



JALINGO

MOVING FORWARD

The Story of Taraba's Structural & Economic Reset
2023 – 2026



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FOREWORD

"Taraba is one of such strengths. It is a land that feeds, powers, and steadies the nation without demanding applause."

— Vice President Kashim Shettima, February 2026

When Dr. Agbu Kefas assumed office as Governor of Taraba State on May 29, 2023, he inherited a state brimming with natural endowment yet constrained by institutional inertia and fiscal uncertainty. What the administration has accomplished in three years — across education, health, energy, agriculture, infrastructure, and governance — constitutes a genuine structural reset.

This compendium, titled **Moving Forward: The Story of Taraba's Structural and Economic Reset (2023–2026)**, documents not merely the projects delivered, but the philosophy that animated them: a shift from reactive spending to system-based, policy-driven administration that places people at the center.

Taraba State — "Nature's Gift to the Nation" — is home to 3.7 million people, vast arable land, renewable energy potential, and significant mineral wealth. Under the #MovingForward Reset Agenda, this administration has begun to translate that endowment into tangible human progress.

— The Editorial Committee



Governor Kefas arrives at a health facility in the rain — hands-on leadership in action.



Primary school pupils receive school bags and materials under the free education programme.

EXECUTIVE SUMMARY

In three years, the Kefas administration has transformed Taraba's governance architecture across five core pillars: **Security, Education, Health, Economy/Infrastructure**, and **Peace & Unity**. Key milestones include:

- **Free Education:** Primary and secondary fully funded; 50% tuition reduction at tertiary institutions.
- **\$268.63M ECOWAS Financing:** Covering a 50 MW solar plant, integrated rice processing, and industrial park.
- **IGR Growth:** From ~N800M to N1.6B+ monthly; target of N65B annually by 2025.
- **Healthcare:** PHC revitalization across all 16 LGAs; specialist hospital upgraded; free outreaches.
- **Taraba Electricity Law 2024:** Enabling state-owned power generation, distribution, and rural electrification.
- **2M Tree Campaign:** Across 9 LGAs; 5% of 2024 budget (N15.77B) for environment.
- **Civil Service Reform:** Biometric payroll, pension backlog clearance, national minimum wage implemented.

24%	\$268.6M	50 MW	16 LGAs
Education Budget 2024	EBID Financing	Solar PV Plant Planned	PHC Upgrades



Officials commission electricity transformers for community distribution.



Governor reviews ACREsAL farm equipment ahead of distribution to farmers.

CHAPTER 1

The Philosophy of the Reset

Vision, Mandate & Institutional Redesign

1.1 THE VISION AND THE MANDATE

Elected in March 2023, Dr. Agbu Kefas — retired Army Lieutenant Colonel, political scientist, and criminologist — took office with a mandate for structural transformation. Taraba, Nigeria's third-largest state by landmass, has 85% of its 3.7 million people engaged in agriculture, yet decades of underinvestment left enormous potential unrealized. Governor Kefas arrived with a blueprint: redesign systems, not patch symptoms.

1.2 THE FIVE-POINT AGENDA

PILLAR	STRATEGIC FOCUS
Security	Strengthening architecture, community policing, IDP support
Education	Free schooling, infrastructure overhaul, teacher development
Health	PHC revitalization, specialist care, maternal & child health
Economy & Infrastructure	IGR optimization, roads, energy, digital governance
Peace & Unity	Inter-ethnic dialogue, LGA autonomy, women & youth inclusion

1.3 INSTITUTIONAL REDESIGN

The administration committed to shifting Taraba from reactive spending to structured, policy-driven governance: establishing TAGIS for land administration, automating payroll with biometric verification, reforming procurement, and publishing clear regulatory frameworks — ending years of arbitrary enforcement and double taxation.



Governor Kefas conducts a hands-on inspection of an ongoing construction project, underscoring his direct oversight approach to infrastructure delivery.

CHAPTER 2

Revitalizing Human Capital

Education & Health

2.1 THE FREE EDUCATION REVOLUTION

Governor Kefas declared a **state of emergency on education** backed by decisive action. Free and compulsory primary and secondary education was implemented statewide; tuition at Taraba State University and College of Nursing & Midwifery cut by 50%. **24% of the 2024 state budget** was dedicated to education. WAEC and NECO fees are fully government-funded. The **Taraba Bright Minds Initiative** provides scholarships and mentorship. Teacher capacity building, instructional materials, and school infrastructure overhauls are ongoing across all LGAs.



A renovated Taraba public school — paved walkways, solar lighting, and sports courts now standard across state schools.

Pupils from across Taraba receive school bags, uniforms, and materials under the Governor's free education programme.

2.2 REVAMPED HEALTHCARE SYSTEMS

Primary Healthcare Centres (PHCs) across all **16 LGAs** have been upgraded with equipment, trained staff, and solar power. The State Specialist Hospital has been revitalized. Free medical outreaches reach underserved communities. Maternal and child health interventions have been launched and health records digitalized. The Governor personally visits health facilities — unannounced — to assess service delivery firsthand.



Governor Kefas arrives at a hospital in the rain for an unannounced inspection, received by nursing staff.



Officials inspect a newly equipped dental clinic — one of many specialist units upgraded under the health revitalization programme.

CHAPTER 3

Economic Reset & Ease of Doing Business

Revenue Optimization & Investment Promotion

3.1 STRUCTURAL REFORMS & REVENUE OPTIMIZATION

The Taraba State Internal Revenue Service (TIRS) has been comprehensively modernized. Monthly IGR reached **N1.6 billion** by late 2024, trending toward N65 billion annually by 2025. State and LGA taxes were harmonized to eliminate double taxation; revenue regulations formally gazetted for the first time in the state's history.

N1.6B	N65B	N110B
Monthly IGR (Oct 2024)	Annual IGR Target (2025)	Projected IGR (2029)

3.2 INVESTMENT PROMOTION

The Taraba State Investment Promotion Agency (TSIPA) has been operationalized to attract domestic and foreign capital. The Taraba Economic and Investment Summit convened stakeholders to foster Public-Private Partnerships. Most significantly, Governor Kefas signed a **\$268.63 million financing agreement** with the ECOWAS Bank for Investment and Development (EBID) in Lomé, Togo — the largest share of a \$308.63 million regional investment package.

PROJECT	SECTOR
50 MW Solar Photovoltaic Power Plant	Energy
Integrated Rice Production & Processing Project	Agriculture
Industrial Park Development (Phase I)	Industry



Brand-new electricity transformers, still factory-wrapped, await deployment to communities across Taraba State.

A formal commissioning ceremony marks the distribution of transformers — a critical milestone in the state's energy infrastructure drive.

CHAPTER 4

Infrastructure, Energy & Digital Transformation

Roads, Power, and Smart Governance

4.1 URBAN RENEWAL AND RURAL INTERCONNECTIVITY

Major road networks in Jalingo and all three senatorial zones have been dualized and rehabilitated. Collapsed bridges are being reconstructed. Feeder roads connecting agricultural hubs to markets have been prioritized. The Governor personally flagged off road construction works — symbolically riding Caterpillar equipment to signal the administration's commitment to delivery.



Governor Kefas waves from atop a CAT bulldozer during the flag-off of a major road construction project in Taraba State.

Caterpillar bulldozers and road compactors displayed at a commissioning ceremony ahead of deployment across the state.

4.2 SUSTAINABLE ENERGY EXPANSION

Solar mini-grids have been deployed for rural communities; high-capacity systems now power public buildings and healthcare facilities. With 5 LGAs off the national grid, the planned 50 MW solar plant (EBID-funded) represents a defining moment of energy sovereignty for Taraba. The **Taraba State Electricity Law 2024** empowers the state to establish its own generation company, distribution company, rural electrification board, and electricity infrastructure provision fund.

4.3 DIGITAL GOVERNANCE

TAGIS (Taraba Geographic Information System) has been deployed for transparent land administration, resolving disputes and enabling investment. Civil service digitalization, including biometric payroll verification, eliminates ghost workers. Procurement has been automated. The **Taraba Development Master Plan 2024** provides a long-term blueprint for sustainable growth through 2040.



Construction workers in hard hats and safety vests attend a project briefing — thousands of jobs have been created through the administration's capital projects.

CHAPTER 5

Agriculture, Solid Minerals & Environment

The Agribusiness Revolution & Greening Taraba

5.1 THE AGRIBUSINESS REVOLUTION

Governor Kefas declared his ambition to make Taraba "the breadbasket of the nation." Hundreds of tractors and power tillers have been deployed to farmers across all Local Government Areas. Investors have been engaged for agri-tech partnerships. Key cash crops — **tea, coffee, cocoa, and rice** — are being systematically revitalized. The EBID-funded Integrated Rice Production and Processing Project will dramatically boost yields and retain value within the state.



Governor Kefas demonstrates a power tiller at an agricultural equipment distribution event alongside a traditional leader.



The Governor reviews ACRoSAL-branded farm equipment before distribution to smallholder farmers across Taraba.



Hundreds of red and green power tillers are displayed ahead of distribution — the largest single agricultural equipment deployment in Taraba's history.



A fleet of mini-tractors procured in partnership with international suppliers are commissioned for distribution to farming communities.

5.2 SANITIZING THE SOLID MINERALS SECTOR

Executive orders banning illegal mining have been enforced, protecting communities from exploitation. Structured guidelines for legal mining investments, joint ventures, and local processing plants are being developed to retain mineral value within Taraba rather than exporting raw materials at low value.

5.3 ENVIRONMENTAL SUSTAINABILITY

The **Greening Taraba Initiative** combats desertification and flooding. A **2 million tree planting campaign** spans 9 LGAs. Five percent of the 2024 budget (N15.77 billion) has been allocated to the environment. Regulations on Moringa and Rosewood preservation are being enforced.

2M	5%	N15.77B
Trees Planted Across 9 LGAs	2024 Budget for Environment	Climate & Environment Fund

CHAPTER 6

Security, Peacebuilding & Inclusivity

Protecting Communities, Building Unity

6.1 ENHANCING THE SECURITY ARCHITECTURE

Vehicles, communication gadgets, and logistics have been procured for federal and local security agencies. The **Taraba State Marshal Security Service** has been strengthened with brand-new patrol trucks and motorcycles deployed across all LGAs. Community policing frameworks have been deepened to address the root causes of insecurity, drawing on the Governor's military intelligence background.



Brand-new Toyota Hilux pickup trucks branded "Taraba Marshal Rural Security Force" ready for deployment across communities.

Dozens of brand-new Marshal motorcycles lined up for distribution to security personnel for rapid rural patrol.

6.2 INTER-ETHNIC UNITY AND PEACEBUILDING

Governor Kefas resolved long-standing communal crises between Tiv and Jukun communities through structured dialogue and traditional ruler engagement. Former AGF Chief Michael Aondokaa (SAN) praised him as "a brilliant and peace-loving leader." Resettlement and support frameworks for Internally Displaced Persons (IDPs) have been established statewide.

6.3 YOUTH AND WOMEN EMPOWERMENT

Youth and women have been actively included in the State Executive Council and key agency leadership positions. TVET initiatives partner vocational centres to equip young Tarabans with digital and industrial skills aligned with economic demand. Women-led cooperatives have received direct support through the agricultural transformation programme.

CHAPTER 7

Public Sector & Local Government Autonomy

Civil Service Reform & Decentralized Development

7.1 CIVIL SERVICE WELFARE AND REFORMS

Backlogs of pensions and gratuities dating back years have been cleared. Civil servants now receive regular, predictable salaries. The **national minimum wage** has been implemented statewide. Biometric payroll verification has eliminated ghost workers and ensures funds reach genuine beneficiaries. Procurement has been automated to reduce corruption and improve value for money.

7.2 EMPOWERING LOCAL GOVERNMENT COUNCILS

Fiscal autonomy and accountability at the third tier of government have been prioritized. LGA elections were conducted and councils empowered to implement development projects directly. Decentralization ensures development reaches communities across Taraba's vast 54,473 km² — not just the capital, Jalingo.

"Development requires that all hands must be on deck. Taraba is not a poor state. What we need today is collective effort."

— Governor Dr. Agbu Kefas



A science lesson in a newly renovated Taraba classroom — the Bright Minds Initiative in action.



School children receive backpacks and materials — tangible dividends of the free education policy.

CHAPTER

STATISTICAL APPENDIX

Data Scorecard & Progress Metrics 2023–2026

INDICATOR	PRE-2023 BASELINE	2026 STATUS
Monthly IGR	~N800M	N1.6B+ (target N65B/yr)
Education Budget Share	<15%	24% of 2024 Budget
PHCs Upgraded	Limited	All 16 LGAs covered
Solar Power	Minimal	50 MW Solar PV (EBID)
Trees Planted	—	2 Million (9 LGAs)
Environment Budget	<1%	5% — N15.77B (2024)
Pension Backlogs	Multi-year arrears	Cleared & regularized
Illegal Mining	Largely unregulated	Executive orders enforced
Foreign Investment	Minimal	\$268.63M EBID Agreement
Electricity Law	None	Taraba Electricity Law 2024
LGA Autonomy	Constrained	Fiscal autonomy active
Minimum Wage	Irregular	Implemented statewide

Sources: Taraba State Government official releases, ECOWAS Bank announcements, and verified media reports (2023–2026). Some figures represent targets or commitments as publicly declared by the administration.