



GSJ: Volume 9, Issue 11, November 2021, Online: ISSN 2320-9186

www.globalscientificjournal.com

Management: A Critical Tool for Socio-Economic Development of Taraba State, Nigeria

Rejoice Iember Azuaga

Authors Details:

Rejoice Iember Azuaga: Lecturer: Department of Business and Management Studies, Taraba State Polytechnic Suntai, Nigeria. rejoiceazuaga@gmail.com .+2347068244370

ABSTRACT

Taraba state is one of the thirty six (36) states in Nigeria, created on the 27th August, 1991. It is bordered on the north by Bauchi and Gombe states, on the east by Adamawa state, on the south by the republic of Cameroun and on the west by Benue, Nassarawa and Plateau states. The benue river and its tributaries is a major resource for agro-economic derivatives for the people, others are trading and local/foreign remittances. For the government, the sources of financial derivatives comes majorly from its forty seven (47) Boards and Parastatals, Tourism(Gashaka/Gumti Park) as Internally Generated Revenue (IGR) and the monthly federal government allocations to the state. The Mambila highlands is a wonderful exceptional nature's gift to the state, at an elevation of over 2000 meters above sea level it is the highest highland in Nigeria with an average daily climatic temperature range that never exceeds 25°C making it the coolest place in Nigeria, this makes it possible as the only place for tea farming in Nigeria. These favourable climatic conditions, vast stretched kilometers of the benue river basin and its tributaries, thousands of expanse of fertile savannah belt, several solid minerals deposits, access to international boundary and predominant youthful populations are potentials for the state to leverage on for socio-economic development. Paradoxically, the national bureau of statistics considers the state as one of the poorest states. This work adopts a qualitative research method to review literatures on nation-building for socio-economic development. Most of the literatures addressed the concept and theories of nation building however, most did not highlight the significance of the key factors of democratic political institutional philosophy framework, strategic and change management models of state governance and leadership management models as critical issues for socio-economic development of any state. These are the identified gap in knowledge that this work intends to fill for the state development.

Keywords: Taraba State, Mambila Highlands, Socio-Economic Development, Strategic and Change Management, Political Institution.

1.0 Introduction

Taraba State being one of the thirty six (36) states in Nigeria is located in the North Eastern part of Nigeria. It was created on the 27th August, 1991 by General I.B. Babangida's

military administration; it was carved out of the defunct Gongola state. The State lies between latitude 6° 30' and 8° 30' North of the equator and between longitude 9° 00' and 12° 00' East of the Greenwich Meridian. The population density of the state based on the National Population Commission and the National Bureau of Statistics as at 2016 was at 3,066,834. Currently based on a 2.94% projection growth rate per year, should the growth rate be the same as at between 2006 – 2011 should be around 4,444,116 in 2021. The state is a composition of sixteen (16) local governments There are sixteen Local Governments in the State: Ardo-Kola, Lau, Bali, Gashaka, Takum, Wukari, Ibbi, Kurmi, Karim Lamido, Yorro, Zing, Gassol, Sardauna Ussa, Donga and Jalingo and two (2) development areas (Yangtu and Ngada) created by Governor Darius Dickson Ishaku in September 2016. Situated in the North Eastern part of Nigeria, the State occupies 54,473 square kilometers. The major sources of economic derivatives for the citizens are agriculture, trading and local/ foreign remittances. For the government, the sources of financial derivatives comes majorly from its forty seven (47) Boards and Parastatals, Tourism (Gashaka/Gumti National Park) as Internally Generated Revenue (IGR) and the monthly federal government allocations to the state. There are currently ten (10) tertiary institutions in the state namely; Taraba State University Jalingo, College of Agriculture Jalingo, College of Education Zing, College of Health Technology Takum, Taraba State Polytechnic Suntai, College of Nursing and Midwifery Jalingo, Federal Polytechnic Bali, Federal University Wukari and the two private institutions in the state which are Kwararafa University Wukari and Peacock College of Education Jalingo. The state is bordered on the north by Bauchi and Gombe states, on the east by Adamawa state, on the south by the Republic of Cameroun and on the west by Benue, Nassarawa and Plateau states. The Benue River and its tributaries in the northern savannah region is a major resource for agro-economic activities of the northern population. Massive commercial farming of cassava, sorghum, millet, rice, yams, sugarcane, maize, are predominant agro-economic production activities of the people. Also, river fishing and herding of cattle, goats, and sheep are

also economically significant in the northern and central and southern parts of the state. The south western part of the state is not at all different from most Nigeria southern states in vegetation, forestation and climatic conditions. The south western Adamawa plateau of the Mambila Mountains is Nigeria's northern continuation of the Bamenda highlands of Cameroun. At an elevation of over 2000 meters above sea level, it is the highest plateau in Nigeria. Mambila highland is a wonderful gift of nature to the nation. Its tsetse-fly free and lush green grass that carpets the plateau is most suitable for cattle rearing in Nigeria. The annual average daily climatic temperature range hardly exceeds 19°C making it the coolest region in Nigeria (Gloome, 2021 : Umar, Nyameh and Jauro, 2014). This comparative height and favourable climatic conditions makes it possible for tea farming in Nigeria.

The state was under military leadership from the 28th of August, 1991 to the 29th of May, 1999 when it transitioned to a democratic governance, except for the short-lived democratic government of Rev. Jolly, T. Nyameh of the then social democratic party that lasted from the 2nd of January, 1992 to 17th November, 1993. The military government that sandwiched his government was: Navy. Captain Ambrose, A. Afolahan, Colonel Yohanna Mamman Dickson, Commodore A. E. Oyakhire and Colonel Joseph, O. Owoniyi respectively. From the 17th of November, 1993 to date(2021), the state has been under democratic leadership of the Peoples Democratic Party (PDP) ranging from the return of Rev. Jolly, T. Nyamah on the 29th May 1999, Pharmacist Danbaba, D. Suntai, Alhaji Garba Umar (sworn in on acting capacity due to the demise of his boss), the supreme court reinstatement of Alhaji Sani Abubakar Danladi as Governor to the detriment of Governor Garba Umar, and the democratic coming on board of elected executive Governor Architect Darius, D. Ishaku of the Peoples Democratic Party (PDP) from the 29th of May, 2015 to date (Taraba State Government, 2014).

Mohammed, Agbu and Peninnah (2021) in part tied socio-economic development of state to the political institution. The political institution of state is critical for the existence, survival

and operations of both state social and economic institutions. Several authors has tied and emphasized the retrogression of both state social and economic development to corruption, however, democratic political institutional philosophy, strategic and change management models of state governance and leadership management models are critical factors for state development. The failure of these cascades to failure in governance and breeds sustained corruption of a state. The manifestations of scarcity amidst plenty is not just the issue of observed face value failure of corruption but gross neglect to management principles that have capacities to propel and institutionalize social and economic development.

Taraba state as one of the states in Nigeria has social and economic potentials to compete favourably with other top states in terms of internally generated revenues (IGR) which has a multiplier effects on socio-economic development. Paradoxically, it is disturbing that the state with all these paraphernalia of natural and human capital endowments is been considered as one of the poorest states in Nigeria. According to Osuagwu (2021) Taraba state have a poverty index of 87.72% just a little above Sokoto state that is the poorest state with an index of 87.73%. A nation or a state can never be educated above its economic value, poor state economic value cascades to extreme poverty of the people with multiplier effects on social insecurity, poor critical infrastructures, poor education and non-attainment of sustainable development goals (SDGs) which is development that factors-in environmental conservation conditions to preserve the future.

This work adopts content analysis approach of qualitative research method to review literature on nations/state building and management models that can be instrumental for socio-economic growth of Taraba State. The work assumes prior knowledge of the basic principles of management with respect to planning, organizing, leading and controlling (POL-C) dimensions of management. Most of the literatures consulted addressed the concept and theories of nation building however, most did not highlight the significance of the key factors of democratic

political institutional philosophy framework the fundamental engine of socio-economic development, strategic and change management models of state governance and leadership management models as critical issues for socio-economic development of any state. These are the identified gap in knowledge that this work intends to fill.

2.0 Theoretical Framework

2.1 Concepts of Nation- State and State-Nation Building

When people of different communal, cultural and political sets on the grounds of their common volition decide to fuse their sovereignty, independence, constitution, common curriculum education, integrated national economy and shared symbols and values we can say a nation is formed or built. Nation building and state building is a typology of the mathematical sets and the universal set. In other words when component states deliberately and collectively subject themselves to the above conditions a nation is built or formed. It is not just sufficient to build a nation without the deliberate effort for progressive development of integration mechanism using political institution, common curriculum education and orientation agencies to work for national integration of the state or nation so created. Fusing together sovereignty, independence, constitution, common curriculum education and integrated national economy doesn't put on the nation or state development on auto pilot, there still sectional boundaries of individual states socio-cultural and religious segments and these are dynamic with time and require a much more dynamic social integration engineering to foster national or state integration else possibility of secessionism and disintegration still exist. In Nigeria for instance, the National Youth Service Corps and the National Orientation Agencies were created to accomplish these tasks. Its success or failure depends to a large extent on the political will and political institutions of each leadership regime and the individual leadership styles of its leaders.

Nation-building refers to a process whereby people transfer their commitment and loyalty from smaller ethnic groups, villages or petty principalities to the larger central political system.

The process of nation-building is the cultivation of people's political attitudes, beliefs and values. Its emphasis is on the congruity of cultural and political identities. It connotes the different dimensions through which diverse segment of the society is fused into a functional whole. It has within it economic integration, cultural integration, political centralisation, bureaucratic control and democratisation, and establishment of common citizenship (Mohammed and Ajuman, 2018).

2.1.2 Theories of Nation/State-building

There are several theories on nation building such as the Deutsch's Systems Theory, Hechter's Internal Colonialism Theory, Rokkan's Theory of Regionalism, Gellner's Modernization Theory, Anderson's Imagined Communities, Anthony Smith's Ethnic Theory e.t.c as cited by Haris (2020), some of these theories assertions are discussed below. But first to comprehend nation or state building, one needs to understand the concept of nation-state and state-nation, national identity and nationalism. Anderson Benedict introduces an influential definition of nationalism that focuses on the constructed nature of nations, calling them "imagined communities." He defines the nation as an imagined impersonal community, defined by its common history and perceived distinctiveness that is believed to exercise the collective right to sovereign control over a given territory. Brubaker Rogers's theme is the nationalization of the political sphere. He highlights the dynamic interaction in the triadic nexus involving national minorities, nationalizing states, and external national homelands. The three entities are far from fixed according to Brubaker, who invites us to stop treating the "nation" as an entity and approach it as "an institutionalized form".

Fichte, Johann Gottlieb in 1808 defined the nation by objective criteria such as shared attributes. Gellner, Ernest in 1983 famously defined nationalism as "primarily a

political principle that holds that the political and the national unit should be congruent”. He emphasized the role of industrialization in the emergence and spread of nationalism through the introduction of mass schooling and assimilation into a high culture. Hechter Micheal defines nations as “territorially concentrated ethnic groups”. He focuses on the transition from indirect to direct rule and identifies different types of nationalism: State-Building Nationalism, Peripheral Nationalism, Irredentist Nationalism, Unification Nationalism, and Patriotism. Hechter, echoing Gellner, defines nationalism as “a collective action designed to render the boundaries of the nation congruent with those of its governance unit”.

Herder, Johann Gottfried in the second half of the 18th century argued that “Nature raises families; the most natural state is therefore also one people, with one national character. Through the millennia, this national character is maintained within a people and can be developed most naturally if its native prince so desires, for a people is as much a plant of nature as a family, only with more branches”. He is considered as one of the fathers of romantic nationalism.

Laitin, David defines the nation as a population with a coordinated set of beliefs about their cultural identities whose representatives claim ownership of a state for them by dint of that coordination either through separation, amalgamation, or return. Benefits of coordination explain the stickiness of these national identities. In a lecture, Renan, Ernest gave in 1882 at Sorbonne University. He presents one of the first coherent and thorough critiques of the romantic nationalist view. Renan reviews the most common markers used to define nations in Europe, such as race, dynasty, language, religion, and geography, and discusses their limitations. For Renan, “the existence of a nation is a daily plebiscite”. Smith Anthony has famously engaged Gellner’s claim that “any old shred and patch would do” for the purposes of constructing a nation. Smith, instead, highlights

the importance of ethnic roots in the formation of nations. He takes issue with the emphasis on the exclusively modern quality of nations and argues that most nations have pre-modern origins in the form of long-standing cultural symbols that are building blocks for modern nation-building. The Ernest Gellner's Modernisation theory and the Benedict Anderson's Imagined Communities theory suits this work which is tailored on nations/States that evolved from colonial rule such as Nigeria with its later created regional states such as Taraba State. This work is constrained to these two (2) theories.

2.1.2.1 Ernest Gellner's Modernisation theory

Gellner's modernization theory centres on the way in which the role of culture in society changed with modernization. The theory stresses the primacy of material conditions in shaping political thought and social change. It argues that economic reasons are responsible for the rise of nations in most industrial societies. One of these is the development of the industrial society that took place in certain parts of Europe at the end of the eighteenth century. It also occurred throughout most parts of the world during the nineteenth and twentieth century's. The strength of Gellner's theory is in its analysis of the transition of traditional societies to industrial societies. The latter, described as 'agro-literate' societies, witnessed a strict division between the categories of those who were educated and governed, and who, by reason of their power and their literacy, had access to a great tradition; and the former, were those who worked on the land and who bore a 'little tradition'. The emergence of the industrial society goes on to promote cultural homogenization at the end of a long process inherent in the economic logic of this society: based on an evolutionary technology and idea of progress. It involves a permanent growth of productivity; this results for the working population the necessity for extreme professional mobility, and a versatility which implies a solid genetic training. For this industrial society to sustain itself, it will necessarily require two basic

innovations. The first is literacy on a large scale among its population. And, the second is a high level of technical competence. This can only be provided, it should be noted, by something resembling a modern 'national' educational system; a pyramid at whose base there are primary schools, staffed by teachers, led by the product of advanced graduates' schools. In a summary Gellner's theory asserts that cultural heterogeneity constitutes an obstacle to the formation of nations. He argues that the emergence and growth of industrial society goes on to promote cultural homogenization at the long process of time. He opined that the prime movers and sustainer of industrial society is high education literacy of the people, and this education should be blue coloured i.e high level of technical competence (Gellner, 2006.).

It is true that productive technical competence in industrial production that drives national development which translates to higher gross domestic product (GDP) for the people is independent of cultural homogeneity although this assertion is debatable. No productive society or organization sacrifices technical competence for ethno-religious affiliations. It is not surprising therefore that most public investments owned by a state such as Taraba or even Nigeria characterized by non-inclusiveness and lopsided personnel's has remained unproductive.

2.1.2.2 Benedict Anderson's Imagined Communities theory of nation-building

In his theory, Anderson gave some set of conditions that are necessary to any nation-building process. The first is what he calls "print capitalism. This means commercial printing on a large scale. Print capitalism is the medium through which the idea of the nation and the ideology of nationalism are propagated. The assumption is that print capitalism will strengthened the publishing of dictionaries, vernacular languages and indigenous literature. Printing standardizes languages and aids the development of

capitalism. A sense of nationality flows from the common language and education which printing facilitates.

The second pre-condition for a successful nation-building endeavour is what Anderson has termed “modernisation”. This point has been adequately covered under Gellner’s Modernisation theory of nation-building. There is a convergence in both Gellner’s and Anderson’s theories on the role of modernisation in the nation-building process. And the final condition is what he called Pilgrimages. Pilgrimages are essentially the pattern of social communication and “life chances” of different people. This may be a matter of sharing a common language, or of being the object of differential treatment by the state. It is this pilgrimages which define the boundaries of the nation, and lead people to identify with it and not with another social or political entity. Provision of critical infrastructure, stable and progressive democracy, socio-political inclusiveness, labour /job opportunities, large market share accessibility, peace and security are critical factors that facilitate pilgrimages.

2.2 Conceptualization of Strategic Management

Mohammed and Ajuman (2008) did an extensive work on the conceptualization of Strategic Management they reviewed several authors and made the following assertions and contributions. According to the authors, Thompson and Strickland defined strategy as “the pattern of organizational moves and managerial approaches used to achieve organizational objectives and to pursue to organization’s mission.” Strategy is a course of action, including the specification of the resources required, to achieve a specific objective. The specific objective may be the corporate objective or it may be a unit/ functional objective. The corporate objective is that objective which is corporate to the business as a whole organization, which should be clearly stated, capable of being measured and attainable with effort. According to Smith, Arnold and Bizzle, strategy is

the overall game plan or map to help lead or direct the organization toward the desired objectives. This overall game plan forms the basis for policies and procedures, which are more specific statement outlining what the firm will do in certain situations.

Strategies mostly refer to a general program of action and deployment of emphasis and resources to attain organization's objectives, which should be based on self-appraisal and built up in the light of information of the environment in which management has to work. Good strategy and good strategy implementation are the most trustworthy signs of good management. For our purpose, we may think strategy as the longer-term deliberations and decisions which determine the direction the enterprise is to take, to achieve its objectives. Management is to study weakness and strength of the company in the case of its product, market, technology, values, and prejudices and quality of its managers and compare these to its competitors and build up its own strategy for maximum utilization of the available opportunities in the given environment. During the 1950s and early 1960s, many American firms were confronted with disturbing symptoms that could be readily remedied by available management techniques and which had no precedent in recent experience. The rapid rise in the number of interest groups such as competitors, stockholders and consumer groups, making proliferation of mergers and acquisitions, began to strain the applicability of the relatively simple business policy approach management.

To deal with these types of changes, the managerial techniques of long-term budgeting, financial control, even the then popular long term planning appeared inadequate and firms began to turn their energies to the development of new management approach. The emerged approach through trial, error, and exchange of experiences became known as strategic planning. Today this approach is more frequently called strategic management approach. Strategic management is a combination of strategy and

management. Strategy involves the determination of the purpose or mission and basic long-term objectives of an enterprise, and the adoption of courses of action and allocation of resources necessary to achieve these aims. Objectives, therefore, are a part of strategy formulation. Strategy concerns the direction in which human and material resources will be applied in order to increase the change of achieving selected objectives. Management involves the effective utilization of human and material resources to achieve the enterprise's objectives. Thus, a model of strategic management is a representation of the proposed structure of strategic management in combination of strategies and management activities. Strategic management is that set of managerial decisions and action that determines the long-run performance of a corporation. It includes environmental scanning, strategy formulation, strategy implementation, evaluation and control. The study of strategic management, therefore, emphasizes monitoring and evaluating environmental opportunities and threats in light of a corporation's strength and weakness. According to Smith, Arnold and Bizzle, "strategic management is the process of examining both present and future environments formulating the organizations objectives and making, implementing and controlling decisions focused on achieving these objectives in the present and future environments". It is critical that management analyzes both the external environments and the firms' internal capabilities and resources. The firm's internal strengths and weakness can be deployed to take advantage of external opportunities and to minimize external problems. They mentioned about the advantages of strategic management as:

- (i) It provides organizations with a clearer goals and direction
- (ii) The strategic management approach helps management to focus on future opportunities and threats

- (iii) The strategic management process helps relate a firm's decision-making process to relevant environmental conditions
- (iv) It reduces the risk of catastrophic problems and increases the probabilities of a firm taking advantage of environmental opportunities as they arise.

Pearce and Robinson defined it as the set of decisions and actions resulting in the formulation and implementation of strategic designed to achieve the objectives of any firm. The major areas of strategic management are mission of firm (purpose, philosophy and goals), company profile (internal condition and capability), external environment in terms of competitive and general contextual factors, strategic choice of long-term objectives etc. Strategy covers goal, market share, return on investment, growth, general direction and purpose while strategic plans comprise production plans i.e., what will be produced and how, how funds will be acquired and used, what kinds of skill will be needed and how products and services will be distributed, promoted and sold. Certo and Peter defined strategic management as a continuous, iterative process aimed at keeping an organization as an appropriately matched to its environment. They emphasized that managers engage in series of steps like, performing an environmental analysis, establishing organizational directions, formulating organizational strategies, implementing organizational strategies and exercising strategic control. By the term "iterative", they means that the process of strategic management starts with the first step, ends with the last step and then again with the first step.

According to Griffin "strategic management is a comprehensive and ongoing management process aimed at formulating and implementing effective strategies that promote a superior alignment between the organization and its environment and the achievement of strategic goals". Thompson and Strickland mentioned five interrelated components of strategic management. These are:

- (i) Developing a concept of the business and forming a vision of where the organization needs to be headed
- (ii) Translating the mission into specific long-range and short-range performance objectives
- (iii) Crafting a strategy to achieve the targeted performance
- (iv) Implementation and executing the chosen strategy, and
- (v) Evaluating performance, reviewing the situation and initiating corrective adjustments in mission, objectives, strategy or implementation in light of actual experience, changing conditions, new ideas and new opportunities.

According to Glueck & Jauch strategic management is a stream of decisions and actions which leads to the development of an effective strategy or strategies to help achieve corporate objectives. The strategic management process is the way in which strategists determine objectives and makes strategic decisions. Bowman & David stated that strategic decisions are big decisions, which significantly affect the firm's ability to achieve its objectives. Decisions are about products to sell in particular market, to build a new factory, pay system, production system, organization structure, management style and promotions. Virtually strategic management is the process of strategic change. Strategic change arises out of the interaction of objective and subjective conditions. The environment consists of competitive situation, economic and technological environments, political and social situation facing by the organization. These may be external and internal which are virtually adaptable to systematic presentation. Subjective conditions consist of social, psychological and political factors faced by the firm. Past management decisions, the external environment, formal and informal leadership, structure of the organization etc.

From the above discussions, we can say that strategic management is a series of steps in which top management should accomplish the following tasks:

- (i) Analysis of the opportunities and threats or constraints that exists in the external environment.
 - (ii) Analysis of the organization's internal strengths and weaknesses.
 - (iii) Establishment of the organization mission and development of the goals
 - (iv) Formulation of strategies that will match the organization's strength and weakness with the environments opportunities and threats.
 - (v) Engagement in strategic control activities to ensure that the organizations goals are attained
- (Haris, 2020).

2.2.1 Comparism between Traditional planning versus Strategic Planning

2.2.1.1 Traditional Planning

Traditional planning practices are quickly becoming absolute in our complex and changing environment. Typical public corporation planning has been characterized as being reactive, short-range, staff oriented, routine, dominated by single issues, small-scale change, hierarchical in nature and generally lacking in community support. The events and issues that now must be addressed require new planning techniques. Basic differences between traditional planning and strategic planning are: Presented here briefly

Characteristics of Traditional Planning

- Short-range
- Routine
- Single issue Oriented
- Organizational issues
- Hierarchical order
- Small-scale change
- Resource driven
- Staff oriented
- Management orientation

- Operational focus.

2.2.1.2 Strategic Planning

Long-range strategic planning has become a common practice in the private sector. Strategic planning must be applied to the public sector to enable officials to successfully adapt to the future. New planning models are available to assist public sector in optimizing their human and financial resources. Unlike traditional planning, strategic planning is proactive, long-range, and community oriented. Additionally, it involves multiple issues, is nonhierarchical in nature and helps achieve a consensus on the issues and problems facing an organization. 24

Characteristics of Strategic Planning

- Long-range
- Non-routine
- Multiple issues
- Community issues
- Non-hierarchical
- Significant change
- Environment driven
- Community oriented
- Political orientation
- Policy focus.

2.3 Strategic Management Models

The authors defined a model as a representation of a proposed structure. It is, basically, a simplified system used to stimulate some aspects of the real life situations. A strategic management is a representation of the proposed structure of strategic management in combination of strategies and management activities. It is, usually, a simplified system used to stimulate organization direction, environmental scan, Strength weakness opportunities and

threats(SWOT) analysis, strategy formulation, implementation and control in the light of real life situations. There are different types of strategic management models.

2.3.1 Thompson and Strickland's Strategic Management Model

According to Thompson and Strickland () the term 'strategic management' refers to the managerial process consisting of:

1. Developing a strategic vision and business mission,
2. Setting objectives,
3. Crafting a strategy,
4. Implementing and executing the strategy,
5. Evaluating performance, monitoring new developments and initiating corrective adjustments.

2.3.2 Fred David's Model

There appears to be a convergence between Thomson and Strickland's strategic management model and the Fred David's model. According to Fred David's strategic model, strategic management process comprises three stages, namely, strategy formulation, strategy implementation and strategy evaluation. It drives all the activities of an organization. Strategy formulation, also familiar as strategic planning, involves the following steps: development of vision and mission statements, audit of internal and external environment, long-term objectives generation, evaluation and selection of strategies. The second stage of the strategic management process is commonly known as strategy implementation. In this stage, business strategy is actually implemented. It involves activities such as establishing annual objectives, devising policies for each business function, allocating resources, etc. for achievement of organizational objectives. The final stage of the strategic management process is strategy evaluation. This stage is aimed at changing or taking corrective actions in strategy and measuring and evaluating the performance. To achieve these purposes, it involves updating key internal and external evaluation matrices continuously, formed in strategic planning stage, and identification of other

internal and external factors emerged. In addition, it involves comparing actual performance with planned. If key internal and external factors change during the continuous assessment of environments or new factors are identified, and/ or during comparison of standard performance with actual performance, actual performance is found less than the standard performance. Then, this calls for corrective actions to be taken in this stage of the strategic management process. The purpose of the strategic management process/management is to gain competitive advantage, strategic management achieves this purpose by formulation of an effective business strategy. Knowledge and information are only strategic resources to gain competitive advantage for organizations in the twenty-first century of information and knowledge. These are only resources through which they can gain competitive advantage over their competitors. In the current arena, if organizations want to survive, then they have to be organizations based on knowledge management and competitive intelligence. There are significant implications of each stage of the strategic management process on knowledge management and competitive intelligence and vice versa. In the strategic planning stage, implications are as follows. Mission and vision of an organization should be aligned with knowledge management and competitive intelligence and vice versa. Knowledge management and competitive intelligence can be used to assess internal and external environments of an organization. From long-term objective step, strategic knowledge and intelligence needed and gaps can be determined. Both knowledge management and competitive intelligence are helpful in strategy generation, selection and evaluation. After selection of a business strategy in strategic planning stage, an organization becomes able to accurately determine the strategic knowledge and intelligence gaps. Filling out of these gaps is crucial for successful strategy implementation. These gaps can be filled out by knowledge management and competitive intelligence strategies. While these strategies have a number of types, an organization can select one or combination of two or more based on organizational contextual variables (Muhammad et al, 2017.)

2.3 Change Management Models

2.3.1 The Lewin's Change Management Theory

According to Maciej, Roza and Roza (2017) one of the dominant perspectives within “planned approaches” to change is a Lewin’s (1951) model of change, which argues that change involves a three-stage process: unfreezing current behavior, moving to the new behavior, refreezing the new behavior. Unfreezing means that old ideas and practices need to be cast aside so that new ideas can be learned. It basically means to have an open mind and flexibility to accept new changes. It’s getting rid of old practices and accepting new challenges. It’s basically breaking the current comfort zone and getting ready for a change. So a manager must help employees clear their minds of old roles and old procedures. Only then they will be able to embrace new ideas. The Unfreezing stage is probably one of the more important stages to understand in the world of change we live in today. Moving to the new behavior (changing) is a step in which new ideas and practices are learnt. This process involves helping an employee think reason and perform in a variety of new ways. It can be a time of confusion, disorientation, overload and despair. Patience is very important at this point. There should be hope, discovery and excitement to overcome to overcome all chaos and enter a new mode of development. Refreezing means that what has been learned is integrated into actual practice. The new practices become emotionally embraced and incorporated into the employee’s routine behavior. Successful on-the-job practice they must be the ultimate goal of the refreezing step. In this step, the emphasis is on stabilizing the work process after rapid change transition. It is this concept that is fundamental to change management and to form a basic understanding of the process of change.

Nadler (1997), has developed a management framework of twelve action steps which is helpful for managers and executives to apply at every level of hierarchy during the change process. This is immensely helpful for leading and managing change at every corner of the organization. The twelve action steps are as follows:

- get the support of key power groups,
- get leaders to model change behavior,
- use symbols and language,
- define areas of stability,
- surface dissatisfaction with the present conditions,
- promote participation in change,
- reward behaviors that support change,
- disengage from the old,
- develop and clearly communicate an image of the future,
- use multiple leverage points,
- develop transition management arrangements,
- Create feedback

The model is fundamentally the structure on which several reviewers add appendages to change management based on their concepts and understandings.

3.0 Leadership Management Models

3.1 Definition of Leadership

According to Sharma and Jain (2013) Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Leaders carry out this process by applying their leadership knowledge and skills. While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or hers attributes or traits; such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the process of leadership.

3.1.1 Four Factors of Leadership:

There are four major factors in leadership as stipulated by Sharma and Jain (2013):

1. The Leader

You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

2. Followers

Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee does. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation. You must come to know your employees' be, know, and do attributes.

3. Communication

You lead through two-way communication. Much of it is nonverbal. For instance, when you “set the example,” that communicates to your people that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or harms the relationship between you and your employees.

4. Situation

All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront an employee for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective. Also note that the situation normally has a greater effect on a leader's action than his or her traits. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations. This is why a number of leadership

scholars think the Process Theory of Leadership is more accurate than the Trait Theory of Leadership. Various forces will affect these four factors. Examples of forces are:

- Your relationship with your seniors.
- The skill of your followers.
- The informal leaders within your organization.
- How your organization is organized.

3.2 Bass' Model of Leadership:

Bass' model theory of leadership states that there are three basic ways to explain how people become leaders. The first two explain the leadership development for a small number of people. These theories are:

- Some personality traits may lead people naturally into leadership roles. This is the Trait Theory it is also called the Great Man Theory
- A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the Great Events Theory.
- People can choose to become leaders. People can learn leadership skills. This is the Transformational or Process Leadership Theory. It is the most widely accepted theory today.

Generally, leadership theories can be categorized into seven (7) these are:

- (i) **Behavioural Leadership Theory:** This theory concentrates on the actions and actual behaviours of a leader as key factors that determine his success or failure.
- (ii) **Contingency Leadership Theory:** This states that good leaders can adjust their leadership styles situationally depending on environmental, social and economic trends. Hence their leadership style is flexible.
- (iii) **The Great Man Leadership Theory:** This has been emphasized by the Bass' model above. This states that good leaders are born and not made. It basically ties the result oriented capacities of leaders to inherent traits and skills as natural endowments.

- (iv) **Management Leadership Theory:** this is the kind of leadership that rewards good performance and punishes poor performance based on supervisions in organisations. It is strictly business transactional in nature.
- (v) **Participative Leadership Theory:** this style of leadership allows followship or employees to be involved in decision making in an organization.
- (vi) **Power Leadership Theory:** this is in fact the opposite of the participative theory. Here authority (power) is structured hierarchically in nature. The leader at the top wields so much power around him and he uses such to dominate and influence things to be done.
- (vii) **Relational leadership Theory:** this type of leadership style considers mentorship of followership based on directly satisfying the needs of followership. The leader considers the welfare of his subordinates as being critical for their productive inputs which results to better outputs. However, there's fear that they tend to consider employee satisfaction rather than productivity. In the long run this leadership style is actually productive and better.

3.3 Principles of Leadership:

1. Know yourself and seek self-improvement - In order to know yourself, you have to understand your be, know, and do, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others.
2. Be technically proficient - As a leader, you must know your job and have a solid familiarity with your employees' tasks.
3. Seek responsibility and take responsibility for your actions - Search for ways to guide your organization to new heights. And when things go wrong, as they often tend to do sooner or later, do not blame others. Analyze the situation, take corrective action, and move on to the next

challenge.

4. Make sound and timely decisions - Use good problem solving, decision making, and planning tools.

5. Set the example - Be a good role model for your employees. They must not only hear what they are expected to do, but also see. We must become the change we want to see
- Mahatma Gandhi

6. Know your people and look out for their well-being - Know human nature and the importance of sincerely caring for your workers.

7. Keep your workers informed - Know how to communicate with not only them, but also seniors and other key people.

8. Develop a sense of responsibility in your workers - Help to develop good character traits that will help them carry out their professional responsibilities.

9. Ensure that tasks are understood, supervised, and accomplished - Communication is the key to this responsibility.

3.4 The Leaders Domain or Environment

Every organization has a particular work environment, which dictates to a considerable degree how its leaders respond to problems and opportunities. This is brought about by its heritage of past leaders and its present leaders. Leaders exert influence on the environment via three types of actions:

1. The goals and performance standards they establish.
2. The values they establish for the organization.
3. The business and people concepts they establish.

Successful organizations have leaders who set high standards and goals across the entire

spectrum, such as strategies, market leadership, plans, meetings and presentations, productivity, quality, and reliability. Values reflect the concern the organization has for its employees, customers, investors, vendors, and surrounding community. These values define the manner in how business will be conducted. Concepts define what products or services the organization will offer and the methods and processes for conducting business (Sharma and Jain, 2013).

3.5 Culture and Climate

There are two distinct forces that dictate how to act within an organization: culture and climate. Each organization has its own distinctive culture. It is a combination of the founders, past leadership, current leadership, crises, events, history, and size. This results in rites: the routines, rituals, and the “way we do things.” These rites impact individual behavior on what it takes to be in good standing (the norm) and directs the appropriate behavior for each circumstance. The climate is the feel of the organization, the individual and shared perceptions and attitudes of the organization's members. While the culture is the deeply rooted nature of the organization that is a result of long held formal and informal systems, rules, traditions, and customs; climate is a short term phenomenon created by the current leadership. Climate represents the beliefs about the “feel of the organization” by its members. This individual perception of the “feel of the organization” comes from what the people believe about the activities that occur in the organization. These activities influence both individual and team motivation and satisfaction, such as:

- How well does the leader clarify the priorities and goals of the organization? What is expected of us?
- What is the system of recognition, rewards, and punishments in the organization?
- How competent are the leaders?
- Are leaders free to make decisions?
- What will happen if I make a mistake?

Organizational climate is directly related to the leadership and management style of the leader, based on the values, attributes, skills, and actions, as well as the priorities of the leader. Compare this to “ethical climate” — the feel of the organization about the activities that have ethical content or those aspects of the work environment that constitute ethical behavior. The ethical climate is the feel about whether we do things right; or the feel of whether we behave the way we ought to behave. The behavior (character) of the leader is the most important factor that influences the climate. On the other hand, culture is a long-term, complex phenomenon. Culture represents the shared expectations and self-image of the organization. The mature values that create tradition or the “way we do things here.” Things are done differently in every organization. The collective vision and common folklore that define the institution area reflection of culture. Individual leaders cannot easily create or change culture because culture is a part of the organization. Culture influences the characteristics of the climate by its effect on the actions and thought processes of the leader. But, everything you do as a leader will affect the climate of the organization (Sharma and Jain, 2013).

3.6 Corporate Governance

Corporate Governance is fascinating, hugely dynamic, and very far-reaching. It grew as a concept in response to increasingly serious corporate scandals of the late 1900s, and remains strongly concerned with these areas of corporate risk. The ideas surrounding Corporate Governance are increasingly useful for small organizations as well as the very biggest. Corporate Governance also offers interesting perspectives for leadership, authority, ego, wealth creation, greed, risk, responsibility, ethics, morality, etc., and how these issues reconcile or conflict with organizational and market dynamics, and the needs of society, environment, quality of life, economic health, etc.

3.7 Maslow's Hierarchy of Needs a fundamental for Leaders

Each of us is motivated by needs. Our most basic needs are inborn, having evolved over

tens of thousands of years. Abraham Maslow's Hierarchy of Needs helps to explain how these needs motivate us all. Maslow's Hierarchy of Needs states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself. Only when the lower order needs of physical and emotional well-being are satisfied are we concerned with the higher order needs of influence and personal development (Sharma and Jain, 2013).

4.0 Taraba State: A SWOT Analysis

Strategic management is a representation of the proposed structure of strategic management in combination of strategies and management activities. It is, usually, a simplified system used to stimulate organization direction, environmental scan, Strength weakness opportunities and threats (SWOT) analysis, strategy formulation, implementation and control in the light of real life situations. This work adopts the Thompson and Strickland's Strategic Management Model to analyze the SWOT of the state.

4.1 Taraba State Internal SWOT Issues: Strength and Weaknesses

4.1.1 Strengths

4.1.1.1 Agro-Cultural Diversity Potentials

According Umar, Nyameh and Jauro (2014) Citing TRP LTD (1999) asserts that Taraba State is basically an agrarian State with about 80% of the population engaged in active farming. The state is endowed with great agricultural potentials ranging from fertile soils to good climatic conditions. It has a total land mass of about 6million hectares out of which about 4 million hectares are arable and about 1.3 million hectares are put under crop cultivation annually. Crops that thrive well and which can be cultivated in commercial quality in the state include cereals (Maize, Millet, Sorghum, and Rice), roots and tubers (Yam, Cassava and Sweet potatoes), beverages (Tea, Coffee, Cocoa and Ginger), Legumes (Sesame, Groundnut), tree crops (Mango,

Orange, Oil Palm, Guava, Cashew). Livestock also plays a vital role in the lives of the people. The State has about 18 million animals and has the highest concentration of livestock in Nigeria. Taraba State has 5 million cattle, 3 million goats, 2.5 million sheep and 10 million pigs, 0.4 million rabbits, With these great agricultural potentials Taraba State can contribute greatly in achieving Nigeria's 60% growth rate in agricultural production. The Mambilla Plateau has climatic characteristics typical of a temperate climate. Temperatures are low (mean temperature = 19 °C) throughout the year and rainy season lasts from February to November, with a mean annual rainfall of over 1850mm. no wonder, with a total Landmass of 394, 890Ha; Grazing land 158, 690Ha (40%) and a height of about 1830m above sea level, the Mambilla Plateau has the highest concentration of cattle (about 5 million) in the Nation. The climatic and topographic features of the Mambilla are very suitable for Dairy and Beef production. In addition, the Mambilla Plateau forms the watershed from which the major drainage systems in Taraba State take their source.

The Rivers Benue, Donga and Taraba are the dominant drainage systems which flow across the Muri plains to drain the entire State. Together with the minor ones, such as the Lamurde, it form extensive flood plains providing sufficiently fertile agricultural and grazing land. The vegetation of Taraba State comprises three types of vegetation zones namely; the guinea savannah, which is marked by mainly forest and tall grass are found in the Southern part of the State, like Wukari, Takum, Donga, The sub-sudan type characterized by short grasses interspersed with short trees are found in Jalingo, Lau, Ardokola, while the semi-temperate zone are marked by luxuriant pasture and short trees is found on the Mambilla Plateau. These vegetation zones are generally suitable for the production of almost all types of livestock (Umar, Nyameh and Jauro, 2014).

The state is richly naturally blessed with diverse cultural heritage. Taraba State is the most ethnically diverse state in Nigeria, with over 80 ethnic groups such as Fulani, Jukun,

Mumuyes, Yandang, Chamba, the Mambila, Wurkums, Jenjo, Kuteb, Ichen, Tiv and Ndoro among others; each with its distinct historical and cultural heritage cohabiting peacefully with one another (Mohammed and Oruonye, 2021).

These different ethnic groups have different specialties in grain farming based on the soil nature and climatic conditions of their various locations, for instance the Mumuye and Tiv are specialized in Yam farming, the Wurkum are benne seed and groundnut, Kuteb, Ichen, and Ndoro are into production of palm oil.

4.1.1.2 Tourism Industry

According to a report by civil resource development and documentation 2016 (CIRDDOC) Taraba State is richly endowed with potentials for the development of tourism. In recognition of this, the government has made concerted efforts to improve areas of tourist attractions like Mambilla Tourist Center, Gumpti Park and game reserve in Gashaka, the Nwunyu Fishing festival in Ibi which usually holds in April of each year where activities such as canoe racing, swimming competition and cultural dances were held. Effort is being made to attract foreign investors by the state government to go and invest in the natural resources that abound in the state. Other festivals are Purma of the Chamba in Donga, Takum and Bali, the Puje of Jukuns, Kuchecheb of Kutebs in Takum and Ussa, Kati of the Mambilla and host of others (Taraba State-CIRDDOC Report, 2016).

4.1.1.3 Economic Potentials (Agro-Numeric's and Minerals deposits)

Agriculture is the mainstay of the economy of the state. Farming is not just considered as an economic activity it is the way of life of the people of the state. Some do not necessarily farm to make gain, but to conserve the agricultural heritage of their families. In fact, Emodi and Albert (2016) asserts that family farming seems to have been in existence for centuries in Taraba state and have been contributing to change in taste, demand for food varieties, food security and human nutrition of the people in the state.

The State has about 18 million animals and has the highest concentration of livestock in Nigeria. Taraba State has 5 million cattle, 3 million goats, 2.5 million sheep and 10 million pigs, 0.4 million rabbits. With these great agricultural potentials Taraba State can contribute greatly in achieving Nigeria's 60% growth rate in agricultural production. The Mambilla Plateau has climatic characteristics typical of a temperate climates having a total Landmass of 394, 890 Hectares; Grazing land of 158, 690 Hectares (about 40% of the total landmass) and a height of about 1830m above sea level(Umar, Nyameh and Jauro, 2014).

The vegetation in the southern part of the state is guinea savannah such as those in Wukari, Takum, Donga, Kurmi which are mainly forest and tall grass. Hundreds of thousands of tonnes of rose tree (aka Madrid) are also available in the southern part of the state where logging operations are racking in internally generated revenue for the state. The comparative height and climatic advantage of the mambilla highlands makes it possible for the establishment of the only possible place for the cultivation of tea and rearing of cattle for dairy and beef production. Taraba State is endowed with rich and diverse deposits of solid minerals. From the existing preliminary data, metallic minerals such as galena abound in Ibi, Karim-Lamido, Sardauna, and Wukari Local Government Areas (LGAs); non metallic minerals such as barite abound in Bali, Gashaka, Ibi, Karim-Lamido, Sardauna, Wukari, and Gassol LGAs; while gemstones such as sapphire abound in Bali, Gashaka, Karim Lamido, Kurmi and Sardauna LGAs. Gold, another gemstone, also abounds in Gashaka and Kurmi LGAs, to mention a few. However, for over 20 years, the quantity and quality of these solid minerals have not been ascertained. Only in the last 3 years that Russian consultants were engaged by the last administration to provide the preliminary data that would demonstrate the potential for investment. This effort will be re-assessed to validate its feasibility; once ascertained, we will speedily conclude the transaction to acquire the requisite data that will attract investors in the sector (Taraba State Rescue Agenda, 2015).

Taraba State is among the leading states in the production of livestock with its dairy farms at Jalingo, Gembu and Nguorje. Communities living on the banks of River Benue, River Taraba, River Donga and Ibi engage in fishing all year round. Other occupational activities such as pottery, cloth-weaving, dyeing, mat-making, carving, embroidery and blacksmithing are also carried out in various parts of the state. Just recently, there were discoveries of huge deposit of uranium in huge quantities in the state (Taraba State CIRDDOC Report, 2015).

4.2 Weaknesses

4.2.1 Population to Economic Development challenges

In their work Agricultural Management Strategy on food security in Taraba State Umar, Nyameh and Jauro (2014) pointed that population growth rate that is not commensurate to economic development as a weakness to the state in its quest for socio-economic development. Where there is no strategic management plan, implementation, evaluation and feedback for systemic control of the population density viz a viz an economic equilibrium compensation plan, then population explosion can be a weakness to the state.

4.2.2 Poor Critical Infrastructure

The significance of critical infrastructure such as roads, bridges, clean city water plants, modern hospitals, other transportation means (airports, railways and water ways), telecommunications, securities and defense structures and stations, fire stations etc. cannot be over emphasized. These are all very important for socio-economic development of man and state. Availability of basic critical infrastructure aside improving the social life and health benefits of the people has the capacity to make these benefits sustainable by attracting foreign direct investment hence improving on the gross national income of the people (GNI). FDI is an important source of capital, that it complements domestic investment, creates new jobs opportunities and is in most cases related to the enhancement of technology transfer, which of course boosts economic growth. Though the present government is putting in place these basic

infrastructures, they are still grossly inadequate considering rapid rural-urban migrations going on in the state capital Jalingo, Wukari, Takum, Mutum-Biyu, Bali, Zing, Baissa, Marraba Donga, Serti, Jen, Mutum-Daya, Karim, Gashaka and Gembu. There is need for an accelerated approach to this issue.

4.2.3 Energy Crises Issue

Energy or power is the prime mover of economy. All businesses depend on electricity. The issue of power supply is still poor in the state. Entrepreneurs depend on this for their day to day work. The federal government has proposed the construction of the Mambila hydropower plant and this is yet to be realized. The Mambila hydropower plant was intended to add over 3000+ Mega Watts to the national grid. Also, the Kashimbila power project is yet to be commissioned and its power also added to the national grid. However, the issue of transferring or emptying power generated to the national grid leaving the state with inadequate supply is not an acceptable concept. Except when there is a surplus of the energy requirement for socio-economic sustenance of the residents of the state then the excess can be emptied to the national grid. Energy is such a vital requisition of FDIs if they are to contemplate investment in any state.

4.3 Taraba State External SWOT Issues: Opportunities and Threats

4.3.1 Opportunities

4.3.1.1 Comparative State – National Agricultural Advantages

In the whole of the north eastern states in Nigeria no state is so naturally endowed with fertile massive landmass for agricultural activities like Taraba state. An icing to the cake is the Mambila highlands with its favourable climatic conditions that equates that of Europe making it possible for dairy, tea and beef companies to exist and excel in the state than any other state in Nigeria. The State has about 18 million animals and has the highest concentration of livestock in Nigeria. Taraba State has 5 million cattle, 3 million goats, 2.5 million sheep and 10 million pigs, 0.4 million rabbits, with these great agricultural potentials Taraba State can contribute greatly in

achieving Nigeria's 60% growth rate in agricultural production. The Mambilla Plateau has climatic characteristics typical of a temperate climate, temperatures are low (mean temperature is 19 °C) throughout the year and rainy season lasts from February to November, with a mean annual rainfall of over 1850mm having a total landmass of 394, 890 Hectares; Grazing land of 158, 690 Hectares (about 40% of the total landmass) and a height of about 1830m above sea level (Umar, Nyameh and Jauro, 2014). These are very massive potentials and opportunities that the state can leverage on to break through and compete with frontline economic states such as Lagos, Kano, Rivers, Ogun, Anambra and Ogun states in internal generated revenues(IGR). The vegetation in the southern part of the state is guinea savannah such as those in Wukari, Takum, Donga, Kurmi which are mainly forest and tall grass. Hundreds of thousands of tonnes of ross tree (aka Madrid) are also available in the southern part of the state where logging operations are racking in internally generated revenue for the state. All these potentials have capacity to woo in FDIs.

4.3.1.2 International Boundary Access

The state is bordered in the south by the Republic of Cameroun. It shares these advantages with Borno and Adamawa states all in the north east of Nigeria. The state is therefore not locked to an international boundary. The southern Cameroun is abundantly naturally blessed with massive vegetation and agricultural potentials too. According to 92% of the farmers interviewed, cropping system activities (Crop production) priority palm wine tapping, wild fruits collection, hunting, and oil palm exploitation. In the cropping system, shifting cultivation involving food crop fields and fallow is the first priority land use according of the farmers, followed by perennial plantations, then home gardens. The climate is equatorial, classified as humid tropical characterized by two rainy seasons and a short and long dry season. The average rainfall per year is about 2000 mm. The monthly mean rainfalls are 200 and 400 mm for April /of the year. The two driest periods of the year are December/February and July/August,

respectively, with less than 80 mm of rainfall per year. The bimodal rainfall pattern determines two growing seasons. The first starts in March and ends in July; the second starts in August and ends in November. Between the two seasons, from December to March, arable swamps and valley bottoms are cultivated that allow to produce off-season food crops. Such a climate has a mean temperature above 18°C during the coolest month, an annual temperature around 25°C with very little variation during the year, and finally a well delineated dry season (Nounamo and Yamefack, 2000).

With proper diplomatic trade ties with the Government of Cameroun and other north eastern Nigerian states there can be an expanded market of cross international trade between Taraba state and the cooperating Nigerian states. This can be a very great opportunity for expanding the market share of the state legitimately.

4.3.1.3 Predominant Population Agility

The population density of the state based on the National Population Commission and the National Bureau of Statistics as at 2016 was at 3,066,834. Currently based on a 2.94% projection growth rate per year, should the growth rate be the same as at between 2006 – 2011 should be around 4,444,116 in 2021. Of this total population the youth constitute a majority and have the strength for farm labour activities. According to Ogbaje, Tsue and Ogebe (2014) in their empirical research stated that the farming season agile active farming age of the scope of their study in Taraba state is 37 years on the average based on an average farm size of about 5.21 per hectre with an average annual income of N242, 000, this is huge opportunities for FDIs access to energetic young labourers to man their investments.

4.4 Threats to Taraba State

4.4.1 High Corruption Index

Even though the issue of corruption is national and not limited to Taraba state alone, it is such a serious threat and have potentials of frustrating FDIs attractions to the state. Nigeria ranks

highly in the Corruption Perception Index. Previous anti-corruption policies implemented in Nigeria have been targeted at enforcement measures rather than addressing the root causes. The root causes of corruption in Nigeria have been identified to include social insecurity and over-centralization of resources at the centre. Even though there are suitable laws and viable institutions to fight corruption in Nigeria, the greatest challenge is in formulating a strategic plan of action to deal with the root causes.

4.4.2 Insecurity

Insecurity is a threat to socio-economic development of any state just as peace is a panacea for socio-economic development. Insecurity has capacity to disrupt and destabilize political stability and political institutions which can plunge a state to a high degree of social and economic entropy. Most disturbing is that insecurities can lead to loss of life and surge in rural – urban migrations and major cause of internally displaced persons'. Communal violence between ethnic and religious groups, and long-standing conflicts between farming communities and nomadic herders are prevalent across north-east Nigeria. These conflicts are predominantly centered on disputes over land and cause great insecurity and widespread displacement across the region. For instance On 13 May 2021, a clash between neighbouring Tiv and Fulani communities in Bali LGA in Taraba state was reported which led to a wave of population displacement. Following this event, rapid assessments were conducted by DTM (Displacement Tracking Matrix) field staff with the purpose of informing the humanitarian community and government partners, and enable targeted response. Flash reports utilized direct observation and a broad network of key informants to gather representative data and collect information on the number, profile and immediate needs of affected populations. The clash affected a total of 7,296 individuals in Bali LGA of Taraba State. Affected individuals were forced to flee their locations of origin towards villages in Logo, Ukum, Katsina-Ala and Vandeikya LGAs(local government areas) in the neighbouring state of Benue, and Gassol LGA and the ward Bali A within Bali LGA

of Taraba State. A total of 245 casualties were recorded and 698 shelters were damaged. Following the rapid assessment, 45 per cent of IDPs mentioned shelter as their main need, followed by food (Flash Report- UN Migration, 2021).

Mohammed (2020) reported that due to urbanization, rural and urban migration and refugees from conflicts prone areas from within and outside the State. The negative aspect of these developments is the influx of criminals and light weapons into the city, especially among the youths. In the last one decade of Boko Haram insurgency in the North-east, Jalingo has been the “safe haven” of escapees from the theatre of the various conflicts.

Also, Akpeji, Yahaya and Abogonye (2021) reported the the activities of gunmen in banditry and kidnapping has caused unprecedented panic amongst residents’ in Taraba, Niger and Nassarawa states.

4.4.3 The Benue – Plateau Major Competitors

Having considered the SWOT of Taraba State it is important to consider also major competitors if investments by public and private investors in the state is to break even and break through in their economic pursuits. The Benue river flood basin is a shared natural heritage that the people of Benue and Adamawa predominantly take advantage of its fertile planes to engage in farming activities. Other states also have access to this flood river basin but in small size. The people of Benue are great farmers are major suppliers of tuber foods such as yams and fruits such as oranges and mangoes in large quantities and have a very large market share in the respect of the aforementioned commodities. Taraba also, have an equal capacity in these regards especially in yam productions and significantly in orange and mango supply. Plateau state is naturally endowed with highlands and have a temperate climatic conditions that is favorable for much supply of tuber crop like Irish potatoes, and tomatoes. These products are produced in large quantities, the state dominates national market share in these products. However, it is important to note that both states are internationally boundary locked of which Taraba state can

take advantage of this to prevail in wooing FDIs and securing a large market share with her neighbours the southern part of Cameroun if the right strategy and diplomacy are put in place. Taraba state is incomparable to any state in the north eastern states in Nigeria in cattle herding activities. Also, in Nigeria, it's the only state that can sustainably grow tea in commercial quantities. The Mambila highlands have special Irish potatoes and beans of very scars variety that cannot be found in any states in Nigeria.

4.4.4 Leadership Issues

By leadership issues we do not intend to point complex fingers of criticizing to any particular dispensation governance of the state but considers leadership as progressively cumulative highlighting the political institution as the most critical factor and the pivot which determines the direction the social and economic institutions of state swings. When a leadership loss the trust of the people the resultant is bad followership and since governance is a collective in nature followership then constitutes a clog on the will of governance by this leadership fails. So, followership can frustrate leadership in governance. Leadership of a heterogeneous socio-cultural and ethno-religious integration must be inclusive and devoid of biasness in both constituted executives, administration and allocation of infrastructures.

Democratic political leaders have to be mindful of the side effects of their leadership style on the people they lead least the undesirable effects derail democratic process. Bad leadership lead to undesired outcome like it concentrates power and can thus lead to corruption and tyranny, hence the democratic demand that leadership be checked by accountability; it creates a situation of subservience and difference which may discourage people from participating in issues that concern them and thus lead to failure to take responsibility for their own destiny. Governance, in essence, indicates the capacity to entrench the authority of the central state and to regularize its relations with society. In other words, it entails 'a process of organizing and managing legitimate power structures, entrusted by the people, to provide law

and order, protect fundamental human rights, ensure rule of law and due process of law, provide for the basic needs and welfare of the people and the pursuit of their happiness. Thus, the quality of governance is reflected in the quality of relationships between the government and citizens whom it serves and protects (Agboola,Lamidi and Shiyanbade, 2017).

5.0 Suggestions on the way forward

5.1 Transitioning From a 10 Hour Economy to a Smart Economy

Jalingo the metropolitan capital of Taraba state is running at present a ten (10) hours economy. Business commences by 8AM and 6PM most businesses a winding up for the day. No serious nation or state in the world that is desirous of biffing up its gross domestic product (GDP) will remain in such a state or condition. Lagos and Kano state are almost running a 24hr economy, these state are working towards a smart state or cities that never goes to sleep. The concept is to establish a digital economy with IGR value that continues to run without going to sleep. Other states like Rivers, Anambra, Ogun, and Delta states are working towards achieving the same goal. Taraba state must not be left out in this lofty pursuit in other to achieve its dream of making the state independent from federal government monthly allocations. There must be a paradigm shift from the normal to be a self sufficient independent state.

5.2 Adopting a Disruptive Digital Technology Approach

Life is organized around technology. Despite our desire to maintain control over our lives, the bulk of what we do with our lives has been coordinated and adapted by and to the technology that surrounds us. Therefore it should come as no surprise that when existing technology evolves or old technology is made obsolete that the phase where new technology enters our lives could be seen as being disruptive. The disruption occurs when the technology, which is introduced effects the social arrangements around which we build our lives. While, in many cases, a disruptive technology can be seen as a technology that replaces the incumbent technology one must not forget that this replacement also displaces the social organization

around the displaced technology. Printing presses replaced the scriptoria and also change the role of the scribe. Railways replaced canals and also changed the way in which the social organization around the canals functioned. Railroads did not only make an impact on the barge pilot but also on the bargeman, lock keeper, canal owners, canal-side innkeepers, barge builders, waterway engineers and the horse trade interest. Disruptive technologies are all around us. It is, in fact, a continual process. Digital cameras are replacing photographic film, flash drives replace floppy disks, DVD players replace VHS players. Each change brings social and economic effects to a larger or smaller degree. This disruption brings with it new possibilities of communication and control as well as disruption. The result of this disruption of social behavioural norms leads people to adapt their lives and behaviour to create new social interactional codes of behaviour in keeping with the new technology in their lives (Klang, 2006). Taraba state must key into the new wave of change to compete with the global market capitalizing on disruptive digital technology by concentrating on the weakness of major market share holders in satisfying their minority market share demands by meeting and exceeding their needs.

5.3 Escalating Critical Infrastructural Development

In order to woo FDIs there must be a systematic approach that is well planned strategically spread by the present and successive governments in implementing critical infrastructures in the state. Government is a continuum and with strategic planning critical infrastructures can be put in place in the next two decades in phases. At present we can see the construction of idealized highways in the metropolis of Jalingo, the mega water plants constructed in the metropolis and the construction of some roads and flyovers to decongest traffic across the state by the Darius Dickson Ishaku administration presently the Governor of the state. We can borrow a leaf from Botswana that is an endeared nation attracting FDIs in its mining and financial sectors. The Government of Botswana has been trying to put in place all necessary measures that would allow the country to have a comparative advantage in attracting FDI. These have been achieved

through incentive schemes and necessary infrastructure such as industrial land and factory shells. Other identifiable factors that have put Botswana in advantageous position and in the process should bolster FDI include:

- A stable political environment; and stable macroeconomic policy.
- Competitive exchange rate relative to the South African rand.
- Low crime level.
- Good human capital development.
- Good labour relations.
- Botswana producers have access to South African markets because of Botswana's membership in South African Customs Union (SACU) and to the Zimbabwe market because of the 1956 trade agreement (Ajayi, 2006). The government must try to be strategic in escalating critical infrastructures over time to bring about the change necessary to accelerate socio-economic development seeing that all the factors put in place by the state of Botswana are all attainable by the Government of Taraba if the political will power can be invoked. The government should therefore reconsider the urban planning design of the Jalingo metropolis upgrading it to smart urban planning design that will make Jalingo as a pilot smart city. There is need for government to earmark industrial layouts that are smart in nature devoted only for that purpose and allocated to registered entrepreneurs which shall be further subdivided into units of common productions or services that have features such as minimarket and eateries, clinic, police station, IGR centre, fire substation and warehouses. Many states in Nigeria had already started this lofty plan and it is yielding positive results.

5.4 Restructuring of the current Security Architecture

When we refer to security, we do not mean crimes that has to do with social restiveness or crimes that attacks the health of man or his properties. We are also conscious of cyber crimes attacks called phishing. Currently in the state protection of life and properties of the people rests

majorly in the hands of the Nigerian police. The Nigerian Police is a federal security structure whose control rests with the President and the Inspector General (IG) of Police. The state governor has no power of command on the state commissioner of police posted to his state on critical security matters with the consent and approval of the IG of police. This structure makes policing of the state difficult at times. Recently, there has been callings from across the nation for the need to decentralize the security architecture to enable states to structure its security. It is proposed by many political stakeholders to allow for state police and community policing (an integrations of local hunters' and vigilante groups), and the co-opting of the traditional rulers' as stakeholders of state security architecture with the state Governor as the zenith of the chain of command. This is indeed a lofty call as this will ensure that security is everybody's business. The central concept is that a locality is better policed by the indigenous residents of its people who have an understanding of the terrain and socio-cultural activities of the people.

While there is concern for the protection of life and properties of the people. Properties in liquidity has also gone online, online banking and online trading is now a global trend. The protection of one's online financial bank account is not only in the hands of the hosting bank, but also on the security carefulness of the account holders from cyber attacks. In 2018, the US FBI (United States Federal Bureau of Investigations) estimated global losses between October 2013 and May 2018 from this attack alone cost organisations US\$12.5 billion. This attack uses spear phishing. Passwords demonstrate the battle between security and usability. A long, complex password might be good for an organisation's security, but if security procedures become onerous in the view of users, they will find a way of subverting or avoiding them. The procedure thus becomes ineffective. Consider the following password rules (which might look familiar to many) and the subsequent passwords:

1. Must be a minimum 8 characters (12345678)
2. Must contain at least 1 upper and 1 lower case character (Qwertyui)

3. Must contain at least 1 number (Qwertyu1)
4. Must contain at least 1 special character (Qwerty1!)
5. Must be changed every 30 days (Qwerty2”).

Recently there are calls for people to forget about passwords, and think passphrases. Rules we can follow are:

1. Still use the mix of characters (upper/lower/numbers/special characters)
2. Use a combination of unrelated words
3. Use words from different languages—a mix is best
4. Do not rely on leetspeak/133t5p3@k alone (where letters are replaced by similar shaped numbers/special characters)
5. Do not rely on one rule alone!

As an example, let's base a passphrase on that favourite fermented curd—cheese. In using a combination of the rules above, my passphrase could be *Ch3ese&Kase&Farmaajo*. After all, who could forget cheese! At 20 characters, that would give the password crackers a run for their money. Or, think song lyrics. Something like *4!We!Are!Young!And!Free* Even harder to crack, at 23 characters (Yorkston, 2020).

So, in thinking security we must also consider cyber security. While physical securities of life and properties have so much to do with government security architecture, cyber security has so much to do with us.

5.5 Strong Political Will for Development

It is without doubt that the attainment of technological growth will depend on the development of strategic industrial policy structure and infrastructural base for the implementation of such policy for global economic competitiveness by our political institutions. The political class determines the overall success of the social and economic institutions of any nation. This will in turn require the development of efficient, accountable, transparent, and

participatory governance, the creation of strong, efficient, and effective public service institutions that ensures government effectiveness, the establishment of a competitive private sector-led business environment characterized by sustained microeconomic stability and the enhancement of national security and improvements in the administration of justice and intellectual property rights. So, there must be the strong political will to ensure the creations of more technical and vocational institutions that shall serve as a feeder of the man power requirements for these industries as they come. There is also, need for collaboration between these expected entrepreneurs' and education curriculum planners for technical vocational education and training (TVET) in the state to train these students' on operations and usage of the types of machines that they shall be deploying for their production activities in the state. This is so because the TVET curriculum at the national level may not suit the types of machines that they shall be using in the state. This is important so that at graduation they are already proficient for gainful employment and are not novice to the machines and equipments used by these production companies.

6.0 Conclusion

In conclusion therefore, we do not disagree any less to the opinions of Agboola, Lamidi and Shiyanbade, (2017) in which they asserted that in order to achieve development goals, it is crucial that proper planning is done and resources are utilized optimally. The projects must embrace innovation through technology and transparency in all the processes, which can be accomplished through effective development administration. It should reject status quo and be directed towards change and more so towards results. It is result oriented at its core and every development function should have a defined objective. Planning is essential to decide the framework of resources and time to be allotted for a development function.

- Innovation. It is dynamic in approach and encourages new and better ways to achieve objectives.

- It should focus on planning for the people as well as with the people. It is people-centered, must empower society as a whole and not product or profit-centered.
- Development of human capital as a resource.
- Politics and administration must go hand in hand to establish rapid change in society and bring about just and distinct social order.
- There is the serious need for creating leaders out of bureaucrats for promotion of development initiatives. Taraba state is naturally positioned for socio-economic greatness with proper management, planning and mustering the required political will to let this happen.



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