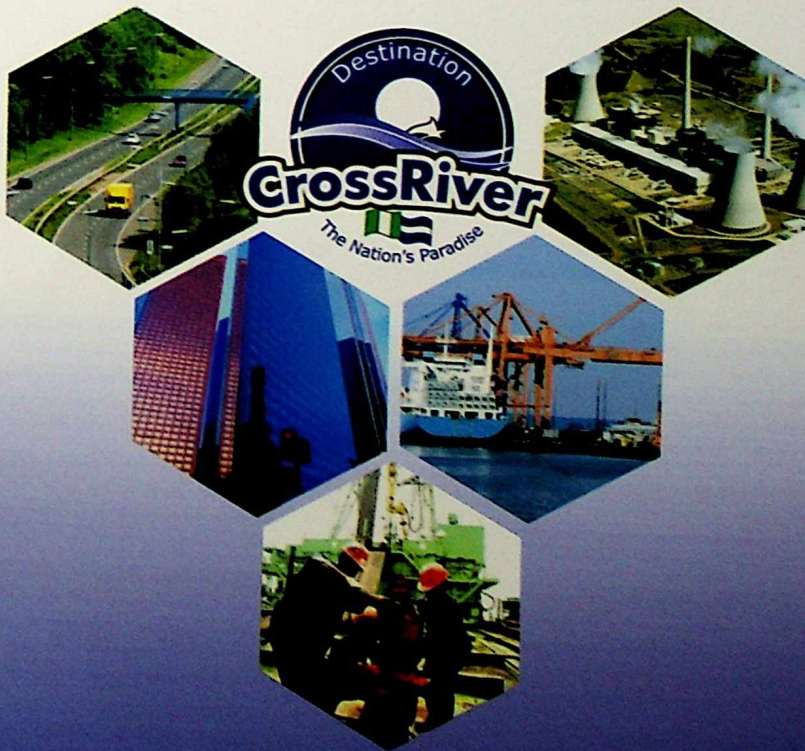




Government of Cross River State Nigeria

# THE ECONOMIC BLUEPRINT

2007 - 2011



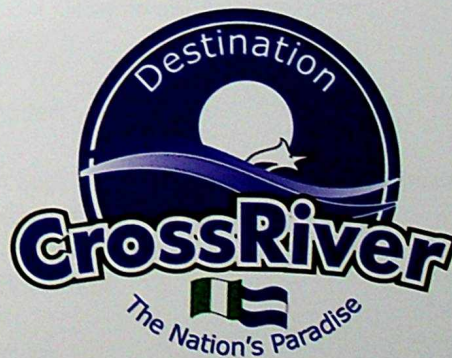
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A Publication of the Cross River State Economic Management Team (CRS-EMT)



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- The state also organizes annual Christmas festivals and Carnivals in Calabar, which usually attract many visitors and tourists. So far tourism has proven to be an effective lead sector which can complement the agricultural sector of the economy.

### 1.3 Links with the Cross River State Economic Empowerment and Development Strategy (CR-SEEDS)

- The Cross River State Economic Empowerment and Development Strategy (CR-SEEDS) is the state component of the National Economic Empowerment and Development Strategy (NEEDS).
- There is also the Local Government Economic Empowerment and Development Strategy (LEEDS) in the 18 local government areas of the State.
- The NEEDS/SEEDS/LEEDS core agenda focus on the following key objectives:
  - i) Eradicating extreme poverty and hunger,
  - ii) Achieving universal primary education,
  - iii) Promoting gender equality,
  - iv) Combating HIV/AIDS, malaria, and other diseases,
  - v) Ensuring environmental sustainability, and
  - vi) Developing global partnership for economic development.
- The State's seven point development agenda in this document is in line with the Millennium Development Goals (MDGs) as well as the NEEDS/SEEDS/LEEDS reform programmes, with tourism and agricultural development as the prime mover of economic activities in the state economy.

### 1.4 State Development Challenges

- In spite of the relatively impressive social and human development indices, Cross Rivers is still a poor state whose potential has not been fully utilized.
- Weak industrial base and low rate of investment have rendered economic resources of the state largely underutilized.
- A large percentage of the population lives in abject poverty. Over 70 percent of the population is living below the national poverty line.
- Patronage of the various tourism sites in the state has been suboptimal.
- Socioeconomic progress is depressed by poor infrastructure for communication, transportation, electricity supply, and water supply and sanitation, particularly in the rural areas.
- Health care delivery is still below the international average standards.
- Education standards and school enrolment are consistently declining.
- Inadequate entrepreneurial skills and a weak private sector economy.
- Lack of indigenous technical capability needed to stimulate investment and competition within the State economy.
- Abundant and untapped natural resources backed up by an underutilized resourceful people.
- Immature public-private sector synergy.
- Inadequate Funds for industrial development projects and weak capacity for internally generated



## CHAPTER TWO

### SECTORAL PRIORITIES AND STRATEGIC ECONOMIC DIRECTION

Wealth creation is the core goal of this administration's development plans and programmes. Attaining this core goal calls for a policy package that is all embracing and participatory; with each sector of the economy having some strategic roles to perform. So in addition to its primary functions and activities, each sector can contribute towards wealth creation directly or indirectly. This Government is determined to re-position all economic sectors to play the roles expected of them. The specific direction and method for achieving wealth creation through these sectors are outlined below.

It needs to be noted that Cross River State has vast resources, both natural and human. A significant percentage of these resources remain untapped, and in pursuing its goals, the Government is willing to explore approaches with the Private Sector, along the lines of Public-Private-Partnerships. Such partnerships must provide value to the State, and value to the people of the State, but it is clear that there are great opportunities for mutually beneficial relationships with the private sector to be developed. In this regard, potential investors can approach the Investment Promotion Department of the Cross River State Government for further information.

#### 2.1 Agriculture and Natural Resources

This Administration recognises the importance of Agriculture to the state, and as such attaches all due importance to a sustained improvement in the sector. Agriculture is not only the greatest provider of livelihoods for the people of Cross River, but it is also the sector through which economic development can be promoted by the provision of value added services and the development of Agro Allied Industries, and it is therefore a major platform for the economic empowerment of its people.

Development programmes in Agriculture will not only encourage and support the rural small scale farmer, but it will also encourage mechanized and commercial agriculture, and the sustainable exploitation and management of forest resources. The State will work with all stakeholders to promote more productive and responsible practises, so that not only will a greater percentage of the population derive its livelihood from Agriculture, and to a more befitting standard, but that it is done so in a manner that will preserve the sector for future generations.

#### Crop Production

It is recognised that improved productivity can lead to greater prosperity, but it needs to be done in conjunction with other interventions that ensure the gains from greater productivity are not lost. This includes reducing post harvest losses through improved storage, and better access to markets, particularly for those rural communities with limited access.

In view of this, the following interventions are proposed:

- i) To increase productivity of the organized crops using best practices and IPM capacity building for Eas and farmers.
- ii) Target production of cash crops e.g. cocoa, oil palm, rubber, as well as the food crops such as pineapple, banana/plantain, rice, cassava, yam, and sweet potato.
- iii) The establishment of processing industries



## 2.2 Health

It is clear that the current status of the health sector is far from satisfactory, with urgent, planned, and sustained interventions required in order that the people of the state receive the type of service they deserve. Apart from the need to take care of the health requirements of the people of Cross River State, the health services need to be repositioned in order to meet the anticipated needs of the investor community that are being attracted here through projects such as Tinapa.

All Aspects and components of the State's Health Care System presently require improvement: infrastructure, equipment, power, water, and manpower development. Weaknesses of the Health Care System in the State are demonstrated by the following, among others:

- one of the highest maternal and infant mortality rates in the country;
- high rates of internal and external brain-drain of health workers;
- hospitals are ill-equipped, training policies are weak;
- the National Health Insurance Scheme (NHIS) and the PPP initiatives are still in their infancy and yet to have a significant impact on the Health of Cross Riverians. The training institutions for Health Care Workers in the State have had their accreditations withdrawn by the accrediting bodies, thereby stagnating training of Health Care Workers.

It is evident that there is still much to be done in the Health Sector in Cross River State. Accordingly, the Health Sector plans the following:

### Policy & Administration

A review of operations to improve efficiency and effectiveness will be undertaken, with the goal to allow the Ministry to operate under a more modern and efficient structure, that reflects the highest standards found in current best practices. In addition, the inspections and monitoring directorate will be strengthened to better equip them to meet their statutory functions. For effective management, there will be an Integration of all matters relating to health, with Ministry of Health working in close collaboration with SACA, RBM and PHCs.

### Infrastructure

The goal is to have a fully functioning and properly equipped General Hospital in each of the LGAs. At present there are only 10 functional General Hospitals in the State, and their operational capacity is limited by manpower issues. There is only one Teaching Hospital rendering referral services (UCTH) to the entire State. Appropriate budgetary allocation will be made to complete the 6 General Hospitals under construction, and build one new hospital at Ikom in Bakassi LGA.

We will upgrade and equip the three General Hospitals located at Calabar, Ugep, and Ogoja, to a level to enable them to become reference centre Hospitals. This should alleviate some of the stress placed on UCTH, and also provide the citizens of the state with a faster and more efficient service.

There is currently no State owned Specialist/Referral/Emergency medical facility in CRS, and it is hoped that once all the infrastructural programmes are concluded, that this will have been decisively addressed.



## Health Programmes

Antenatal and Postnatal services in the state are provided by Traditional Birth Attendants (TBAs), Primary Health Centres (PHCs), Secondary and Tertiary Health Facilities. There is a maternal Mortality rate of 2000 per 100,000 live births. Currently over 50% of the Obstetric population in the State patronizes TBAs and Prayer Houses, and they only resort to orthodox health care only when complications have set in, and by the time help is sought for, it is usually too late to be effective. Reasons for this late resort to an orthodox health care facility vary, with personal finance, access, and faith in the system playing major roles. We need to urgently restore faith, efficiency, and affordability, in our health care system.

For the above purpose, free pregnancy care for eligible pregnant women in the State, and free medical care for children between 0 – 5yrs will be offered. The aim of this initiative is to ensure reduction of preventable infant mortality by availing the group with preventive measures and adequate health care, as well as alleviating the financial burden of health care on the parent.

Efforts will also be made to reduce the unacceptably high morbidity and mortality rates by improved Primary, Secondary, and Tertiary Levels of Health care Delivery. CRS will actively pursue a policy to meet WHO recommended patients/health worker ratios.

## Health Insurance Scheme (HIS)

CRS Government joined the HIS in April 2007, and is currently paying the 15% contribution for civil servants and Local Government workers. So far about 18, 400 civil servants and their dependants had been registered out of the targeted 35,000 civil servants in the State. The goal is to register all eligible Cross Riverians during the year 2008, and efforts will also be made to extend this service to the informal sector.

Further, the State Government will equip all government Health facilities to meet the criteria for accreditation of the NHIS to enable the State benefit from the funds accruing to the Scheme.

## Essential Drug Programme (EDP)

The Essential Drug Programme was established in CRS in 1989 and relaunched in 2008 to cater for the out of stock drug syndrome, and to help in the fight to reduce the circulation of fake and substandard drugs in the state. The programme is to be extended to all LGAs in the State.

## Manpower Development

Currently the State Government sponsor's training of various categories of its Health staff in training institutions, and through workshops and seminars etc. However, there is a massive efflux of health workers, especially Doctors, Nurses and Pharmacists, to the Federal Sectors due to the better conditions of service offered by Federal institutes. The Health workers/Patient ratio in the State has fallen far below the WHO standard, and therefore a major focus has to be on addressing the problems of brain-drain in the Health sector.



Whilst the State is committing itself to come up with schemes to bridge the pay gap between State and Federal health care professionals, there is also a need for us to be more creative in order to offer a package that will not only stop the brain drain, but would actually reverse it. In this regard, alternative forms of incentives need to be developed that would encourage our health care workers to remain in the employment of the state government.

There is a need to institutionalise, and sustain, a routine training and retraining programme for health workers, as well as develop the foundation for studying health related causes in higher institutions (Clinical Governance). Ensuring that quality staff are recruited, trained, and retained, will go a great way towards creating and sustaining a professionally run health service that will deliver the best possible care to the people of CRS (SERVICOM).

Through the standardization and accreditation of Health facilities, greater opportunity will exist for the training of manpower. It is the government's intent to gradually phase out schools of Nursing/Midwifery, and create a department of Nursing at the CRUTECH for the training of Nurses and Midwives in line with Nursing Council Registration by 2010. A similar exercise will be undertaken for Pharmacy and Dentistry.

### 2.3 Education and Manpower Development

Education is pivotal for raising productivity and human empowerment. This is because wealth creation, employment generation, poverty reduction, and value re-orientation, can only be effectively pursued, attained, and sustained, through an efficient, relevant, and functional educational system. Accordingly, the policy direction in education sector is expected to achieve the following:

- Provide unhindered access to qualitative education, and one that has a strong Science and Technology component.
- Establish and maintain enhanced quality and standards through effective quality control at all levels of education.
- Enhance the efficiency, resourcefulness, and competence of teachers at all levels through training, capacity building, and motivation.
- Provide a base for rapid socio-economic and technological development of the state, through a significant policy shift towards scientific, vocational, and entrepreneurial education.
- Addressing the syndrome of being an educationally less developed state by ensuring the continuous production of quality manpower, supported by undergraduate/postgraduate scholarship award to deserving students.
- Strengthening of Adult literacy courses
- Use targets set by agencies such as UNESCO, MDGs, NEEDS, SEEDS, etc, as a benchmark for service delivery and quality control

The plans of the present Administration in the education subsectors are presented as follows:

#### Primary Education

The concept of Universal Access to education must become firmly entrenched if we wish to move towards a literacy rate and enrolment rate of 100%. In order to help achieve this, we must spend 15-20% of our annual budget on education, and develop a pupil teacher ratio of no more than 33:1 at primary level. In addition the following will be pursued:



- i) The payment of UBE counterpart funding in order to access the 2005 and 2006 matching grants trapped in the UBE Commission.
- ii) Extend home grown feeding programme to three additional schools yearly.
- iii) Carry out a complete needs assessment of physically and mentally challenged persons.
- iv) Construction/renovation of 400 No (Four hundred) 6 – classroom blocks yearly in selected Primary Schools across the State.
- v) Implement the Cross River State minimum standard school programme in at least 400 schools.

### Secondary/ Technical Education

If it wishes to lift the overall economic and social wellbeing of its people, it is clear that the State needs to improve access to a qualitative secondary education for its indigenes. In line with the SEEDS document, an enrolment rate of 50% of all female students into senior secondary school must be attained. The enrolment rate into senior secondary school by junior secondary school graduates needs to be lifted to 80%, and at least 50% of these should be in the sciences. In order to achieve these lofty goals, not only must the teaching and learning environment be improved, but the gains must be sustainable. As such, the following programmes will be followed:

- i) Recruitment of 3,211 teachers to fill vacancies in the core science subjects, English and French Languages.
- ii) Payment of the sum of N155,342,607.10 accrued indebtedness.
- iii) Comprehensive rehabilitation of sixty Secondary Schools each year to minimum acceptable Cross River standard.

### Policy and Administration (Primary & Secondary Schools)

In order to achieve a high level quality assurance and standards in both public and private schools, there is a need to strengthen the capacity of overall management and inspection of schools. The following interventions will go a long way towards achieving this goal.

- i) Institutionalization and enforcement of minimum standard for establishment of schools in the State.
- ii) Review of budgetary provision for the State scholarship Board.
- iii) Conduct census of pupils/students enrolment in schools to guide funding.
- iv) Intensify capacity building for teachers on a yearly basis.
- v) Strengthening the Inspectorate division of the Ministry of Education through capacity building for internal & external inspection.
- vi) Introduce and institutionalize policy of accreditation of private secondary and primary schools as a condition for renewal of operational licenses (once every three years).
- vii) Establish an Education Development Fund for educational funding.
- viii) Establishment of College of Education to sustain the needed middle level manpower in the education sector.





### Adult and Non-Formal Education

For us to reach our developmental goals, we require a gamut of skills ranging from the professional to the artisanal. No socioeconomic grouping can be left out. We have therefore set a target to achieve an 80% adult literacy rate during the period 2007-2011, and to support these efforts we intend to do the following:

- i) Recruitment of 250 qualified adult educators.
- ii) Production of Primers in Efik, Ejagam and Bekwara languages.
- iii) Mounting of training workshops on literacy using the Radio Project in the Bekwara & Ejagam languages.
- iv) Provision of instructional materials, equipment and other facilities for adult literacy programmes.
- v) Intensity advocacy, sensitization and mobilization for adults, youth, and school drop-outs.

### Tertiary Education CRUTECH

Being the only tertiary institute in the State, the success of CRUTECH becomes crucial, especially if we wish to meet our manpower needs. Through the various programmes being put forward in the State, it is hoped that new job opportunities will be created. These job opportunities are being created for the people of the state, but if we fail to equip them properly with a befitting education, then we run the risk of simply creating opportunities for the wider community.

Not only must we professionalise the academic staff at CRUTECH, and develop the staff mix as per NUC guidelines, but we must also ensure that our graduates from our secondary schools enrol into CRUTECH. By ensuring the highest of standards, we can defeat the stigma of being considered an educationally disadvantaged state.

Activities:

- i) Achieve and sustain the required middle level manpower in the State
- ii) Admission of first batch of students.
- iii) Amend legislation establishing CRUTECH to allow for the establishment of College of Education, Akamkpa.
- iv) Increase student's enrolment ratio in CRUTECH.
- v) Commence process and complete the establishing of Post Graduate School in CRUTECH.
- vi) Commence the running of Post Graduate courses at CRUTECH.
- vii) Provide materials and infrastructure in CRUTECH for 2010 accreditation of all programmes.
- viii) Recruit Professors, Readers, and Senior Lecturers in order to achieve require staff mix in line with NUC
- ix) Ensure adequate funding

## 2.4 Works

Development of transportation infrastructure (roads and bridges) is intended to improve the 'functioning' of the economy and creates more wealth through improved access to our vast agricultural resources, as well as improves the quality of the life of the people of Cross River State. Fast and efficient transport systems help to reduce the cost



of doing business, and make our products and services more price competitive.

In recognition of the need to consolidate on the commendable efforts of the last eight years, the present Administration intends to carry out the physical improvement of designated urban centres with proper inter connectivity of roads, construct 100km of urban roads in the six city centres Calabar, Ugep, Ikom, Ogoja, Obudu, and Itigidi, under the urban Renewal Project Phase 2, and has made the following plans:

#### Urban Roads

- i) Ensure completion of all on-going urban road projects in Calabar, Ekorì, Ogoja and Obudu urban areas through the existing urban renewal programme.
- ii) Complete abandoned 20.4km road in Calabar South.
- iii) Design and Construct these roads to the level of asphalt payments, sidewalk and drains

#### Rural Roads

- i) Explore new construction materials including polymer resins.
- ii) Complete all the ongoing rural projects through the same scheme
- iii) Set up a road maintenance agency.
- iv) Patronisation of indigenous contractors to enable them participates in State development programme.

#### Critical Rural Roads

Design and construct these rural link/access roads subject to availability of funds, with 474km to be constructed under Cross River Rural Access and Mobility Project (CR-RAMP), to a specification of Double surface Dressing.

#### Flood/Erosion Control

Embark on remedial measures through construction of drains, stone pitching, culvert, channelization, and vegetation treatment programme to avoid further deterioration.

## 2.5 Financial Management

Financial and Economic Development policies give direction to the activities of government. They provide a framework for economic planning, financing, and executive strategies. These have largely been reflected in government annual budgets, with the content influenced by the philosophy of the ruling party. Achieving the laudable development agenda of this government with lean funds from the federally shared revenue, and weak capacity for IGR, is a major developmental challenge. The areas of emphasis to be considered are increased IGR by exploring new areas, expanding the tax net, continuous closure of identified loopholes and points of leakage, increased partnership with donor agencies, keying into the Niger Delta Development Master Plan, and attracting more private sector investment in the state.

Below is a brief summary of the Finance and Economic Development Plan for the State as articulated by the present Administration.



## Finance and Economic Development Policy

The goal is to come up with a medium term plan (MTP) and medium term expenditure framework (MTEF) that fully meets the needs of the state. This will be achieved by:

- i) Thorough review of SEEDS document and development of LEEDS and CEEDS documents.
- ii) Development/review of the medium term expenditure framework.
- iii) Setup an advisory think tank to be known as the State Economic Advisory Team (SEAT) to be advising His Excellency on all economic matters. Membership should be part time and purely honorary.

## Revenue

The target should be to increase revenue by 15% annually over the period of 2007-2011. The following will help to achieve the following goals:

- i) The Direct Banking Lodgement System (DBLS) should be strengthened in all MDAs.
- ii) IRS should be strengthened and empowered as follows:
  - Recruitment of qualified and technically competent staff
  - Full automation of collection and monitoring of IGR
  - Adequate infrastructure and other logistics.
- iii) Creation of legal unit in the IRS and approval for the service to use private legal practitioners to prosecute revenue cases.
- iv) Establishment of Revenue Courts in each Senatorial District.
- v) Engagement of experienced Revenue/tax consultants to assist IRS in IGR, collections, and administration
- vi) Central coordination of donor funding and other developmental assistance to streamline activities and enhance documentation.
- vii) Framework for promoting and encouraging developmental NGO's should be put in place.
- viii) Repayment of Tinapa development bond which has become due should be renegotiated over a minimum of 10 years to reflect its use as a long term development project.
- ix) Committee should be set up to pursue a refund from the Federal Ministry of Finance in respect of federal share of pension paid by State Government.
- x) Census of rentable properties should be carried out to ensure effective tenement rate charging and collection
- xi) Review of urban development tax to reduce areas of resistance and review scope of coverage.
- xii) Machinery should be put in place to utilize the authenticated document sealing machine which was procured for N200 million and is currently lying idle.
- xiii) Surface disturbance levy which was suspended for operational reasons should be reintroduced.
- xiv) Upward review of fees and charges as relevant to bring them in line with current day reality by all MDAs.
- xv) Expenditure of revenue at source to be stopped to prevent inherent abuse.

## Recurrent Expenditure

To ensure that the gains from improved revenue generation are not wasted, there is a need to review and reduce overhead cost by employing cost effective measures and operating more efficiently.

- i) Full automation of government accounting, human resources, and payroll.



- ii) Due Process office given Departmental status and strengthened with qualified staff to ensure adequate cost control and value for money.
- iii) Analysis of the contributory pension scheme as implemented by the National pensions commissions should be carried to ascertain if its implementation could not be more effective.
- iv) Issue of outstanding salaries and promotion arrears should be addressed.

### Capital Expenditure

There is never enough financial resources to meet the demands of the states capital expenditure requirements, and so this implies that what little is available must be well managed. A number of processes need to be undertaken, and these include verification of outstanding indebtedness, improved and enhanced project documentation procedures, reviews of project status, and where possible, the encouragement of private sector capital through PPP. In addition, the following will be undertaken to promote accountability and transparency:

- i) The cost benefit analysis of the Monorail project should be reappraised in the light of the proposed new airport for Calabar and the competing airport in Akwa Ibom State. This should be done to establish the commercial viability.
- ii) Long outstanding contracting debts be verified and ascertained before payment.
- iii) Ministry of Justice should be involved in vetting and signing all agreements, and should hold in custody copies of all signed agreements.
- iv) An electronic data storage system should be introduced in the state government, particularly in the State Ministry of Justice.
- v) The status of projects funded by international agencies should be determined. The consequential indebtedness should also be reconciled with the Federal Debt Management Office.

### Outstanding Debts

Following on from better management of revenue and expenditure, a complete verification and documentation of all outstanding debts will be undertaken so that a true picture of the states overall economic health can be seen. Once a clear picture is obtained of its financial position, the state can then better plan for its activities, and where necessary will reschedule its loan repayments, and renegotiate its facility terms, to allow for a more manageable debt repayment programme. In line with this, the following activities will be undertaken:

- i) Creation of a State Debt Management office headed by an EXCO Member, and staffed with suitably qualified professionals. This will enhance the performance of this critical area.
- ii) Restructuring of all loans.
- iii) Reconciliation of government guarantees in respect of the Tinapa project.
- iv) Reconciliation of Local Government Councils investment in Tinapa project.
- v) Renegotiate interest on all crystallized guarantees and bank loans.
- vi) Review all loan agreements and documentation, and review pricing of all borrowing
- vii) Constitute a team led by the Commissioner for Finance to handle renegotiation of debts and rescheduling of tenor of all crystallized guarantees.



## 2.6 Lands, Housing and Urban Development Sector

There is a direct correlation between the provision of shelter, quality of life, and economic development. Although this is not peculiar to Cross River State, there is a significant shortfall in the housing needs of the State.

It has been estimated that there were 43,171 housing units in Calabar in 2002. By projecting at a housing requirement growth rate of 5%, the State would require a minimum of about 2,300 units annually. At the current level of housing development, it is anticipated that there will be an accumulated shortfall of 9,000 by the year 2010.

The last administration designated an area in Akpabuyo for the development of 4,000 units using a private public partnership arrangement between Government and private developers. Government was to provide land and develop infrastructure, while the developers were to finance the building. This arrangement faced hitches due to the inability of the private developers to access credit facilities and the necessary Government guarantees.

The present Administration will continue to seek partnerships with the private sector in its quest to evolve a robust housing programme that would meet the growing needs of Cross Riverians who desire to own houses. Expectedly, we envision a programme that would "provide Cross Riverians with adequate and affordable housing in a decent environment by the year 2010".

This Administration will embark on a delivery method that would be anchored on five platforms, namely:

- Private-Public Partnership Initiative.
- Owner-Occupier Housing Scheme.
- Co-operative Housing Initiative.
- Pension/Monetization Mortgage Initiative.
- National Housing Fund Initiative.

### HOUSING DEVELOPMENT – DELIVERY

A number of activities will be undertaken to meet the demand for new housing, and include:

- i) Commence Establishment of State promoted Primary Mortgage Institution.
- ii) Open discussions with International Development Finance Institutions and conduct peer review to qualify for low-interest International Finance Institutions.
- iii) Conclude New Master Plan for Calabar and Commission Master Plans for all existing LGA headquarters in the State.
- iv) Commence re-organisation of CROSPIL to re-emerge as a going concern
- v) Establish 3 New Urban Development Areas
- vi) Establish Housing Development Trust Fund
- vii) Commence Construction of Owner-Occupier Housing Scheme



## 2.7 Social Welfare and Community Development

An appraisal of the current state of affairs indicates that the poverty level in the State is at 75%, with the greatest incidence in the rural areas. Poverty is one of the contributory factors to the extremely high rate of infant and maternal mortality, and with the unacceptable prevalence rate of HIV/AIDS as a result of unsafe practises. The Ministry of Social Welfare and Community Development was created on 29th May 2007, with a prime focus to develop and implement measures that would ameliorate the problems of poverty and other social vices. Amongst its terms of reference are the following:

- To provide social welfare assistance and support to the most needy citizens in our society.
- To ensure the development of social welfare programmes that will alleviate the problems of handicapped persons, the aged, and other under-privileged persons.
- Develop and administer the free health care initiative for children under 5 years and pregnant women.
- To create and sustain an efficient social welfare system that would provide enhanced access for the poor and vulnerable to health, education, and credit, in ways that advance their standard of living.

To achieve both mandate and vision, the Ministry will implement the following programmes:

### Social Protection

- To provide a functional primary health facility within 2km of every pregnant woman in Cross River State.
- To reduce infant and maternal mortality by 40% by the year 2011.
- Achieve 95% immunization coverage in the State by 2011.
- Achieve 60% attendance at Primary Health Centres in the State by 2011.
- To create employment for 200,000 unemployed by the 2011 through self employment and income generating activities.
- To increase monthly household income to x5,000 for CCT beneficiaries by 2011.
- To achieve self sufficiency in low level manpower (artisan level).
- 40% increase from present status, in primary school enrolment by the 2011.
- 50% reduction in infant and child mortality rate by year 2011.
- 50% reduction in maternal mortality rate.

### Assistance to Vulnerable People and those Living With Disabilities

- Conduct a census of people living with disabilities.
- Provide aid e.g. wheel chairs, artificial limbs, hearing and visual aids etc to the neediest 25%.
- Train and establish 50 persons who are living with disabilities annually.

### Cooperative Developments

We will facilitate the formation of three occupation based cooperative per Local Government annually. In order to increase the probability of success, these cooperatives will be assisted by using modern bottom up participatory type developmental tools, with the emphasis on self help, and minimised government direct intervention.



## 2.8 Women Affairs

Cross River State with a population of 1,396,501 women (2006 census), has an insignificant representation of women in political and economic circles. There have been no conscious programmes designed and targeted at uplifting and improving the social, economic, and political status of women in the state.

It becomes imperative therefore to consider as a way forward for women's socio-political and economic empowerment, the development of special women programmes and initiatives, in such key areas as education, maternal health, micro credit, and political participation.

The Millennium Development Goals (MDGs) target of equality of social and economic opportunities for women may not easily be realized within our challenging environment, yet there is every reason for government to adopt a deliberate and conscious policy to achieving this target.

Accordingly, the present Administration's vision aimed at ensuring the empowerment and active participation of women in the State's socioeconomic and political agenda, women and children issues, are presented as follows, and will rely very much on a number of different types of sensitisation approaches:

### Political empowerment

Raise public awareness and grassroots enlightenment and sensitization by engaging in massive campaigns through jingles and publication in print and electronic media.

Create avenues for political engagements e.g. elected officers, appointees, leaders of group etc, with the ultimate target of attaining not less than 20% political positions for women

### Economic empowerment

Economic empowerment can be brought about by direct linkages with poverty alleviation programme e.g. micro credit schemes, health programmes, skills acquisitions, and other employment opportunities, and the strengthening of women's institutional capacities.

Targets to achieve greater empowerment of women are:

- To provide at least 500 cooperative societies for women in 4 years.

- To develop skills peculiar to our environment that can create wealth e.g. poultry, bee farming, plantations, school farming, snailery, tie & dye.

- Create micro credit scheme for women, wofee loan.

- Renovation of cottage industries.

- Training of women in tailoring (fashion design) create linkages with Macmillan Garment, purchase of sewing machines.

- Mother Child health programmes.

- Purchase of 1 tricycle mobile clinic per ward.

- Increased awareness of the risks and dangers of trafficking.



## Educational empowerment

Increased awareness of the value of education, and creating the access to education are essential elements to any programme committed to the educational empowerment of our women. This can be achieved through holding dialogue with opinion leaders, religious women and youth leaders. It is essential to change public attitude and value orientation towards women.

Close monitor of programmes by visiting schools, and the inspection of adult education centres, will help to ensure that girls and women are enrolled, and not mere lip service is given to this issue.

Improved health creates a better learning opportunity, and a linkage to programmes such as the provision of free Vitamin A supplement and free mosquito treated nets are useful conduits in achieving this.

## 2.9 Information Dissemination, Reorientation and Social Mobilization

There are positive links between wealth creation and access to information. Well-informed people can easily take advantage of available opportunities to upgrade their economic status. Besides, information and communication management is critical for the success of any government.

For any government desirous of meeting the developmental aspirations of its citizenry, there is every need to keep the populace informed through advocacy and sensitization, not only on Government programmes and policies, but also in terms of the citizens' obligations.

Against this background, the focal point for programmes relating to information, social orientation, and mobilization, will emphasize core values in Cross Riverians, and ensure that citizens are well informed and updated on Government's programmes and objectives, so that they can become partners with government.

Accordingly, the present Administration has the following as its vision for the information, orientation, and social mobilization sector:

### Information

- Procurement / install basic up to date communication equipment, furniture, and vehicles.
- Establish functional Information Centres in all 18 LGAs.
- Provide public enlightenment to the rural populace.
- Posting of Information officers from the Ministry to other Ministries to cover/ensure adequate publicity to government activities.
- Institute a comprehensive training programme of staff of the Ministry.

### Targets

- To capture the philosophy of government and educate the people about it.
- Make the populace partners with government.
- Make people see themselves as owners of the government.





### Social Mobilization

- Establishment of functional Mobilization Centres in all the 18 LGA.
- Establishment of a Social Mobilization Directorate in the Information Ministry.

### Targets

- Mobilize people to participate in government programmes and activities.

### Cross River State Newspaper Corporation

The State owned newspaper is a vital tool that can be used in the dissemination of important information relating to the activities of the state government. It is therefore of extreme strategic importance to get this organisation running efficiently and effectively in the shortest possible time frame. A revitalised Corporation should be able to operate in a self sustaining and profitable manner, with a professional complement of staff. This would require the following:

- Reduction/restructure in the operational size of the corporation to a more economic level.
- Lease out some part of the building to help generate revenue for the CRSNC. This will require some renovation.
- Purchase of modern digital equipment/ machinery.
- Staff development in the area of editorial, technical, and Business Unit.
- Introduction of Public Private Partnership for efficient management.
- Redefine the focus of the Newspaper as a State and not national paper.
- Revitalize the exercise book factory to dominate the state market.
- Harmonization of the Printing Press with the State Government Printing Press.

### Cross River Broadcasting Corporation

- The Cross River Broadcasting Corporation needs to be able to improve its coverage to the Central and Northern Zones, increase the number of hours that it operates in a day, and ensure the quality, reliability, and relevance of its programming. Towards this goal, the following needs to be undertaken:
- Replace the 500KVA and 350KVA generators at Odukpani Relay Station and Calabar with new ones.
- Expedite action in the completion of the Relay Station at the Ranch.
- Provide Fly-away-a broadcast device with a wide range.
- Staff training in the area of presentation, programmes, news production, and marketing.
- Modern production and transmission equipment for both Calabar and Ikom Stations.

## 2.10 Legal/Judiciary and Administration of Justice

The Administration of justice is necessary to ensure the clear definition of citizens' right, for the amicable settlement of disputes, and the protection of weak and vulnerable groups.

The quick dispensation of justice is the foundation of sustainable democracy. It is often said that justice is the ligament that holds civilized society together, and that a government that operates with well functioning legal institutions, and the rule of law, can guarantee meaningful peace and security for its people, and by extension their development.



The constitutional obligation of a government to ensure peace, order, and good governance, can only be achieved where the existing legal regime is effectively administered, and by the institutional framework established for that purpose, and under the supremacy of the rule of law.

Against this background, and in recognition of the need for every democracy to provide access to justice for all, and protect the rights of the citizenry, the present Administration has articulated a number of positions that are shown hereunder:

### Ministry of Justice

- Establish a Law Reform Commission
- Amend S. 102 of Local Government Law to provide for a Local Government Election Appeal Tribunal.
- Review remuneration and conditions of service for law officers.
- Institutionalize the practice of continuing legal education for law officers.
- Open offices of Ministry of Justice in each of the 18 LGA's of the State.
- Establish effective liaison between the Police and Ministry of Justice to bridge the gap between the Police and the Ministry of Justice in the investigation and prosecution of cases.
- Creation of Legal Units in all government Ministries/Agencies.
- Creation of an archive in the Ministry of Justice for information storage (in microfilms and microchips).
- Build capacity and equip the Administrator General's office

### Targets

- Uphold the rule of law.
- Achieve better cooperation between the three arms of government.
- Reform of our existing laws to bring them in conformity with the modern and changing world.
- Reform the Administrator General's office to achieve transparency and speedy handling of matters

### Judiciary

- Complete the review of the Customary Court Law.
- Establish the Customary Court of Appeal.
- Renovate and modernize facilities in our Courts.
- Refurbish Judges and Magistrates chambers.
- Upgrade and equip Judges libraries.
- Computerization and installation of electronic gadgets in Courtrooms.
- Purchase of cars for Judges and Magistrates.
- Purchase of motorcycles for Court bailiffs.
- Strengthening of the Judicial Service Commission to regulate judicial staff matters.
- Integration of the Alternative Dispute Resolution (ADR) system of justice into our judicial system.
- Appointment of new Judges to reduce workload of existing Judges.
- Continuing legal education for judges and judicial officers.



## Targets

- Increase access to justice for the citizenry
- Reduce excessive delay in the disposal of cases.
- Modernize facilities in the Judiciary.
- Computerization of the Judiciary.

## 2.11 Ministry of Youth Development, Sports and Orientation

Young people in any nation are the most valuable resource, being the society of tomorrow. The reality is that youth have talents and potentials that communities can no longer afford to ignore. As a result, the quality of tomorrow's society usually depends on what is invested in the youth of today.

The pervasive issue of youth unemployment in the State has resulted in a rising incidence of social ills among our youths. To stem the tide of continued youth restiveness, cultism, and other social vices, it becomes imperative to develop policies and programmes that will provide opportunities to support young people in building competences, usefulness, belonging, and empowerment.

Modern sports and games have shifted from mere entertainment events to income generating activities. Sporting activities can create employment, support, and recreation for the youths and society in general.

Worldwide, youth are channelling their youthful energies into becoming successful professional footballers and athletes, often earning a living in the process.

The critical relationship between youth development and sports lies in the fact that competitive sports being basically a youthful activity is a major source of youth employment and recreation. It also helps to create a feeling of community, which is an essential trait that is needed for the development of a more caring society.

To achieve this, sports must be given added impetus within the Primary and Secondary schools curricula, while a sustainable Schools Sports Programme should be developed and strengthened.

Mass mobilizations of the citizenry to inform, educate, and orientate the general public towards desirable values, and identification with the policies and programmes of government, are also required.

The proposed four year plan for youth development, sports and orientation is presented below.

### Youth Development

- Overhaul of the Department of Youth Development and upgrading it to the status of a Ministry.
- Formulation of appropriate youth policies, programmes and strategies, for the effective development of the youth in line with the provisions of the existing national youth policy.
- Capacity building of the state youth council.
- Institution of an annual youth and cultural festival
- Establishment of a think-tank secretariat for youth training and capacity building.



- Establishment of skill acquisition centres in each of the 3 senatorial districts for the training of youths in vocational skills.
- Establishment of a model farm training centre for the capacity building of youths in Agriculture.
- Establishment of a micro-credit scheme for the financing of youth owned enterprises.
- Capacity Building of Youth in ICT
- Institution of a Talent Hunt and Development Programme
- Establishment of Comprehensive Youth Development Centres in each of the 3 senatorial districts
- Youth in Agriculture to condition youths and professionalize their skill in Agriculture.
- Job placement for unemployed graduates & Youths
- Entrepreneurship Development and Business Start-up training

### Targets

- Reduction in cultism and unrest among the youth.
- Reduction in poverty and unemployment among the youth through implementation of job creation schemes.
- Re-channel and re-direct youthful energy into more constructive youth recreation and productive use of leisure-time e.g. Sports and other creative activities.
- identify and promote appropriate role models for the youths
- Increase awareness creation among youths against drug abuse, HIV/AIDS, and other STIS.
- Step-up social mobilization, citizenship education and values re-orientation among the youth and the larger society.
- Enhance data generation for evidence-based implementation of youth development programmes.
- Empower the youth through capacity building in ICT, employable vocational skills, and agricultural investments.

### Sports Development

- Renovation and periodic maintenance of flood lights and score board at the U.J. Esuene stadium.
- Construction and equipping of an indoor sports hall, and one lawn tennis court of international standard.
- Renovation and furnishing of the stadium hostel, and the swimming pool.
- Upgrading of the stadium clinic
- Construction of four (4) mini stadia at Ikom, Ogoja, Obudu and Ugep.
- Establishment of three (3) sports academy (one for each Senatorial district).
- Rebuild Rovers FC by buying a slot in the pro-league.
- Acquire or construct permanent club camps/houses for Rovers FC and Pelican FC.
- Introduce schools sports festival for primary and secondary schools.
- Introduce a football competition for secondary schools in the state.
- Institute a scholarship scheme for sports men and women.
- Proposed amendment to the Local government Law to provide for 2.5% direct deduction from Local Government funds for sports development.

### Targets

- Achieve top three positions in National sports competitions
- Identify and develop sports talents for the state and the nation.



- Create employment for our youths through sports.
- Attract reasonable private participation into the funding of sports.
- Raise a formidable male football team that would compete strongly in the Premier League.

### Social Mobilization and Orientation

- Citizenship education through public lectures, seminars & workshops.
- Carryout enlightenment campaigns in schools, churches/mosques, and motor parks.
- Production and Airing of targeted behavioural change programmes & messages.
- Set up a machinery for the enforcement of respect for the national and state symbols among the citizens e.g.
  - Standing at attention and taking the salute whenever the national anthem and state song are being sung.
  - Standing at attention and taking salute when the national and state colours one being hoisted and lowered.
- Values re-orientation of the citizenry with particular emphases on:
  - Discipline and the queuing culture
  - Self-less service to the community, state and nation
  - Hard work and the dignity of labour
  - Patriotism and the promotion of ownership
  - The values of honesty, transparency and accountability
- The kingship of entrepreneurship
- The importance of a clean environment
- Mass production and distribution of the state colours, logo and state song in all public institutions in the state.
- Mass production and distribution of the national anthem and national flag in all public institutions.
- Promote and popularize the correct and proper use of the state and national colours by ensuring that these symbols are hoisted and lowered appropriately in all public places and buildings in the state.
- Ensuring that school children and youth organizations wave the state colours and national flags during public functions.
- Enforcement of knowledge of the state and national anthems as a prerequisite for admission in schools, employment, promotions and appointments in the state

### Targets

Increased awareness of civil rights and responsibility of citizens

## 2.12 Local Governments and Local Government Administration

Local Governments under the 1999 Constitution are recognized as a tier of government. The constitution provides for a democratic system at the Local Government level with the State House of Assembly empowered to enact legislation for the funding, functions, and operations of the Local Governments.

The primary purpose for the creation of Local Governments is predicated on the need to extend governance and development to the grassroots. Over the years, the Local Government system has made both progress and



suffered abuses, either by operators of the system, or by tiers of governments higher than it. In spite of these setbacks, the Local Government system remains one of the most effective ways of bringing governance and all its attendant benefits to the grass roots, and encouraging participation in government by community members.

Details of the present Administration plans, along with other issues pertaining to Local Governments, and Local Government administration, are shown below.

#### Issues to address

- effective inter-agency cooperation
- review of tenure of LGSC
- return Internal Auditors to Unified Service
- Regular Inspection visits to LGAs by each agency.
- Quarterly Meetings of all leaders

#### Local Govt. Law

- Local Govt. Administration and reform
- Supervision and monitoring of Local Government administrations
- Improvement of responsiveness of Government to the needs/yearnings of the populace.
- Instituting transparency and accountability in Governance
- Institutionalization of Due Process and proper Budgeting & Planning and expenditure processes.
- Adequate funding of LGA's.

#### Target

- Improvement of Administrative efficiencies and service delivery at all levels.

### 2.13 Environment

Cross River State is endowed with a pristine ecosystem that is globally acknowledged as one of the richest biodiversity regions in the world, and which has enormous potential for generating tourism income if properly managed and conserved. The present Administration identified critical areas that require deliberate government intervention. The details of the proposed 4 year programme plan for the environment sector are presented below.

#### POLICY REVIEW / FRAMEWORK

##### Review Enactment of Appropriate Environmental Laws.

Send comprehensive legislation on environment to House of Assembly in order to provide a legal framework to accord with internationally accepted standards.

##### Development of State Policy on Environment

Organise a forum of all stakeholders to draw up an environmental policy for the State, whose outcome should provide environmental goals/objectives for the State, and to provide mechanism for the sustainable management of the State environment.



## Environmental Monitoring and Enforcement Agency

Draw up functions of the Agency and send an enabling bill to the State Assembly for the creation of the Agency. Such an Agency must be properly empowered in order to enforce all existing and future environmental laws of the State.

## WASTE DISPOSAL AND SANITATION

### Urban Waste Management

All element need to be put in place to guarantee and promote good health, environmental cleanliness, and an environment conducive to the promotion of tourism. For this purpose, there is a need to repair existing equipment and purchase new ones where necessary. Proper funding should be put in place to allow for the proper operation of all relevant departments and agencies.

### Pollution Control

To facilitate and streamline the activities of urban waste management, there is a need to properly fund and procure the requisite equipment, and where possible, alternative sources of both funding and equipment should be identified. In this regard, the philosophy of being a good corporate citizen should be encouraged, and a programme to involve the private sector should be articulated. Activities should extend beyond Calabar, and should include all major centres in Cross River State.

## ENVIRONMENTAL REGENERATION AND MAINTENANCE

### Tree Planting, Landscaping and Beautification

The goal is to create a green and beautiful environment to enhance good health and tourism, and to maintain our position as the cleanest City/State in Nigeria in the years to come.

This can be achieved by the facilitation and early release of funds for nurseries, and planting to develop and improve green areas, and the establishment of a unit to maintain the green areas. In conjunction with a programme to develop and establish roadside shrubbery, a programme needs to be put in place for the constant and timely removal of unwanted materials from the streets and highways.

## CONSERVATION

### Control of Gully/Costal/Marine/Landslides, Erosion and Floods.

There is a need to restore, reclaim and stabilize all land affected by erosion in the State. A precursor to this will be the need to establish baseline data in regard to the number of areas facing this problem, and the extent of the damage. The appropriate studies will be commissioned to ascertain the priority areas, and the best methodology to remediate the problem.



In the interim, preventative maintenance such as the desilting of channels will be pursued more vigorously.

### Development of sanitary landfills

There is an urgent need to hygienically manage toxic, hazardous, and urban waste, in the cities of the State to help preserve the well being of Cross Riverians. In this regard there is a need to liaise with Federal Ministry of Environment for the development of scientific and environmentally friendly methodologies in the handling of landfills. There is also the need to facilitate an EIA study for the development of landfills.

### Conservation of Forests and Wildlife.

In order to maintain the position of the State as the number one tourism destination in the country, and to protect, conserve, and manage the biodiversity of the environment, a number of interventions will be required. These include:

- The basing of forestry concessions on EIA survey reports.
- Control deforestation and bush burning.
- Embark on reforestation programmes.
- Strengthening of existing legislation and ensuring strict compliance.

## URBAN DEVELOPMENT.

### Production of Urban/Environmental Master Plans

There is a need to develop master plans for urban development, and the development of environmentally sensitivity index mapping, and an action plan/framework. Great advantage can be obtained by linking these with the relevant programmes being developed under the NDDC. The tools generated from this exercise will greatly assist in the identification of problems, and providing relevant solutions, as well as problem prevention.

## TRAINING AND RESOURCE DEVELOPMENT

### Building Capacity

There is a need for a capacity building programme for the purpose of enhancing adequate human and infrastructural development to face the challenges posed by environmental degradation. For this purpose, the following need to be undertaken:

- Complete installation of environmental laboratory.
- Train and retrain personnel to man the laboratory.
- Embark on seminars and workshops.
- Procure and supply field equipment.
- Acquire research vehicles, etc.





## Environmental Education/Awareness

In order to inculcate healthy environmental practices into the sub-conscious and maintain this as our culture, the following activities will be promoted:

- Carry out campaign to educate and create awareness amongst the citizenry.
- Increase tempo of radio and TV jingles.
- Embark on seminars and campaigns at village councils.
- Include environmental education in secondary schools curricula.
- Produce handbills, posters, etc, and other instructional materials.

## 2.14 Investment Promotion

Government will continue to be proactive with trade and investment promotion policies and programmes. From experience, the mere creation of an enabling environment may not be sufficient to tilt investor's interest in favour of Cross River State. Government will therefore strive to identify complementary activities and programmes to support trade and investment. Accordingly, government will intervene directly to promote investment in areas where private initiative is weak. Where the private operators are able to intervene, government will encourage PPP arrangements.

Guided by the above approach, the present Administration has articulated programmes for promoting trade and investment as follows:

### ADMINISTRATION

- Restructure the Ministry of Trade and Investment.
- Create the Cross River Investment Promotion Agency (CRIPA) and appoint key staff.
- Enact an enabling law to create CRIPA.
- Strengthen relations with Chamber of Commerce and the Manufacturers' Association of Nigeria.

In order to stimulate activity and improve efficiency, the following would be prepared for privatisation, and which in the case of the Oil Palm Estates would require the review of the Smallholder Scheme:

- Equity and Investment House.
- Durafoam
- Calaro Oil Palm Estate.
- Ibiae Oil Palm Estate.
- Nsadop Oil Palm Estate.
- Review smallholder Scheme for Ibiae, Calaro and Nsadop Oil Palm Estates.

To promote the participation of Cross Riverians in the value added sector, a programme to facilitate Credit facilities (micro finance/SMIEIS) for indigenes to set up local processing plants across the State will be put in place.



There will be a strict post privatisation monitoring programme put into place to ensure that all conditionalities and milestones are confirmed with, and that the intended purpose is met.

### Targets

- To create a one-stop shop as the investment hub by amalgamating all present investment related agencies including the Ministry of Trade and Investment.
- To encourage the existence of a strong and vibrant Chamber of Commerce to serve as Government development Partner.
- Privatization of all Government-owned business concerns.
- Attract and promote investment in agriculture & agri-business for domestic consumption and export
- Attract and promote investment in Oil & Gas and tourism.

### TINAPA

The Department of Investment Promotion to work with Tinapa to:

- Make a case for pioneer status for Tinapa.
- Lobby for review of customs duty to achieve 90% rebate/concession for Tinapa bound goods.
- Fine-tune Destination Inspection with custom to remove clogs and avoid delays.
- Lobby for exemption of Tinapa from Import prohibition regulations.
- Market Tinapa to local and International businessmen.
- Establish Trade Desks for Tinapa in major Nigerian embassies/foreign missions.
- Complete infrastructural development.
- Actively encourage indigenes to set up support services ventures for Tinapa.
- Develop complementary Hotel, convention and tourist facilities to Tinapa.

### Targets

To make Tinapa operationally functional as a Destination within 2 years from date of commissioning

### Apparel Industry

- Conduct Project feasibility for Clothing Technology.
- Linkup with Mauritius on CT centre.
- Procure Venture Partners for CTC
- Facilitate credit facilities for Graduands to setup (SMIEIS)
- Monitor SMEs development

### Targets

To make CRS the apparel hub of the country, and earn foreign exchange under the AGOA initiative.



### Solid Minerals

- Procure FGN to conduct geophysical surveys and mineral mapping for CRS.
- Compile information Memoranda.
- Procure feasibility for State granite quarry.
- Procure Venture Participants (LGAs etc).
- Attract investors by intensifying marketing of solid mineral potentials.

### Targets

- Produce a geophysical map for CRS.
- Procure indigenous entrepreneurship in quarrying to produce 500,000 tonnes of granite aggregates next year.

### S.M.E. Development

- Orientation and Entrepreneurship development programme for participants.
- Facilitate access to micro credit facilities/SMIEIS funds by indigenes.
- Close supervision on SME projects.
- Host top management of credit institutions to encourage advancement of credit to indigenes.
- Create SME credit desk in Dept of Investment Promotion to facilitate indigenous access to credit

### Targets

- To facilitate micro credit for indigenous entrepreneurs.
- To generate self-employment across the State.

### Oil and Gas

- Facilitate the development of an Oil & Gas logistics base/ Industrial Park.
- Facilitate the construction of a gas pipeline to Calabar.
- Provide incentives and active encouragement for oil and gas investors in the State.
- Encourage indigenous participation in the oil and gas business by providing backups and guarantees.
- Encourage oil companies to invest in Tinapa and other ventures in the State.
- Develop an exclusive high brow, well served new city development
- Facilitate the development of a captive Independent power plant to serve the Industrial and new residential layouts.

### Targets

To take full advantage of the serene and peaceful environment that avails in the State to attract big time oil and gas companies to the State.



## RESOURCE DEVELOPMENT

### Skills Acquisition Centre

- Feasibility studies for the establishment of 3 multipurpose SACs.
- Secure Private Sector Partners.
- Secure NDDC assistance.
- Secure other funding assistance.
- Facilitate recruitment and training of trainers.
- Facilitate Micro finance and SMIEIS for Graduands.

### Targets

Training of skilled indigenous manpower for self-sufficiency in the identified vocations.

### Technology Incubation Centre

- Nominate and sponsor indigenes into TIC on LG basis.
- Encourage graduands of TIC to set up.
- Facilitate access to micro credit finance.

### Targets

To incubate 36 (2 per LGA) entrepreneurs in the next four years.

## TRADE

### Calabar Port

- Facilitate building of a RoRo terminal for Calabar Port by FGN.
- Facilitate granting of free Port status for Calabar.
- Pursue maintenance-dredging of the Port.
- Lobby FGN to construct second Ikom bridge.
- Generate awareness on existence of Itigidi/Ediba bridge as an alternative route for haulage of goods to North East.
- Eliminate checkpoints on link roads.
- Liaise with FGN for rail link to Calabar.
- Ensure constant repair of federal roads in the State by FGN

### Targets

To attract substantial import/export business through the Port.



### Calabar Free Trade Zone (CFTZ)/ Customs

- Actively interact with FGN on Port and Free trade Zone reforms with particular attention to:
- Destination Inspection.
- Exemption of zone from Import Prohibition regulations.
- Specially trained customs officers for FTZs.
- Extension of ECOWAS Trade Liberalization Scheme (ETLS) status to FTZs.
- Publicize Incentives for use of the Port.
- Pursue FGN granting of Free trade zone status to the Oil & Gas zone.

#### Targets

A minimum of 100 companies operating from the zone in 4 years.

### 2.15 Political and Legislative Matters

The sustainability of democracy remains the cardinal objective of this administration. To achieve this objective, there is need for capacity building for Legislators and legislative personnel, as well as total political re-orientation of the society. This can be achieved through appropriate legislative fora, and liaison with the State, Local Government, and National Assemblies.

The critical issues raised in terms of programs, plans, and initiatives, are aimed at improving the performance of the legislature, and the political enlightenment of our society.

#### Political

- Capacity building on Political obligation and social contract for Political Office holders (State and Local Government level)
- Workshop on legislative practices and procedures for Local Government Councillors
- Interactive session with society and pressure groups
- Interaction with Political Party Leaders
- Train the trainers workshop for personnel of political and legislative Department

#### Targets

- Re-orientation of the mindset of the people towards peaceful, free and fair election.
- Capture the culture of consensus democracy through engagement, dialogue, and compromise
- To demonstrate leadership responsibilities, adherence to the rule of law, transparency and accountability, and due process



### Legislative (National/State Assembly)

- Workshop on Executive/Legislative relationship (State and National level)
- Commission architectural design and costing of office accommodation and Committee rooms
- Capacity building for members
- Renovation of Legislative residential quarters
- Interactive fora with members of National Assembly from CRS and members of Cross River State House of Assembly on their stewardship.
- Set up legislative forums (State/National Assembly caucus)
- Establish Assembly Printing Press
- Establish Assembly Medical Centre
- Establishment and computerization of Assembly Library
- Evaluation of set goals/project and spill over projects

### Targets

- Achieve cordial executive/legislative relationship.
- Achieve effective liaison between CRHA and CR National Assembly caucus/National Assembly.
- Better intergovernmental relationship between CRSG and FGN with the Cross River National Assembly caucus playing a pivotal role.

### 2.16 Chieftaincy Affairs

The traditional institution is an integral part of our collective heritage, and the progenitor of our constituent communities. This heritage dating back to pre-colonial days, through independence, to the present, has been recognized by all systems of Government or institutional administrations. More importantly, traditional rulers as respected grass root leaders, can impact positively on the behaviours and dispositions of poor people living within their respective domains, thereby making them become agents of development and change.

In Cross River State, the traditional or Chieftaincy institution lacks a clear-cut policy, due especially to the lack of a monolithic cultural foundation. The diverse ethnic groups, even within one Local Government Area, are constantly competing for recognition, leading to the current problem of disagreement on the now vexed issue of Clan creation.

It is noted that this diverse heritage is the precursor of the agitation for the proliferation of Clans and Villages. Efforts have been made to sanitize the situation in a proposed Bill by the past administration. Notwithstanding the contents of the proposed bill, the present Administration is recommending that Electoral Wards form a guide for establishing Clans and Villages in the State. The adoption of this model will lead to a decrease of Village Heads certified from 7,254 to 3,860 and Clan Heads from 477 to 193.

The programme plan for the chieftaincy affairs sector is presented below:



## 2.8 Information and Communication Technology Development (ICTD)

The State Government set up the ICT Development Department in the Governor's office. It is to be the regulatory body in ICT issues in the State, and it is to drive the development of ICT across all sectors and the entire State. It is in the process of building up its capacity to enable it cope with the enormous challenge of the mandate it has been given.

The Cross River State ICT Development Department has as its mandate to enhance the attainment of the State Government's development objectives through the use of a business-driven IT strategy and environment, and to improve public and private sector productivity and access to Government services for the benefit of all people of Cross River State, as well as ensure the development and utilization of modern information and communication technology throughout the State.

The vision of the Department is to support the Cross River State vision of becoming the "Destination State". The choice for investors, tourists, holiday makers, academia, conferences, and residents in West Africa, by creating the leading Information Society in the sub-region.

The Department is focused on supporting and empowering the transformation of the government, people, and economy of Cross River State, by the proactive application of technology to enable the State to become a leading state in the nation by the year 2020.

In trying to achieve this, the Department will focus on the implementation of the six initiatives outlined below, which are:

### I) POLICY

A State Wide ICT Needs Assessment involving all sectors, stakeholders, and tiers of Government, will be conducted in order to develop a policy document. The following should emerge from this exercise:

- ICT Policy Document
- ICT Strategy Document
- ICT Standards Defined
- Legal and Regulatory Framework
- Good linkages to Federal initiatives

### II) ICT HUMAN CAPITAL DEVELOPMENT

- Annual IT Appreciation and Office Productivity Training for all current and prospective system users in Government including the Executive, Legislature, and Judiciary
- Replacement of typist courses at MDI with internationally recognized certificate courses for users and professionals.
- Upgrade of skills of staff of ICT Development Department through internal and external courses, courseware, and certifications
- Upgrade of Curriculum of Computer Science and Electronic Engineering degrees at CRUTECH



- To establish forty system computer labs in computer labs in ninety public secondary schools in the state, and five system labs in ninety primary schools, as well as encourage private schools to do same.
- Establish three professional training centres, one in each zone to provide affordable training to professionals and users, providing professional certification in affiliation with UK Universities leading up to BSc and MSc, as well as training in online trading and Entrepreneurial Development.
- Establishment of Resource Centres in each LG HQ to provide automation infrastructure for LGs, train Civil Servants, Teachers and public at LG level and provide
- Community Support Business Centres.
- Complete Enterprise Network Infrastructure that would be the foundation for information management and communication, providing support for Budgeting Treasury, Accounting, Revenue Capturing, Planning, Monitoring, Transparency, Management, and Administration & Coordination.
- Implement Messaging & / Collaboration System that will serve as the basic information (blood circulation) system within government, will and would be available to mobile phones.
- Implement Electronic Document Management System, that will automate documents, workflow and business process automation. Setup of GIS based Planning and Management Information System.
- Establish Enterprise service MDA Intranet and Extranet Portals offering online information, interactive communication and transactions.

### Targets

- Computer literacy for all identified system users especially top government functionaries including everyone in the service upwards from director cadre.
- Competent ICT professionals in the service capable of supporting the wide adoption of technology in government.
- ICT Graduates immediately useful to employers
- Introduce ICT Instruction and Computer Based Training (CBT) to 1/3 of public Secondary Schools to 1 /10th of public Primary Schools targeting CBT to address the weakness in Science education as well as lay the foundation for the knowledge workers of tomorrow.
- Provide states requirement for ICT Engineers, Programmers, Web Designers & technicians by 2011.
- 25,000 Computer Users trained by 2011 including LG Officials, LG Govt. Workers, Teachers, Medical Workers, Students, Community Workers & local private sector.

### III) E-GOVT

- Provide complete Enterprise Network Infrastructure that would be the foundation for information management and communication, providing support for Budgeting Treasury, Accounting, Revenue Capturing, Planning, Monitoring, Transparency, Management, and Administration & Coordination.
- Implement Messaging & Collaboration System that will serve as the basic information system within government, which would be available to mobile phones.
- Implement Electronic Document Management System that will automate documents, workflow, and business process automation.
- Setup of GIS based Planning and Management Information System.





- Establish Enterprise service MDA Intranet and Extranet Portals offering online information, interactive communication and transactions

#### Target

- Create permanent and sustainable wired and wireless network linking all important units in government
- Give all Government units and the ability to communicate quickly affordably and accurately with documents and memos within and without government
- Streamline processes by creation of electronic work-flows and conversion of paper documents into electronic form for ease of access, storage, archival, retrieval and communication by authorized persons
- Provide web based information and transactions within and without government with aim of exponentially increasing access to government services/transactions and increasing IGR as well as transparency, accountability and feed back.

#### IV) STATE-WIDE NETWORK

State-wide WIMAX IP Connectivity Initiative to provide access to affordable, voice, data, internet and video and other services to the major communities in the State. The object is to spur the Investment climate, open markets, support Government wide administration.

#### V) SYSTEM ACQUISITION

Instalment payment plan for affordable high quality systems for Civil Servants, Students, Academic Community, Private Sector, and individuals, with training and connectivity built into the package.

#### Target

Widespread ownership and use of computer systems by the academic community, students, pupils, businesses, individuals, families, businesses etc.

#### VI) ICT INVESTMENT PARK

Establishment of an ICT Park in the environs of Tinapa/Energy City. A facility to attract investment and provide ICT services to the local, national, and global communities, including data entry/migration, software coding, development and testing, sales and support call centres, off-shoring/outsourcing services by international firms, equipment assembly and refurbishing etc. As well as an enabling incubating environment for local web, software and online trading entrepreneurs

#### Target

Attract tens of millions of dollars of ICT investment, create tens of thousands of jobs, and ultimately provide a basis of economic prosperity of the State based on technology.



## 2.19 Economic Policy and Programmes

Development of sound economic policies and programmes will enhance economic growth and sustainable development that guarantee economic opportunities for all citizens. For improved service delivery and provisioning, government policies will be linked to planning and budget. The present administration's proposed targets (with timelines) based on benchmarks and proposals for funding are presented as follows:

### Economic Policy

Link government policies to plans and budget

- Economic Management Team (EMT)
- Development of Economic Blueprint
- Review of CR-SEEDS I and Development of CR-SEEDS II

### Targets

Remarkable improved service delivery and provisioning by the year 2011

### Economic Planning and Development

Implement Government policies and programme as intended

- Determination of State Gross Domestic Product (GDP)
- Economic Performance Review
- Economic Atlas
- State Annual Economic/Investment Summit
- State and Local Government Programmes (SLDP)
- Production of State MTSS (2008-2011)
- Budget Hearing Committee

### Targets

Improved service delivery and provisioning by the year 2011

### Monitoring and Evaluation

Strong mechanism for monitoring the implementation of government policies, programmes, and projects for socio-economic impacts. Monitoring for value for money performance

- Community Company Relations
- Economic Outreach/Economic Literacy
- LEEDS Benchmarking
- Socio-economic Impact Assessment (SIA)
- Community Scorecard Survey



## Targets

Improved service delivery and provisioning by the year 2011  
Improved standard of living of the citizens by the year 2011

## 2.20 Budget, Monitoring and Evaluation

The Administration is committed to transparency in the budgeting process and to ensuring budgetary discipline. Budgets will be based on the Medium term Expenditure framework which derives from the development of medium term fiscal strategy.

- Preparation of Annual/Supplementary budget of the state with focus on the policy thrust of government
- To provide a framework for monitoring and evaluation including public expenditure tracking and other approaches to improve transparency and accountability;
- To provide a comprehensive budget classification and chart of account
- To prepare in-year/Annual reports on budget performance.

### Annual/Supplementary budget of the state

Improvement on the state budgeting technique

- Review of previous year budget
- Production of the state budget manual
- Development of the state fiscal strategy paper
- Issuance of Budget Call Circular to all MDAs and CSOs.
- Production of State Annual Budget.
- Production of 4 years MTEF documentation report

## Targets

- Fiscal discipline
- Transparency
- Accountability

## Monitoring & Evaluation

Timely reports on actual revenue/expenditure performance against budgeted provision

- Physical and financial monitoring of all revenue generating and spending MDAs
- Development of Budget performance reports
- Development of stable database for planning and budgeting purposes

## Targets

Timely execution of all government programmes to improve services



## 2.21 Public Transportation

- Development of transportation infrastructure to support the economy and create more wealth through improved access to our vast resources, as well as improve the quality of the life of the people of Cross River State.
- In recognition of the need to consolidate on the commendable efforts of the last eight years, the present administration has made some useful plans that are presented among other issues hereunder:

### TRANSPORT

- Create a Department of Transport with professional departments.
- Make a regulatory transport policy guideline

#### Targets

The Department of Public transportation will be responsible for the orderly and systematic growth and management of public transportation facilities & infrastructure. The department will be responsible for developing a robust modern transportation system for the State.

To create one-stop shop for all transport related activities.

#### Water Transport

- Construct appropriate landing jetties under PPP arrangement. Develop strategies for the reintroduction of the Calabar-Akwa Ibom Ferry Services.

#### Target

Efficient user friendly water transportation system.

#### Rail Transport

Completion and management of the Calabar Monorail system.  
Explore opportunity through the Federal Government for rail linkage to Calabar from Aba or Makurdi

#### Target

A fast and efficient transport link between the City and Tinapa Business Resort

#### Cable Car

- Ensure efficient performance, security and maintenance of the cable car.
- Review management of the Obudu Cable car along the lines of PPP arrangement
- Regular training and development of indigenous capacity.



### Target

Improved transportation to the Ranch and tourism development.

### Maritime Transport

- Ensure placement of competent and trained indigenes on the management board of Federal Maritime and Regulatory Agency in order to enhance the State's capacity to argue for the increase of in-bound cargo through the Calabar Port.
- Development of Ports, Harbours and logistics bases to meet the growing demands of the private sector.

### Road Transport

- Development of a road transportation master plan.
- Enforcement of traffic laws and regulations.
- Review existing laws, build capacity and road infrastructure
- Ensure safety of roads for users.
- Introduction of an efficient taxi service as a replacement for proliferation of motor cycles.
- Improvement of the efficiency of the Metro Blue bus system.

### Targets

Provide key infrastructure and service for safe, affordable and efficient road transportation

### Road Traffic and Vehicle Inspection

- Provision of vehicles equipped with state of the art GPS security monitoring devices
- Capacity building on modern techniques in road safety
- Synergy between the VIO's office and FRSC in the issuance of drivers licence

### Targets

Safety of lives and property on our roads

## 2.22 Roll Back Malaria Programme

- To reduce by half the burden due to malaria by the year 2010: that is reduction in malaria prevalence from 50% of the population having at least one attack to 25% of the population.
- The reduction in case mortality in the whole population to achieve a target of 20% by 2010.
- The reduction by 50% of the present morbidity and mortality due to malaria in children under the age of five by the end of 2010.



- To reduce morbidity in pregnant women by 50% by the end of 2010.
- To achieve a 20% reduction in malaria case fatality and its side effects.

#### Artemisinin based combination therapy (ACTs) for children under-five

- Awareness and sensitization campaign across the State
- Training and re-training of health workers
- Training of Community Oriented Resource Persons
- Procurement and distribution of Artemisinin based combination therapy (ACTs)

#### Targets

80% access of under-five children to ACTs within 24 hours by 2011

Intermittent Preventive Treatment of malaria for pregnant women using SP( Sulphadoxine- Pyrimethamine) drugs

- Awareness and sensitization campaign across the State
- Training and re-training of health workers
- Training of Community Oriented Resource Persons
- Procurement and distribution of Sulphadoxine- Pyrimethamine (SP) drugs

#### Targets

Govt health facilities with adequate stock of SP at all times

LLINs for under-five children and pregnant women

- Awareness and sensitization campaign across the State
- Training and re-training of health workers
- Training of Community Oriented Resource Persons
- Procurement and distribution of insecticide treated nets (ITN)

#### Targets

80% of children under-five years and pregnant women sleep under insecticide treated nets (ITN) by 2011

Integrated Vector Management and Indoor Residual Spraying

- Develop State IVM document
- Develop strategic document for IRS in the State
- Capacity building of workers

#### Targets

Develop pilot sites in each of the senatorial districts for IRS



## 2.23 TOURISM

- The administration will aggressively pursue the tourism development program through the implementation of the Tourism master plan.
- Our desire is to position tourism as a catalyst for the development of the State by encouraging tourism development planning in order to make Cross River State a choice destination, with enchanting ecologically sustainable tourism products, reliable infrastructure, and services. The public should be encouraged to play their part, and sensitisation programmes will be developed in order to educate the public on the role that they can play in promoting tourism.
- We will partner with stakeholders, in order to develop and showcase Cross River State as a safe and secure world class tourist destination.

### ADMINISTRATION

- Reposition all tourism initiative under direct control of CRSTB in line with mandate.
- Finalization of the CRSTB Master plan & Marketing Plan
- Performance Reporting and regulatory compliance.

#### Targets

- To be able to meet world class standard in Strategic Implementation, Strategic Alignment, Sound Corporate Governance, Organisational Performance, Brand Reputation and Message Management

### OPERATION

- To maintain high standards in existing tourism products e.g. Obudu Ranch Resort, Buanchor Canopy walkway/Afi wildlife sanctuary, Tinapa business & leisure resort etc
- Identify and develop new tourism products across the state
- To license, monitor and ensure the compliance of standards in all tourism / hospitality establishments.

#### Targets

To sustain existing tourism products, identify/develop new products for emerging markets, and provide regulatory guidelines for tourism service providers. To ensure fair and transparent regulation of the individual and commercial concerns that provide tourism facilities.

### DEVELOPMENT & MARKETING

- Development of new tourism products and heritage sites.
- Conduct tourism marketing research
- Design and produce high quality tourism information/marketing materials
- Organize and carry out key tourism meets e.g. FAM tours, marketing exhibitions etc
- Grow and institutionalise the Calabar Carnival and Christmas Festival.
- Strengthening our Community based Tourism initiative through the integration of host communities in our tourism development drive.



### Targets

To build equity in the CRS Brand and foster the understanding of the importance and economic benefits of the tourism industry, as well as encourage private sector investment. To ensure positive image of CRS Brand while promoting tourism as a catalyst for socio-economic development.

### TRAINING AND EDUCATION

- Identify training needs for the tourism sector in Cross River State
- Create learning opportunities for tourism sector operators and local host communities.
- Link with short term training providers.
- Work in tandem with tertiary institutions and other educational regulatory bodies to develop curriculum and industry training.

### Targets

To improve hospitality standards and increase numbers of employed persons in sustainable tourism and tourism related jobs in Cross River State. To be able to compete favourably in the global tourism market place

### 2.24 Culture

- Knowledge and cultural products drive modern development and social change. How well a country packages its culture products can determine the speed and direction of its development.
- Cross River State has maintained a frontline position in cultural activities nationally. The uniqueness of the states culture, diverse as it is, has in the past won for the state national and international honours.
- There is no gainsaying the fact that Cross River State is endowed and blessed with a rich cultural heritage that must be preserved and harnessed and integrated with the tourism programme.

### Policy and Administration

- Establishment of Department of Culture and Heritage

### CULTURAL TOURISM

- Showcasing of Cultural Festivals, artifacts and cultural heritage.
- The administration will set up a hall of fame, an arts gallery, and an archive for the State.
- We will also resuscitate untapped art & craft, cultural industries with emphasis on job creation, poverty reduction, and wealth creation





## 2.25 Labour and Labour Relations

- Government as a large employer of labour has over the years been faced with strikes, work-to-rule, picketing, and other forms of industrial unrest.
- it must be stated that there is generally a high level of distrust between organized labour and the government over labour related issues. This distrust stems mainly from the perceived view that government does not usually honour its agreements with labour.
- There is need therefore to preserve this stable industrial climate by articulating better confidence building measures between government and labour for the purpose of their increasing collaboration and cooperation towards attaining consistent and genuine industrial peace in the State.
- Accordingly, and in recognition of the significant role that a stable and motivated workforce, as well as harmonious government/labour relations can do to create lasting industrial peace, the present Administration has articulated a four-year programme of action as follows:

### Unions

To develop a cordial relationship with the Congresses and maximize staff service delivery.

### Job Security

Institutionalization of due process in discipline of staff.

### Condition of Service

Appoint a Committee or CSC to review Conditions of Service and Staff Regulations of the State, and enforce compliance or application.

To be completed within 1 year

### Promotions

Promotions shall be on merit and in compliance with extant rules.

### Training

Institutionalize staff training in batches.

### Wages and salaries

Efforts will be made to reflect the cost of living in take home pay

### Targets

Encourage cordiality between labour and Government

Educate and enlighten staff.

To implement law on pension fully.



## 2.26 Civil and Public Service

- Efficiency of the public service is necessary for effective service delivery and implementation of government policies and programmes.
- The public service requires more professionalism and motivation to stem the tide of decline in the quality of public services, which has led to loss of public confidence in the service.
- Accordingly, there is need to build a modern, virile and responsive civil/public service that can be relied upon for policy implementation and service delivery in order to accelerate and fast track the attainment of the Millennium Development Goals (MDGS).

The vision of the present Administration for an efficient, effective and well trained civil/public service is presented below:

- Complete restructuring and upgrading of MDI and rehabilitation of MOW school.
- Commence construction of office blocks for the relocation of Establishments currently operating from rented private buildings.
- Relocation of all establishments operating from rented buildings.
- Complete computerization of all aspects of the service.
- Review the valuation of Government buildings sold to civil servants.
- Seminar and workshops for political appointees on public service rules and procedure.
- Streamlining of the service to achieve a pyramidal shape.
- Creation and institutionalization of interactive forum for political appointees and administrative heads.

## Pension and Gratuity Matters

- Payment of arrears of gratuity and pensions.
- Adopt and commence implementation of the pensions Reform Act, 2004.
- Overhaul and repositioning of the Pensions Unit in the Accountant-General's office.
- Pre-retirement counselling workshop for civil/public servants.
- Workshops for civil/public servants and labour unions on the benefits of the new contributory pension programme.

## Targets

- Ensure prompt payment of pensions and gratuity.
- Begin the implementation of the Pension Reform Act, 2004.
- Ensure efficiency in pensions and gratuity administration.
- Establish and maintain transparency in the payment of pensions and gratuity.
- Pay all outstanding arrears of pensions and gratuities.

## 2.27 State Electrification Agency

Adequate, affordable, safe and reliable, electricity power is pivotal for the sustainability of economic wellbeing of the people of Cross River State. This is because power can be seen as the engine room of growth and development, and which enhances wealth creation and poverty reduction through employment



and capacity building.

Accordingly, the state electrification agency will over the next few years engage in the following programmes and services:

1. Provision of electricity infrastructure and services to all communities in Cross River State.
2. Assumption of control and management of electricity infrastructure and installations within the State.
3. Ensuring that electricity supply to consumers is provided at reasonable prices.
4. Construction, reconstruction, maintenance and operation of electricity generating stations, transmission lines, distribution lines, transformer stations, and such other facilities as may be necessary for the provision of electricity to the public.
5. Exploring and developing alternatives sources of energy for public consumption.

The plan and strategies of the State Electrification Agency for the attainment of the above goals and objectives are as follows:

#### State Electrification

- Collation of data on communities yet to be electrified, and the available natural resources for harnessing and production of electric power.
- Site survey, project designs, preparation of project drawing and documents, and drawing state electrification map.
- Procurement/pricing
- Liaising with relevant linkages/bodies in the electricity sub-sector
- Commission of consultants
- Setting up of taskforce for prevention of vandalization of installations
- Capacity building/man power development training for staff/directors
- Acquisition of ambulances and other safety and emergency equipment
- Identification of networks/equipment in need of rehabilitation and maintenance.

#### Targets

- Universal access
- All communities to be covered with reliable and uninterrupted electricity supply by 2011.
- Full eradication of vandalisation of equipment/ installation
- Affordable electricity service.

## 2.28 RURAL DEVELOPMENT AGENCY

The focal point of all rural development is the improvement of the quality of life and standard of living of the rural populace. Since the majority of the state population resides in the rural and semi-urban areas, the need for rural development for our state becomes highly germane. The catalytic effect of rural development permeates and impacts on several areas in the life of rural dwellers, but most notably in education, water supply, sanitation, health, socio-economic environment, agriculture, and poverty reduction.



Accordingly, the state's rural development programme is intended to achieve the following:

- Growth and development of rural economics.
- Tackle the problem of rural/urban migration;
- Provision of infrastructure and services in rural communities.
- Improvement in the standard of living of the rural dwellers;
- Ensuring greater social justice through the improved provision of social services and amenities into rural areas;
- Removing barriers to progress by eradicating ignorance, illiteracy, poverty, and disease among rural inhabitants.

The present administration's plan for the Rural Development sector for 2007-2011 is presented below:

### Rural Access Roads

There is a need to improve on the number and quality of rural roads in order to enhance access to the rural areas, particularly in the rainy season when many roads are not passable. It is therefore our goal to construct a total of 720km of roads across the 18 LGA's of the State (40km per LGA average) finished to at least double surface dressing.

### Rural Water Supply

- Continuous Rehabilitation, Repairs and Maintenance (RRM) of rural water supply infrastructure.
- Construction of six regional water Schemes.
- Production of a Water and Sanitation Policy for the State.

### Primary Education Infrastructure

There are a total of 1,019 public primary schools in the state, and in almost all of these the infrastructure is in a very poor state of disrepair, with about half the student without writing Desks. As such, the following is planned:

- Rehabilitation and Upgrading of 196 Public primary schools (one per ward) across the state.
- Construction of 20,000 desks for Primary schools.

### Primary Health Care Infrastructure

There are about 560 PHC facilities spread across the state. About 25% of these are located in rented single room apartments. It is recognised that the work environment does reflect on the ability to offer service in a professional manner, and so there is an urgent need to provide permanent and befitting accommodation for these health care facilities. Towards this aim, the following will be undertaken:

- Renovation and Rehabilitation of 66 Health Centres across the state.
- Construction of 18 new health centres across the state (one per LGA).
- Construction of standard drug stores/cool rooms in 10 LGAs in the State.



## 2.29 Debt Management Department

### Determination of Outstanding debts.

There is a need for the verification and documentation of all outstanding indebtedness, and in line with this, the following will be undertaken:

- Creation of a State Debt Management Department headed by an EXCO Member and Staffed with suitably qualified professionals. This will enhance the performance of this critical area.
- Constant verification of creditors' claims and development of an appropriate database of loans, guarantees and other liabilities.
- Preparation and submission of forecasts of loans service obligation for inclusion in the State annual budget.

### Debt rescheduling and servicing

The availability of an accurate and reliable debt data base will better place the state in the management of its debt, and allow for better planning. This will require:

- Preparation and implementation of a plan for the efficient management of state debts commitment.
- Setting guidelines for the management of the financial risk of Government in respect of all loans.
- Establishment of an adequate programme for the restructuring and refinancing of all debt obligations

Provision of monthly update and reports of debt project to EXCO

- Draft law and borrowing guidelines ready for presentation to EXCO through His Excellency
- Monthly reporting of debt position
- Renegotiate interest on all crystallized guarantees and bank loans
- Develop and adopt an appropriate framework for debt sustainability analysis.
- Renegotiation of debts and rescheduling of tenor of all crystallized guarantees.

## 2.30 DUE PROCESS AND PRICE INTELLIGENCE DEPARTMENT

The present Administration is committed to public procurement reforms and ensuring that value for money is obtained in all public expenditure. The due process office is set up with the following mandate:

- To ensure the implementation of the Principle of Due Process and Compliance by all MDAs.
- To ensure that all projects of Government are efficiently executed within the estimated amount, and in record time without deviating from specified quality standards and/or specifications.
- To ensure that the original forecast and plans are not undermined in the course of execution of such projects.
- To monitor and ensure that MDAs achieve effective cost management in the execution of projects.



- To ensure compliance with Government Procurement guidelines by MDAs.
- Training and monitoring of staff of various MDAs on procurement process and best practice.
- To document and maintain a record of erring consultants/contractors so as to facilitate reporting to their professional (or regulatory bodies).
- To develop and maintain a data base of all government procurements.
- To maintain and update database on prices of goods and services for benchmarking purposes.

To ensure strict compliance with Government Procurement Guidelines by all MDAs of Government, and the implementation of the principle of Due Process and compliance by all Government Agencies and members of the public, the aims, objectives, and principles of the Due Process procedures need to be properly disseminated, and in this regard, a number of workshops will be conducted. To aid this process, procedures need to be standardised, and so the following activities will be undertaken:

- Training Workshop for House of Assembly Members.
- Training Workshop for Permanent Secretaries and Directors
- Standardization of Bidding documents
- Standardizing of Advertisement Notices.
- Implementation of the Check List for Analysis, Evaluation and Certification of Awards of Contracts.
- Develop a Data Base on Prices.
- Maintain an up-to-date Register of all Contractors, Suppliers and Consultants.
- Provide a Standard Format of Terms of Reference and Expression of Interest.
- Develop a capacity building programme for training and retraining of Procurement Officers.

A selective Procurement Course/Training on Goods, Works and Services for Procurement Officers.



## CHAPTER 3

### RESOURCE PROFILE FOR IMPLEMENTING THE BLUEPRINT

#### 3.1 FINANCIAL RESOURCES

- Basically, the sources of finance available to the State are its share from the Federation Account Allocation Committee ('FAAC') allocation, internally generated revenue (IGR), Value Added Tax (VAT) and Capital Receipts.
- The State also receives grants, aid, and loans (internal and external), to supplement the major sources of revenue.
- For obvious reasons, FAAC is the most important of all the revenue sources. It accounts for about 80% of the State's total revenue and has the potential of increasing, if the current advocacy and pressure being mounted on Revenue Mobilization Allocation and Fiscal Commission (RMAFC) by Niger Delta States for a statutory increase in their allocation is granted.
- This Economic Blueprint, and the associated CR-SEEDS document, envisages that with the on-going reforms in the State Public Service, the revenue base of the State will expand and impact positively on the overall financial resources and quality service delivery in the State.
- The major policy thrust aimed at enhancing the state's financial resources is diversification and expansion of the economy to increase the pool of IGR, and wean the state from overdependence on the federally allocated revenue. The aim is to increase the volume of IGR such that it is able to comfortably accommodate the State's salaries and wages bill on a monthly basis.
- The policy strategies of the State to enhance her financial resources include:
  - Reform of the tax system and administration. A series of strategic re-organization has been carried out in the State's Internal Revenue Service.
  - Privatization of government-owned enterprises through the State Council on privatization. This will free up financial resources for other uses.
  - Adoption of cost reduction measures.
  - Control of wastage and leakage through effective monitoring of project implementation and efficient controls over commitment and payment.
  - Expanding the tax base by recognizing and capturing more tax payers and tax types.
  - Enforcing existing tax laws and strengthening Revenue Courts
  - Expanding collaboration with International Donor Agencies for inflow of grants and development aid.
  - Encouraging and facilitating the establishment and growth of viable industries to deepen and broaden the tax base of the state.

#### 3.2 SOURCES OF REVENUE

##### 3.2.1 Personal Income Tax

- Traditionally, the most important internal revenue source of the State is the Personal Income Tax (PIT).
- This tax is levied on individuals deemed to be resident in the State, under the Personal Income Tax Act (PITA) 1993.
- Personal income tax has two variants: Pay-as-you-earn (PAYE) levied on persons in formal paid employment, and self-assessment for those in the informal sector and self-employment.



- The challenge before the government and the State tax authority is to work out a viable and practical PIT assessment, collection, and administration system, which will enable them maximize financial resources from this potentially huge revenue source.
- It is envisaged that the ongoing tax reform will address relevant issues and establish a new regime of revenue collection and administration that will impact positively on the State's financial resources.
- Constitutionally, Cross River State like any other state in the Federation has residual tax powers and is therefore free to expand its tax base. Some of the taxes which the government intends to further exploit include urban development taxes, social responsibility tax, tourism levy, pools betting and lotteries, gaming and casino, road taxes, forestry and produce taxes.

### 3.2.2 Loans

- Since the inception of the current democratic dispensation, the pressure to provide dividends of democracy consistent with the development needs of the people has exerted enormous pressure on the financial resources of the State.
- Despite the commendable efforts of the government aimed at achieving its revenue targets, it has had to contend with recurrent budget gaps.
- To finance recurring budget gaps, the government resorted to borrowing from local banks at relatively high cost.
- For development projects however, reliance was more often than not placed on foreign loans and the capital market. In the recent past, the government of Cross River State approached the capital market where it floated a 4 billion Naira development Bond for development of the tourism sector.
- The government will continue to explore this and other funding windows to mobilise long term low cost project funding in line with the development imperatives of the State.

### 3.2.3 Grants and Aid

- Grants and Aid (solicited and unsolicited) have continued to feature as complementary sources of financing development projects in Nigeria. This is despite the suspicion with which it is viewed in the third world. At several fora Donor Agencies have repeatedly stated that they will only fund projects and programmes that are NEEDS/SEEDS- compliant.
- Cross River State has benefited immensely from grants and aid from International Donor Agencies and partners, such as the World Bank, the African Development Bank, CIDA, UNDP, UNICEF, USAID, DFID etc. for execution of several projects.
- Between 2003 and 2004 approved provision for grants as contained in the State's consolidated financial statement was 4 percent of total provision for capital receipts. The State will continue to accept grants from friendly development partners to complement self funded development efforts.





Table 3.1: Donor's Profile in Cross River State

Donors	World Bank	UNDP	European Union	WHO	USAID	DFID	UNICEF	CIDA
Political Governance								
Economic Governance			✓					
Civil Governance	✓							
Private Sector/Business Promotion								
Electoral Assistance								
Civil Society Support								
Conflict Prevention								
Regional Integration								
Statistical Support								
Poverty	✓	✓						
HIV AIDS	✓	✓			✓	✓		
Health	✓		✓	✓				✓
Immunization		✓					✓	
Education								
Reforms					✓			
Culture								
Science & Technology								
Vocational								
Water & Sanitation	✓		✓				✓	
Environment/ Natural Resources Management	✓							
Agriculture/Fisheries/Livestock					✓			
Remote Sensing								
Tourism								
Transport & Aviation								
Trade & Globalisation								
Employment Creation					✓			
Micro/Community Dev. Projects	✓		✓					



### 3.3 POPULATION AND HUMAN RESOURCES

Population is both the end and the means of human development. This is because people constitute the ultimate ends of development as well as the primary agents of development.

As the raw population is developed into human capital through education, training, relocation (migration), and health, it forms the ultimate human capital asset in the nation/state. The population of Cross River State is current estimated at 2.747 million (2006). Given a national average growth rate of 2.93%, the population of Cross River State can double in about 24 years! Some key features of Cross River State population worth noting include the following.

The male female ratio is about 50 –50. In 1999, the female population was 1,194,085 representing 49.97percent of the total population. This ratio has not changed in 2004 although the absolute number of the population has increased see Table 3.2 below.

The youth of working age (ranging from 15 to 39 years of age) form a substantial percentage (38.5%) of the state's population of about 39 percent (Table 3.2) but at this age bracket the females outnumber the males. This suggests a disproportionate burden of social pathologies affecting the female in this age range.

The population density in the state varies from 9 per square kilometre for Bakassi to 1,237 per square kilometre for Calabar Municipality (Table 3.2).

**Table 3.2: Cross River State Population Projection by LGA and Density**

S/N	Local Government Area	Projection Population 2004	Area/Sq Km	Population Per Sq. Km
1.	Abi	112,762	334.52	337
2.	Akamkpa	170,284	4,943.04	34
3.	Akpabuyo	143,174	816.18	175
4.	Bakassi	6,280	826.07	8
5.	Bekwarra	83,572	304.30	275
6.	Biase	145,345	1,285.56	113
7.	Boki	208,428	2,741.95	76
8.	Calabar Municipal	194,274	157.06	1,237
9.	Calabar South	278,430	269.99	1,031
10.	Etung	63,237	903.22	70
11.	Ikom	203,436	1,801.79	113
12.	Obanliku	69,870	1,059.74	66
13.	Obubra	192,926	1,086.27	178
14.	Obudu	121,885	520.00	234
15.	Odukpani	175,860	1,432.87	123
16.	Ogoja	158,264	1,156.08	137
17.	Yakurr	193,714	870.44	289
18.	Yala	225,112	204.25	110
	Total	2,747,173	22,341.33	123

As a development priority the state is determined to develop a vibrant crop of state-based professionals that will increase human capital and directly stimulate capital formation.



### 3.4 NATURAL RESOURCES (MINERAL RESOURCES)

The state Department of Mineral Development and Exploration was established on January 29, 2002. The achievements of that Department can be summarized as follows:

- (i) Identified and located 25 minerals and collected some samples of various minerals available in the State including gold.
- (ii) Production of a raw minerals map of Cross River State.
- (iii) Participation in the National Workshop organized in 2002 by the Presidency for stakeholders on the development of solid minerals in the country.
- (iv) Presentation of a position paper on the prospects of a barite processing plant in the State.
- (v) Inclusion of some vital mineral development projects in the fifteenth National Rolling Plan (2004-2006).
- (vi) Identified and recorded 20 companies undertaking mining activities in the state and arrangements are being intensified with the companies to determine the quantum of their products with the view of attracting the 13% derivation from the Federal Allocation to the State.
- (vii) Efforts are also being intensified with the mining companies for co-operation with the department for environmental impact assessment (EIA) within their areas of exploitation.

Table 3.3: Uses of Mineral Resources

S/NO	MINERAL	POTENTIALS USES
1	Gold	As foreign Exchange, jewellery, ornament
2	Uranium	Atomic Energy
3	Iron Ore	Metallurgical uses
4	Tin Ore	Aluminium smelting
5	Manganese	Export
6	Titanium ore	Export
7	Limestone	Cement production
8	Salt	Cooking and other industrial use
9	Coal	Automobile power
10	Mica	Electronic or electrical insulators
11	Kaolin	Moulding (sculpture)
12	Crude oil	Fuel and other associated gas
13	Zinc	Building (roofing sheets)
14	Galena	Export
15	Natural gas	Cars and other locomotion
16	Feldspar	Ornamentation
17	Quartz	Ornament and jewellery
18	Barite	Drilling mud/fillers
19	Diamond	Precious stone, jewellery, ornament, and foreign exchange
20	Graphite	Production of pencil, electrodes
21	Tourmaline	Ornament
22	Spring water	Source of good table water
23	Hard stones including laterite	Construction work

From Table 3.3 above there are at least 25 different kinds of mineral resources identified to exist in the state. These include gold, uranium, tin, barite, kaolin, limestone, manganese, and tourmaline. These minerals resources will be exploited to make the state and its people prosperous.



### 3.5 MONITORING AND EVALUATION

- The present Administration will effectively employ monitoring and evaluation mechanisms to ensure that set targets for the respective MDAs and sectors are met.
- Performance of critical variables in the economy and the execution of measures and projects will be completely tracked during the tenure of the present Administration.
- The need for economy monitoring has become more glaring with the emergence of globalization and its attendant negative effects, such as financial contagion.
- Monitoring will be used as an instrument to track developments in the economy, detect deviations from set targets, derive the implications of meeting observed shortfalls, predict, and anticipate likely negative occurrences, for remedial measures to be taken in time.
- A participatory monitoring approach, involving all stakeholders, will be adopted for both the economy and for the implementation of measures. Institutionally, the present Administration is evolving an effective framework for the monitoring of measures.
- Besides, relevant agencies are to ensure the effective monitoring of the implementation of measures, including projects and the economy.
- The employ of relevant modern scientific instruments will be examined for the tracking of the performance of the economy.

### 3.6 CONCLUSION

- The Private sector - driven economy will achieve surplus value via optimal resources mobilization and equitable allocation.
- The Calabar Free Trade Zone and TINAPA would have come on full stream.
- The resultant downstream opportunities will lead to the massive growth of SMEs and productive employment.
- Government will continue to provide the enabling environment for other stakeholders to function maximally. Its role is, therefore, critical and will have far reaching implications for the birth of a new economy.
- Attaining the core goal of wealth creation will ultimately impact on how well the recommendations of this Blueprint are implemented.

**Annex 1: ADDRESSES AND TELEPHONE NUMBERS OF KEY STATE MINISTRIES, DEPARTMENTS & AGENCIES**

SN	OFFICE	ADDRESS	TEL. NOS.
1.	Chief of Staff	Governor's Office Calabar	087-236408
2.	Head of Personal Staff to the Deputy Governor	Office of the Governor, Calabar	087-232079
3.	Conflict Management/Resolution Office	Governor's Office, Calabar	087-235879
4.	State Agency for the Control of HIV/AIDS (SACA)	Alekong Drive, State Housing Estate, Calabar	0703948533
5.	Office of the Secretary to the State Government	Office of the Governor, Calabar	08055243494, 087-235897
6.	Political/Legislative Affairs Department	By Governor's Office, Calabar	08055929640, 087-237862
7.	Chieftancy Affairs Department	By Governor's Office, Calabar	08035865141, 087-232829
8.	Special Service Office	Governor's Office, Calabar	087-233128
9.	Executive Council Secretariat	Governor's Office, Calabar	087-232412
10.	Special Duties Office	Establishment – New Secretariat, Calabar	08053638574, 08027219704
11.	Budget Monitoring and Evaluation Department	Old Secretariat Complex, Calabar	08058235962, 08035524438
12.	Inter Governmental Affairs Department, Abuja	Abuja	09-3147053
13.	Inter Governmental Affairs Department, Lagos	42, Bishop Oluwole Street, VII, Lagos	01-26100052619903
14.	Department of Culture and Heritage	Cultural Center, Calabar	087-236560
15.	Dept. of International Development/Planning Commission	New Secretariat Complex, Calabar	08033118285
16.	State Emergency Management Agency	By Chronicle Office, Barracks Road, Calabar	08033369129 (Executive Sect.)
17.	Roll Back Malaria Programme	Essential Drugs, Barracks Road, Calabar	08037136643, 087-232272
18.	Department of Labour and Productivity	100, Marian Road, Calabar	08039718160, 087-232169
19.	Commercial Motor Cycle Regulatory/Monitoring Agency	100 Marian Road, Calabar	08054337173
20.	Economic Adviser to the Governor	Old Secretariat, Calabar	08037137491, 08054692025
21.	Legal Adviser to the Governor	Governor's Office, Calabar	08036674036, 08077110071
22.	Department of Public Transportation	Old Secretariat Complex, Calabar	08037131495, 08054988567
23.	Department of Special Project	Governor's Office, Calabar	08034005858
24.	Due Process and Price Intelligence Department	New Secretariat Complex, Calabar	08033713415
25.	Information and Communication Technology Department	Governor's Office, Calabar	08034401052, 08029990951
26.	Special Adviser, Governor's Office	Office of the Governor, Calabar	08022913042, 07034005555
27.	CRS Tourism Bureau	10, Okoi Arikpo House, Calabar	087-239158
28.	Debt Management Department	Ministry of Finance, Calabar	08037050135, 087-238955
29.	Mortgage Finance Department	Ministry of Finance, Calabar	08033121522/0807284440
30.	Investment Promotion Department	New Secretariat Complex, Calabar	08022239903, 08050531331
31.	CRS SERVICOM Office	Establishment – New Secretariat Complex, Calabar	
32.	CRS Fire Service Department	Marian Road, Calabar	087-232007
33.	CRS Consumer Protection Committee	New Secretariat Complex, Calabar	
34.	Rural Development Agency	Ministry of Works MMA Highway	08033120970
35.	Rural Water Supply and Sanitation Agency	CRS Water Board, Ndidem Usang Iso Road, Calabar	087-235598



36.	State Electrification Agency	Ministry of Works, MMI Highway	08023236465
37.	Office of the Head of Service	New Secretariat Complex, Calabar	087-231932
38.	Department of Establishment and Service Matters	New Secretariat Complex, Calabar	08045280314 (Chairman)
39.	Management Development Institute	Mary Slessor Avenue, Calabar	
40.	CRS House of Assembly	Opposite U.J. Esuene Stadium, Calabar	
41.	CRS Judiciary	Mary Slessor Avenue, Calabar	08056783742, 087-234130, 231738
42.	Ministry of Agriculture and Natural Resources	2, Barracks Road, Calabar	
43.	Agricultural Development Programme	IBB Way, Calabar	087-2317171
44.	Pneapple Project	Min. of Agric, 2, Barracks Road, Calabar	08033980509
45.	Ministry of Education	Old Secretariat Complex, Calabar	087-235752, 230225
46.	Secondary Education Board	Old Secretariat Complex, Calabar	087-233280
47.	Technical Education Board	Old Secretariat Complex, Calabar	087-231739
48.	CRS University of Technology	Ekpo Abasi Road, Calabar	
49.	CRS Library Board	Sports Council Road, Calabar	08034356397
50.	CRS Universal Basic Education Board	Murtala Mohammed HW, Opp. Flour Mill, Calabar	
51.	CRS Scholarship Board	Old Secretariat Complex, Calabar	08058023540
52.	Agency for Adult and Non-Formal Education	Old Secretariat, Calabar	087-235752/230225
53.	New College of Education	Akamka	087-236335
54.	Ministry of Environment	Opposite Cultural Centre, Calabar	
55.	Calabar Urban Development Authority	IBB Way, Calabar	
56.	Ikom Urban Development Authority	Ikom Urban	
57.	Ogija Urban Development Authority	Ogija Urban	
58.	Obudu Urban Development Authority	Obudu Urban	
59.	Ugep Urban Development Authority	Ugep Urban	
60.	Governor's Task Force on Environmental Sanitation	CUDA IBB	
61.	Waste Management Agency	Murtala Mohammed HW, Opp. Fed. Housing	
62.	Ministry of Finance	By Governor's Office, Calabar	087-232067, 235005
63.	Office of the Accountant General	Old Secretariat Complex, Calabar	087-232165, 235874
64.	Internal Revenue Service	New Secretariat Complex, Calabar	087-232136
65.	Ministry of Health Headquarters	Old Secretariat, Calabar	087-233254, 232316
66.	College of Health Technology	Mary Slessor Avenue, Calabar	
67.	School of Nursing Calabar	Mary Slessor Avenue, Calabar	
68.	School of Midwifery Calabar	Mary Slessor Avenue, Calabar	
69.	School of Nursing Iligidi	Iligidi - Orla, Calabar	
70.	Central School of Nursing Ogija	Iligidi - Orla, Calabar	
71.	School of Midwifery / TBL Montara Ogija	Montara - Ogija	
72.	School of Midwifery / TBL Obudu	Sacred Heart Hospital, Obudu	
73.	General Hospital Calabar	Mary Slessor Avenue, Calabar	08086334269

74.	Government Dental Centre Calabar	Moore Road, Calabar	
75.	Dr Lawrence Henshaw Memorial Hospital Calabar	New Edgerly Road, Calabar	
76.	Eye Care Programme Calabar	Mary Slessor Avenue, Calabar	
77.	St Joseph Hospital, Ikot Ene Akpabuyo	Ikot Ene - Akpabuyo LGA	
78.	General Hospital Akamkpa	Akamkpa	08064050850
79.	Cottage Hospital Oban	Akamkpa	07030296642
80.	Cottage Hospital Akpet Central	Akpet Central - Biase	0802556767/08075399677
81.	General Hospital Ugep	Ugep - Yakurr LGA	08059749028
82.	Eja - Memorial Joint Hospital Itigidi	Itigidi - Abi LGA	08056131522
83.	General Hospital Obubra	Obubra	08022146300
84.	General Hospital Ogoja	Igoli - Ogoja	08039121405
85.	General Hospital Okpoma	Yala LGA	08050233570
86.	General Hospital Obarikuru	Sankwala - Obarikuru	
87.	Lutheran Hospital Yabe	Yabe - Yala LGA	0808874177/08087700363
88.	Essential Drugs Programme	Barracks Road, Calabar	
89.	Obudu Ranch Clinic	Ranch Resort	08063334543
90.	Ministry of Information	Opp. Cultural Center	087-232101
91.	CRS Broadcasting Corporation Calabar	IBB Way, Calabar	087-232101, 239128
92.	CRS Broadcasting Corporation Ikrom	Ogola Road, Ikrom	
93.	CRS Newspaper Corporation Calabar	Barracks Road, Calabar	087-232320
94.	Ministry of Justice	New Secretariat Complex, Calabar	08056231919, 08069396215
95.	Ministry of Local Government Affairs	New Secretariat Complex, Calabar	08032859766, 087-232391
96.	Ministry of Land and Housing	New Secretariat Complex, Calabar	08033397073, 08054007250
97.	Ministry of Women Affairs	Hope Waddie Avenue, Calabar	08037176270, 087-233491
98.	Ministry of Works	Murtala Mohammed HW, Calabar	08033006062, 087-232312
99.	CRS Water Board	Ndilem Usang Iso Road, Calabar	087-234243, 238911, 238912
100.	Ministry of Social Welfare and Community Development	Hope Waddie Avenue, Calabar	08037277615
101.	Ministry of Youths, Sports Development and Orientation	Old Secretariat, Calabar	08037106856, 08036806610
102.	Office of the Auditor General - State	4, Adazi Street, Off Barracks Road, Calabar	087-232048/232099
103.	Office of the Auditor General - Local Government	Bessey Etele Ila Street, Off Barracks Road, Calabar	087-236445
104.	Civil Service Commission	New Secretariat Complex, Calabar	087-232042
105.	CRS Forestry Commission	Mary Slessor Avenue, Calabar	087-237958
106.	CRS Independent Electoral Commission	Bishop Monarch Avenue, State Housing, Calabar	
107.	Local Government Service Commission	Kings Street, Calabar	087-232043/232733
108.	Judicial Service Commission	Mary Slessor Avenue, Calabar	
109.	Sport Commission	Sports Council - Stadium, Calabar	087-235792
110.	CRS Carnival Commission	Akol Arifko House, 10, Calabar Road, Calabar	08033054855
111.	Border Community Development Commission	4 Ibaku Street, State Housing Estate, Calabar	08033253357