bureau Law No 7, 2024
21. CRS Forestry Research Institute Law No 8, 2024
22. Local Government (Amendment) Law No. 2, 2025
23. CRS Senior Citizens Centre Law No. 5, 2025
24. CRS Scraps Regulatory (Amendment) Agency Law No 9, 2025
25. CRS Appropriation (Amendment/Supplementary) Law No 14, 2025

**MDA: OFFICE OF THE SECRETARY TO THE GOVERNMENT OF THE STATE (SGS)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1.	Coordination of appointments and Headship of statutory bodies, commissions and agencies.	Coordinated the appointments and headship of <b>7</b> statutory bodies, commissions and agencies (The State Economic Management Team (EMT), Vice Chairman and Commission members, State Planning Commission, The State Civil Service Commission, Bureau of Public Private Partnership (BPPP), and Blue Print Economy (BPE)).	A well-coordinated and prosperous State
2.	Coordination and Facilitation of Establishment of Colleges and a University	Coordinated and facilitated the establishment of a Colleges of Medicine/Medical Science, University of Cross River State (UNICROSS); the Cross River State College of Agriculture and Forestry; the Cross River State University of Education and Entrepreneurship; The State Schools of Nursing; and The ceding/takeover of the Institute of Technology and Management (ITM)	Prosperous and a well-educated citizen
3.	Verification and Payment of gratuity to retirees (from 2015 and below), across the 18 local Government of the State	Reduced gratuity owed to pensioners by <b>85%</b> .	Improved Standard of living.

			Improvement in life expectancy rate
4.	Organize a four-day workshop on review of the Policy Framework and National Action Plan for Preventing and Controlling Violent Extremism.	A robust capacity built for an improved Policy Framework on Security Action Planning for effective and efficient service delivery in the Preventing and Controlling Violent Extremism	Safety of life and property attained

**MDA: Audit Service Commission**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Expanded Audit Coverage	<ul style="list-style-type: none"> <li>▪ Audit coverage increased from 58% to 87% of MDAs within one fiscal year</li> <li>▪ Previously unaudited agencies, especially at the local government level, are now regularly reviewed</li> <li>▪ Field Audit teams increased by 45%, enabling broader statewide reach</li> </ul>	Greater oversight has improved compliance with financial regulations and reduced gaps in accountability.
2	Improved Timeliness of Audit Reports	<ul style="list-style-type: none"> <li>▪ Average audit report completion time reduced from 6–9 months to 3–4 months</li> <li>▪ Backlog of pending audits reduced by over 60%</li> </ul>	Faster reporting has enabled quicker decision-making by government authorities and improved responsiveness to financial issues.
3	Enhanced Detection of Financial Irregularities	<ul style="list-style-type: none"> <li>▪ Increase of 35% in detected financial violations and anomalies</li> <li>▪ Strengthened investigative capacity has led to early identification of leakages and mismanagement</li> </ul>	The state has recorded improved financial discipline, with MDAs becoming more cautious and compliant.
4	Adoption of Digital Auditing Practices	<ul style="list-style-type: none"> <li>▪ Recruitment included IT-savvy auditors, accelerating digital transformation</li> <li>▪ Introduction of basic audit management tools and electronic documentation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved data accuracy and accessibility</li> <li>▪ Reduced reliance on manual processes, lowering the risk of manipulation</li> </ul>

**Institution**

The Institutions Cluster recorded major reforms between May 2023 and May 2026, particularly in civil service administration, justice delivery, governance coordination, pension management, and accountability systems.

The Ministry of Establishments, Training and Pensions strengthened workforce management through compulsory examinations, staff documentation, pension processing, and automation of personnel records. Over 3,171 newly recruited staff were documented into the State Civil Service, while more than 787 white papers and over 472 retirement and death benefit approvals were processed, improving retirees’ access to entitlements. Capacity-building workshops on ethics, succession planning, registry management, and communication skills improved professionalism and institutional efficiency across MDAs. The creation of the Ogoja Examination Centre also expanded access to career progression opportunities for officers in the Northern Senatorial District.

The Office of the Chief of Staff coordinated large-scale institutional support projects that strengthened governance, security, logistics, and state infrastructure. Between 2024 and 2025, over 225 vehicles were procured for Local Government Councils, the Judiciary, Legislature, security agencies, and Government House operations, significantly improving mobility, monitoring, emergency response, and inter-governmental coordination across the 18 LGAs. The office also coordinated the rehabilitation and furnishing of key state facilities including the Governor’s Office, Governor’s Residence, Deputy Governor’s Lodge, Speaker’s Lodge, Government Lodge Calabar, Government House Clinic, and ongoing construction of Government Lodge Ogoja. In addition, the installation of 300 solar panels, 260KVA alternative power systems, dredger machines, canal diggers, and amphibious security vehicles enhanced institutional efficiency, security operations, and investment readiness.

The Head of Service revitalized the Civil/Public Service through staff welfare reforms, payment of retirement benefits, IT training, payroll cleansing, and institutional reforms. A total of ₦10 billion was approved for gratuity payments to retired civil servants, while 1,194 retirement and death benefit approvals were facilitated. The reintroduction of compulsory examinations after a decade of dormancy, alongside monthly health and fitness programmes, strengthened workforce productivity and morale. Drafting of a new Pension Bill and revision of the Public Service Manual also laid the foundation for long-term pension sustainability and improved governance.

The Ministry of Justice recorded significant progress in justice sector reforms and legal administration. Between 2023 and 2026, 16 Executive Bills and several landmark laws were processed, including the Cross River State Electricity Law, Climate Change Law, Green Economy Commission Law, and Administration of Criminal Justice Amendment Law. The Ministry handled over 165 criminal cases, secured convictions, mediated hundreds of citizens’ petitions through the Office of the Public Defender, and strengthened child protection and anti-human trafficking advocacy in collaboration with UNICEF and security agencies.

The Office of the Secretary to the Government of the State coordinated strategic appointments, facilitated the establishment of new educational institutions, and reduced pension gratuity backlogs by about 85% across the 18 Local Government Areas.

The Audit Service Commission improved audit coverage from 58% to 87% of MDAs, reduced audit reporting timelines, expanded digital auditing practices, and strengthened financial accountability through enhanced detection of financial irregularities and broader statewide audit oversight.

### 3,171 Staff Documented, 225 Vehicles Procured, Audit Coverage Up to 87%

<b>3,171</b> Staff documented	<b>225</b> Vehicles procured	<b>300</b> Solar panels installed statewide	<b>87%</b> Audit coverage of MDAs (from 58%)	<b>16</b> Executive Bills processed	<b>787</b> White papers processed
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#### Civil Service & Institutional Reforms

- Compulsory examinations reintroduced after a decade
- Staff documentation and pension processing automated
- Capacity-building workshops on ethics, succession planning
- Ogoja Examination Centre created for Northern Senatorial District
- Negative staff behaviour reduced from 80% to 30%
- Solar power and ICT infrastructure upgraded

#### Justice Sector Reforms

- 16 Executive Bills and landmark laws processed
- Electricity Law, Climate Change Law, Green Economy Law
- 165+ criminal cases handled, convictions secured
- Office of Public Defender mediated hundreds of petitions

#### Office of the Chief of Staff

Large-scale institutional support projects strengthening governance and security:

##### Infrastructure:

- Governor’s Office, Residence, Deputy Governor’s Lodge rehabilitated
- Speaker’s Lodge, Government Lodge Calabar furnished
- Government House Clinic upgraded
- Government Lodge Ogoja under construction

##### Equipment:

- 260KVA alternative power systems installed
- Dredger machines, canal diggers procured
- Amphibious security vehicles deployed

11.1.9: PERFORMANCE MANAGEMENT CLUSTER

PERFORMANCE MANAGEMENT

**Cluster Vision:** To be the best fiscally managed State with the highest Gross State Product (GSP) growth rate by 2027.

**Members:**

1. Cross River State Planning Commission (CR-SPC)
2. Cross River State Bureau of Statistics (CRSBS)
3. Ministry of International Donor Cooperation (MIDC)
4. Department of Project Monitoring and Evaluation (DPM&E)
5. Budget Monitoring and Evaluation (BM&E)
6. Office of Economic Adviser
7. Gender Department
8. Due Process Department

**Table 10: Achievements and Impacts of Performance Management Cluster**

MDA: CROSS RIVER STATE PLANNING COMMISSION			
S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Develop strong Partnership and collaboration with Government Agencies, Donor partners and private sector e.g FMBEP, UNICEF, CS SUN, Zipline	Engagement with at least 20 development partners and almost all the MDAs	Improved partnership with at all level of government agencies and development partners
2	Drafting, Dissemination and Launching of State Development Plan	First-ever Cross River State Development Plan developed and published	Improved evidence-based planning and decision-making. Organized and improved governance regime
3	Domesticate Monitoring and Evaluation Policy	Domestication of National M&E Policy and integration across state MDAs	Enhanced accountability and transparency in project implementation
4	Capacity Building for Planning Research and Statistics Officers	Over 10 years gap bridged—PRS officers trained in planning and analysis	Improved planning and analytical capabilities across MDAs
5	Revitalization of Strategic Action Planning and Performance Management System	Strategic action planning culture reintroduced across state MDAs	Cluster-based Performance Management System implemented across the state for improved results tracking
6	Secured approval for extended maternity leave from 3 -6 months	Maternity leave extended from 3 to 6 months through policy advocacy	Improved welfare and support for civil servant mothers
7	Youths’ inclusion and mentoring on nutrition programmes	Nutrition institutionalized— nutrition departments created in MDAs and LGAs; state now national leader in implementation	Enhanced community health and well-being
8	Introduction of Electronic MUAC for assessment of Mal-nutrition	Reduced stunting rate	Stunting rate reduced from 25% in 2023 to under 2% by 2025 (UNICEF data)

9	Hosted South-South Bi annual food systems review meeting	Strengthened regional collaboration on food security	Improved coordination of food systems initiatives
10	Establishment of Nutrition Department in 11 MDAs and 18 LGAs	Official portfolio created for State Nutrition Officer, enhancing coordination	Improved institutional framework for nutrition programs
11	Cross River State Food & Nutrition Policy developed and launched	Comprehensive policy framework for food security and nutrition	Enhanced awareness and implementation of nutrition programs
12	Over 20 publications released; three websites and four blogs launched for nutrition awareness	Increased public access to nutrition information	Enhanced community engagement and education on nutrition
13	Introduce Time and attendance management system	Time and attendance management system introduced for improved workforce discipline for the first time in the State	Improved service delivery

**MDA : STATE NUTRITION DEPARTMENT – STATE PLANNING COMMISSION**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Statewide Nutrition Intervention: Distribution of Nutrient-Dense Cereal to 207 SAM and 365 MAM Children as Supplementary Feeding Support	Led the mobilization of resources for the procurement and distribution of 1,112 cartons of micronutrient-dense local cereal to 207 children with Severe Acute Malnutrition (SAM) and 365 children with Moderate Acute Malnutrition (MAM) across the three senatorial districts, including monitoring and assessment of the intervention outcomes.	Within the first four weeks of the 12-week pilot intervention, 87% of monitored children showed measurable improvements in weight and Mid-Upper Arm Circumference (MUAC), indicating strong recovery trends. The intervention also improved caregiver compliance with recommended feeding protocols.
2	Workforce Strengthening: Recruitment of Nutrition Staff	Facilitated the recruitment and deployment of 30 Nutrition Officers to support relevant MDAs and strengthen community-level nutrition service delivery across the state.	Strengthened programme accountability, expanded coverage of nutrition interventions, and enhanced the state's capacity to address food and nutrition challenges effectively.
3	Early Childhood Support Initiative: Establishment of Crèche	Spearheaded the establishment of a functional crèche to support childcare services and promote early childhood nutrition and development.	Improved continued breastfeeding practices up to two years, enhanced maternal and child health and nutrition outcomes, and improved staff concentration and workplace productivity.

MDA: CROSS RIVER STATE BUREAU OF STATISTICS (CRSBS)

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Collation of Administrative Data from MDAs	Improved evidence-based decision-making and policy formulation at the state level due to the availability of accurate, timely, and harmonized administrative data from MDAs	Gaps, overlaps, and performance trends identified Transparency and accountability enhanced Quality service delivery.
3	Inauguration of State Consultative Committee on Statistics	State Consultative Committee on Statistics in the State for the first time to strengthen data-driven governance	Improved collaboration, coordination, and standardization of statistical activities within the state
4	Produce Reports on: 1. Weather/Climate Change, 2. Food Safety and 3. Crime Statistics	Created and operationalized a centralized State Data Bank; next phase to be automated.	Easier access to data for policy-making, improved data analysis, enhanced data security
5	Conduct Survey of 1. Household Living Conditions, 2. Vulnerable Persons, 3. Unemployment/Labour Force, 4. Establishments, & Industries	Established baseline data to support planning and policy formulation First-ever comprehensive database of industries and commerce developed in the state.	Enhanced poverty reduction and social welfare. Optimized job creation, skills development, and economic policies.
6	Compile State GDP and Capacity building.	Commenced estimation of Cross River State Gross Domestic Product—first in the state's history	Good governance entrenched
7.	Advocate Statistical partnership to Key Federal and State Establishments and Development Partners Operating in the State	Healthy relationship between partners successfully established	Strengthened state statistical systems through reforms and capacity building
8	Monitor/Validate both State and National Surveys (At least two surveys in a year)	Successful monitoring and validation of state and national surveys	Improved accuracy and reliability of survey data, leading to better policy decisions.
9	Appraise CRS Festivals: Calabar Carnival, 2023, Leboku, Bako, Boki, Obudu, Yala, Bekwarra New Yam Festivals).	Completion of comprehensive appraisal reports for CRS Festivals.	Insights gained for future festival planning, economic benefits assessed, cultural preservation efforts enhanced
10	Produce CRS Quarterly Market Prices /Consumer Price Index (CPI).	Regular production of Quarterly Market Prices and Consumer Price Index reports	Monthly sectoral market prices available to track inflation and compute consumer price index
11	Produce SDG report to ascertain where we are as a State in achieving the SDG targets and Goals.	Produced the Maiden Sustainable Development Goals Report, 2023/2024 to ascertain where we are as a State in achieving the SDG targets and Goals.	Data driven economy
1	Production, Launch and Dissemination of the 2022, 2023 & 2024 Statistical Year Book (SYB)	Achieved yearly publication and dissemination of the Statistical Year Book with printed copies increasing	Enhanced access to data-driven governance, planning, policy

		from 3 copies in 2021 to 150 copies in 2025.	formulation, and research activities across the state.
2	Production and Publication of Cross River State Facts and Figures and Digest of Statistics (2022–2024)	Increased the number of publications printed and distributed to stakeholders from 25 copies in 2021 to 200 copies in 2025.	Strengthened evidence-based policy design and implementation while providing historical statistical trends for the state.
3	Tracking of Sustainable Development Goals (SDGs) Indicators, 2024	Improved monitoring and supervision of SDGs indicators and implementation activities across the state.	Enhanced quality of life for citizens and strengthened sustainable implementation of SDGs targets and programmes.
5	Constitution and Launch of the Cross River State Consultative Committee on Statistics, 2025	Strengthened collaboration between data suppliers and users with quarterly meetings introduced from 2026 and improved response rates to data requests.	Simplified the process of data collection and created an effective interaction platform for data producers and users statewide.
6	Training of Statisticians on Consumer Price Index (CPI)	Enhanced the capacity of statisticians in tracking inflation rates, market prices, and economic trends.	Supported market analysis, business planning, and improved household budgeting and economic decision-making.
7	Capacity Building on Survey Management, 2025	Increased the number of trained statisticians from 10 officers in 2023 to 30 officers in 2026 on survey management practices.	Improved institutional capacity for data management, survey implementation, and statistical reporting.
8	Celebration of World Population Day, African Statistical Day, and World Statistical Day	Increased awareness on population indicators and promoted education on the application of statistics in everyday life and governance.	Encouraged healthy population planning, informed decision-making, and adoption of policies that improve quality of life and efficient resource utilization.
9	Training of Statisticians and Planning Officers on Data Management, Analysis and Reporting Using SPSS	Trained statisticians and planning officers across MDAs on the application of SPSS for data management, analysis, and reporting, increasing participation from zero in 2021 to 35 officers in 2026.	Improved technical capacity and strengthened the application of SPSS for effective data analysis, reporting, and evidence-based planning across MDAs.

**MDA: MINISTRY OF INTERNATIONAL DONOR COOPERATION (MIDC)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Revitalized monthly development partners forum	Revitalized monthly development partners forum to enhance greater synergy and team work in development partnership in the State	Improved coordination and collaboration among development partners
3	Construction of Sexual Assault Referral Center	Sexual Assault Referral Center constructed and equipped at General Hospital, Calabar	Improved support and care for victims of sexual assault
4	Facilitation and Attraction of New Projects/Programmes	FACILITATED AND ATTRACTED SEVEN NEW PROJECTS/PROGRAMMES TO CROSS STATE STATE: i. IMPACT -Immunization Plus and Malaria Progress by Accelerating Coverage and Transforming Services Project, ii. UK-PACT - UK Partnering for Accelerated Climate Transitions, iii. FOLUR-IP – Food System,	Increased investment and development initiatives in the state

		Land Use and Restoration Impact Project, iv. WS4H - WASH SYSTEMS FOR HEALTH, v. HOPE-GOV – Human Capacity Opportunities for Prosperity and Equity: Governance, vi. SPIN – Sustainable Power and Irrigation for Nigeria, vii. JATROPHA FARM – cultivation jatropha curcas plant for its seed oil which is use to produce biodiesel	
5	High Performance in Drawdown from Partners	High performance in drawdown from partners to the State for development. Example 2024 budget estimated a drawdown of N27,934,219,241.00 but N35,490,187,880.40 was drawn at the end of the year for government developmental programmes	Cross River State under the NG-CARES achievement, took second position in the country and first position in the South South (Oversee by MIDC)
6	Production of Donor Support Magazine	Produced the 2024 Cross River State Donor Support magazine for donor’s implementation in Cross River State	Enhanced communication and transparency with development partners
7	Ministry Website Development	Created and hosted a website for the Ministry to enable Development Partners to access their commitments to the State. This is a major requirement by funders as its enhanced accountability and transparency. www.crsmidc.cr.gov.ng	Improved accessibility of information and accountability to funders
1	Development Partners Coordination and New Project Facilitation	<p>1. Revitalized the monthly Development Partners Forum to strengthen coordination, collaboration and synergy among donor agencies, development partners and relevant MDAs in the State.</p> <p>2. Facilitated the attraction and implementation of seven (7) major donor-funded projects and programmes into the State including UK-PACT, FOLUR-IP, WS4H, HOPE-GOV, UNESCO, IMPACT and SPIN, while advancing additional interventions such as the Nigeria for Women Programme.</p> <p>3. Produced Annual Donor Support Reports for 2024 and 2025 and facilitated the amendment of the Cross River State Counterpart Fund Law 2025 to enhance donor participation and project sustainability.</p>	<ul style="list-style-type: none"> <li>• Improved coordination, harmonization and alignment of donor-supported interventions with the development priorities of Cross River State.</li> <li>• Increased inflow of development assistance, donor confidence and strategic partnerships across critical sectors of the State economy.</li> </ul>
2	NG-CARES Programme Coordination	<p>1. Successfully utilized US\$25.52 million against the State’s notional allocation of US\$20 million under the NG-CARES Programme implementation framework.</p> <p>2. Achieved outstanding performance ranking as 2nd position nationally and 1st position in the South-South region during the 3rd Implementation Verification Assessment (IVA) within the first year of implementation.</p>	<ul style="list-style-type: none"> <li>• Demonstrated effective coordination, accountability and high-level implementation performance under one of the country’s largest social intervention programmes.</li> <li>• Improved delivery of social protection services, economic recovery support and livelihood interventions to vulnerable citizens and communities.</li> </ul>
3	Staff Capacity Building and Institutional Strengthening	1. Trained over 75 staff and stakeholders on Project Management, Results-Based Monitoring and Evaluation (M&E), Report Writing, Concept Note	• Enhanced technical competence and institutional capacity for effective donor

		<p>Development and Proposal Writing.</p> <p>2. Developed, launched and hosted the official MIDC Website and the Development Partners Information Management System for improved information management and donor coordination.</p>	<p>project coordination, implementation and reporting.</p> <ul style="list-style-type: none"> <li>• Improved visibility, documentation, tracking and management of donor-supported programmes and interventions across the State.</li> </ul>
4	IFAD Livelihood Improvement Family Enterprises – Niger Delta (LIFE-ND) Project	<p>1. Facilitated the construction and rehabilitation of approximately 0.92km of rural feeder roads, culverts, mini bridges and market stalls to improve rural accessibility and commerce.</p> <p>2. Established cassava and rice processing mills, fish clusters, poultry clusters, hatcheries, fish ponds, school gardens and homestead gardens benefiting over 447 women and vulnerable groups.</p> <p>3. Distributed weather stations, economic trees, fingerlings and aquaculture support kits to beneficiary communities.</p>	<ul style="list-style-type: none"> <li>• Improved rural infrastructure, market access and agricultural value chain development within participating communities.</li> <li>• Enhanced food security, income generation, employment creation and reduction in post-harvest losses, particularly among women and youth populations.</li> </ul>
5	FAO-UK PACT & FOLUR-IP Mangrove Ecosystem Management Project	<p>1. Undertook restoration of degraded mangrove ecosystems covering between 5–10 hectares across targeted coastal communities.</p> <p>2. Trained over 80 government officials and more than 2,500 farmers, including over 40% women participants, on climate-smart agriculture, mangrove conservation and alternative livelihood practices such as aquaculture, beekeeping, snail farming and mushroom cultivation.</p> <p>3. Distributed energy-efficient cookstoves, aquaculture kits and related climate adaptation support materials to beneficiary communities.</p>	<ul style="list-style-type: none"> <li>• Strengthened conservation and sustainable management of mangrove ecosystems and biodiversity within coastal areas.</li> <li>• Promoted climate resilience, sustainable livelihoods, environmental sustainability and inclusive economic participation among rural and coastal populations.</li> </ul>
6	UNFPA Partnership Projects	<p>1. Supported fistula repair interventions and facilitated the procurement and distribution of family planning commodities and menstrual hygiene management kits across the State.</p> <p>2. Conducted community sensitization and outreach programmes across the 18 Local Government Areas, organized inter-school debates on Gender-Based Violence (GBV) and Sexual and Reproductive Health and Rights (SRHR) reaching over 600 students, and trained 45 judicial officers alongside 90 guidance counsellors.</p> <p>3. Upgraded the General Hospital Calabar Fistula Centre and established a Gender-Based Violence (GBV) One-Stop Centre to strengthen survivor support services.</p>	<ul style="list-style-type: none"> <li>• Improved access to reproductive healthcare services, family planning commodities and menstrual hygiene support for women and girls.</li> <li>• Strengthened institutional and community-based prevention, response and support systems addressing Gender-Based Violence (GBV), harmful practices and reproductive health challenges.</li> </ul>

**MDA: DEPARTMENT OF PROJECT MONITORING AND EVALUATION (DPM&E)**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Construct new roads in the southern zone of the state	27 New Roads Constructed 20 Roads Ongoing	Improved transportation and accessibility
2	Rehabilitate existing dilapidated and feeder roads	8 Roads Rehabilitated	Enhanced road durability and traffic flow
3	Rehabilitate Her Excellency’s Office	Her Excellency’s Office Rehabilitated	Improved work environment
4	Rehabilitate Governor’s Office	Governor’s Office Rehabilitated	Boosted administrative efficiency
5	Rehabilitate Speaker & Deputy Speaker Lodge	Speaker & Deputy Speaker Lodge Completed	Enhanced legislative operations
6	Rehabilitate State Library	State Library 90% Complete	Improved access to educational resources
7	Rehabilitate Presidential Lodge	Presidential Lodge 70% Complete	Boosts hosting capacity for dignitaries
8	Rehabilitate His Excellency’s Lodge	His Excellency’s Lodge 70%	Enhanced state hospitality functions
9	Rehabilitate Cultural Center	Cultural Center 70%	Revived cultural heritage and tourism
10	Rehabilitate Zoo Garden	Zoo Garden 60%	Promotes eco-tourism and recreation
11	Rehabilitate Museum	Museum 70%	Preserves and showcases state history
12	Establish and Construct Obudu Cargo Airport	Obudu Cargo Airport 60%	Boosts agro-export and regional trade
13	Rehabilitate His Excellency’s Lodge	His Excellency’s Lodge 70%	Enhanced state hospitality functions

**MDA: DEPARTMENT OF BUDGET MONITORING AND EVALUATION (DBM&E)**

1	Public presentation of 2025 Budget and Stakeholders engagement	2023 to 2025 budget document presented	Increased transparency, stakeholder involvement, and feedback on budget formulation
2	Preparation of Quarterly Budget performance Review	Quarterly Budget performance document publish online.	Enhanced transparency, accountability, and informed decision-making based on performance
3	Monitoring of Revenue and Expenditure of MDAs	2023 to 2025 budget published	Transparency and accountability entrenched

4	2025 Budget preparation Consultative forum	Yearly Budget consultative meeting held	Broader input into the budget, fostering ownership, and ensuring the budget addresses public needs
5	Collection of MDAs estimates and Budget Bilateral meeting	MDA estimate collected yearly	Accurate and comprehensive data for budget formulation, leading to more realistic and effective budgets
6	Presentation of the 2025 Budget to the State Executive Council and State House of Assembly	Yearly Presentation of the State Budget to the State Executive Council and State House of Assembly	Official approval and legitimization of the budget, allowing for its implementation
7	Capacity building exercise	Execution of capacity building exercises for budget-related tasks.	Improved skills, knowledge, and efficiency of staff in budget-related tasks.

### Performance Management

Cross River State has witnessed a transformative shift toward results-oriented, data-driven governance. From 2023 to 2026, the administration strengthened planning, monitoring, evaluation, statistics, donor coordination, and nutrition systems. These strategic interventions have enhanced transparency, accountability, institutional efficiency, and service delivery across all sectors.

### Strategic Planning and Institutional Reforms

The Cross River State Planning Commission delivered foundational milestones such as Development and launch of the **first-ever Cross River State Development Plan**, providing a comprehensive framework for long-term growth. Domestication of the **National Monitoring and Evaluation Policy** across MDAs, promoting accountability and transparency. Revival of the **Strategic Action Planning and Performance Management System**, reintroducing a culture of performance tracking, Capacity building for Planning, Research, and Statistics (PRS) officers, bridging over a decade-long skills gap, Introduction of a **Time and Attendance Management System** — the first in the state — to improve workforce discipline and service delivery.

The Commission also secured approval for extending **maternity leave from 3 to 6 months**, enhancing civil servants’ welfare.

### Nutrition Leadership and Child Welfare

Cross River State emerged as a national leader in nutrition under Governor Otu’s administration: Establishment of **Nutrition Departments in 11 MDAs and all 18 LGAs**, Development and launch of the **Cross River State Food & Nutrition Policy**, Introduction of **Electronic Mid-Upper Arm Circumference (MUAC)** assessment tools, Drastic reduction in **stunting rate from 25% in 2023 to under 2% by 2025** (UNICEF data). Distribution of nutrient-dense cereals to **207 SAM and 365 MAM children**, with **87% showing measurable improvement** within four weeks. Of **30 Nutrition Officers** and Recruitment and establishment of a functional crèche to support early childhood development and maternal welfare.

The state successfully hosted the **South-South Bi-annual Food Systems Review Meeting**, strengthening regional collaboration.

### Social Protection and Data Integrity

The State Operating Coordinating Unit (SOCU) significantly expanded social safety nets:

- Growth of the **State Social Register (SSR) from 222,292 to 252,292 poor and vulnerable households**,
- Integration of **National Identification Numbers (NIN) and Bank Verification Numbers (BVN) for over 66,000 households**, improving transparency and access to federal interventions,
- Engagement of **109 ad-hoc enumerators** (up from 60 in 2023), creating employment opportunities for youths.

### Statistical Capacity and Evidence-Based Decision Making

The Cross River State Bureau of Statistics (CRSBS) achieved historic milestones:

- Commencement of **Cross River State GDP estimation** — the first in the state’s history.
- Production and dissemination of the **Statistical Yearbook (2022–2024), Facts and Figures, and Digest of Statistics**, with printed copies increasing dramatically (from 3 to 150 copies for the Yearbook).
- Maiden **Sustainable Development Goals (SDG) Report (2023/2024)**.
- Inauguration of the **State Consultative Committee on Statistics**.
- Comprehensive surveys on household living conditions, unemployment, industries, and more, alongside regular **Consumer Price Index (CPI)** and market price reports.
- Training of **35 officers** on SPSS and **30 statisticians** on survey management.

These efforts have created a robust, centralized data ecosystem supporting policy formulation and governance.

The Ministry of International Donor Cooperation (MIDC) excelled in attracting and managing development assistance:

- Facilitated **seven major new donor-funded projects**, including UK-PACT, FOLUR-IP, WS4H, HOPE-GOV, IMPACT, SPIN, and Jatropha Farm initiatives.
- Achieved **outstanding NG-CARES performance: 2nd nationally and 1st in the South-South region**.
- Exceeded 2024 budget drawdown target — drawing **₦35.49 billion** against an estimated **₦27.93 billion**.
- Revitalized the **monthly Development Partners Forum** and launched the Ministry’s official website for enhanced transparency.
- Coordinated impactful interventions under LIFE-ND, FAO-UK PACT, FOLUR-IP, and UNFPA, including mangrove restoration, climate-smart agriculture training for over **2,500 farmers**, and GBV support systems.

The Departments of Project Monitoring & Evaluation (DPM&E) and Budget Monitoring & Evaluation (DBM&E) ensured delivery and fiscal discipline: Construction of **27 new roads** and rehabilitation of **8 existing roads** in the southern zone, Rehabilitation of key government facilities, including the Governor’s Office, Her Excellency’s Office, Speaker’s Lodge, State Library, Cultural Centre, Zoo, Museum, and Presidential Lodge, Advancement of the **Obudu Cargo Airport** project (60% complete) and Systematic quarterly budget performance reviews, stakeholder engagements, and MDA monitoring, promoting transparency and accountability in budget implementation. In just three years, Senator Prince Edet Otu has institutionalized a culture of performance management that has elevated governance standards in Cross River State. Key outcomes include: **Strengthened evidence-based planning and decision-making** through robust data systems and the first State Development Plan, **Dramatic improvement in nutrition indicators**, particularly child stunting reduction, **Expanded social protection** reaching more vulnerable households with greater transparency, **Historic statistical milestones**, including GDP estimation and regular data publications, **Significant donor resource mobilization** and high-impact project delivery and **Enhanced project execution and budget accountability**.

Governor Otu’s performance management agenda has bridged long-standing institutional gaps, fostered inter-agency collaboration, and aligned development efforts with measurable results. By embedding monitoring, evaluation, statistics, and strategic planning at the heart of governance, the administration has laid a solid foundation for sustainable development, efficient resource utilization, and improved quality of life for Crossriverians.

As the state advances, the systems and reforms established between 2023 and 2026 will continue to deliver dividends, cementing Senator Prince Edet Otu’s legacy as a visionary leader who professionalized governance and prioritized results for the people of Cross River State.

## Stunting Drops from 25% to Under 2%, State GDP Estimation Begins

### Nutrition Leadership (UNICEF Data)

- Stunting rate: 25% → under 2% by 2025
- Nutrition Departments in 11 MDAs and all 18 LGAs
- Electronic MUAC tools introduced statewide

### Historic Statistical Milestones

- First-ever Cross River State GDP estimation commenced
- Statistical Yearbook (2022–2024) produced and disseminated
- Maiden SDG Report (2023/2024) published

### Planning Commission Reforms

- First-ever State Development Plan launched
- National M&E Policy domesticated
- Performance Management System revived
- Time and Attendance System introduced
- Capacity building for PRS officers
- Maternity leave: 3→6 months

### Social Protection

- Social Register: 222,292→252,292
- NIN/BVN for 66,000+ households

### Donor Coordination Excellence

#### 7 major new donor-funded projects:

UK-PACT, FOLUR-IP, WS4H, HOPE-GOV, IMPACT, SPIN, Jatropha Farm

#### NG-CARES Performance:

2nd nationally, 1st in South-South

#### Budget Drawdown:

N35.49bn drawn against N27.93bn estimate

#### Other Impacts:

Climate-smart agriculture training for 2,500+ farmers, mangrove restoration, GBV support systems

11.10: FINANCE CLUSTER

**FINANCE**

**Cluster Vision:** To be the BEST Fiscally Managed State with the Highest Gross State Product (GSP) Growth Rate in Nigeria.

**Members:**

- 1 MINISTRY OF FINANCE
- 2 INTERNAL REVENUE SERVICE
- 3 OFFICE OF THE ACCOUNTANT GENERAL
- 4 DEBT MANAGEMENT DEPARTMENT
- 5 CROSS RIVER STATE ASSET MANAGEMENT
- 6 OFFICE OF THE AUDITOR GENERAL STATE

**Table 10: Achievements and Impacts of Finance Cluster**

MDA: MINISTRY OF FINANCE			
S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT
1	Strengthened financial base and improved access to external funding	- Formulate state plan for engaging investors and multilateral agencies - Facilitate inter-governmental transactions with partners - Contribution to state reserve fund by state and LGAs - Issuance of CRS Fiscal Bond	Increased reserves and fiscal instruments to support developmental projects
1	Engagement of consultants to provide technical support for transparent financial management.	Effective state financial management	Prudent financial appropriation.
2	Recovery of missing state shares.	1,293.232 shares recovered	â,   45,818,762.00 shares valued.
3	Recovery of unclaimed dividends.	Increased in dividends accrued to the state	â,   4,182,420.13 dividends recovered.
4	Engagement of consultants to re-value some state owned assets	Re-valuation of state owned assets in progress	TINAPA BUSINESS AND LIESURE revalued for re-modelling.
5	Implementation of IPSAS in the state.	Operationalization of IPSAS in the state	State compliance to IPSAS software utilization.
6	Phased renovation of Ministry of Finance Office complex, Calabar.	Renovated Office building	Tilling of the reception and painting of the entire office complex
7	Construction of a mega drainage control gutter in the neighborhood of Ministry of Finance.	Recurrent flooding in the MOF compound occasioned during the raining season is abated	Mega drainage gutter along the MOF office constructed.
8	Quarterly Production of MOFINIEWS magazine.	The MOFINIEWS magazine was out of publication during the last administration, but revived and returned to the newsstand by this administration.	Members of the public do rush to the MOFINIEWS Office to get copies of the magazine. Currently on 5th edition of publication with 5,000 copies published so far.

9	Monitoring and Evaluating State Government investments	Documentation of state government investments	Evaluation of function and non-functional state government investments.
10	Formulate State plan for engagement of investors and multilateral support groups/agencies.	Provide enabling environment for development partners intervention in the state socio-economic development.	Broader involvement of development partners present in the state.

**MDA: INTERNAL REVENUE SERVICE**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT
1	Enhance Automation of revenue process in the State	Reduction in manual cash collection/revenue leakages	Seamless Collection of Revenue/maintenance of global acceptable standard
2	Increment in internally generated revenue growth and fiscal optimization	Significant increase in IGR across three fiscal periods: 2022 ₦20.5billion, 2023: ₦30.8 billion and 2024: ₦47.2 billion.  Revenue for MDAs increased from average <b>N4.0bn</b> to <b>N17.2bn</b> as at the end of 2024.	This reflects strengthened fiscal discipline, effective enforcement and improved digital systems for revenue collection
3	Increment in IGR	IRS has generated total of <b>N90bn</b> in the past 2 years when compared to <b>N43bn</b> in the previous 2 years of the last administration; recording a growth of 109%.  Average monthly collection increased from <b>N1.7bn</b> to <b>N4.5bn</b> as at May, 2025 with a growth of 165%.	
4	Renovation of tax offices.	Renovation of Akpab Okoyong, Creek town, Odukpani tax offices  Perimeter fencing for Yahe sub-Tax office, Yala LGA  Perimeter fencing of tax office Akamkpa  Renovation of Akim Tax office and MLA office in Akim. All abandoned for years	Conducive working Environment, Improved service delivering resulting to increase in revenue,  Lives and properties secured
5	Improvement in the number of taxpayers	The number of Taxpayers in the state rose significantly from 291,890 in 2022, 320,996 in 2023, 409100, in 2024 to 439,498 in 2025. Reflecting expanded compliance and a broader tax base	Increased internally generated revenue (IGR) for the state, enabling greater fiscal autonomy and service delivery.  Strengthened trust in public financial systems through transparent tax administration.

**MDA: OFFICE OF THE ACCOUNTANT GENERAL**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
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1	Improve Infrastructure to enhance productivity and working conditions	Rehabilitation of Accountant-General's Office Headquarters and SIFMIS Block after many years	A more convenient working environment for staff.
2	Payment, harmonization, normalization of pensions and pension arrears  Inclusion of pensioners into the state payroll.	Restore financial dignity to pensioners by clearing backlogs and regularizing pensions monthly.	Pensioners now receive entitlements promptly and stress free.

**MDA: DEBT MANAGEMENT DEPARTMENT**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT
2	Improve work environment and operational offices	Repairs/rehabilitation of DMD office abandoned for years Procurement of furniture and efficiency equipment for the DMD	Enhance staff morale and administrative functionality
1	Annual production and publication of the State's Debt Sustainability and Debt Management Strategy	<ul style="list-style-type: none"> <li>The State successfully raised money from the capital market. Also, commercial banks are accepting the State's guarantees to lend to the State's contractors.</li> </ul>	1. This shows the State is solvent and can meet its financial obligations sustainably
2	Debt reconciliation with the Office of the Accountant General of the State	N7.5 billion reduced from the debt burden in 2025	Reduction of the State's domestic debt figures
3	Debt reconciliation with the Debt Management Office, Abuja	USD750,000 was reduced from the external debt burden of the State in 2025	Reduction of the State's domestic debt figures
4	Completed a one-week World Bank training on Debt Management Performance Analysis and assessed our state's debt management policies and processes.  Also, Visit by the World Bank Consultants on Public Finance Management	Increase in the rating of the State by the World Bank	Restructuring of the bookkeeping and database of the Department and analysis of the policies and oversight functions of debt management in the State.
5	Attended 2 workshops organized by the SABER programme of the World Bank	Faster turnaround time in the preparation of the Debt Sustainability and Management Strategy	Increase in knowledge and capacity of the Department's Staff in debt matters
7	Setting up the office for the Director General	<ol style="list-style-type: none"> <li>Purchased a table, chair, 2 visitors' chairs, and settees for the DG's office</li> <li>Purchased 5 Nos. standing fans, and a suit hanger for the Department.</li> <li>Repaired the leaking roof and changed the ceiling of parts of the Department.</li> </ol>	4. Refurbishment and repairs

## Finance

From May 2023 to May 2026, the administration of His Excellency, Senator Prince Bassey Edet Otu recorded significant reforms and measurable achievements within the Financial sector, with deliberate efforts geared towards fiscal stability, revenue expansion, debt sustainability, institutional transparency and economic recovery in Cross River State.

At the Ministry of Finance, the administration strengthened the State's financial base through strategic engagement with investors, multilateral agencies and development partners. Government has facilitated inter-governmental transactions, improved fiscal coordination with Local Government Councils and advanced plans for external funding support for developmental projects. Within the period under review, the Ministry also operationalized the International Public Sector Accounting Standards (IPSAS), thereby improving transparency, accountability and compliance in public financial management.

The Ministry further recorded important financial recoveries, including the recovery of 1,293.232 missing state shares valued at over ₦45.8 million as well as unclaimed dividends worth over ₦4.18 million. In addition, the administration commenced the revaluation of strategic state-owned assets including Tinapa Business and Leisure Resort as part of broader economic recovery and investment repositioning efforts.

One of the landmark achievements recorded between May 2023 and May 2026 was the successful recovery of Tinapa Business and Leisure Resort from the Asset Management Corporation of Nigeria (AMCON). After years of uncertainty and external control, the Cross River State Government formally regained ownership and management control of Tinapa in 2025. This development marked a major economic breakthrough for the State and renewed prospects for trade, tourism, hospitality and private sector investment. Government subsequently initiated discussions on the remodelling and revitalization of the facility to restore its position as a major economic and tourism hub in Nigeria.

Within the same period, the administration approved major investments targeted at revamping critical tourism and commercial assets including Tinapa, Marina Resort, Obudu Mountain Resort and Kwa Falls. Government committed about ₦18 billion towards tourism infrastructure rehabilitation and destination development as part of efforts to stimulate economic growth and expand internally generated revenue opportunities.

Institutional strengthening was also evident through the phased renovation of the Ministry of Finance complex in Calabar, including rehabilitation works, painting and construction of a mega drainage system which permanently addressed flooding challenges around the Ministry. The MOFINEWS magazine, which had gone dormant under previous administrations, was revived and restored to public circulation with over 5,000 copies published across five editions between 2023 and 2026.

At the Cross River State Internal Revenue Service, the administration recorded unprecedented growth in Internally Generated Revenue (IGR) through aggressive automation, digital reforms, improved enforcement and expansion of the tax base. State IGR increased from ₦20.5 billion in 2022 to ₦30.8 billion in 2023 and further rose to ₦47.2 billion in 2024. Between May 2023 and May 2026, the Service generated over ₦90 billion compared to ₦43 billion generated during the corresponding period under the previous administration, representing approximately 109% growth. Average monthly revenue collections also increased significantly from ₦1.7 billion to ₦4.5 billion by May 2025.

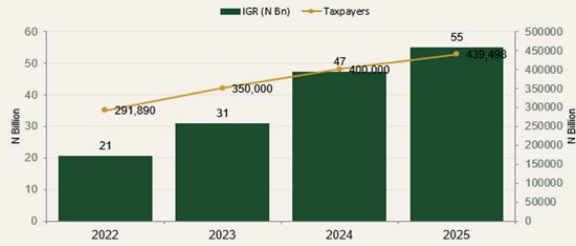
The number of taxpayers expanded from 291,890 in 2022 to 439,498 in 2025, reflecting increased compliance, wider fiscal inclusion and growing public confidence in the State's tax administration system. Several abandoned tax offices across Akpabuyo, Akamkpa, Odukpiani, Creek Town, Yahe and Akim were equally renovated, fenced and upgraded to improve staff productivity and service delivery.

Within the Office of the Accountant General, the administration focused on restoring financial dignity to pensioners through harmonization, normalization and prompt payment of pensions and pension arrears. Pensioners were successfully integrated into the State payroll system, thereby improving the regularity and transparency of pension payments. The rehabilitation of the Accountant-General's headquarters and SIFMIS block also improved operational efficiency and staff working conditions.

The Debt Management Department also recorded important reforms between May 2023 and May 2026. Through reconciliation exercises with the Office of the Accountant General and the Debt Management Office Abuja, the State reduced its domestic debt burden by ₦7.5 billion and external debt obligations by USD750,000 in 2025. The Department improved debt sustainability reporting through annual publication of the State Debt Sustainability and Debt Management Strategy and also benefited from World Bank-supported trainings and technical support programmes aimed at strengthening debt management systems, fiscal oversight and financial reporting capacity.

Overall, the achievements recorded across the Finance sector between May 2023 and May 2026 reflect deliberate efforts by the administration of His Excellency, Senator Prince Bassey Edet Otu to restore fiscal discipline, strengthen public financial institutions, recover strategic economic assets, improve debt sustainability and reposition Cross River State for long-term economic growth and investor confidence.

### IGR Grows 109% to N90 Billion, Taxpayer Base Expands to 439,498



#### Revenue Service Achievements

- N90bn+ generated vs N43bn prior – 109% growth
- Monthly: N1.7bn → N4.5bn
- Taxpayers: 291,890 → 439,498
- Tax offices renovated in 6 locations
- Automation and digital reforms implemented

#### Strategic Asset Recovery: Tinapa & Tourism

**Tinapa Recovery:** CRS regained ownership of Tinapa from AMCON in 2025. N18 billion committed for tourism infrastructure including Tinapa, Marina, Obudu, and Kwa Falls.

**Financial Recoveries:** 1,293 missing shares recovered (N45.8m), N4.18m unclaimed dividends recovered.

#### Ministry of Finance Reforms:

- IPSAS operationalized – improving transparency and accountability
- Inter-governmental transactions facilitated
- Fiscal coordination with LGAs advanced
- MOFINEWS magazine revived – 5 editions, 5,000 copies
- Ministry complex renovated with mega drainage system

### Debt Reduced by N7.5 Billion, Pensioners Integrated into Payroll

**N7.5bn**

Domestic debt burden reduced through reconciliation

**\$750K**

External debt obligations reduced in 2025

**N10bn**

Approved for gratuity payments to retirees

**1,194**

Retirement and death benefit approvals facilitated

**85%**

Pension gratuity backlog reduced across 18 LGAs

#### Debt Management Reforms

- Reconciliation with Accountant General and DMO
- Annual Debt Sustainability Strategy published
- World Bank trainings for debt staff
- Fiscal oversight capacity strengthened

#### Pension & Welfare Reforms

- Pensioners integrated into State payroll
- New Pension Bill drafted
- Public Service Manual revised

#### Accountant General's Office

##### Pension Harmonization:

Retirees integrated into State payroll, improving payment regularity and transparency.

##### Infrastructure:

Accountant-General's HQ and SIFMIS block rehabilitated.

##### Institutional Strengthening:

Compulsory exams reintroduced after a decade. Monthly health and fitness programmes established.

11.1.11: SOCIAL SERVICES CLUSTER

**SOCIAL SERVICES**

**Cluster Vision:** To provide an enabling environment for agricultural, industrial and affordable housing development thereby promoting wellbeing.

**Members:**

- 1 Min. of Women Affairs
- 2 Ministry of Wealth Creation and Employment
- 3 Ministry of Youth Development
- 4 Ministry of Social Welfare & Community Development
- 5 Ministry of Humanitarian Affairs
- 6 CRS Consumer Protection Agency
- 7 Women Development Centre
- 8 Ministry of Sport Development
- 9 Office of the Special Adviser Public Affairs
- 10 Cross River State Emergency Management Agency

**Table 11: Achievements and Impacts of Social Services Cluster**

MDA: MINISTRY OF WOMEN AFFAIRS			
S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	<b>First Hosting of National Council:</b>	Cross River State hosted the National Council of Women Affairs for the first time under this administration.	Positioned Cross River as a national leader in women’s affairs.
	<b>Girl Child Day Stepped Down:</b>	International Day of the Girl Child was decentralized to LGAs for the first time in the state’s history.	Grassroots awareness on girl-child rights improved significantly.
	<b>GBV Task Force Established:</b> <b>GBV Awareness Revitalized:</b>	First-ever Gender-Based Violence (GBV) Task Force established across line ministries to strengthen response systems.  GBV awareness campaigns revitalized statewide, reaching communities with preventive and support information.	Strengthened GBV response through institutional coordination.
	<b>Women’s Day Stepped Down:</b>	International Women’s Day celebrated at the LGA level with empowerment activities for the first time.	Increased GBV knowledge and community responsiveness.
	<b>Boy Child Day Introduced:</b>	Cross River became the first state in Nigeria to celebrate the International Day of the Boy Child.	Women empowered locally through decentralized celebrations.
	<b>National Recognition Received:</b>	The Boy Child Day celebration earned Cross River national and international awards for innovation.	Earned national awards for gender innovation.
	<b>Increase in Women’s Political Participation:</b>	Number of women in political offices increased from X before May 2023 to Y by 2025.	More women in politics reflect progressive gender reforms.

1	Commemoration of International Events such as International Women’s Day, 16 Days of Activism, Children’s Day, Rural Women’s Day, Day of the African Child, and International Day of the Girl Child	1. Increased public awareness on gender-based violence (GBV), child rights, and women’s empowerment across Cross River State. 2. Greater advocacy for girls’ education and women’s participation in governance and development. 3. Improved community engagement on gender equality and child protection issues.	<ul style="list-style-type: none"> <li>• Increased reporting of GBV cases, indicating improved awareness and trust in support systems.</li> <li>• Positive shift in societal attitudes toward girls’ education and women’s participation.</li> <li>• Stronger public conversations around gender rights and protection of vulnerable groups.</li> </ul>
2	Quarterly Technical Working Group (TWG) Meetings on Sexual and Gender-Based Violence	1. Improved coordination of GBV prevention and response among stakeholders in the State. 2. Strengthened collaboration between Ministries, Agencies, CSOs, and development partners. 3. Adoption of best practices for GBV management and survivor support services.	<ul style="list-style-type: none"> <li>• Better coordination among ministries and implementing agencies.</li> <li>• Increase in successfully managed and referred GBV cases.</li> <li>• Policies and response frameworks reviewed and strengthened.</li> <li>• Increased stakeholder participation and improved funding support for GBV interventions.</li> </ul>
3	Community Dialogue with Traditional Rulers and Community Gatekeepers on Ending Gender-Based Violence	1. Traditional rulers, religious leaders, and community gatekeepers became more involved in combating GBV. 2. Community attitudes and harmful social norms towards women and girls began to change positively. 3. Increased grassroots advocacy against child marriage and violence against women.	<ul style="list-style-type: none"> <li>• Traditional and religious leaders emerged as active advocates against GBV.</li> <li>• Community-led campaigns and anti-child marriage initiatives increased.</li> <li>• Improved acceptance of women’s rights and protection at community level.</li> </ul>
4	Capacity Building Training for Service Providers on Gender-Based Violence Prevention and Response	1. Improved capacity and professionalism of GBV service providers and frontline responders. 2. Enhanced knowledge on survivor-centered approaches and referral pathways. 3. Increased grassroots implementation of GBV laws and prevention strategies.	<ul style="list-style-type: none"> <li>• Increased participation in anti-violence campaigns and interventions.</li> <li>• Improved enforcement of GBV laws at grassroots level.</li> <li>• Better synergy between formal legal systems and customary practices.</li> <li>• Stronger community-led GBV prevention initiatives.</li> </ul>
5	Distribution of Dignity Kits to Vulnerable Women and Girls	1. Over 1,000 vulnerable women and girls gained improved access to hygiene and reproductive health support. 2. Reduction in the use of unsafe coping strategies linked to poor menstrual hygiene. 3. Improved dignity, confidence, and wellbeing among beneficiaries.	<ul style="list-style-type: none"> <li>• Household savings on hygiene products improved family welfare.</li> <li>• Reduction in harmful coping mechanisms among vulnerable girls and women.</li> <li>• Increased sense of safety, dignity, and inclusion among beneficiaries.</li> </ul>
6	Floating of Orange Band During Calabar Carnival as Advocacy Against Sexual Violence	1. Awareness on the dangers and consequences of GBV reached millions of carnival participants and viewers globally. 2. The Calabar Carnival platform was transformed into a major advocacy tool against sexual violence. 3. Public discussions on GBV and reporting culture increased significantly.	<ul style="list-style-type: none"> <li>• Increased public awareness reaching over 5 million people through carnival advocacy.</li> <li>• Breaking of silence and stigma surrounding GBV issues.</li> <li>• Encouraged survivors to report cases and seek support.</li> <li>• Positive shift in harmful cultural attitudes toward violence against women and girls.</li> </ul>

MDA: MINISTRY OF WEALTH CREATION AND EMPLOYMENT

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Expand to support	<p>The Ministry has:</p> <ul style="list-style-type: none"> <li>Registered and trained 8,168 NANO businesses</li> <li>2000 profiled for empowerment with N50, 000 grants by BOI..</li> <li>202 Business Management Organizations (BMOs) registered with</li> <li>1,356 individual business members across the state.</li> </ul>	<p>Reduction in unemployment and poverty Self-reliant business persons</p>
2	POS Empowerment in 196 Wards	Empowerment programs for 200 Cross Riverians with POS Machines and 150 thousand Naira for each beneficiary as start –up garget in the 196 wards of the state	<p>Reduction in unemployment and poverty Self-reliant business persons</p>
3	Partnering with NUGI Technologies and the State Bureau of Statistics to develop a digital Data Bank.	Centralize workforce data for planning and employment support	Strategic Planning for the Ministry
4	Youth Training in Agriculture and ICT	Trained, equipped and deployed 18 desk officers across the 18 LGAs to generate manage the automated data system for the Ministry.	Strategic Planning for the Ministry
5	Partnership with CSS Global Farm, Nassarawa	Trained 200 Cross River youths and farmers on innovative and integrated agricultural value chains.	Scaled up farms to enhance food security and rural economic growth
6	Provide national-level employment access	The Ministry in collaboration with the Office of the State Security Adviser facilitated the recruitment of 650 Cross Riverians into the Nigerian Army (2023–2024).	Improved state security, reduced youth unemployment, and strengthened socio-economic development in Cross River State.
		The Ministry has Profiled 20 Cross Riverians as approved by His Excellency for enlistment into the Nigerian Customs Service.	Boosted youth employment, improved household incomes, and enhanced state representation in federal institutions.
7	Inauguration of MSME Council	The Ministry has Inaugurated the Cross River State MSME Council for the first time, aligning the state with the National MSME Council chaired by the Vice President at the Federal level and governors at the sub-national.	Improved MSME productivity, job creation, and enhanced economic competitiveness across Cross River State.
		His Excellency, awarded Best MSME-Friendly was Governor in South-South Nigeria, 2024 as a result of the inauguration of the CRS MSME Council	Elevated state profile, increased investor confidence, and accelerated MSME-driven

			economic development across the South-South region
8	Enable new business startups	Ministry of Wealth Creation has empowered 20 Cross Riverians each with starter packs of ₦350,000 each to begin pet businesses, in partnership with support from the Federal Ministry of Regional Development.	Boosted local economy, reduced unemployment, and diversified income sources through innovative small-scale business opportunities.
9	Provide roadmap for SME development	The Ministry has Developed a 5-Year MSME Development Strategy (2024–2028) with a training component.	Strengthened MSME ecosystem, increased productivity, and enhanced job creation across urban and rural communities.
10	Enable legal framework for elderly support	Domesticated the National Senior Citizens Act in the State	Enhanced dignity, inclusion, and wellbeing of senior citizens in society.
11	Construction of the National Senior Citizens Center in Calabar	Secured and surveyed 4 plots of surveyed land approved by His Excellency for the construction of the National Senior Citizens Center in Calabar, with survey plans submitted to the national headquarters of NSCC for the commencement of the project.	Improved care infrastructure and services for aging population in the state.
12	Improve market access for local products	Profiled 10 indigenous MSMEs with 31 locally made products; obtained approval from His Excellency to register them with NAFDAC for market access.	Boosted local enterprise growth, product credibility, and economic empowerment.
13	Tony Elumelu Enterprise Programme (TEF) grant.	The ministry has Created technical support desks to assist applicants to apply for the Tony Elumelu Enterprise Programme (TEF) grant.	Strengthened entrepreneurship and job creation across local communities.
14	TEEP Grant Tony Elumelu Foundation.	The Ministry has communicated the state –level commitment of monitoring potential beneficiaries/winners of the TEEP Grant at no cost to Tony Elumelu Foundation.	Increased fund impact, business growth, and donor confidence.
15	Partnership with DECAGON CONSULT	Partnership with DECAGON CONSULT to train Cross Riverians in software engineering.	Improve human Capacity index in the State
16	Factory Incubator Tinapa.	91 Cross Riverians are undergoing ICT training, including 22 in the reserve list, at factory Incubator Tinapa.	Increase in Youth Development and Cyber-Crime reduction.

**MDA: MINISTRY OF YOUTH DEVELOPMENT**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Youth Vocational and Technical Training	20 youths sponsored for skills-in-the hands training at Lafarge (Completed).	

		20 youths sponsored to participate in the African Technology Innovative Initiative (ATII)(Completed)	
		40 youths trained and empowered by NDDC on welding and fabrication (completed)	
		20 female youths trained on Information and Communication Technology through the “Girls in Technology” programme by Lafarge and empowered with laptops and start-up grants (completed)	
		20 youths sponsored as delegates to participate in the National Youth in Agriculture training programme in Port-Harcourt (Completed).	
		15 youths trained on Product sales and Marketing through the Presidential Initiative on Youth Enterprise Clusters (PIYEC) in Port-Harcourt	
		Organize a three-day hands-on training workshop and practical skills development on Cyber security for 1,500 youths across the three senatorial districts	
	International Youth Day- August 12 <sup>th</sup>	2024 International Youth Day celebrated in CRS with free medical outreach in collaboration with National Youth council of Nigeria (NYCN).	Gives a sense of belonging to the Nigerian youth and boosts self-confidence.
	Capacity Building	40 youths trained by SKYRUN on electronics installation and repairs; 20 absorbed.	Decrease in Unemployment
	Review of State Youth Policy.	Technical support from UNFPA for review of State Youth Policy.	Updated State Youth Policy
	Training	1,120 No. Youths trained in vocational and entrepreneurial skills (Skill Acquisition)	Reduction in Unemployment from various skills earned.
		615 No. Youths trained in entrepreneurial skills	

**MDA: MINISTRY OF SOCIAL WELFARE AND COMMUNITY DEVELOPMENT**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Adoption of 20 children across the State	1. Twenty vulnerable children were successfully adopted into stable family systems. 2. The intervention reduced the number of abandoned and homeless children. 3. Adopted children now enjoy parental care, protection, and improved wellbeing.	<ul style="list-style-type: none"> <li>Improved child protection and social inclusion.</li> <li>Reduction in the number of vulnerable children without family care.</li> <li>Enhanced emotional and psychological wellbeing of beneficiaries.</li> </ul>
2	Settlement of 339 family cases through mediation and counseling	1. Over 339 family disputes were mediated and resolved peacefully. 2. Family stability and peaceful coexistence improved significantly. 3. Strong collaboration was established between the Ministry and the judiciary.	<ul style="list-style-type: none"> <li>Reduction in domestic conflicts and family breakdown.</li> <li>Improved family harmony and community peace.</li> <li>Increased confidence in government-led mediation processes.</li> </ul>

3	Provision of Medicare support to 376 children	1. A total of 376 children benefitted from free medical interventions. 2. Access to healthcare for vulnerable children improved. 3. Cases of preventable illnesses among children reduced.	<ul style="list-style-type: none"> <li>• Improved child survival and healthcare access.</li> <li>• Reduction in child mortality and disease spread.</li> <li>• Increased public confidence in government social welfare interventions.</li> </ul>
4	Donation of 3 mini buses to orphanages	1. Three orphanage homes received transportation support. 2. Mobility for healthcare access and social services improved. 3. Welfare delivery to orphanages became easier and faster.	<ul style="list-style-type: none"> <li>• Improved emergency response and child transportation.</li> <li>• Better access to hospitals and educational services.</li> <li>• Strengthened institutional support for orphanages.</li> </ul>
5	Review of Alternative Child Care Guidelines	1. Existing child care guidelines were reviewed and strengthened. 2. Regulatory oversight of orphanages and caregivers improved. 3. Better legal framework established for child welfare management.	<ul style="list-style-type: none"> <li>• Improved accountability among orphanage operators.</li> <li>• Enhanced child safety and protection mechanisms.</li> <li>• Stronger institutional checks and balances.</li> </ul>
6	Distribution of rice palliatives to orphanages across 18 LGAs	1. Orphanage homes across the State received food support. 2. Hunger and food insecurity among vulnerable children reduced. 3. Welfare conditions in orphanages improved significantly.	<ul style="list-style-type: none"> <li>• Improved nutrition and feeding conditions for children.</li> <li>• Enhanced government presence in vulnerable communities.</li> <li>• Reduction in hardship within orphanage homes.</li> </ul>
7	Renovation of Government Children’s Home, Uwanse	1. Rehabilitation works improved the condition of the Children’s Home. 2. More vulnerable children were accommodated safely. 3. Street children rehabilitation efforts increased.	<ul style="list-style-type: none"> <li>• Reduction in street child vulnerability.</li> <li>• Improved shelter and rehabilitation services.</li> <li>• Better living conditions for abandoned children.</li> </ul>
8	Provision of ultra-modern recreational facilities at Government Children’s Home Uwanse	1. Modern recreational facilities were installed for children. 2. Psychomotor and social development of children improved. 3. Learning and recreational opportunities increased.	<ul style="list-style-type: none"> <li>• Improved mental and emotional wellbeing of children.</li> <li>• Enhanced child development and social interaction.</li> <li>• Better learning environment for vulnerable children.</li> </ul>
9	Financial assistance to over 1,000 vulnerable persons	1. Over 1,000 vulnerable citizens received financial assistance. 2. Beneficiaries gained access to healthcare and basic needs support. 3. Livelihood recovery and survival conditions improved.	<ul style="list-style-type: none"> <li>• Improved wellbeing and economic stability of beneficiaries.</li> <li>• Enhanced social protection for vulnerable groups.</li> <li>• Increased public trust in government interventions.</li> </ul>
10	Celebration of World Disability Day and World Albinism Day	1. Persons with disabilities and persons with albinism were actively included in state programmes. 2. Awareness on disability rights increased. 3. Social inclusion and recognition improved.	<ul style="list-style-type: none"> <li>• Increased sense of belonging among vulnerable groups.</li> <li>• Promotion of inclusive governance and equality.</li> <li>• Strengthened advocacy for disability rights.</li> </ul>
11	Monthly subventions to orphanages across Cross River State	1. Continuous financial support was provided to orphanages statewide. 2. Living conditions for children in orphanages improved steadily. 3. Service delivery in orphanage homes became more sustainable.	<ul style="list-style-type: none"> <li>• Improved child welfare and care services.</li> <li>• Enhanced institutional stability of orphanages.</li> <li>• Better quality of life for children in care homes.</li> </ul>

12	Training of 46 Child Protection Actors	1. Forty-six child protection personnel were trained. 2. Child protection data collection and reporting improved. 3. Capacity for child welfare interventions strengthened.	<ul style="list-style-type: none"> <li>• Availability of reliable data for policy making.</li> <li>• Improved case documentation and monitoring.</li> <li>• Enhanced institutional response to child protection issues.</li> </ul>
13	Revalidation and auditing of cooperative societies	1. Dormant cooperative societies were reactivated. 2. Financial accountability and transparency improved. 3. Participation in cooperative activities increased statewide.	<ul style="list-style-type: none"> <li>• Improved cooperative governance and financial management.</li> <li>• Increased economic participation among members.</li> <li>• Enhanced internally generated revenue opportunities.</li> </ul>
14	Empowerment training for thrift and credit cooperative societies	1. Selected cooperative societies received empowerment and bookkeeping training. 2. Members gained improved financial literacy and management skills. 3. Cooperative operations became more organized and sustainable.	<ul style="list-style-type: none"> <li>• Improved record keeping and financial accountability.</li> <li>• Increased business sustainability among cooperatives.</li> <li>• Enhanced economic empowerment opportunities.</li> </ul>
15	Farmers' collectives and market linkage training in India	1. Farmers and cooperative representatives received international exposure and training. 2. Knowledge on profitable farming and market systems improved. 3. Cooperative-driven agricultural development was strengthened.	<ul style="list-style-type: none"> <li>• Improved agricultural productivity and organization.</li> <li>• Increased awareness of global best practices.</li> <li>• Enhanced opportunities for rural economic development.</li> </ul>
16	Provision of Family Court Assessors across the 18 LGAs	1. Assessors were engaged to support family court operations statewide. 2. Child justice administration improved. 3. Speedy dispensation of family and child-related cases increased.	<ul style="list-style-type: none"> <li>• Improved access to child justice services.</li> <li>• Enhanced protection of children's rights.</li> <li>• Strengthened family court processes.</li> </ul>
17	Engagement with University of Calabar to train Auxiliary Social Workers	1. Partnership established for the training of auxiliary social workers. 2. Social service workforce expansion commenced across communities. 3. Capacity for grassroots welfare delivery improved.	<ul style="list-style-type: none"> <li>• Increased availability of trained social welfare personnel.</li> <li>• Improved social welfare service delivery at community level.</li> <li>• Strengthened human resource development in the sector.</li> </ul>
18	Distribution of wheelchairs to persons with disabilities	1. Persons with mobility challenges received wheelchairs. 2. Beneficiaries regained easier movement and independence. 3. Social participation among beneficiaries improved.	<ul style="list-style-type: none"> <li>• Improved mobility and dignity for persons with disabilities.</li> <li>• Enhanced inclusion and social participation.</li> <li>• Increased government support for disability welfare.</li> </ul>
19	Training of Community Structures and Auxiliary Social Workers	1. A total of 133 community child protection structures and 133 auxiliary social workers were trained. 2. Community-level response to welfare issues improved. 3. Child protection systems became stronger at grassroots level.	<ul style="list-style-type: none"> <li>• Improved social welfare services in communities.</li> <li>• Enhanced local response to child protection concerns.</li> <li>• Stronger community ownership of social welfare programmes.</li> </ul>
20	Stakeholders engagement on the problem of street children	1. Multi-sector stakeholders developed intervention strategies for street children. 2. A blueprint for street child	<ul style="list-style-type: none"> <li>• Improved coordination on child protection interventions.</li> <li>• Stronger government-community partnership.</li> <li>• Foundation laid for sustainable</li> </ul>

		intervention was developed. 3. Public awareness and collaboration increased.	street child rehabilitation programmes.
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MDA: CRS CONSUMER PROTECTION AGENCY

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	.Develop multimedia content on consumer rights and product safety.	Consumer Awareness Campaigns via Multimedia Channels	Consumer right fully Protected
2	Organize community outreach events to promote consumer protection.	Community Outreach on Product Safety	Fully Sensitized and protect Consumers

MDA: MINISTRY OF HUMANITARIAN AFFAIRS AND POVERTY ALLEVIATION

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Provision of Relief Materials to Balegete IDPs Worth ₦30.5 Million	1. Relief materials worth over ₦30.5 million were distributed to internally displaced persons in Balegete communities. 2. More than 4,700 IDPs benefitted from the intervention. 3. All households across the eight affected communities were reached with humanitarian assistance.	<ul style="list-style-type: none"> <li>• Immediate food and humanitarian needs of displaced persons were addressed.</li> <li>• Reduced hardship and hunger among affected households.</li> <li>• Strengthened government response to humanitarian emergencies in Obanliku LGA.</li> </ul>
2	Development of Cross River State Humanitarian Policy	1. The process for developing the State Humanitarian Policy commenced successfully. 2. Framework for coordinated humanitarian intervention was initiated. 3. Institutional structure for humanitarian response strengthened.	<ul style="list-style-type: none"> <li>• Improved policy direction for humanitarian interventions.</li> <li>• Foundation laid for sustainable humanitarian governance.</li> <li>• Better coordination among stakeholders expected upon completion.</li> </ul>
3	Celebration of 2024 World Humanitarian Day	1. Humanitarian workers across the State were recognized and celebrated. 2. Awareness on humanitarian services and resilience increased. 3. Morale and commitment of humanitarian workers improved significantly.	<ul style="list-style-type: none"> <li>• Enhanced dedication of humanitarian workers.</li> <li>• Increased public awareness of humanitarian activities.</li> <li>• Strengthened motivation for service delivery in vulnerable communities.</li> </ul>
4	Rescue Operations and Awareness Creation Against Child Abandonment	1. Rescue interventions for abandoned children commenced in Calabar. 2. Public sensitization campaigns against child abandonment increased awareness. 3. Early response mechanisms for vulnerable children improved.	<ul style="list-style-type: none"> <li>• Gradual reduction in child abandonment cases.</li> <li>• Increased public awareness on child protection issues.</li> <li>• Improved humanitarian response for abandoned children.</li> </ul>
5	Rescue Operations for Destitute Persons and Psychosocial Support	1. Destitute persons were removed from the streets and provided psychosocial and medical support. 2. Rehabilitation efforts for vulnerable individuals improved. 3. Mental health awareness and interventions increased.	<ul style="list-style-type: none"> <li>• Reduction in visible destitution and untreated mental health cases on the streets.</li> <li>• Improved social rehabilitation services.</li> <li>• Enhanced humanitarian support for vulnerable persons in Calabar.</li> </ul>

6	Provision of Food Aid to Prison Inmates	1. Food support intervention for prison inmates commenced in Ogoja. 2. Nutritional welfare of inmates improved. 3. Humanitarian outreach extended to correctional facilities.	<ul style="list-style-type: none"> <li>Improved welfare and nutrition among inmates.</li> <li>Strengthened government concern for vulnerable populations.</li> <li>Expanded humanitarian intervention coverage.</li> </ul>
7	Commemoration of 2025 World Humanitarian Day	1. Humanitarian awareness activities continued in 2025. 2. Stakeholder engagement on humanitarian service delivery improved. 3. Advocacy for humanitarian support systems strengthened.	<ul style="list-style-type: none"> <li>Sustained visibility of humanitarian programmes in the State.</li> <li>Improved collaboration among humanitarian stakeholders.</li> <li>Increased commitment toward humanitarian service delivery.</li> </ul>
8	Skill2Wealth Training of 21 Cross River Nominees in Collaboration with the Federal Ministry of Humanitarian Affairs	1. Twenty-one beneficiaries from Cross River State were trained in Solar Energy, Agric-Business, and Auto Mechanics. 2. Participants acquired practical vocational and entrepreneurial skills. 3. Capacity building for youth empowerment and poverty reduction improved.	<ul style="list-style-type: none"> <li>Increased employability and self-reliance among beneficiaries.</li> <li>Enhanced vocational skills development for youths.</li> <li>Contribution to poverty alleviation and economic empowerment initiatives.</li> </ul>
9	World Refugee Day Celebration	1. Awareness campaigns on refugee rights and integration were carried out. 2. Public understanding of refugee issues improved. 3. Advocacy for peaceful coexistence with refugees increased.	<ul style="list-style-type: none"> <li>Increased community awareness and tolerance toward refugees.</li> <li>Improved humanitarian advocacy and inclusion.</li> <li>Strengthened support for displaced and refugee populations.</li> </ul>
10	Hosting of the 1st National Council on Humanitarian Affairs and Poverty Reduction	1. Cross River State successfully hosted the first National Council on Humanitarian Affairs and Poverty Reduction in January 2026. 2. Multi-stakeholder collaboration on poverty reduction and humanitarian response was strengthened. 3. The State gained national recognition in humanitarian coordination.	<ul style="list-style-type: none"> <li>Enhanced intergovernmental collaboration on humanitarian affairs.</li> <li>Positioned Cross River State as a leader in humanitarian response coordination.</li> <li>Strengthened policy dialogue on poverty reduction and emergency response systems.</li> </ul>

**MDA: MINISTRY OF SPORT DEVELOPMENT (MSD)**

S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	EXPECTED IMPACT
1	Hosting of National Youth Games Elimination Series	The Ministry has Successfully hosted the National Youth Games Zonal Elimination series for team Sports with over 1,200 persons participating from 6 states of the South-South region, after over 15 years.	Nurtured talent are expose to higher skills and competition that should enable them excel.
2	Participation in the National Youth Games “Delta 2023”	The State, participated in the National Youth Games Championship that held at Asaba Delta State from 20th to 30th September 2023. For the first time in over 15 years. five Team Sports from Cross River State participated in the National Championship	High Points, the State won medals as there is an improvement that this administration has brought into Sports

3	Strategic Partnership Meeting For Sports Development	A strategic Partnership Meeting with all the Banks and Network Communications Companies hosted by the MSD was also held in October for collaboration and Interventions in Sports	Improve Support and sponsorship to grass root sport development
4	Youths And Grassroots Sports Development	The Ministry organized the 2023 Governor’s Cup in November. Team Cross River Participated in the 2023 MTN ATHLETIC Marathon RACE and won Gold and other Medals. Team Cross River Also Participated in the 2023 Taekwondo Team Cross River Participated in the 2023 Para-games at Abuja in December and won laurels for the State.	Raw talents discovered have formed the Feeder Team for Rovers Football Club. Exposure to higher competing
5	Youths And Grassroots Sports Development:	The Ministry in Collaboration with the Office of Her Excellency, the Wife of the Governor Rev (Mrs.) Eyoanwan Bassey Otu organized the first Queens Cup competition	The tournament brought female talents in football across the State, and some of the players became players in Pelican Stars Football Club
6	Participation In All African Games	I. The Ministry and Sports Commission participated in the 2024 All African Games II. The Teams also qualified for the 2024 Olympics that took place in Paris from 26th of July to 10th of August, 2024	Some of our Athletes like Offiong Edem, our Table Tennis Champ, Patience Okon our track and field expert made both the State and Nation proud as they Won 4 Gold, 3 Silver and 3 Bronze Medals.
	Season Of Sweetness Marathon Race:	Season of sweetness marathon race was organized on the 30th of March, 2024	Talents discovered are presently being developed in preparation for other major competitions and the 2025 Obudu Mountain race
	MTN Champs Athletics Competition:	The MTN Champs Athletics Competition was organized in collaboration with the Ministry of Sports Development to Galvanize Talents from the Sates Secondary Schools.	Talents were discovered and have been captured as part of the Cross River State Developing Athletes. The Cross River State Team won a total of <b>32 medals made up of 6 Gold, 13 Silver and 22 Bronze</b>
	National Strata Base Open Senior Karate Championship	The State Athletes participated in the National Strata Base Open Senior Karate Championship @ Port Harcourt:-1st- 4th May, 2024	The State won a total of <b>6 medals made up of 1 gold, 1 silver and 4 bronze medals</b>
	Athletes Development	Two of our referees have been badged as FIFA Qualified Referees for the first time	Opportunity for at the global space Increase in participations
	Rejuvenation Of Rovers And Pelican Stars Football Club	Increased in the Subvention of the Rovers Football Club; A brand-new bus for the 2 teams in the next quarter Both the Rovers and Pelican Stars Football Clubs have been Rejuvenated such that Rovers Football Club has regained its place in the on-going Nigerian National League.	Rovers FC are currently in the National League competition and will be in the Premier League next Season

MDA: OFFICE OF THE SPECIAL ADVISER TO THE GOVERNOR ON PUBLIC AFFAIRS

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Public Orientation Campaign (“Do the Right Thing”)	<ol style="list-style-type: none"> <li>1. Launch and implementation of a statewide public orientation campaign across the three senatorial districts through town hall meetings, market engagements, and community sensitization.</li> <li>2. Deployment of structured behavioural change communication tools including flyers, handbills, and multimedia messaging.</li> <li>3. Strengthened collaboration with Ministry of Information and relevant MDAs for coordinated messaging.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased citizen awareness of government policies, responsibilities, and civic expectations.</li> <li>• Improved citizen participation in governance and public programmes.</li> <li>• Wider reach of government messaging across urban and rural communities.</li> </ul>
2	“Government Insight” Broadcast and Publication Programme	<ol style="list-style-type: none"> <li>1. Establishment of a structured multimedia communication platform including TV, radio, online broadcasts, and quarterly “Govt Insight” magazine publication.</li> <li>2. Regular dissemination of government policy updates, programme highlights, and development achievements.</li> <li>3. Institutionalization of government storytelling for transparency and accountability.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved public understanding of government programmes and policies.</li> <li>• Enhanced transparency and trust between government and citizens.</li> <li>• Creation of a consistent public communication archive for governance documentation.</li> </ul>
3	Town Hall Engagements Across Federal Constituencies	<ol style="list-style-type: none"> <li>1. Conducted structured town hall meetings across 8 federal constituencies to facilitate direct citizen–government interaction.</li> <li>2. Provided platforms for feedback, grievance redress, and policy clarification.</li> <li>3. Strengthened two-way communication between government and communities.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved citizen feedback integration into governance processes.</li> <li>• Strengthened trust and accountability in government–citizen relations.</li> <li>• Enhanced inclusiveness in policy communication and public engagement.</li> </ul>
4	Statewide Policy Sensitization Billboard Campaign	<ol style="list-style-type: none"> <li>1. Installation of at least 18 strategic billboards across all Local Government Areas to promote government policies and programmes.</li> <li>2. Visual communication of key governance messages across urban and rural corridors.</li> <li>3. Strengthened public visibility of government initiatives.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased public exposure to government policies and programmes.</li> <li>• Improved awareness through continuous outdoor messaging.</li> <li>• Strengthened branding and visibility of government achievements.</li> </ul>
5	Monthly Policy Analysis and Media Engagement Forum	<ol style="list-style-type: none"> <li>1. Establishment of monthly policy analysis forums across radio, television, and online platforms.</li> <li>2. Engagement of stakeholders, analysts, and</li> </ol>	<ul style="list-style-type: none"> <li>• Improved public understanding of government decisions and policies.</li> <li>• Increased citizen engagement</li> </ul>

		<p>communication experts in policy interpretation and dissemination.</p> <p>3. Strengthened real-time policy communication and public discourse.</p>	<p>in governance discussions.</p> <ul style="list-style-type: none"> <li>• Strengthened credibility and clarity of government communication.</li> </ul>
6	Quarterly Media Roundtable with Influencers	<p>1. Institutionalization of quarterly engagement sessions with media influencers, opinion leaders, and communication stakeholders.</p> <p>2. Strengthened collaboration between government and media ecosystem.</p> <p>3. Enhanced strategic messaging and narrative alignment.</p>	<ul style="list-style-type: none"> <li>• Improved media support for government programmes.</li> <li>• Increased positive public perception of government activities.</li> <li>• Strengthened strategic communication partnerships.</li> </ul>
7	Mid-Year Social Orientation Campaign on Citizen Rights and Responsibilities	<p>1. Implementation of mid-year statewide social orientation campaigns across all senatorial districts.</p> <p>2. Education of citizens on civic duties, rights, and responsibilities under democratic governance.</p> <p>3. Expansion of behavioural change communication initiatives.</p>	<ul style="list-style-type: none"> <li>• Improved civic responsibility and citizen awareness.</li> <li>• Strengthened social cohesion and public accountability culture.</li> <li>• Increased citizen participation in governance and development processes.</li> </ul>

**MDA: STATE EMERGENCY MANAGEMENT AGENCY**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Rented and Furnished a Conducive Temporary Office for the Agency	Provision of a conducive temporary office for the Agency at Diamond Hill Road, Calabar	Office space available and operational at Diamond Hill Road, Calabar
2	Re-roofing of SEMA Warehouse at 23 Barracks Road	Total re-roofing of one of the SEMA warehouses at 23 Barracks Road and provision of pallets for storage of food items	Renovated warehouse with new roof and pallets for food storage
3	Collaboration with Nigeria Maritime Administration and Safety Agency (NIMASA)	Hosted a one-day interactive emergency workshop in Calabar and distributed various PPE to security agencies to support their operations	Workshop held; PPE distributed to security agencies in Calabar
4	Collaboration with UNHCR	Flagged off the distribution of oxygen concentration machines in the state for those suffering from breathing difficulties	Oxygen concentration machines distributed to beneficiaries across the state
5	Collaboration with NEMA – Distribution of Relief Materials	Flagged off distribution of relief materials (food and non-food items) to victims of Cameroons Ambazonian Separatists attacks in Obanliku LGA, flood victims at Murray Street, fire incident victims in Ikom LGA market, wind storm disaster and communal clash victims in Obudu LGA	Relief materials (food and non-food items) distributed to disaster victims across multiple LGAs

6	Provision of CRS Emergency Response Centre	Coordination of disaster response with other partners, Federal and State agencies and Local Government	CRS Emergency Response Centre operational; coordinating with Federal, State agencies and LGAs
7	Development of Draft policy and Preparedness Response Plan Document	Developed a draft policy and Preparedness Response Plan document for the State	Draft policy and Preparedness Response Plan document available
8	Damage and Needs Assessment on Flood Victims across fifteen LGAs, and Report generated	Carried out thorough flood assessment in fifteen LGAs of the State using questionnaires and KoBoCollect App	Flood assessment data collected from fifteen LGAs using KoBoCollect App and questionnaires
9	Distribution of NEMA Funded Relief Materials	Distributed NEMA funded relief materials (400 bags each of spaghetti and twist in fifteen LGAs) focusing on fire and flood incident victims	400 bags each of spaghetti and twist distributed to fire and flood victims across fifteen LGAs
10	Collaboration with Federal Ministry of Agriculture and NEMA – Subsidised Rice Distribution	Collaborated with Federal Ministry of Agriculture and NEMA in distribution of subsidised 600 bags of rice to Federal and State Civil Servants	600 bags of subsidised rice distributed to Federal and State Civil Servants
11	Constitution of Local Emergency Management Committee (LEMC)	Constituted Local Emergency Management Committee (LEMC) across the eighteen (18) LGAs	LEMC constituted and operational across all 18 LGAs
12	Distribution of Cross River State Government Approved Relief items	Food items (rice, beans, seasoning, salt, tomatoe paste, cash) distributed to Agbokim Community Fire Disaster Victims	Food items distributed to Fire Victims
13	Purchase of Standard Office Furniture and Equipment	Purchased standard office furniture and equipment such as chairs, tables, window rackets, printing and photocopying machine	Office furniture and equipment (chairs, tables, window rackets, printing and photocopying machines) procured and in use
14	Damage and Need Assessment – Multiple Fire Incidents, communal clash and wind storm	Collaborated with NEMA, Red Cross, UNHCR and conducted Damage and Need Assessment of the following incidents: <ol style="list-style-type: none"> <li>1. Goldie fire outbreak</li> <li>2. Timbermarket IBB fire incident</li> <li>3. Nyaghasang fire incident</li> <li>4. Ika Ika fire incident</li> <li>5. State Avenue fire incident</li> <li>6. Diamond Hill fire incident</li> <li>7. Edibe-Edibe fire incident</li> <li>8. Ikom fire incident</li> <li>9. Aborikmaraboot fire incident</li> <li>10. Abasi orok fire incident</li> <li>11. Abasi Edem fire incident</li> <li>12. Odonget&amp;Isabang communal clash</li> <li>13. 8miles wind storm</li> </ol>	Damage and Need Assessment reports produced for Eleven (11) fire incidents, communal clash and wind storm across Cross River State in collaboration with NEMA, Red Cross and UNHCR

15	Rescue and Rendering of Assistance to Accident Victims	Rescue and rendered assistance to accident victims along Calabar-Ikom Highway	Accident victims along Calabar-Ikom Highway rescued and assisted
16	Collaboration with NEMA – Distribution of Relief Materials to Fire Victims	Collaborated with NEMA and distributed NEMA funded relief materials (food and non-food items) — 300 bags each of rice, beans, garri, cements and zinc nails — to victims of Goldie, IBB, Nyagasang, Ika Ika, State Avenue and Diamond Hill fire victims	300 bags each of rice, beans, garri, cements and zinc nails distributed to fire victims across six locations in collaboration with NEMA
17	Distribution of NEMA Relief items for Flood and Fire Victims	Relief materials distributed to Fire and Flood Victims	Relief materials distributed to Ishibori, Ogoja, Ikom Market Fire and Flood Victims

## 8,168 Nano Businesses Registered, 32 Medals Won in Sports

8,168

Nano businesses registered and trained

1,120

Youths trained in vocational skills

32

Medals at national competitions (6 gold)

650

Youths recruited into Nigerian Army

1,000+

Vulnerable persons received financial support

1,500

Cybersecurity workshop participants

### Women Affairs & Gender

- First National Council of Women Affairs hosted
- International Women’s Day decentralized
- First state to recognize Day of the Boy Child
- First GBV Task Force across ministries
- 1,000+ dignity kits distributed

### Youth & Sports

- National Youth Games hosted after 15 years
- Rovers FC returned to National League
- Pelican Stars rejuvenated

### Wealth Creation & Humanitarian Response

**MSME Council:** Inaugurated — Governor awarded Best MSME-Friendly Governor South-South 2024

**5-Year MSME Strategy (2024–2028)** developed

**200 POS machines** with N150,000 capital across 196 wards

**200 youths** trained in agribusiness

**Partners:** DECAGON, Tony Elumelu Foundation

**Humanitarian:**

**N30.5m relief** to 4,700+ IDPs in Balegete

**1st National Council on Humanitarian Affairs 2026**

### Social Services

Under the leadership of Bassey Edet Otu, Cross River State has witnessed a remarkable transformation in social services, humanitarian intervention, youth empowerment, gender inclusion, and citizen welfare between 2023 and 2026. Through strategic reforms, targeted programmes, and people-focused governance, the administration strengthened institutional systems, expanded opportunities for vulnerable populations, and promoted inclusive development across the state.

The administration’s investments in social protection and human capital development have improved livelihoods, enhanced social cohesion, strengthened disaster response systems, and increased public participation in governance.

The Ministry of Women Affairs repositioned Cross River State as a national leader in gender inclusion and social advocacy through bold and innovative interventions.

For the first time in the history of the state, Cross River successfully hosted the National Council of Women Affairs, elevating the state’s profile in gender governance and policy coordination. The ministry also decentralized the celebration of International Women’s Day and International Day of the Girl Child to grassroots communities while introducing the International Day of the Boy Child — making Cross River the first state in Nigeria to institutionalize such recognition, a move that attracted national and international commendation.

To strengthen protection systems, the administration established the first-ever Gender-Based Violence (GBV) Task Force across line ministries and revitalized statewide awareness campaigns against abuse and violence. More than 1,000 dignity kits were distributed to vulnerable women and girls, helping to restore confidence, dignity, and social support for affected persons.

Community dialogues involving traditional rulers, women leaders, and stakeholders were conducted across communities, alongside quarterly Technical Working Group meetings on GBV. These engagements improved coordination among agencies, increased reporting of abuse cases, and strengthened survivor support mechanisms throughout the state.

These interventions collectively transformed public awareness on gender rights, strengthened institutional response frameworks, and promoted greater participation of women in governance and community leadership.

The Ministry of Wealth Creation and Employment implemented aggressive strategies aimed at reducing unemployment, promoting entrepreneurship, and expanding economic opportunities for youths and women.

A total of 8,168 nano businesses were registered and trained under state empowerment programmes, with over 2,000 beneficiaries profiled for ₦50,000 grant support through partnership arrangements with the Bank of Industry (BOI). In a significant grassroots empowerment initiative, 200 Cross Riverians across 196 wards received POS machines alongside ₦150,000 startup capital to strengthen small-scale businesses and financial inclusion.

The ministry also facilitated the recruitment of 650 youths into the Nigerian Army and profiled additional candidates for opportunities within the Nigerian Customs Service.

For the first time in the state's history, the Cross River State MSME Council was inaugurated, a milestone that contributed to Governor Otu receiving the award as the Best MSME-Friendly Governor in the South-South in 2024.

To ensure long-term economic sustainability, the administration developed a comprehensive 5-Year MSME Development Strategy (2024–2028) while partnering with organizations such as DECAGON Consult and the Tony Elumelu Foundation to provide ICT, software engineering, entrepreneurship training, and grant opportunities for young people.

Additionally, 200 youths received specialized training in innovative agricultural value chains through collaboration with CSS Global Farm, expanding opportunities within agribusiness and food production.

These initiatives significantly strengthened the state's MSME ecosystem, enhanced self-reliance among beneficiaries, and created sustainable pathways for wealth creation.

The Ministry of Youth Development expanded youth-focused programmes aimed at skills acquisition, entrepreneurship, innovation, and talent development.

More than 1,120 youths were trained in vocational and entrepreneurial skills, while 615 youths received dedicated entrepreneurship development training. Specialized capacity-building programmes in welding, fabrication, ICT, agriculture, and cybersecurity exposed thousands of young people to modern economic opportunities, including a cybersecurity workshop that reached approximately 1,500 participants.

In sports development, the administration revived grassroots competitions such as the Governor's Cup and Queens Cup while supporting athlete participation in national tournaments and talent discovery programmes.

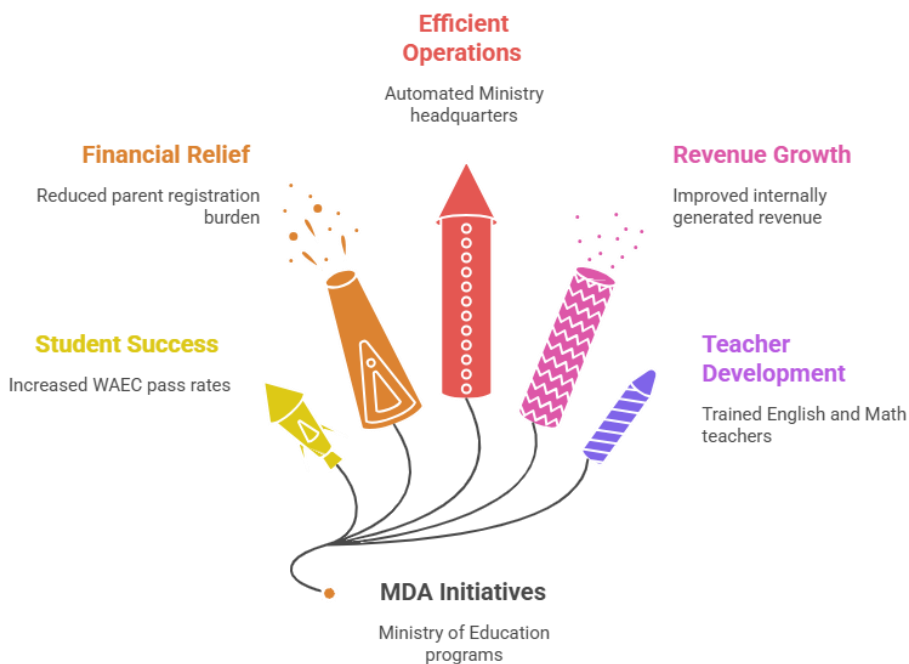
The Ministry of Sports Development further restored Cross River's prominence in competitive sports by successfully hosting the National Youth Games Zonal Elimination Series for the first time in over 15 years, attracting more than 1,200 athletes from the six South-South states.

Cross River athletes recorded impressive performances at the National Youth Games, All African Games, MTN Champs, and several national competitions, winning a total of 32 medals — including 6 gold, 13 silver, and 13 bronze medals.

The administration also rejuvenated iconic football clubs such as Rovers FC and Pelican Stars, with Rovers FC successfully returning to the Nigerian National League.

These investments in sports and youth development have strengthened talent discovery, increased youth participation in productive ventures, and restored pride in the state's sporting heritage.

### MDA Initiatives Improve Education



The Ministry of Social Welfare and Community Development enhanced care systems for vulnerable populations through strategic welfare and protection programmes.

The ministry facilitated the adoption of 20 vulnerable children while mediating 339 family disputes, contributing to stronger family systems and child protection outcomes. Medical support services were provided to 376 children, and rice palliatives were distributed to orphanages across 18 Local Government Areas.

Critical infrastructure upgrades included the renovation of the Government Children’s Home in Uwanse and the donation of three mini-buses to orphanages to improve mobility and care delivery.

Persons with disabilities also benefited from targeted interventions, including wheelchair distribution programmes and social

inclusion support. In addition, 133 auxiliary social workers and 133 community child protection structures were trained to strengthen grassroots welfare systems and child safeguarding mechanisms.

The administration further provided financial support to over 1,000 vulnerable persons across the state, helping to cushion economic hardship and improve living conditions.

Meanwhile, the Ministry of Humanitarian Affairs and Poverty Alleviation responded swiftly to humanitarian emergencies and poverty reduction needs. Relief materials valued at ₦30.5 million were distributed to more than 4,700 internally displaced persons (IDPs) in Balegete communities affected by crisis situations.

Cross River State also successfully hosted the 1st National Council on Humanitarian Affairs and Poverty Reduction in 2026, reinforcing its growing leadership role in humanitarian governance and social intervention coordination.

Through the Skill2Wealth Programme, 21 youths were trained in solar energy installation, agribusiness, and auto mechanics, equipping them with employable and income-generating skills.

The State Emergency Management Agency (SEMA) significantly strengthened disaster preparedness, response coordination, and emergency management systems across Cross River State.

The agency conducted rapid damage and needs assessments in response to floods, fires, windstorms, and communal clashes across 15 Local Government Areas. Relief materials provided through partnerships with NEMA were distributed to affected communities, helping victims recover from disasters and humanitarian emergencies.

To institutionalize disaster management structures, Local Emergency Management Committees (LEMCs) were established in all 18 LGAs. The agency also strengthened collaboration with organizations such as NEMA, UNHCR, and NIMASA to improve emergency coordination, risk mitigation, and humanitarian response capacity.

In the area of public communication and citizen engagement, the Office of the Special Adviser on Public Affairs launched the “Do the Right Thing” campaign alongside town hall meetings conducted across federal constituencies. Through strategic billboards, media engagement, and the “Government Insight” multimedia programme, the administration improved government visibility, strengthened public trust, and encouraged greater citizen participation in governance processes.

Within three years, the administration of Bassey Edet Otu has significantly transformed social welfare systems, expanded economic inclusion, strengthened humanitarian interventions, and advanced youth and gender development across Cross River State.

**Key achievements recorded between 2023 and 2026 include:**

- Strengthened gender-based violence response systems and increased awareness on women’s and children’s rights.
- Expanded entrepreneurship, employment, and empowerment opportunities for thousands of youths and women.
- Improved welfare services for vulnerable children, orphans, persons with disabilities, and disadvantaged communities.
- Enhanced emergency preparedness and disaster response coordination statewide.
- Revitalized sports development and youth talent discovery at national and international levels.
- Improved communication between government and citizens through sustained public engagement initiatives.

Governor Otu’s people-centered governance model has reduced social vulnerability, promoted inclusion, strengthened resilience among communities, and created sustainable opportunities for economic participation.

The reforms and programmes implemented from 2023 to 2026 have laid a solid foundation for a more equitable, compassionate, and prosperous Cross River State. From GBV survivors and adopted children to empowered entrepreneurs, skilled youths, athletes, and disaster-affected communities, the administration’s investments in human development continue to produce lasting impact across the state.

As Cross River advances on this trajectory of inclusive growth and social transformation, Senator Prince Edet Otu’s legacy is increasingly defined by compassionate leadership, institutional reforms, and a steadfast commitment to improving the welfare, dignity, and prosperity of all Cross Riverians.

11.1.12: LOCAL GOVERNANCE CLUSTER

**LOCAL GOVERNANCE**

**Cluster Vision:** Empowered, inclusive and sustainable Local Governance, fostering Community-Driven Development

**Members:**

- 1 Min. of Local Government Affairs
- 2 Auditor-General for Local Government
- 3 All 18 Local Government Councils
- 4 Local Government Service Commission
- 5 Local Government Pension Board

**MDA : MINISTRY OF LOCAL GOVERNMENT AFFAIRS**

YEAR OF IMPLEMENTATION	TITLE/NAME OF PROJECT/PROGRAMME/ACTIVITY	INTERVENTION EXPECTED OUTCOME
<b>LOCAL GOVERNMENT SERVICE COMMISSION BUILDING</b>	<ul style="list-style-type: none"> <li>▪ COMPLETION OF THE ABANDONED CROSS RIVER STATE LOCAL GOVERNMENT SERVICE COMMISSION HEADQUARTERS AT THE CRS SECRETARIAT COMPLEX, CALABAR</li> </ul>	<ul style="list-style-type: none"> <li>▪ IMPROVED WORKING ENVIRONMENT, ENHANCED PRODUCTIVITY AND SERVICE DELIVERY</li> </ul>
<b>THE LOCAL GOVERNMENT PAYROLL SYSTEM</b>	<ul style="list-style-type: none"> <li>▪ RE-INTEGRATION AND CENTRALIZATION OF THE LOCAL GOVERNMENT PAYROLL SYSTEM AT THE MINISTRY OF LOCAL GOVERNMENT AFFAIRS LEADING TO A SEAMLESS TRANSITION FROM ACTIVE SERVICE TO RETIREMENT PAYROLL.</li> <li>▪ PAYMENT OF SALARIES TO STAFF OF THE UNIFIED LOCAL GOVERNMENT COUNCIL - NO SALARY INDEBTEDNESS.</li> <li>▪ PAYMENT OF GRATUITIES TO THE RETIREES OF THE 18 LOCAL GOVERNMENT COUNCIL FROM 2012 TO 2015.</li> <li>▪ IMPLEMENTATION OF THE OUTSTANDING PROMOTIONS OF STAFF OF THE UNIFIED LOCAL GOVERNMENT FROM 2015 TO DATE.</li> </ul>	<ul style="list-style-type: none"> <li>-IMPROVED EFFICIENCY REDUCING ADMINISTRATIVE DELAYS AND MAKING PAYROLL MANAGEMENT MORE EFFICIENT AND TIMELINESS FOR PAYMENTS</li> <li>-ENHANCED DATA SECURITY</li> <li>-HELPS TO ENSURE COMPLIANCE WITH GOVERNMENT REGULATIONS AND LABOUR LAWS</li> <li>-SIMPLIFIED REPORTING</li> <li>-BETTER RESOURCE ALLOCATION</li> <li>-FASTER ONBOARDING AND OFF BOARDING NEW EMPLOYEES AND TRANSITIONING RETIRING EMPLOYEES.</li> <li>-GREATER TRANSPARENCY</li> <li>-SUPPORTIVE TRANSITION FOR RETIREES BY ENSURING RETIREES RECEIVES ALL ENTITLED BENEFITS AND SUPPORT THROUGHOUT THE TRANSITION PERIOD</li> </ul>

<p><b>TRAINING AND CAPACITY BUILDING OF STAFF AND POLITICAL APPOINTEES</b></p>	<ul style="list-style-type: none"> <li>• THE MINISTRY OF LG AFFAIARS FACILITATES</li> <li>• THE CAPACITY BUILDING OF LOCAL GOVERNMENT COUNCIL BUDGET OFFICERS ON IPSAS AND PLAN DRIVEN BUDGET</li> <li>• VETTED THE 2025 BUDGET PROPOSALS OF 18 LOCAL GOVERNMENT COUNCILS</li> <li>• PREPARATION OF MINISTRY’S 2025 ACTION PLAN AND ANNUAL ESTIMATES</li> <li>• CAPACITY BUILDING AND UTILIZATION TRAINING FOR NEWLY ELECTED LG OFFICIALS AT THE 3 SENATORIAL DISTRICT OF THE STATE (NORTH (OGOJA), CENTRAL (IKOM), AND SOUTH (CALABAR)</li> <li>• CAPACITY BUILDING WORKSHOP FOR LOCAL GOVERNMENT CHAIRMEN, VICE CHAIRMEN, AND HEADS OF LOCAL GOVERNMENT ADMINISTRATION</li> </ul>	<p>-PRESENTATION/SUBMISSION OF A DRAFT OPERATING SMART BUDGET ESTIMATE THAT IS IPSAS COMPLIANCE AND IN LINE WITH ACTION PLANS.</p> <p>INNOVATE AND IMPROVE LOCAL GOVERNANCE PRACTICES</p> <p>-</p>
<p><b>PERIODIC SURVEY</b></p>	<p>FACILITATE PERIODIC SURVEYSTO :</p> <ul style="list-style-type: none"> <li>• GATHER CONSISTENT COMPARABLE DATA OVER TIME TO ASSESS CHANGES, EVALUATE PROGRAMS, INFORM DECISION MAKING, IDENTIFY NEEDS, ENGAGE PARTICIPANTS AND BENCHMARKING TO ASSESS PERFORMANCE AT THE 18 LGAS FIRST TIME EVER</li> </ul>	<p>FOR CONTINUOUS IMPROVEMENT, ENGAGEMENT AND STRATEGIC PLANNING</p>
<p><b>JAC MEETINGS</b></p>	<p>MONTHLY MEETINGS OF JOINT ALLOCATION COMMITTEE.</p> <ul style="list-style-type: none"> <li>• TO DISCUSS AND APPROVE ALLOCATION OF FUNDS TO VARIOUS PROJECTS AND PROGRAMMES</li> <li>• -TO ENSURE EFFECTIVE FINANCIAL MANAGEMENT AND OVERSIGHT OF LG FUNDS</li> <li>• -TO REVIEW PROJECT IMPLEMENTATION PROGRESS AND MAKE DECISIONS ON RESOURCE ALLOCATION</li> <li>• -TO PROMOTE TRANSPARENCY AND ACCOUNTABILITY IN FINANCIAL MANAGEMENT AND DECISION -MAKING</li> </ul>	<p>-PRIORITIZATION OF PROJECTS BASED ON COMMUNITY NEEDS AND DEVELOPMENT GOALS</p> <p>-EFFECTIVE UTILIZATION OF RESOURCES, MINIMIZING WASTE AND ENSURING PROJECTS ARE IMPLEMENTED EFFICIENTLY</p> <p>-ENHANCED TRANSPARENCY AND ACCOUNTABILITY IN FINANCIAL MANAGEMENT AND DECISION - MAKING</p> <p>-INFORMED DECISIONS ON RESOURCE ALLOCATION, ENSURING THAT FUNDS AUR UTILIZED EFFECTIVELY</p> <p>-AGREEMENT ON THE ALLOCATION OF FUNDS TO VARIOUS PROJECTS AND PROGRAMMES.</p>

**MDA: LOCAL GOVERNMENT SERVICE COMMISSION**

S/N	PROGRAMMES / PROJECTS	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT / INFLUENCE
1	Staff Discipline and Work Attitude Improvement	Reduction of negative staff behaviour from 80% (2023) to 30% (2026).	<ul style="list-style-type: none"> <li>• Improved staff attitude and professionalism.</li> </ul>

			<ul style="list-style-type: none"> <li>• Increased commitment to duty posts.</li> </ul>
2	Routine Inspection and Supervision of Councils	Regular inspections instituted and sustained across LGAs.	<ul style="list-style-type: none"> <li>• Improved oversight and accountability.</li> <li>• Enhanced efficiency in councils.</li> </ul>
3	Solar Power Installation	Deployment of solar systems across offices.	<ul style="list-style-type: none"> <li>• Stable electricity supply.</li> <li>• Improved productivity.</li> </ul>
4	Office Furniture & Equipment Provision	Procurement of modern office assets.	<ul style="list-style-type: none"> <li>• Improved work environment.</li> <li>• Better service delivery.</li> </ul>
5	ICT Equipment Upgrade	Provision of laptops, printers, photocopiers.	<ul style="list-style-type: none"> <li>• Faster communication and processing.</li> <li>• Improved data handling.</li> </ul>
6	Office Relocation	Movement to permanent site.	<ul style="list-style-type: none"> <li>• Reduced rent expenditure.</li> <li>• Cost savings for government.</li> </ul>

**THE EIGHTEEN LOCAL GOVERNMENT COUNCILS IN CROSS RIVER STATE**

ABI	BRIDGE AND BOREHOLE CONSTRUCTION	IMPROVED MOBILITY AND ACCESS TO CLEAN WATER.
ABI	SCHOOL MATERIAL DISTRIBUTION	ENHANCED EDUCATIONAL SUPPORT.
ABI	POLITICAL AND ADMINISTRATIVE BLOCKS RENOVATIONS	STRENGTHENED GOVERNANCE.
AKAMKPA	SOLAR BOREHOLE INSTALLATION	ACCESS TO CLEAN WATER.
AKAMKPA	COMPLETION OF POLICE HQ AND TRADITIONAL CHAMBERS	STRENGTHENED LOCAL GOVERNANCE AND SECURITY.
AKAMKPA	RENOVATION OF CHIEF MAGISTRATE COURT	BETTER JUSTICE DELIVERY.
AKAMKPA	SOLAR LIGHT INSTALLATION IN ADMIN BLOCK	RELIABLE LIGHTING AND ENERGY SAVINGS.
AKAMKPA	WATER SYSTEM RETICULATION TO LEGISLATIVE BLOCK	RESTORED UTILITY SERVICES.
AKAMKPA	CHIEF CHAMBER PARTITIONING	IMPROVED FACILITY USE AND PRIVACY.
AKAMKPA	ROAD INTERVENTIONS	IMPROVED COMMUNITY ACCESS.
AKAMKPA	FURNISHING OF EXCO BLOCK	OPERATIONAL EFFICIENCY.
AKAMKPA	CONSTRUCTION OF LOCK-UP SHOPS	BOOST IN LOCAL ECONOMY AND COMMERCE.
AKAMKPA	ROAD GRADING AND CULVERTS (21 KM TOTAL)	ENHANCED TRANSPORTATION NETWORK.
AKAMKPA	GEOPHYSICAL SURVEYS IN 10 WARDS	INFORMED WATER PROJECT PLANNING.

AKAMKPA	RENOVATION OF OBAN POLICE STATION	STRENGTHENED COMMUNITY POLICING.
AKAMKPA	PAINTING OF COUNCIL BUILDINGS	INFRASTRUCTURE MAINTENANCE AND APPEAL.
AKAMKPA	OIL PALM NURSERY DEVELOPMENT	AGRICULTURAL PRODUCTIVITY AND JOB CREATION.
AKPABUYO	TOTAL REHABILITATION AND FURNISHING OF AKPABUYO LOCAL GOVERNMENT SECRETARIAT (PHASE 1- GROUND FLOW AND REHABILITATION OF TOILET FACILITIES OR) REHABILITATION OF TOILET FACILITIES/ PAINTING OF FILLING STATION THAT WAS OUT OF USE	
AKPABUYO	RENOVATION OF EDUCATION AUTHORITY OFFICE PHASE ONE. OFFICES WERE NON FUNCTIONAL	
AKPABUYO	EVACUATION OF REFUSE, CONSTRUCTION OF 6NO. VIP TOILET FACILITY AND REHABILITATION OF EXISTING BOREHOLE. BEFOR NOW MOTOR PARK USE FOR REFUSE DUMPING	
AKPABUYO	RENOVATION OF EKONDO MICROFINANCE BANK/ DRUGS STORE. BEFORE NOW, DRUGS/COLD CHAIN STORE TOTALLY DESTROYED	
AKPABUYO	RENOVATION OF POLICE STATION AT IKOT NAKANDA PHASE ONE. ONLY 2 OFFICES OUT 8 OFFICES WERE IN USE, CURRENTLY 6 OFFICES AND RECEPTION RENOVATED	
AKPABUYO	PURCHASE OF SUMEC FIREMAN GENERATOR AND 2 NO. GRASS CUTTING MACHINES.FIRST TIME AFTER SEVERAL YEARS	
AKPABUYO	RENOVATION OF DILAPIDATED STRUCTURE AND CENTRAL STORES. RENOVATION OF DILAPIDATED CROSIEC BUILDING IN INVESTMENT HOUSE PHASE ONE.	
AKPABUYO	GRADING OF ROAD THAT WAS IN A DEPLORABLE STATE AT IKOT NYANYA, IKOT NAKANDA WARD. GRADING OF ROAD AT IKOT ANASUA, IN IKOT EYO WARD. GRADING OF ROAD AT IKOT ADIAHA, IN IKOT EYO WARD. THAT WAS IN A DEPLORABLE STATE	
AKPABUYO	PURCHASE AND INSTAL 2NO SECURITY DOORS SIZE 1.2M × 2.1M & 8NO MDF FLUSH DOORS IN CHAIRMAN’S OFFICE (UPPER FLOOR) PURCHASE & INSTALLATION OF MDF FLUSH DOORS 10 NO. IN VICE CHAIRMAN’S OFFICE & SECRETARY OFFICE (UPPER FLOOR)	
AKPABUYO	RE-CONSTRUCTION OF ART WORK, MONUMENT, PURCHASE & INSTALLATION OF SOLAR LIGHT IN THE COUNCIL LANTERN SECRETARIAT & LEGISLATURE COMPLEX.	
AKPABUYO	DRILLING OF BOREHOLE, CONSTRUCTION OF OVERHEAD TANK AT ARMY CHECK POINT AT THE HEAD BRIDGE, AKPABUYO L.G.A. DRILLING OF BOREHOLE WITH SOLAR PANELS AND 3 GEE-PEE TANKS STAND	

AKPABUYO	MAINTENANCE AND PAINTING OF AKPABUYO HEAD BRIDGE	
AKAMKPA	PURCHASE AND INSTALLATION OF (14NO) TOILET DOORS (UPPER FLOOR)	
AKPABUYO	CONSTRUCTION OF 64NO PROTECTORS IN UPPER FLOOR OF COUNCIL SECRETARIAT	
AKPABUYO	BREAKING AND REMOVAL OF OLD DOORS AND WINDOW FRAMES AND EVACUATION OF DEBRIS IN THE COUNCIL (UPPER FLOOR)	
AKPABUYO	PURCHASE OF 14NO TOILET SEAT AND PLUMBING ACCESSORIES AND INSTALLATION IN THE SECRETARIAT (UPPER FLOOR)	
AKPABUYO	PURCHASE AND INSTALLATION OF 56NO ALUMINUM WINDOWS AND TRANSPORTATION (UPPER FLOOR)	
AKPABUYO	GRADING OF USUNG COCO/DEEPER LIFE ROADS GRADING OF ROAD AT USUNG EDEM ESA AND USUNG IKOT EDEM ITA GRADING OF ROAD AT EFE OBIO TO USUNG IDIM OKON AKWA ROADS DRILLING OF BOLE HOLE AND CONSTRUCTION OF OVERHEAD TANK AT THE LEGISLATIVE COMPLEX IN SECRETARIAT	
AKPABUYO	PURCHASE OF VISITORS CHAIRS FOR HOLGA, DGSA VICE CHAIRMAN ADMIN OFFICE, SUPERVISOR'S OFFICE, CHAIRMAN ADMIN OFFICE (UPPER FLOOR), PURCHASE OF 10 NO MDF DOORS (UPPER FLOOR), PURCHASE OF FURNITURE FOR VICE CHAIRMAN, HOLGA SECRETARY & DGSA (UPPER FLOOR)	
AKPABUYO	PURCHASE OF CONFERENCE TABLE AND CHAIRS IN COUNCIL EXCO CHAMBER (UPPER FLOOR) AND CHAIRMANS AND VICE CHAIRMANS OFFICE	
AKPABUYO	THE CONSTRUCTION OF PAVEMENT FLOW CHANNELS AROUND THE CLASS ROOM BLOCK AND CONSTRUCTION OF 4NO VIP TOILET	
AKPABUYO	INSTALLATION OF BORE HOLE WITH SOLAR PUMP AND THE CONSTRUCTION OF WATER TANK STAND AND 2NO 2000 LITERS CAPACITY GEE-PEE WATER TANK COMPLETE WITH ACCESSORIES AND PURCHASE OF METAL PANEL DOORS AND WINDOWS DRILLING OF BOREHOLE, CONSTRUCTION OF OVERHEAD TANK AT ARMY CHECK POINT AT THE HEAD BRIDGE, AKPABUYO L.G.A.	
AKPABUYO	THE CONSTRUCTION OF CONCRETE COLUMNS AT CORRIDOR OF CLASS ROOM BLOCK AND GEO TECHNICAL INVESTIGATION OF THE PROPOSE POINT OF DRILLING OF A SOLAR BORE HOLE	
AKPABUYO	INSTALLATION OF SOLAR LIGHT INCLUDING CONCRETE BASE, PROVISION OF IRON POLES ETC AND OTHER ACCESSORIES AS MAY BE REQUIRED AND PURCHASE OF TOYOTA CAMRY 2012 MODEL	
AKPABUYO	HIRING OF PAY LOADER TIPPER AND LABORER FOR REFUSE EVACUATION AND PURCHASE AND DELIVERY OF 880 BAGS OF CEMENT	
AKPABUYO	CONSTRUCTION OF FENCE WITHIN THE CENOTAPH OF LEGISLATIVE COMPLEX	

AKPABUYO	PAINTING OF PRIMARY SCHOOLS IN AKPABUYO LGC CONSTRUCTION OF FENCE WITHIN THE CENOTAPH OF LEGISLATIVE COMPLEX	
BEKWARRA	ROAD WORKS AND CULVERT CONSTRUCTION	ENHANCED RURAL TRANSPORTATION AND CONNECTIVITY.
BEKWARRA	ESTABLISHMENT OF CUSTOMARY COURT	IMPROVED ACCESS TO LOCAL JUSTICE.
BEKWARRA	RENOVATION OF ADMINISTRATIVE AND HRM BLOCKS	BETTER PUBLIC SERVICE INFRASTRUCTURE.
BEKWARRA	FIRE TRACING OPERATIONS	INCREASED ENVIRONMENTAL AND FIRE SAFETY.
BEKWARRA	RENOVATION OF POLITICAL OFFICES	IMPROVED ADMINISTRATIVE EFFICIENCY.
BEKWARRA	ROAD GRADING (MULTIPLE KILOMETERS)	EASIER MOVEMENT AND ECONOMIC ACTIVITY.
BEKWARRA	REPAIR OF PATROL AND AMBULANCE VEHICLES	BOOSTED HEALTHCARE AND SECURITY RESPONSE.
BEKWARRA	MEMORIAL FOR UNKNOWN SOLDIERS	COMMUNITY HONOR AND HISTORICAL PRESERVATION.
BEKWARRA	GIFTS TO WIVES OF FALLEN HEROES	SOCIAL SUPPORT AND INCLUSION.
BEKWARRA	FEDERAL HIGHWAY INTERVENTION FACILITATION	INFRASTRUCTURE ADVANCEMENT THROUGH COLLABORATION.
BIASE	CONSTRUCTION OF 1 NO. GARRI OPEN SHADE WITH OFFICE STORES	IMPROVED AGRICULTURAL PROCESSING AND STORAGE FACILITIES
BIASE	RENOVATION OF OFFICES (COUNCIL SECRETARIAT)	ENHANCED ADMINISTRATIVE EFFICIENCY AND WORKING ENVIRONMENT
BIASE	REHABILITATION OF CROSEIC OFFICE	BETTER INFRASTRUCTURE FOR COMMUNITY ENGAGEMENT
BIASE	MEDICAL OUTREACH FOR WORLD AIDS DAY	INCREASED HEALTH AWARENESS AND ACCESS TO MEDICAL SERVICES
BIASE	CONSTRUCTION OF DOUBLE BOX CULVERT (1.5M X 1.5M X 11M)	IMPROVED DRAINAGE, REDUCED FLOODING, ENHANCED ROAD SAFETY
BIASE	PAINTING OF COUNCIL GATE, FENCE AND EXECUTIVE BLOCK	IMPROVED AESTHETICS AND MAINTENANCE OF PUBLIC INFRASTRUCTURE

BIASE	GRADING OF ABINI / AGWAGUNE BY-PASS ROAD	ENHANCED TRANSPORTATION AND CONNECTIVITY
BIASE	CONSTRUCTION OF 144 UNITS OF OPEN MARKET SHADE	BETTER MARKET FACILITIES SUPPORTING LOCAL COMMERCE
BIASE	CONSTRUCTION OF SOLAR POWERED BOREHOLE (ABINI MARKET)	INCREASED ACCESS TO CLEAN WATER USING SUSTAINABLE ENERGY
BIASE	REHABILITATION OF SOLAR POWERED BOREHOLE (COUNCIL SECRETARIAT)	RELIABLE WATER SUPPLY FOR COUNCIL FACILITIES
BIASE	CONSTRUCTION OF SOLAR POWERED BOREHOLE (UMOLOR)	IMPROVED COMMUNITY ACCESS TO POTABLE WATER
BIASE	CONSTRUCTION OF SOLAR POWERED BOREHOLE (IPENE)	ENHANCED CLEAN WATER AVAILABILITY FOR RESIDENTS
BIASE	CONSTRUCTION OF SOLAR POWERED BOREHOLE (IBINI)	IMPROVED PUBLIC HEALTH THROUGH BETTER WATER SUPPLY
BIASE	CONSTRUCTION OF SOLAR POWERED BOREHOLE (ABANWAN)	ACCESS TO SAFE DRINKING WATER USING RENEWABLE ENERGY
BIASE	CONSTRUCTION OF SOLAR POWERED BOREHOLE (AFONO)	SUSTAINABLE WATER RESOURCE FOR LOCAL POPULATION
BIASE	CONSTRUCTION OF SOLAR POWERED BOREHOLE (FOB CAMP, URUGBAN)	INCREASED WATER ACCESS WITH ECO-FRIENDLY POWER
BIASE	RENOVATION AND FURNISHING OF CHAIRMAN'S OFFICE	ENHANCED OFFICE FUNCTIONALITY AND IMAGE
BIASE	REHABILITATION OF ABANWAN MARKET	IMPROVED MARKET INFRASTRUCTURE SUPPORTING LOCAL ECONOMY
BIASE	RECONSTRUCTION OF 4-CLASSROOM BLOCK (COMMUNITY SCHOOL, 'ADIM)	BETTER EDUCATIONAL FACILITIES IMPROVING LEARNING ENVIRONMENT
BIASE	TRAINING/EMPOWERMENT OF 300 YOUNG WOMEN	INCREASED SKILLS AND ECONOMIC OPPORTUNITIES FOR WOMEN
BIASE	SCHOLARSHIP TO INDIGENT STUDENTS (UG & PG)	IMPROVED ACCESS TO HIGHER EDUCATION FOR DISADVANTAGED STUDENTS
BOKI	RENOVATIONS OF ONE NUMBER ADMINISTRATIVE BLOCK	
BOKI	RENOVATIONS OF TREASURY BLOCK	
BOKI	RENOVATIONS OF ONE BLOCK OF SIX SELF CONTAIN APPARTMENT STAFF QUARTERS	

BOKI	PROVISION OF SOLAR LIGHTS	
BOKI	PAINTING OF BOKI LOCAL GOVERNMENT COUNCIL FENCES	
BOKI	CONSTRUCTION OF NEW COUNCIL GATE WAY	
BOKI	RENOVATION OF LEGISLATIVE BLOCKS	
BOKI	CONSTRUCTION OF COUNCIL HALL THAT WAS ABANDONED SINCE 2011	
BOKI	PROVISION OF ONE NUMBER SOLAR BORE HOLES IN COUNCIL HEAD QUARTERS	
BOKI	DISTRIBUTION OF 400 BAGS OF FERTILIZERS TO FARMERS ACROSS THE WARDS	
BOKI	DISTRIBUTION OF SPROUTED PALM NUTS TO OIL PAM FARMERS	
BOKI	DISTRIBUTION OF FOOD STUFF TO YOUTHS AND WOMEN ACROSS THE WARDS	
BOKI	CELEBRATION OF WORLD MALERIA DAY IN THE LGA AFTER 8 YEARS	
BOKI	PEACE / RECONCILIATION OF BOJE AND ISO-BENDEGHE COMMUNITIES OVER LAND DISPUTS	
BOKI	GRADING OF 10 KM BOJE-KATABA ROAD	
CALABAR MUNICIPAL	CONVERSION OF STAFF QUARTERS TO CORPER'S LODGE	IMPROVED NYSC ACCOMMODATION.
CALABAR MUNICIPAL	RENOVATION OF HEALTH CENTRE	BETTER HEALTH SERVICES.
CALABAR MUNICIPAL	SECRETARIAT GATE REMODELING	SYMBOLIC ENHANCEMENT AND SECURITY.
CALABAR MUNICIPAL	REHABILITATION OF YOUTH RESOURCE CENTRE	YOUTH EMPOWERMENT.
CALABAR MUNICIPAL	INTERNAL ROADS REHABILITATION	BETTER INFRASTRUCTURE ACCESS.
CALABAR MUNICIPAL	ROUNABOUT REMODELING	URBAN AESTHETICS AND TRAFFIC FLOW.
CALABAR MUNICIPAL	SCHOOL EXERCISE BOOK DISTRIBUTION	SUPPORT FOR PUBLIC EDUCATION.
CALABAR MUNICIPAL	GENERATOR MAINTENANCE	UNINTERRUPTED POWER SUPPLY.
CALABAR MUNICIPAL	POLITICAL OFFICE ANNEX CONSTRUCTION	SPACE EXPANSION FOR GOVERNANCE.
CALABAR MUNICIPAL	MARKET SHOPS REMODELING	BOOST IN IGR AND LOCAL BUSINESS.
CALABAR MUNICIPAL	JAMB FEES PAYMENT FOR STUDENTS	ACCESS TO HIGHER EDUCATION.

CALABAR MUNICIPAL	SCHOOL NEEDS ASSESSMENT	DATA-DRIVEN EDUCATIONAL IMPROVEMENTS.
CALABAR MUNICIPAL	TOILET REHABILITATION	PUBLIC SANITATION ENHANCEMENT.
CALABAR MUNICIPAL	IGR IMPROVEMENT INITIATIVES	ECONOMIC GROWTH AND AUTOMATION.
CALABAR MUNICIPAL	POLICE STATION RENOVATION	LAW ENFORCEMENT INFRASTRUCTURE BOOST.
CALABAR SOUTH	ELECTRICITY AND POWER GENERATOR RESTORATION	RELIABLE INFRASTRUCTURE.
CALABAR SOUTH	SECRETARIAT AND OFFICE REFURBISHMENTS	BOOSTED LOCAL GOVERNANCE.
CALABAR SOUTH	SECURITY VAN REHABILITATION	ENHANCED LAW ENFORCEMENT MOBILITY.
CALABAR SOUTH	MARKET AND CEMETERY DEVELOPMENT	PUBLIC SERVICE ENHANCEMENT.
CALABAR SOUTH	MEDICAL OUTREACH AND FERTILIZER DISTRIBUTION	COMMUNITY HEALTH AND AGRICULTURAL SUPPORT.
IKOM	RENOVATION OF COUNCIL FENCE AND PREMISES	
IKOM	RENOVATION OF AGRIC ROAD	
IKOM	RECONSTRUCTION OF HOLGA FENCE	
IKOM	RENOVATION OF HOLGA HEADQUARTERS	
IKOM	REHABILITATION OF HOSPITAL ROAD	
IKOM	REPAIRS OF DFS BROKEN FENCE AT DFS QUARTERS 2024 BEFORE	
IKOM	REPAIRS OF SOLAR BOREHOLE & TANK DFS QUARTERS 2024	
IKOM	RENOVATION OF THE EXECUTIVE CHAIRMAN'S QUARTERS	
IKOM	FURNISHING OF CHAIRMAN'S OFFICIAL RESIDENCE AND COUNCIL SECRETARIAT	
IKOM	ULTRA-MODERN HEALTH CENTER BALEP/OPU	
IKOM	REHABILITATION OF THE DEPLORABLE ROAD SPOT AT SWEET MOTHER STREET	
IKOM	REHABILITATION OF THE SOLAR BOREHOLE AND RETICULATION	
IKOM	BUILDING OF SIX (6) COMPARTMENT VIP TOILET IN COUNCIL SECRETARIAT	
IKOM	COUNCIL HALL ELECTRICAL REPAIRS	
OBANLIKU	PARAMOUNT RULER'S PALACE CONSTRUCTION	CULTURAL IDENTITY AND LEADERSHIP SUPPORT.
OBANLIKU	BOREHOLE REHABILITATION	RELIABLE WATER SUPPLY.

OBANLIKU	SECRETARIAT AND OFFICE RENOVATIONS	ENHANCED ADMINISTRATIVE OPERATIONS.
OBANLIKU	EDUCATION AUTHORITY BUILDING CONSTRUCTION	STRENGTHENED EDUCATION GOVERNANCE.
OBANLIKU	PROCUREMENT OF RIDERS VEHICLES	IMPROVED COUNCIL LOGISTICS.
OBUBRA	MARKET AND RECREATIONAL RENOVATIONS	COMMUNITY ECONOMIC REVITALIZATION.
OBUBRA	HEALTH CENTRE AND SCHOOL CONSTRUCTION	IMPROVED PUBLIC SERVICES.
OBUBRA	ADMINISTRATIVE BUILDING IMPROVEMENTS	OPERATIONAL EFFICIENCY.
OBUBRA	PALM SEEDLING DISTRIBUTION	AGRICULTURAL PROMOTION.
OBUDU	REFUSE MANAGEMENT AND INSPECTIONS	CLEANER ENVIRONMENT.
OBUDU	EROSION AND DRAINAGE WORK	REDUCED FLOOD RISK.
ODUKPANI	EROSION CONTROL WORKS	ENVIRONMENTAL PROTECTION AND LAND PRESERVATION.
ODUKPANI	HEALTH AND MATERNITY CENTRE RENOVATIONS	IMPROVED MATERNAL AND CHILD CARE.
ODUKPANI	GATE BEAUTIFICATION	ENHANCED PUBLIC BUILDING VISIBILITY.
ODUKPANI	CONVERSION OF WOMEN CENTRE TO CORPERS' LODGE	SUPPORT FOR YOUTH CORPS MEMBERS.
ODUKPANI	SOLAR STREET LIGHT INSTALLATION	COMMUNITY SECURITY AND NIGHTTIME VISIBILITY.
ODUKPANI	PALM NUT EMPOWERMENT FOR SCHOOLS	AGRO-BASED YOUTH EMPOWERMENT.
ODUKPANI	ROAD AND CULVERT GRADING	INFRASTRUCTURE DEVELOPMENT.
ODUKPANI	GENERATOR AND TRANSFORMER REPAIRS	RESTORED ELECTRICITY SERVICES.
ODUKPANI	LEGISLATIVE AND ADMIN BLOCK UPGRADES	IMPROVED GOVERNANCE FRAMEWORK.
OGOJA	RECONSTRUCTION OF COUNCIL MAIN ENTRANCE GATE	IMPROVED ACCESSIBILITY AND SECURITY.
OGOJA	BEAUTIFICATION OF COUNCIL HALL FRONTAGE AND EAGLE SQUARE	ENHANCED AESTHETICS AND CIVIC PRIDE.
OGOJA	REPAIRS AND TILING OF KEY OFFICES	IMPROVED WORKING CONDITIONS.
OGOJA	VENETIAN BLINDS AND TILING IN DGSA OFFICE	BETTER OFFICE AMBIENCE AND FUNCTIONALITY.

OGOJA	PAINTING OF BUILDINGS AND IRON SURFACES	PRESERVATION AND VISUAL ENHANCEMENT.
OGOJA	RECONSTRUCTION OF COUNCIL STORES	IMPROVED LOGISTICS AND MATERIAL STORAGE.
OGOJA	BOREHOLE AND SOLAR PUMP INSTALLATION	IMPROVED WATER ACCESS FOR STAFF AND OPERATIONS.
OGOJA	PROCUREMENT OF MINI-BUSES	ENHANCED MOBILITY FOR COUNCIL PROGRAMS.
OGOJA	CONSTRUCTION OF NKEM BRIDGE	IMPROVED TRANSPORTATION AND CONNECTIVITY.
OGOJA	DEPLOYMENT OF MEDICAL PERSONNEL	IMPROVED HEALTHCARE SERVICE DELIVERY.
OGOJA	GRADING OF MAJOR ROADS	IMPROVED RURAL ACCESSIBILITY.
OGOJA	SOLAR-POWERED BOREHOLE	SUSTAINABLE WATER ACCESS.
OGOJA	NYSC CAMP VISIT	STRENGTHENED YOUTH ENGAGEMENT.
OGOJA	SUPPORT FOR CIVIC ACTIVITIES	HEIGHTENED COMMUNITY AWARENESS AND WELLNESS.
OGOJA	ARMED FORCES DAY COMMEMORATION	HONORING NATIONAL HEROES AND PROMOTING PATRIOTISM.
OGOJA	OFFICE FURNISHINGS	ENHANCED WORK EFFICIENCY AND ENVIRONMENT.
OGOJA	CONSTRUCTION OF CARNIVAL VILLAGE	ECONOMIC AND CULTURAL TOURISM DEVELOPMENT.
OGOJA	OPENING OF INTERNATIONAL MARKET AND PARK	BOOST TO LOCAL COMMERCE AND TRANSPORTATION.
OGOJA	SOLAR LIGHTING AND GENERATOR REPAIRS	IMPROVED ENERGY RELIABILITY.
OGOJA	AMBULANCE REFURBISHMENT	ENHANCED EMERGENCY RESPONSE.
OGOJA	DRAINAGE OPENING AT MARKET	REDUCED FLOODING AND SANITATION ISSUES.
YAKURR	BREASTFEEDING PROGRAM SENSITIZATION	ENHANCED CHILD NUTRITION AND HEALTH.

YAKURR	SKILLS AND FARM INPUT DISTRIBUTION	AGRICULTURAL PRODUCTIVITY AND YOUTH EMPOWERMENT.
YAKURR	OFFICE RENOVATIONS (MULTIPLE DEPARTMENTS)	IMPROVED WORKING ENVIRONMENTS.
YAKURR	HIV CENTRE CONSTRUCTION	PUBLIC HEALTH INTERVENTION.
YAKURR	GUEST HOUSE LEASE AND COMMERCIAL REVITALIZATION	REVENUE GENERATION.
YAKURR	SECURITY AND HEALTH COLLABORATIONS	SAFER COMMUNITIES AND PROACTIVE CARE.
YAKURR	IMMUNIZATION AND HEALTH OUTREACH	INCREASED VACCINE COVERAGE.

**MDA: BIASE LOCAL GOVERNMENT COUNCIL 2023 – 2026**

1	Expansion of Primary Healthcare Services through PHC Department	<p>1. Strengthened Primary Health Care (PHC) service delivery across all communities in Biase Local Government Area through expanded outreach and health programmes.</p> <p>2. Increased deployment of health workers and vaccination coverage, rising from 2023 levels to 2026 levels, representing approximately 68% improvement in service delivery capacity.</p> <p>3. Enhanced participation in national and global health campaigns including World AIDS Day, World Malaria Day and National Immunization Plus Days.</p>	<ul style="list-style-type: none"> <li>• Improved access to quality healthcare services, leading to better health outcomes and reduced maternal and child mortality.</li> <li>• Increased immunization coverage and improved public health awareness across communities.</li> <li>• Attracted greater involvement of health development partners and organizations in the Local Government Area.</li> </ul>
2	Construction of Solar Boreholes and Overhead Water Tanks	<p>1. Construction and installation of solar-powered boreholes and overhead water tanks in nine (9) additional villages across Biase LGA.</p> <p>2. Significant increase in access to potable water supply from 2023 baseline to 2026 levels, representing approximately 79% improvement in water availability.</p> <p>3. Expansion of community water infrastructure in key settlements including Umuolor, Ipene FOB Camp Urugbam, Ibini, Afono, Abanwan, Abini and the Local Government Secretariat.</p>	<ul style="list-style-type: none"> <li>• Improved access to clean and safe drinking water across multiple communities.</li> <li>• Reduction in waterborne diseases and improved sanitation and hygiene practices.</li> <li>• Enhanced quality of life and reduced burden of water collection for households.</li> </ul>
3	Construction of Box Culverts and Rural Road Infrastructure	<p>1. Construction of box culverts across selected communities in Biase Local Government Area to improve drainage and road connectivity.</p> <p>2. Improvement in accessible road infrastructure index from 52% in 2023 to 62% in 2026, representing approximately 48% improvement in accessibility indicators.</p>	<ul style="list-style-type: none"> <li>• Improved economic activities through better movement of people, goods and services.</li> <li>• Reduced flooding and road deterioration, enhancing transportation safety and efficiency.</li> </ul>

		<p>3. Strengthened rural infrastructure linking communities such as Egbor and surrounding areas.</p>	<ul style="list-style-type: none"> <li>• Strengthened rural development and inter-community connectivity.</li> </ul>
4	Construction and Expansion of Market Infrastructure	<p>1. Construction and expansion of markets across six (6) communities in Biase Local Government Area.</p> <p>2. Increase in lock-up and open shop units from 3,270 in 2023 to 3,710 in 2026, representing approximately 447 additional shops and 64% improvement in market infrastructure capacity.</p> <p>3. Improved market organization and trading environment across key communities including Abini, Akpet No.1, Ibogo, Akparavuni, Iwuru and Obio Ntan.</p>	<ul style="list-style-type: none"> <li>• Increased internally generated revenue (IGR) due to higher trader participation and improved market activities.</li> <li>• Enhanced commercial activity and increased flow of goods and services within the Local Government Area.</li> <li>• Strengthened local economic development and livelihood opportunities.</li> </ul>
5	Expansion of Classroom Blocks and Educational Infrastructure	<p>1. Construction and expansion of classroom blocks and offices in four (4) primary schools across Biase LGA.</p> <p>2. Addition of eleven (11) new classrooms by 2026, representing approximately 46% improvement in educational infrastructure.</p> <p>3. Improved learning environments across public primary schools.</p>	<ul style="list-style-type: none"> <li>• Enhanced teaching and learning conditions for pupils and teachers.</li> <li>• Increased school enrolment and retention rates in the Local Government Area.</li> <li>• Attracted potential interventions and support from development partners and private sector actors.</li> </ul>
6	Renovation of Legislative Chamber	<p>1. Comprehensive renovation and furnishing of the legislative chamber including internal and external structural upgrades, achieving approximately 96% improvement in facility condition.</p> <p>2. Modernization of council chambers to support official legislative functions and governance processes.</p> <p>3. Beautification and improved functionality of council premises.</p>	<ul style="list-style-type: none"> <li>• Improved efficiency and quality of legislative proceedings and governance activities.</li> <li>• Enhanced institutional image and working environment for council officials.</li> <li>• Increased usage of the chamber for major official functions and engagements.</li> </ul>
7	Renovation and Furnishing of Chairman’s Office and Political Block	<p>1. Renovation, painting and furnishing of the Chairman’s office and political block including provision of office furniture and replacement of dilapidated roofing structures.</p> <p>2. Upgrading of administrative facilities across political offices within the council secretariat.</p> <p>3. Improvement of overall office infrastructure and working environment.</p>	<ul style="list-style-type: none"> <li>• Improved working conditions for political office holders and administrative staff.</li> <li>• Enhanced efficiency, productivity and institutional service delivery.</li> <li>• Strengthened governance and administrative coordination within the council.</li> </ul>
8	Scholarship Awards to Tertiary Institution Students	<p>1. Provision of scholarship and financial assistance to 120 tertiary institution students to support education and reduce financial barriers.</p> <p>2. Increase in student retention and educational participation, with improved access to higher</p>	<ul style="list-style-type: none"> <li>• Improved access to higher education for indigent students.</li> <li>• Reduction in dropout rates and increased number of educated youths within the Local</li> </ul>

		education support between 2023 and 2026. 3. Expansion of educational support initiatives to reduce school dropout rates.	Government Area.  • Strengthened human capital development and youth empowerment.
9	Women and Youth Skills Acquisition and Empowerment Programme	1. Training and empowerment of 100 young women and girls with vocational skills and financial support for small business establishment. 2. Provision of startup capital to beneficiaries to enhance entrepreneurship and self-reliance. 3. Improvement in livelihood support programmes for women and vulnerable groups.	• Improved household income and financial independence among beneficiaries.  • Enhanced economic empowerment and reduction in poverty levels.  • Increased citizen confidence and trust in government empowerment initiatives.
10	Rural Road Rehabilitation and Transport Infrastructure Improvement	1. Renovation of Ibogo bus stop and grading of 18km of roads including Ikot Ana and Ufut road networks. 2. Reduction in previously inaccessible road networks across communities within Biase LGA. 3. Improved rural transport infrastructure and connectivity.	• Improved movement of goods, services and people across communities.  • Enhanced economic activity and rural accessibility.  • Strengthened government presence and development impact in rural areas.

### Local Governance

#### Senator Prince Edet Otu’s Local Government Transformation: Strengthening Grassroots Governance in Cross River State (2023–2026)

Under the leadership of **Senator Prince Edet Otu**, Cross River State has experienced a comprehensive revitalization of its local government system. From 2023 to 2026, the administration prioritized institutional strengthening, financial accountability, infrastructure development, and capacity building at the grassroots level. These interventions have enhanced service delivery, improved fiscal management, and delivered tangible dividends of democracy to citizens across all 18 Local Government Areas.

#### Administrative Reforms and Payroll Efficiency

The Ministry of Local Government Affairs achieved significant milestones in operational efficiency:

- Completed the long-abandoned **Cross River State Local Government Service Commission Headquarters** at the Calabar Secretariat, providing a modern working environment for enhanced productivity.
- Successfully **re-integrated and centralized the Local Government Payroll System**, ensuring seamless transition from active service to retirement payroll. This reform eliminated salary indebtedness for Unified Local Government Council staff, paid gratuities to retirees from 2012–2015, and implemented outstanding promotions from 2015 to date.
- Broader payroll sanitization efforts, including crackdowns on ghost workers and integration of newly recruited staff, have brought greater transparency, data security, faster processing, and full compliance with labour laws.

The Local Government Service Commission reinforced discipline, reducing negative staff behaviour from **80% in 2023 to 30% in 2026**, while conducting routine inspections, installing solar power systems, and upgrading ICT and office infrastructure. Office relocation to permanent sites further delivered cost savings.

#### Capacity Building and Institutional Strengthening

The administration invested heavily in human capital development:

- Trained Local Government Budget Officers on **IPSAS and Plan-Driven Budgeting**, vetted the **2025 Budget Proposals** of all 18 LGAs, and prepared the Ministry’s 2025 Action Plan.

- Organized capacity-building workshops for newly elected Chairmen, Vice Chairmen, and Heads of Local Government Administration across the three senatorial districts.
- Conducted periodic surveys across the 18 LGAs — the **first of their kind** — to gather consistent data for evidence-based planning, performance benchmarking, and continuous improvement.
- Sustained **monthly Joint Allocation Committee (JAC) meetings** for transparent fund allocation, project prioritization based on community needs, and effective oversight.

#### Grassroots Infrastructure and Service Delivery

Local Government Councils across the state executed numerous impactful projects, supported by state-wide infrastructure initiatives that included rehabilitation and construction of over 120 roads across the 18 LGAs (averaging at least 20km per LGA in many areas).

#### Water and Sanitation:

- Widespread installation of **solar-powered boreholes** and overhead tanks (e.g., nine additional villages in Biase LGA, representing a substantial improvement in water access). Similar interventions in Akamkpa, Akpabuyo, Boki, Ogoja, and others have reduced waterborne diseases and improved hygiene.

#### Roads and Mobility:

- Extensive road grading, culvert construction, and erosion control (e.g., **21km** of interventions in Akamkpa, multiple kilometers in Bekwarra, Boki, Ikom, Obudu, Ogoja, and ongoing projects like Ndok Junction–Mbube–Okubushuyu in Ogoja/Boki axis). These have enhanced connectivity, reduced travel time, and stimulated economic activities in rural communities.

#### Markets and Economic Infrastructure:

- Construction of **144 open market shades** in Biase and numerous lock-up shops across councils, contributing to increased Internally Generated Revenue (IGR) and local commerce.

#### Education, Health, and Social Services:

- Renovation and construction of classroom blocks, health centres, maternity facilities, and primary healthcare outreach (with notable improvements in immunization coverage and medical outreaches).
- Distribution of school materials, exercise books, fertilizers, palm seedlings, and skills empowerment programmes for youths and women.
- Security enhancements, such as police station renovations (e.g., in Akpabuyo and Oban) and improved community policing, contributing to safer environments in previously challenging areas like Akpabuyo.

#### Administrative Facilities:

- Comprehensive renovation of secretariats, legislative chambers (e.g., **96% improvement** in Biase), executive blocks, staff quarters, and gates across most LGAs. Solar lighting, generators, furniture, and modern office upgrades have transformed working environments.

Notable examples include Akpabuyo's extensive secretariat rehabilitation and security improvements, Ogoja's bridge construction, market development, and carnival village, Obanliku's Paramount Ruler's Palace, and Biase's market and educational expansions.

#### Overall Impact and Enduring Legacy

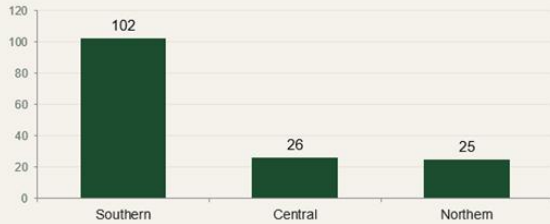
In just three years, Senator Prince Edet Otu's administration has repositioned local governments as effective engines of grassroots development. Key outcomes include:

- **Improved financial management and transparency** through centralized payroll, JAC oversight, and payroll reforms.
- **Significant reduction in infrastructure deficits** with widespread roads, water, market, health, and office projects reaching nearly every LGA.
- **Enhanced human capacity**, staff professionalism, and evidence-based planning.
- **Better service delivery** in health, education, water, sanitation, and security, directly impacting quality of life at the community level.
- **Strengthened local governance structures** with modern facilities and responsive administration.

By addressing long-standing challenges of abandoned projects, irregular payments, weak institutions, and poor infrastructure, Governor Otu has restored credibility and functionality to the local government system. The reforms and projects executed between 2023 and 2026 have brought governance closer to the people, stimulated local economies, improved security in key areas, and created a more accountable grassroots framework.

As Cross River State advances, the solid foundation laid in local governance will continue to support sustainable development, improved service delivery, and inclusive growth, cementing Senator Prince Edet Otu’s legacy as a leader who empowered communities from the grassroots upward.

## 150km+ Roads Delivered, 527 Hectares Surveyed, Power & Water Revived



### Major Road Projects

**Southern:** Murtala Hwy & Marian Rd (19.17km), Parliamentary (6km), Esuk Utan (2.1km), 50+ Calabar streets, Oban-Nsan (28km)

**Central:** Ugep (9.74km), Mkpan-Agoi (5km), Ikrom (11.4km)

**Northern:** Ogoja (16.25km), Yahe-Wanokom (5km), Yache-Alifokpa (3km), Boki (17km)

Yellow Duke and Akhreha/Okpoku Bridges reconstructed

### Power & Electrification

- 33kV networks rehabbed (Odukpani/Akamkpa 22km, Akpabuyo/Bakassi 15km)
- New substations (300KVA to 1MVA) installed
- Adiabo Power Plant (26MW) takeover
- Operation Light Up Cross River launched

Solar street lights across 4 cities

### Water Supply & Sustainable Transport

- Calabar Water Works revived (64,700m<sup>3</sup>)
- 5 outstation plants rehabbed
- 151 hand pumps rehabbed, 9 solar boreholes
- 200 e-motorcycles + 100 EVs + 400 e-keke
- CNG conversion stations established

### Lands, Housing & Geospatial

527,376 hectares surveyed for housing, SAPZ, and health | 130 government houses recovered | CORS stations established in Calabar and Ikrom | CRGIA revenue up 169.3% | Bakassi Deep Sea Port surveys completed | 3D mapping of 10,000-hectare Obudu Cattle Ranch

11.1.13: INFORMATION CLUSTER

INFORMATION

**CLUSTER VISION:** To create a well-informed society through innovative, transparent, and inclusive communication strategies that drive good governance, promote Cross River State’s developmental agenda, and enhance its reputation as a leading hub for tourism, investment, and sustainable growth.

**Members:**

- Ministry of Information
- Cross River Broadcasting Corporation (CRBC) Calabar
- The Nigerian News Paper Corporation
- Office of the Chief Press Secretary
- New Media and Digital Communications Team of Governor’s Office
- Information Units of MDAs and LGCs
- Cross River State SIGNAGE and Advertising Agency
- Cross River Broadcasting Corporation (CRBC) Ikom

**Table 11: Achievements and Impacts of Social Services Cluster**

MDA: MINISTRY OF INFORMATION			
S/N	PROGRAMME/ PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	<b>Strategic Media Engagement and Visibility</b>	<ul style="list-style-type: none"> <li>▪ For the first time in many years, the Commissioner has consistently made quarterly appearances on national television stations</li> <li>▪ Aimed on articulating government policies, addressing public concerns, and enhancing the transparency of government operations..</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved policy communication and public trust</li> <li>▪ Government transparency and citizen engagement</li> <li>▪ Public awareness and ministry role</li> </ul>
	<b>Revitalization of Ministry Infrastructure</b>	<ul style="list-style-type: none"> <li>▪ After over 15 years of operational stagnation, the Ministry of Information has, under the current administration, successfully procured essential working tools, including computers and other ICT equipment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ improved staff efficiency and service delivery across the ministry.</li> <li>▪ Staff productivity rise with ICT enabled workpace</li> </ul>
	<b>Reclaiming International Media Presence</b>	<ul style="list-style-type: none"> <li>▪ CRS absence from international media presence. However, with the proactive efforts of the current administration, deliberate steps have been taken to re-establish the state’s visibility on global platforms.</li> </ul>	<ul style="list-style-type: none"> <li>▪ CRS is gradually reclaiming its position in the international information space.</li> <li>▪ State image enhanced through strategic communication</li> </ul>
	<b>Bridging the Man-Power gap</b>	<ul style="list-style-type: none"> <li>▪ For over 15 years, there had been no new employment within the ministry, leading to a significant human resource gap. However, under the current administration, the ministry has made notable progress by recruiting 20 new personnel with efforts ongoing to address the remaining staffing shortfall.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revitalization of Human Resource Development in the Media Sector</li> </ul>
1	Commercial Printing of Government Gazettes, White	1. Successfully undertook the printing and publication of official Government Gazettes including 18 enacted laws, the 2025 Appropriation Law and other legislations passed by the Cross River State House of Assembly and duly assented	<ul style="list-style-type: none"> <li>• Enhanced transparency, accountability and public access to official government laws and policy documents.</li> </ul>

	Papers and Tender Journals	<p>to by the Governor.</p> <p>2. Strengthened official documentation, archival records and dissemination of legal and policy instruments across government institutions.</p> <p>3. Improved efficiency in government publication and documentation processes.</p>	<ul style="list-style-type: none"> <li>• Strengthened institutional record-keeping and legal documentation framework within the State.</li> </ul>
2	Publication of Government Activities (Giant Strides Magazine and Related Publications)	<p>1. Sustained the publication of the full-colour “Giant Strides Magazine” from 2023 to date, documenting government policies, programmes and achievements.</p> <p>2. Produced six (6) editions successfully, with the seventh edition currently in progress, capturing developmental projects and state activities.</p> <p>3. Expanded coverage of government communication materials for public awareness and historical documentation.</p>	<ul style="list-style-type: none"> <li>• Improved public awareness of government projects, programmes and policy achievements across the State.</li> <li>• Created a consistent archival record of governance activities for reference and posterity.</li> </ul>
3	Government Documentary Production	<p>1. Produced a high-quality documentary titled “Governor Otu @2”, showcasing governance achievements and developmental milestones.</p> <p>2. The documentary was aired on major national and international television platforms including Channels TV, AIT, TVC, Arise TV and NTA between May and June 2025.</p> <p>3. Strengthened strategic storytelling and visual communication of government achievements.</p>	<ul style="list-style-type: none"> <li>• Increased national visibility and positive perception of Cross River State Government achievements.</li> <li>• Strengthened media engagement and public understanding of government developmental initiatives.</li> </ul>
4	Monthly Ministerial Press Briefings and Media Engagement	<p>1. Ensured regular ministerial press briefings by the Honourable Commissioner for Information to provide updates on government programmes and policies.</p> <p>2. Facilitated consistent national media appearances on Channels TV, AIT, TVC, Arise TV and NTA to project government activities.</p> <p>3. Strengthened communication between government and citizens through structured media engagements.</p>	<ul style="list-style-type: none"> <li>• Enhanced national visibility and improved public awareness of government policies and developmental programmes.</li> <li>• Strengthened government-citizen communication and transparency in governance.</li> </ul>
5	Mass Mobilization and Orientation on Government Activities	<p>1. Intensified dissemination of government information through press releases, media engagement and Information Officers across MDAs.</p> <p>2. Strengthened public enlightenment and citizen engagement on government policies and programmes.</p> <p>3. Improved coordination of information flow across government institutions.</p>	<ul style="list-style-type: none"> <li>• Increased access to timely and accurate information on government policies and programmes.</li> <li>• Improved citizen awareness, participation and support for government initiatives.</li> </ul>
6	National and State Celebrations Coverage (Children’s Day, Independence)	<p>1. Sustained coverage and coordination of national events including Children’s Day, Independence Day and Democracy Day celebrations.</p> <p>2. Coordinated the 1st and 2nd anniversary celebrations of the “People’s First Administration” in 2024 and 2025.</p>	<ul style="list-style-type: none"> <li>• Strengthened civic awareness and national identity among citizens.</li> <li>• Improved documentation and</li> </ul>

	Day, Democracy Day)	3. Provided continuous media visibility for state-wide commemorative activities.	public visibility of major state and national events.
7	Daily News Bulletin Publication and Digital Information Dissemination	<ol style="list-style-type: none"> <li>1. Sustained daily publication and circulation of the Ministry’s News Bulletin to MDAs, groups and individuals.</li> <li>2. Enhanced digital dissemination through official government platforms and websites including <a href="http://www.crossriverstate.gov.ng">www.crossriverstate.gov.ng</a> and <a href="http://moi.cr.gov.ng">moi.cr.gov.ng</a>.</li> <li>3. Improved real-time information sharing across government and the public.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased speed and accessibility of government information dissemination.</li> <li>• Strengthened digital communication systems and inter-agency information flow.</li> </ul>
8	Cross River State Newspaper Corporation Operations	<ol style="list-style-type: none"> <li>1. Sustained weekly publication of the Nigerian Chronicle and Weekend Chronicle under the State Newspaper Corporation.</li> <li>2. Achieved over 173 editions published during the reporting period.</li> <li>3. Maintained consistent print media presence for government communication.</li> </ol>	<ul style="list-style-type: none"> <li>• Strengthened print media visibility and documentation of government activities.</li> <li>• Improved public access to verified government news and updates.</li> </ul>
9	Village Square Broadcast and Traditional Communication Programme	<ol style="list-style-type: none"> <li>1. Produced and sustained the “Village Square” broadcast programme promoting traditional values and grassroots communication.</li> <li>2. Supported CRBC Ikom in sustaining daily radio broadcasts and preparation for upgraded broadcasting equipment.</li> <li>3. Strengthened engagement with traditional rulers and rural communities through media programming.</li> </ol>	<ul style="list-style-type: none"> <li>• Reinforced cultural values, traditional governance systems and community engagement.</li> <li>• Improved rural information dissemination and grassroots participation in governance.</li> </ul>
10	Media Relations and National Engagements	<ol style="list-style-type: none"> <li>1. Participated in national commissioners’ forums under the Progressive Governors’ Forum in Abuja and Maiduguri.</li> <li>2. Facilitated multiple national television appearances to showcase developmental strides of the State Government.</li> <li>3. Strengthened intergovernmental communication and media diplomacy.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhanced national visibility and reputation of Cross River State Government.</li> <li>• Strengthened media relations and inter-state collaboration on information management and public communication.</li> </ul>

**MDA: CROSS RIVER BROADCASTING CORPORATION (CRBC)**

S/N	PROGRAMME/PROJECT	MOST SIGNIFICANT CHANGE (MSC)	PROOF OF IMPACT/INFLUENCE
1	Digital Transformation of Newsroom and Studio Infrastructure	<ol style="list-style-type: none"> <li>1. Successfully remodelled the CRBC Newsroom into a fully paperless digital newsroom with real-time reporter logging, improving efficiency in news production and dissemination.</li> <li>2. Installed inverter systems in four (4) television and radio studios to ensure uninterrupted broadcasting operations and stable power supply.</li> <li>3. Established a modern Podcast Studio in partnership with diaspora streaming partners in</li> </ol>	<ul style="list-style-type: none"> <li>• Improved efficiency, speed and professionalism in news gathering, editing, production and broadcasting processes.</li> <li>• Elimination of transmission downtime resulting in uninterrupted on-air broadcasting services.</li> <li>• Expanded digital content</li> </ul>

		the United States of America to expand digital broadcasting capabilities and global audience engagement.	creation, online streaming and multimedia dissemination platforms for wider audience engagement.
2	Expansion of Broadcast Reach and Accessibility	<ol style="list-style-type: none"> <li>1. Migrated CRBC television broadcasting services to Satellite TV platforms accessible through Free-to-Air decoders for wider public access.</li> <li>2. Launched the Radio Garden 24/7 service to improve global online radio streaming and accessibility.</li> <li>3. Developed and introduced the CRBC Mobile Application “Naija TV” to enable television viewing on mobile devices and digital platforms.</li> <li>4. Acquired and installed a new television transmitter and successfully migrated CRBC services to the GOTV broadcasting platform.</li> <li>5. Secured a three-month NIGOSAT carriage fee subscription through government support and subsidy arrangements.</li> </ol>	<ul style="list-style-type: none"> <li>• Significantly expanded broadcast coverage and accessibility, enabling Cross Riverians within and outside the State to access CRBC television and radio services seamlessly.</li> <li>• Increased audience reach and listenership across more than ten (10) Local Government Areas and international digital audiences through online streaming platforms.</li> <li>• Enhanced real-time access to news, information, education and entertainment content through multiple digital broadcasting channels.</li> </ul>
3	Regulatory Compliance and Content Development	<ol style="list-style-type: none"> <li>1. Processed and secured thematic language broadcasting licence approvals from the National Broadcasting Commission (NBC) to strengthen localized communication and inclusiveness.</li> <li>2. Produced and developed culturally enriched and tourism-focused programmes for migration to the GOTV platform and other digital broadcasting channels.</li> <li>3. Expanded indigenous language and cultural content aimed at promoting public enlightenment, tourism and heritage preservation.</li> </ol>	<ul style="list-style-type: none"> <li>• Improved grassroots communication, public understanding and awareness of government programmes, policies and community development initiatives.</li> <li>• Increased promotion and visibility of Cross River State’s cultural heritage, tourism attractions and indigenous identity to national and international audiences.</li> </ul>

## INFORMATION

### Information

Under the visionary leadership of **His Excellency, Senator Prince Bassey Edet Otu**, Cross River State has recorded remarkable achievements within the Social Services Cluster between 2023 and 2026, particularly through the strategic performance of the Ministry of Information and the Cross River Broadcasting Corporation (CRBC). These interventions reflect a deliberate effort to strengthen public communication, deepen transparency, modernize information systems, and enhance citizen engagement across the State.

At the Ministry of Information, Cross River State, the administration delivered a major turnaround in institutional efficiency and public communication. For the first time in many years, the Honourable Commissioner maintained consistent quarterly appearances on national television stations, strengthening policy articulation, addressing public concerns, and improving transparency in governance. This shift significantly improved policy communication, restored public trust, and expanded citizen engagement.

The Ministry also underwent a major **revitalization of infrastructure**, following over 15 years of operational stagnation. Essential ICT equipment, including computers and digital tools, were procured, resulting in improved staff efficiency and enhanced productivity through ICT-enabled workflows. In addition, the Ministry addressed a long-standing manpower gap of over 15 years by recruiting **20 new personnel**, thereby strengthening human resource capacity in the media sector.

In a major step toward institutional modernization, the State successfully undertook the **commercial printing of Government Gazettes, White Papers, Tender Journals, and 18 enacted laws**, including the 2025 Appropriation Law and other legislations passed by the State House of Assembly. This strengthened legal documentation, improved archival systems, and enhanced public access to government policies, promoting transparency and accountability.

Public communication was further strengthened through the **publication of the “Giant Strides Magazine”**, which has remained consistent from 2023 to date, with six completed editions and a seventh in progress. This initiative has improved public awareness of government programmes while creating a reliable historical record of governance achievements.

A landmark achievement was the production and nationwide airing of the documentary **“Governor Otu @2”**, broadcast between May and June 2025 across major platforms including Channels TV, AIT, TVC, Arise TV, and NTA. This significantly elevated Cross River State’s national visibility and improved public perception of government development efforts.

Through sustained **monthly press briefings and media engagements**, the Ministry ensured regular communication between government and citizens, with consistent appearances across national media platforms. This strengthened transparency, improved governance communication, and enhanced public awareness of state policies.

The administration also intensified **mass mobilization and orientation programmes**, expanding dissemination of information through press releases, Information Officers across MDAs, and coordinated messaging. This improved citizen awareness, participation, and trust in government initiatives.

National and state ceremonial coverage—including Children’s Day, Independence Day, Democracy Day, and the 1st and 2nd anniversary celebrations of the “People’s First Administration” in 2024 and 2025—was effectively coordinated, strengthening civic identity and ensuring proper documentation of major events.

Digital transformation was further consolidated through the **daily publication of news bulletins**, distributed across MDAs and individuals, and supported by official portals such as [www.crossriverstate.gov.ng](http://www.crossriverstate.gov.ng) and [moi.cr.gov.ng](http://moi.cr.gov.ng). This enhanced real-time information flow and strengthened digital governance systems.

The State also sustained operations of the **Cross River State Newspaper Corporation**, producing over **173 editions** of the Nigerian Chronicle and Weekend Chronicle, ensuring consistent print media visibility and archival documentation of government activities.

Grassroots communication was strengthened through the **Village Square Broadcast Programme**, which promoted traditional values and improved engagement with rural communities and traditional rulers. This deepened cultural integration and improved information dissemination at the grassroots level.

At the level of media diplomacy, the Ministry actively participated in national commissioners’ forums under the Progressive Governors’ Forum in Abuja and Maiduguri, further strengthening Cross River State’s national visibility and intergovernmental communication.

A major institutional success was also recorded in the Cross River Broadcasting Corporation, which underwent a comprehensive transformation between 2023 and 2026.

The Corporation achieved a full **digital newsroom transformation**, converting operations into a paperless system with real-time reporting tools. Four television and radio studios were equipped with inverter systems to guarantee uninterrupted broadcasting, while a modern podcast studio was established in partnership with diaspora streaming collaborators in the United States. These reforms significantly improved efficiency, eliminated transmission downtime, and expanded digital content production.

CRBC also expanded its broadcast reach significantly. Television services were migrated to satellite and Free-to-Air platforms, while the **Radio Garden 24/7 service** enabled global streaming access. The introduction of the **“Naija TV” mobile application**, alongside migration to the GOTV platform and installation of a new transmitter, further broadened audience reach. Additionally, a three-month NIGOSAT carriage fee subscription was secured through government support, ensuring sustained transmission.

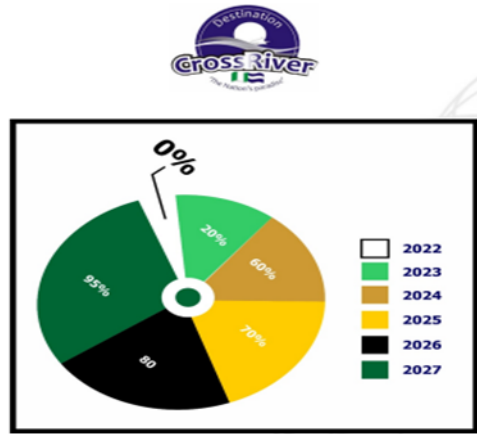
These interventions expanded CRBC’s audience reach across more than **ten Local Government Areas**, while also extending access to international digital audiences. Citizens now enjoy real-time access to news, education, and entertainment through multiple digital channels.

On content development and regulatory compliance, CRBC secured NBC thematic language broadcasting licenses, expanded indigenous language programming, and developed tourism-focused content. These efforts strengthened cultural preservation, improved grassroots communication, and enhanced the visibility of Cross River State’s heritage and tourism assets both nationally and internationally.

Collectively, these achievements under the Social Services Cluster reflect a coordinated and strategic governance approach by His Excellency, Senator Prince Bassey Edet Otu—one that has modernized information systems, strengthened institutional capacity, expanded public engagement, and repositioned Cross River State as a more transparent, connected, and digitally responsive government.

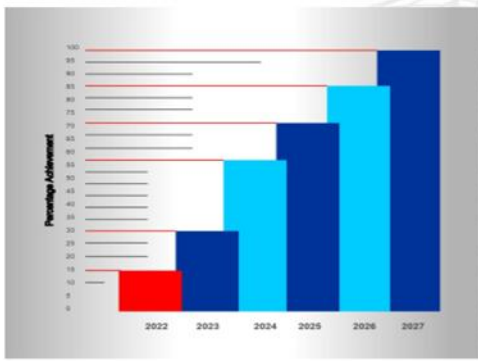


In 2023, the Ministry’s Website [www.moi.cr.gov.ng](http://www.moi.cr.gov.ng) which has been down since 2015 was resuscitated with the creation of other Social Media Platforms such as Facebook Page, Instagram and X(formerly Twitter) for the massive publicity of Government activities online. With this website, we have been able to achieve 70% Publicity, both at home and in the diaspora. Our target is to achieve 95% by 2027 with full mergers with the State website



### Ministry’s Daily News Bulletin Publication

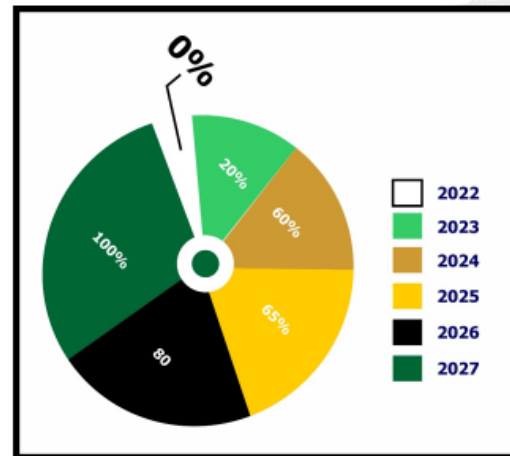
(2023 – 2025)  
As at 2022, no production of Bulletin, by January 2023 production was re-introduced and has been Sustained with higher circulation from 2023 till date (See Histogram). We hope to achieve over 99% Circulation by 2027.





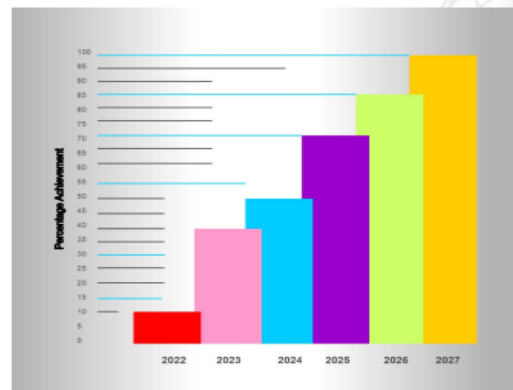
(2023 – 2025)

The *Giant Strides* Magazine is the Ministry's all gloss, all colour Giant Publication capturing many developmental projects, programmes and other Government events for public knowledge and posterity. It was last published in July 2017 and only resumed in October 2023 and has been sustained till date. Over 13,000 Copies have been circulated both at home and across the Country. More People are having access to the Magazine and are conversant with activities of the current administration



2023-2025

The Commissioner made several appearances on National Television Stations such as Channels, AIT, Arise, NDTV, NTA, TVC, etc to highlight the developmental strides of Governor Bassey Edet Otu from all sectors under the Media Relations Initiative. Before August 2023, the rating of Cross River State was at the lowest ebb but following these activities, the State's rating has risen from 28% News coverage 2022 to 78% in 2025. we hope to achieve 95% in 2027 (see Histogram)





**GOVERNOR'S OTU'S TRANSFORMATIONAL INITIATIVES**  
FOR A HEALTHY, GREEN AND CLEAN CROSS RIVER STATE

**BUILDING A GREATER CROSS RIVER**  
TOGETHER WE CAN!

## IKOM URBAN DEVELOPMENT AUTHORITY

**CLEAN DRAINAGES • HEALTHY ENVIRONMENT • GREATER IKOM**

Through consistent evacuation of refuse and clearing of blocked drainages, we are preventing floods, protecting lives and building a cleaner, safer Ikom.

**EVACUATION OF REFUSE FROM BLOCKED DRAINAGE SYSTEM**

**BEFORE**

**AFTER**

**ENVIRONMENTAL SANITATION BY IKOM URBAN DEVELOPMENT AUTHORITY**

**A CLEAN IKOM IS A HEALTHY IKOM!**

**GREATER CROSS RIVER**

**HEALTHY COMMUNITIES**

**GREEN ENVIRONMENT**

**CLEAN DRAINAGES**

**TOGETHER, WE KEEP IKOM CLEAN AND GREEN**  
THANK YOU, GOVERNOR OTU, FOR YOUR LEADERSHIP AND COMMITMENT TO A BETTER CROSS RIVER STATE.

Powered by **IKOM URBAN DEVELOPMENT AUTHORITY**

**GOVERNOR'S OTU'S TRANSFORMATIONAL INITIATIVES**  
Building Skills. Creating Opportunities. Securing Our Future.

**INVESTING IN PEOPLE. TRANSFORMING LIVES. BUILDING A GREATER CROSS RIVER STATE**

## TRAINING OF YOUTHS AND FARMERS

**IN INNOVATIVE AND INTEGRATED AGRICULTURAL VALUE CHAIN**

**SKILLS DEVELOPMENT**

**MODERN PRACTICES**

**VALUE CHAIN INTEGRATION**

**PRODUCTIVITY**

**YOUTH EMPOWERMENT**

**SUSTAINABLE FUTURE**

**FOCUS AREAS**

- INNOVATIVE FARMING TECHNIQUES
- INTEGRATED VALUE CHAIN TRAINING
- MARKET ACCESS & BUSINESS DEVELOPMENT
- CLIMATE SMART & SUSTAINABLE AGRICULTURE
- YOUTH ENTREPRENEURSHIP & JOB CREATION

**OUTCOMES**

- EMPOWERED YOUTHS
- INCREASED PRODUCTIVITY
- HIGHER INCOMES
- FOOD SECURITY & SUSTAINABILITY

**“When we invest in our youths and empower our farmers with knowledge and modern skills, we build a productive, self-reliant and prosperous Cross River State.”**  
— Governor Bassey Otu

**A SKILLED YOUTH. A PRODUCTIVE FARMER. A PROSPEROUS CROSS RIVER STATE.**

Powered by **IKOM URBAN DEVELOPMENT AUTHORITY**



**CROSS RIVER STATE GOVERNMENT**

# KEEPING OUR ENVIRONMENT CLEAN & HEALTHY

Cross River State Government commends Ikrom Urban Development Authority for the successful evacuation of refuse from blocked drainage systems.

**BEFORE**



Blocked drainage system filled with refuse

**AFTER**



Drainage system cleared for a healthier environment

**HIS EXCELLENCY SEN. PRINCE BASSEY OTU GOVERNOR, CROSS RIVER STATE**

## A CLEAN ENVIRONMENT BUILDS A BETTER FUTURE

- Prevents disease and safeguards public health
- Ensures proper drainage and flood prevention
- Promotes cleaner communities and better living
- Supports sustainable urban development

**TOGETHER, WE CAN KEEP OUR COMMUNITIES CLEAN, SAFE AND SUSTAINABLE.**

**CROSS RIVER STATE GOVERNMENT**  
www.crossriverstate.gov.ng | f X @CrossRiverGov

*Our People. Our Strength. Our Future.*

**3<sup>RD</sup> Year of Transformational Leadership**

Building People. Empowering Lives. Securing the Future.

# JOB CREATION PROGRAMME

**POWERING EMPLOYMENT. BUILDING SUCCESS.**

Creating opportunities, building skills and empowering our people for a prosperous future.



## JOB CREATION PROGRAMME

### POWERS EMPLOYMENT

**WE FOCUS ON:**

- EMPLOYMENT OPPORTUNITIES
- SKILL DEVELOPMENT
- YOUTH EMPOWERMENT
- ECONOMIC GROWTH

*Empowered People. Stronger Economy.*

**A BRIGHTER TOMORROW STARTS TODAY!**

**COMMITTED TO SUSTAINABLE WEALTH CREATION AND INCLUSIVE DEVELOPMENT.**

**CREATING JOBS TRANSFORMING LIVES**



**3<sup>RD</sup> Year of Transformational Leadership**

Building People. Empowering Lives. Securing the Future.

# GOVERNOR OTU'S TRANSFORMATIONAL INITIATIVES

TRAINING OF CRS YOUTHS AND FARMERS

## INNOVATIVE AND INTEGRATED VALUE CHAIN

AT CSS GLOBAL FARM, NASARAWA STATE



EMPOWERMENT OF **250** ELDERLY PEOPLE CASH ASSISTANCE

• BUILDING SKILLS. CREATING JOBS. GROWING OUR FUTURE.



CROSS RIVER STATE GOVERNMENT

# EMPOWERING LEADERS. BUILDING THE FUTURE.

Cross River State Government, in partnership with **The FACTORY INCUBATOR TINAPA**, is equipping our leaders with digital skills and tools for growth.



**HIS EXCELLENCY SEN. PRINCE BASSEY OTU**  
GOVERNOR, CROSS RIVER STATE

Heads of MDAs in IT training and Empowerment in partnership with The FACTORY INCUBATOR TINAPA

The CEO State Planning Commission, Dr. Bong Duke at the IT training and Empowerment in partnership with The FACTORY INCUBATOR TINAPA

### BUILDING SKILLS. STRENGTHENING LEADERSHIP. DRIVING DEVELOPMENT.

**THIS PARTNERSHIP FOCUSES ON:**

- Enhancing Digital Skills for Effective Governance
- Empowering MDAs with Practical IT Knowledge
- Fostering Innovation and Entrepreneurship
- Building Capacity for Sustainable Economic Growth

**TOGETHER, WE ARE:**

- EQUIPPING OUR LEADERS FOR A DIGITAL FUTURE
- ENHANCING SERVICE DELIVERY THROUGH TECHNOLOGY
- CREATING OPPORTUNITIES AND DRIVING PROSPERITY FOR ALL

*Empowered Leaders. Stronger Institutions. Prosperous Cross River.*

factory | TINAPA

COMMITTED TO CAPACITY BUILDING, INNOVATION & INCLUSIVE GROWTH.



**TRANSFORMING EDUCATION. BUILDING THE FUTURE.**  
SERVICE • INNOVATION • EXCELLENCE

**CROSS RIVER STATE GOVERNMENT**

**CELEBRATING 3<sup>RD</sup> ANNIVERSARY IN OFFICE**

## ANOTHER STEP TOWARDS QUALITY EDUCATION. LASTING IMPACT.

Printing and supply of Numeracy and Literacy Learning Materials and Teachers Guide for Primary 1–6 across Cross River State.

**PROVIDING THE TOOLS THAT BUILD TOMORROW**

This initiative ensures our teachers have the right resources to deliver better lessons and empower every child to learn, grow and succeed.



**THE IMPACT**

- Improved learning outcomes for children
- Better teaching with comprehensive guides
- Access to quality learning materials
- Stronger academic foundation for our future leaders
- Investment in education is an investment in our future

Education remains the key that unlocks the potentials of our people and drives the progress of our State.

– Senator Apostle Prince Bassey Edet Otu  
Governor, Cross River State

STRONG SUPPORT. STRONG TEACHERS. STRONGER STUDENTS.

**CROSS RIVER STATE GOVERNMENT**

# IKOM OXYGEN PLANT BOOSTS EMERGENCY HEALTHCARE SERVICES IN CENTRAL CROSS RIVER

Emergency and critical healthcare services in Ikom and the wider Central Senatorial District have received a major boost following the completion of a state-of-the-art Oxygen Plant in Ikom.



**HIS EXCELLENCE**  
**SEN. PRINCE BASSEY OTU**  
GOVERNOR, CROSS RIVER STATE

**PROJECT COMPLETED FOR A HEALTHIER TOMORROW**



- Reliable Oxygen Supply for Health Facilities
- Strengthened Emergency Response
- Improved Patient Outcomes and Life Saving Care
- Better Health for Our People, Stronger Communities

“Our commitment to quality healthcare is unwavering. This Oxygen Plant ensures our people have access to life-saving care when it matters most.”

**IKOM IS RISING. TOGETHER, WE BUILD THE FUTURE.**

This project reflects our promise to deliver real solutions that touch lives and build a healthier, stronger Cross River.

**PEOPLE FIRST. HEALTH FIRST. BETTER FUTURE.**

CELEBRATING  
**3 YEARS OF IMPACT**  
2023 – 2026

**GOVERNOR OTU'S TRANSFORMATIONAL INITIATIVES**

MARKING HIS 3RD ANNIVERSARY IN OFFICE

**24 SEATER COASTER BUS**  
COLLEGE OF NURSING SCIENCES, OGOJA

**HEALTH IS A PRIORITY**

As part of our People First mantra, we continue to strengthen healthcare delivery and improve access to quality medical services for all.

From upgrading health facilities to investing in modern equipment and supporting our dedicated health professionals, we are building a healthier, stronger Cross River State—one community at a time.

**OUR FOCUS**

- + Healthcare Improved
- 🎓 Education Transformed
- 🏗️ Infrastructure Developed
- 👥 Youth Empowered

**BUILDING A BETTER CROSS RIVER STATE TOGETHER**

**THE JOURNEY CONTINUES... THE BEST IS YET TO COME!**

HE. SEN. APOSTLE (DR) PRINCE  
**BASSEY EDET OTU**  
GOVERNOR OF CROSS RIVER STATE

3<sup>RD</sup> ANNIVERSARY  
IN OFFICE

HEALTH CENTRE, ASABANKA

AKPABUYO LOCAL GOVERNMENT AREA

BEFORE

AFTER

A large crowd of people is gathered for an event. In the background, a stage is visible with a large screen and several tall poles. The scene is captured from a high angle, looking down on the crowd.

**Cross River State Planning Commission  
Calabar, Cross River State**