




## CROSS RIVER STATE HOPE GOV, HOPE PHC & HOPE EDU 2025 WORKPLAN

<b>State</b>	<b>Cross River State</b>
<b>Period</b>	<b>2025</b>
<b>State Focal Person</b>	<b>Commissioner for Finance</b>
<b>State Coordinator</b>	<b>Dr. (Mrs) Offiong Erete Ebong</b>
<b>List of Contributing Entities</b>	<b>Ministry of Finance, Department of Budget, Monitoring and Evaluation, Ministry of Health, Ministry of Education, Ministry of Local Government Affairs, SUBEB, PHCDA, Department of Due Process and Price Intelligence Bureau</b>
<b>URL Link to Published Documents</b>	
<b>Does the State Steering Committee approve this Plan</b>	<b>Yes</b>
<b>Date of Publishing on website</b>	<b>31/3/2025</b>



## CROSS RIVER STATE HOPE GOV, HOPE PHC & HOPE EDU 2025 WORKPLAN

Result Areas	Objectives	Key Activities	Description and Key Targets	Responsible MDAs	Contributing MDAs	Planned Start Date	Planned End Date	Projected Budget (₦)	Funding Sources
<b>Eligibility Criteria</b>	Ensure compliance with budget transparency and accounting standards	Prepare the 2025 budget under NCoA and publish the approved budget online	State budget under NCoA approved and published online by Jan 31, 2025	Ministry of Economic Planning and Budget	Cross River State House of Assembly, Office of Accountant General	2024-11-01	1/7/25	N100m	HOPE GOV
	To strengthen public financial accountability and transparency by ensuring timely preparation, legislative oversight, and public disclosure of the state's audited financial statements in line with international standards (IPSAS).	Prepare Audited Account under IPSAS Submitted to the House of Assembly Publish 2024 Audited Account online	State Audited Account passed by the House of Assembly and published online by July 31, 2025	Office of the Accountant General	Cross River House of Assembly	1/7/25	31/07/25	0	

Results Area 1: Increased availability and effectiveness of financing for basic education and primary healthcare service delivery.									
<p><b>HOPE EDU DLI 1.1</b> UBEC guidelines revised to:</p> <p>(i) enhances states' access approval and reporting process, including publication of releases.</p> <p>(ii) set rules, including the cut-off period for unaccessed funds</p>	<p>Improve efficiency, transparency, and accountability in accessing and reporting UBEC funding</p>	<p>1. Review and revise UBEC access and reporting guidelines</p> <p>2. Conduct stakeholder engagement and sensitization on new guidelines</p> <p>3. Publish revised guidelines and disbursement releases online</p>	<p>Revise existing UBEC guidelines to streamline processes for state access and reporting. Engage stakeholders (MoE, SUBEB, MoF) to ensure alignment and compliance.</p> <p> <b>Targets:</b> Revised guidelines finalized and published by UBEC; dissemination to all states; released data published quarterly</p>	<p>SUBEB, Finance, MoE</p>	<p>Cross River SUBEB, Ministry of Education, Ministry of Finance, SWAp Coordination Office</p>	<p>1/4/25</p>	<p>31/12/25</p>	<p>N25M</p>	<p>SUBEB Counterpart Funding</p>
<p><b>DLI1-HOPE EDU</b></p> <p>Improve foundational literacy and</p>	<p>Ensure adequate supply and equitable distribution of</p>	<p>1. Assess textbook and teacher guide needs across public primary</p>	<p>This intervention aims to improve teaching and learning at the foundational level</p>		<p>Ministry of Education, UBEC, Ministry of Finance,</p>	<p>1/4/25</p>	<p>30/11/25</p>	<p>N2bn</p>	<p>HOPE-EDU, UBEC Counterpart Fund</p>



numeracy outcomes.	quality learning materials for early grade learners and teachers	schools 2. Procure curriculum-aligned literacy and numeracy textbooks and guides 3. Distribute materials to schools with tracking system 4. Train teachers on the effective use of learning materials	by equipping pupils and teachers with essential instructional materials. <b>🎯 Key Targets:</b> - Needs assessment completed in all LGAs - 100% of P1-P3 learners receive literacy and numeracy textbooks - 100% of early grade teachers receive teacher guides - At least 10,000 teachers trained on instructional use		State Universal Education Quality Assurance Department, HOPE Program Secretariat				
<b>HOPE PHC DLI1</b> Strengthened PHC Financing and Planning	Ensure coordinated and equitable PHC financing across all LGAs	Adopt and implement unified PHC financing and service delivery plan	Plan approved by Executive Council and implemented across LGAs by June 2025	Ministry of Health, Cross River State Primary Health Care Board, HOPE Secretariat	Ministry of Health, Cross River State Primary Health Care Board, Hope Secretariat	Jan – J2025	Jun 2025	₦500,000	HOPE-PHC
<b>DLI 2:</b> <b>HOPE-GOV</b>	Strengthening planning and execution	1. Review and adopt consolidated	Guidelines for consolidated sector workplans	Ministry of Economic	MoE, LSUBEB, PHC Board	2024-12-01	2025-02-28	₦700M	HOPE-GOV


Strengthened state budget planning and execution for basic education and primary healthcare.	systems for sector budgets by improving coordination, consolidation, and performance monitoring across funding sources	workplan guidelines for basic education 2. Review and adopt consolidated workplan guidelines for primary healthcare execution	adopted by SUBEB, PHCB, and MoEPB  Quarterly budget performance reporting system established and used in both sectors	Planning and Budget					
<b>HOPE GOV</b> Strengthened state and LGAs budget planning	Strengthening planning and execution systems for sector budgets at Local Government	1. Local governments adopt harmonized budget by March 31, 2025 2. Build capacity of MDAs and LGAs on the new planning and budgeting processes 3. Establish a routine performance monitoring system for quarterly budget	Local Government Prepared 2025 Budget and Audited Financial Statement based on IPSAS and NCoA	Min of Budget,  Reigns Management	Auditor General Office Min of Local Government LGAs	April 2025	Dec 2025	N3bn	HOPE GOV

		4. Provide hands on technical Support to LGAs  5 Hold 2 joint sector review meetings involving Education, Health, Budget, and Planning sectors							
<b>HOPE PHC DLI2</b> State develops and adopts comprehensive PHC budget and workplan guidelines	Institutionalize comprehensive and harmonized budgeting practices in PHC	Develop and adopt PHC budget and workplan guidelines	Guidelines developed and adopted by all LGAs	MoH, PHC Board, Budget Office	MoLG, Finance, Planning Commission	Mar 2025	Jun 2025	N500,000	HOPE-PHC
<b>DLI2 HOPE EDU</b> Improve foundational literacy and numeracy outcomes	Strengthen teacher support and system-level monitoring to ensure effective delivery of the foundational learning package in early primary grades	1. Develop and implement a teacher mentoring and classroom support framework 2. Assign and train school mentors or LGEA staff to observe and	Improve early grade instruction through regular observation, feedback, and system accountability mechanisms. <b>🎯 Key Targets:</b> - At least 70% of Grade 1-2 teachers receive written	Cross River SUBEB	Ministry of Education, Teacher Professional Development Agency (if established), Quality Assurance Dept.,	Mar 1, 2025	Dec 15, 2025	N300M	HOPE-EDU, UBEC Teacher Development Fund


		coach teachers 3. Conduct classroom observations using a structured tool for Grades 1 and 2 4. Share individualized feedback reports with teachers and school leadership 5. Aggregate and publish termly performance summaries to inform system improvement	feedback at least once per term - Monitoring visits conducted in 80% of public primary schools by October 2025 - Foundational learning performance summaries published termly		LGEAs, School Support Officers HOPE Secretariat				
<b>HOPE PHC DLI3</b> establishes and operationalizes a PHC Performance Monitoring System	Strengthen accountability through data-driven monitoring of PHC performance	Establish and operationalize PHC Performance Monitoring System	System operational and quarterly reviews conducted	PHC Board, SA ICT	Ministry of Health, Budget Office	Feb -25	Dec 152025	₦100M	HOPE-PHC
<b>Results Area 2: Enhanced transparency and accountability for basic education and primary healthcare</b>									
<b>HOPE GOV</b> DLI 3: Strengthen accountability and transparency of	Ensure timely, complete, and public disclosure of	1. Prepare and publish FY2024 audited financial statements for	Guidelines adopted and quarterly budget performance	Min of Budg Office of the Auditor	Cross River SUBEB, Cross River PHC Board,	Jan 125- De 31,	Dec 31, 2025	NIL	HOPE-GOV

federal funding for basic education and primary health care.	federal education and health funding to support transparency and citizen oversight	education and health sectors 2. Publish quarterly transfer data from UBEC and BHCPF 3. Develop and launch an online portal/dashboard for public access to releases and expenditures	reports initiated by March 2025	General, Ministry of Finance, Ministry of Health, Ministry of Education	SA ICT, SWAp Coordination Office	2025 –			
<b>HOPE PHC DLI4</b> Improved Service Delivery at PHC Facilities	Increased number of PHC facilities meeting minimum delivery standards	Upgrade PHC infrastructure to meet national service delivery standards	Upgrade PHC facilities to meet national service delivery standards	50% of PHCs upgraded to meet standards	PHC Board, Ministry of Works, HOPE Secretariat	Mar – 2025	Dec 2025	N2bn	HOPE PHC
HOPE GOV; DLI 4 Enhanced Transparency and Accountability	Improve public access to budget information	Develop and publish a citizen-friendly budget	2025 Citizen's Budget published by February 2025	Ministry of Economic Planning and Budget	Ministry of Information, Civil Society Groups, HOPE Sec	Feb. 2025	Dec 2025	N200M	HOPE-GOV
DLI 4: HOPE GOV Strengthened accountability and transparency for	Improve public access to information on state-level spending in education and	1. Develop and publish a citizen's budget for the health and education sectors by Feb	Increase the visibility and scrutiny of state-level resource use in basic education and primary health.	Ministry of Economic Planning and Budget, Office of the Auditor	Ministry of Health, Ministry of Education, Cross River SUBEB,	1/1/25	31/12/25	N50M	HOPE GOV



<p>basic education and primary health care funding at state level</p>	<p>health to build trust, foster oversight, and promote value-for-money in service delivery</p>	<p>28, 2025 2. Conduct financial and performance audits for education and health sectors 3. Publish all contracts awarded in education and health in OCDS format quarterly</p>	<p> <b>Key Targets:</b> - 2025 citizen's budget published by February 2025  - Financial and performance audits conducted and submitted to State Assembly by May 2025  - Contract award data published quarterly in OCDS format within 30 days of each quarter</p>	<p>General, Cross River Public Procurement Agency</p>	<p>Cross River PHC Board, SA ICT</p>				
<p>HOPE EDU DLI4 Increase access to Early Childhood Education (ECE)</p>	<p>Improve access to quality ECE by constructing, upgrading, and equipping classrooms to accommodate more children in foundational learning environments</p>	<p>1. Conduct a needs assessment of ECE classroom availability by LGA 2. Design and approve ECE infrastructure expansion plan 3. Construct and/or upgrade ECE classrooms in underserved areas</p>	<p>Expand access to early learning opportunities by scaling up ECE infrastructure.  <b>Key Targets:</b> - Needs assessment conducted and prioritized LGAs identified - At least 300 new or upgraded ECE classrooms delivered by December 2025</p>	<p>Cross River SUBEB</p>	<p>Ministry of Education, Ministry of Works and Infrastructure, Ministry of Economic Planning and Budget, LGEAs, HOPE Secretariat</p>	<p>May 1, 2025</p>	<p>Dec 20, 2025</p>	<p>N3bn</p>	<p>HOPE-EDU, UBEC Infrastructure Grant, State Capital Budget</p>

		4. Procure age-appropriate furniture and learning materials 5. Monitor construction and ensure classrooms meet national ECE standards	- 100% of classrooms equipped with ECE-compliant furniture and learning materials						
<b>HOPE PHC DLI 5:</b> Increased availability of essential medicines and commodities at PHC level	Ensure consistent availability of essential medicines at the PHC level	Ensure essential drug availability in PHC facilities	80% of PHCs stocked with tracer drugs quarterly	PHC Board, Central Medical Stores, HOPE Secretariat	MoH, LGA Health Departments	Jan – 2025	Dec 2025	N1bn	HOPE-PHC + Drug Revolving Fund
<b>HOPE EDU DLI 5:</b> Expand access to equitable and inclusive basic education- Creating Community-Based Classrooms (CBCs), aligned with the HOPE-EDU Program and the Sector-	Provide access to basic education for underserved and hard-to-reach communities through low-cost, locally managed classroom structures	1. Identify underserved communities through school mapping and community consultations 2. Design and approve a CBC operational framework 3. Construct low-cost classrooms using	Extend educational access in areas with no nearby schools by establishing community-based learning spaces.  <b>Key Targets:</b> - 200 community-based classrooms established in rural/underserved LGAs - 100% of CBCs equipped with	Cross River SUBEB	Ministry of Education, Ministry of Local Government, Ministry of Women Affairs and Poverty Alleviation, Community-Based Organizations (CBOs), LGEAs	May 1, 25	Dec15, 2025	N1.8bn	HOPE-EDU, UBEC Special Grant, State and Local Government Co-funding


Wide Approach (SWAp):		community labor and local materials 4. Recruit and train facilitators or volunteer teachers 5. Provide learning materials and monitor enrollment and learning outcomes	basic furniture and materials - Enroll at least 10,000 out-of-school children by Dec 2025						
<b>HOPE PHC-DLI 6:</b> Improved supervision and quality assurance visits to PHC facilities	Improve quality assurance and supervision at the facility level	Conduct regular supervision and quality assurance visits	Quarterly visits to all PHCs completed	PHC Board, Quality Assurance Unit, HOPE Sec	MoH, LGA Monitoring Teams, HOPE Sec	Feb 2025	Nov 2025	N100M	HOPE PHC
<b>HOPE GOV DLI 4</b> Enhanced Transparency and Accountability	Promote transparency in public procurement	Publish contract award information quarterly in OCDS format	Quarterly procurement reports published online within 30 days	Ministry of Budget Public Procurement Agency	Ministry of Budget MoH, MoE, SA ICT	Jan 25	Dec 25	N100M	HOPE GOV
Results Area 3: Improved recruitment, deployment, and performance management of basic education teachers and primary healthcare workers by federal, state, and local governments.									

<p>DLI 5: Increased number of basic education teachers and primary healthcare workers deployed.</p>	<p>Address critical workforce shortages in education and primary healthcare by increasing equitable deployment of trained personnel across the state.</p>	<p>DLR 5.1 Conducted baseline exercise mapping the number and duty stations of basic education teachers across the state and a multi-year costed teacher recruitment and deployment plan to address the staffing gap completed and published by March 31, 2025</p> <p>DLR5.2: Conduct Baseline exercise mapping number and duty stations of PHC workers in the state and multi-year costed PHC worker recruitment plan to address</p>	<p>This DLI aims to improve service delivery in classrooms and PHC facilities by recruiting and deploying staff to underserved locations.</p> <p> <b>Key Targets:</b></p> <ul style="list-style-type: none"> <li>- Costed recruitment and deployment plan finalized and published</li> <li>- 15% of identified staffing gap filled (Basic Target)</li> <li>- 20% of identified staffing gap filled (Stretch Target) by Dec 2025</li> </ul>	<p>Office of the Head of Service, Cross River SUBEB, Cross River State Primary Health Care Board</p>	<p>Ministry of Education, Ministry of Health, Ministry of Finance, MoLG, Ministry of Economic Planning and Budget, SA ICT</p>	<p>April 1, 2025</p>	<p>Dec 31, 2025</p>	<p>N4bn</p>	<p>SUBEB Counterpart Funding and HOPE PHC</p>
---	---	---	---	--	---	----------------------	---------------------	-------------	---

		<p>staffing gap completed &amp; published by Mar. 31, 2025.</p> <p>2, Finalize and approve a multi-year-cost recruitment and deployment plan</p> <p>2. Conduct competitive recruitment exercises for teachers and PHC workers</p> <p>3. Deploy newly recruited personnel based on mapped staffing gaps</p> <p>4. Monitor deployment and retention through a digital dashboard</p>							
HOPE GOV DLI 6: Improved payroll and performance management for basic education	Strengthen payroll integrity and introduce performance management	1. Conduct biometric registration and BVN verification of all public basic education	This DLI improves the accountability of the public sector workforce through identity verification and	Ministry Of Budget  Office of the Head of Service,	Cross River SUBEB, Cross River PHC Board, SA ICT, Ministry of	1/5/25	31/5/25	N200M	

teachers and primary health care workers.	systems to ensure efficient use of human resources in education and health sectors	and PHC workers 2. Link verified personnel to payroll system 3. Identify and remove ghost workers from the payroll 4. Develop and pilot performance appraisal system in education and health sectors	basic performance tracking.   <b>Key Targets:</b> - Biometric and BVN verification for 80% of workers completed and linked to payroll - Ghost workers identified and removed - Performance management tools piloted in at least 5 LGAs by Dec 2025	Ministry of Finance	Education, Ministry of Health, MoLG				
<b>DLI6-HOPE EDU</b> Improve school-level resourcing and accountability	Expand and institutionalize the timely and transparent disbursement of school grants to support operational needs and improve learning environments in basic schools	1. Review and update school grant guidelines and eligibility criteria 2. Sensitize school heads and communities on use and reporting 3. Disburse grants to eligible schools 4. Monitor utilization and accountability	Ensure basic schools receive operational funding to address local needs (e.g. minor repairs, teaching aids, hygiene).  <b>Key Targets:</b> - 100% of eligible public basic schools receive annual grants - 90% of beneficiary schools submit utilization reports	Cross River SUBEB	Ministry of Education, Ministry of Finance, Local Government Education Authorities (LGEAs), Community-Based School Management Committees (SBMCs)	1/5/25	5/12/25	N2bn	HOPE-EDU, UBEC Grant, State Counterpart Contribution

		through periodic reports	- Annual school grant guidelines revised and approved						
<b>DLI7HOPE EDU</b> Improve school-level resourcing, transparency, and planning	Ensure all eligible public basic education schools are identified and published annually to support accurate funding allocation and sector planning	1. Verify and validate existing public basic schools through collaboration with LGEAs and SBMCs 2. Update and compile ASL using standard format 3. Publish Approved Schools List on SUBEB website and official state portal	Ensure an accurate, up-to-date list of all approved public basic education schools is published annually to guide planning, funding, and monitoring. <b>🎯 Key Targets:</b> - FY2025 ASL published by March 31, 2025, - List updated annually with geographic, enrolment, and status data - Published online and shared with UBEC, MoE, and LGEAs	Cross River SUBEB	Ministry of Education, Ministry of Economic Planning and Budget, SA ICT, Local Government Education Authorities (LGEAs), HOPE Secretariat	January 15, 2025	March 31, 2025	N150M	HOPE-EDU, UBEC Counterpart Fund
<b>HOPE EDU DLI7</b> Increase the availability and effectiveness of financing for basic education	Institutionalize needs- and performance-based criteria in the allocation of UBEC funds to	. Develop and adopt an equity-based formula for internal fund allocation (including enrolment, out-	Improve targeting of UBEC investments through an allocation framework that reflects the real	Cross River SUBEB	Ministry of Education, Ministry of Economic Planning and Budget, UBEC,	April 1, 2025	Sept.30, 2025	₦300m	HOPE-EDU, UBEC Matching Fund

	enhance equity and incentivize state-level improvements	of-school children, and school infrastructure needs) 2. Integrate performance indicators (e.g., grant utilization rates, school reporting compliance) 3. Align state-level budget with UBEC guidelines and formula 4. Monitor implementation and report disbursement outcomes	needs of LGAs and rewards strong financial and operational performance.  <b>Key Targets:</b> - Allocation formula developed and approved by Cross River SUBEB and MoE - 100% of UBEC funds allocated using needs and performance criteria - Annual review and adjustment of formula based on updated data		MoLG, HOPE Secretariat				
<b>HOPE GOV DLI7</b> Enhanced Transparency and Accountability	Biometric capture and BVN data of 80% of education and health workers completed and linked to payroll.	Conduct biometric capture and BVN linkage for education and health workers	80% of workers verified and linked to payroll by Oct 2025	Min of Budget Head of Service	PHC Board, Office MoH, MoE, PHCB, SUBEB	Jan25	Dec25	N500M	HOPE-GOV

<b>HOPE GOV DLI8 Ghost workers identified and removed from the payroll; staff redeployed based on staffing needs</b>	Improve staffing efficiency	Ghost workers identified and removed from the payroll; staff redeployed based on staffing needs	All identified ghost workers removed, and staff redeployed by Dec 2025	Min of Budget Head of Service	PHC Board, Office MoH, MoE, PHCB, SUBEB	Jan2 5	Dec 25	N200M	HOPE-GOV
--	-----------------------------------	---	--	--	---	-----------	--------	-------	----------