

# Gombe State development analysis.

ODUSANYA, T.O.

2023



Flag



Seal



Location of Gombe State in Nigeria

Coordinates:  10°15'N 11°10'E

Welcome to Gombe State!!!  
Apex in the ease of doing business.  
The metropolis with exceptional cultural heterogeneity.

## GOMBE STATE'S ANALYSIS

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<sup>1</sup> SOURCE: Exhibit 1, Cover Page Picture, extracted from Wikipedia, (Last edited 28<sup>th</sup> January 2023) The Free Encyclopedia, Gombe State <[https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.

## **ACRONYMS**

**APC:** All Progressives Congress

**BVN:** Bank Verification Number

**BPSR:** Bureau of Public Service Reforms

**CFRN:** Constitution of the Federal Republic of Nigeria

**DEVAGOM:** Development Agenda for Gombe State

**FAAC:** Federal Account Allocation Committee

**GDI:** Gross Domestic Index

**GDP:** Gross Domestic Product

**ICT:** Information and Communication Technology

**IGR:** Internally Generated Revenue

**LGA:** Local Government Area

**NBS:** National Bureau of Statistics

**PESTELS:** Political, Economic, Social, Technology, Legal and Spiritual

**PDP:** People's Democratic Party

**PEBEC:** Presidential Enabling Business Council

**SMEs:** Small and Medium-Sized Enterprises

**TSA:** Treasury Single Account

**UNICEF:** United Nations International Children's Emergency Funds

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## EXECUTIVE SUMMARY

This detailed report is centered on the analysis of Gombe State and its development over a period of fourteen (14) years (2007-2021). It is a holistic document that is also significant, relatable, and purposely easy to comprehend by everyone. This analysis captures the dynamic realities as it concentrated on how Gombe State came into existence, the magic and essence behind it, culture, religion, and demography as well as a comparative analytical approach to portray and track its advancement over the years.

This study therefore majorly explored secondary data such as journal articles, reports, newspapers, and reported statistical findings. In addition, this study implemented the **P.E.S.T.E.L.S tool of analysis** (the popular PESTEL but with an extra, letter S) in deciphering the ternary symbiotic mechanisms namely **context, performance, and strategy**. This PESTELS acronym entails Political, Economic, Social, Technological, Environmental, Legal, and Spiritual Factors to review the national business environment in which Gombe State operates. The justification for employing this PESTELS tool of analysis is to build a universal, comprehensive, critical, and in-depth assessment that integrates the dynamics and the intercontinental setting of Gombe State.

Gombe State's internal and external diverse goals, the strategies designed to achieve the diversity of these objectives; the resources at Gombe State's disposal, the major actors and rulers of the play that projects its structure and inducements to apportion that equipment that is, the resources; Gombe State's local, global dimension and how well it is doing legally, spiritually, environmentally, socially, technologically, economically, and politically.

This evaluation began with a brief historical background about Gombe State followed by the PESTELS framework. Politically, this investigated factors such as political structure and governance. It is driven by the government's activities and policies such



as autonomy, stability, political parties, democracy, elections and re-elections, political freedom, power, and overall solidity of Gombe State. It further explores issues such as how the political instability has affected the economy. Economically, flowing from the political factors, how has Gombe State developed from 2007 to 2021? This, therefore, reflects the economy in terms of money, organizations, firms, non-state, government, market transactions, and finances. It includes capital, budgetary, commerce, measuring against the standard benchmark performance, interest rate, poverty, defense, monetary, importation, tariffs, exportation, gross domestic product GDP, national income accounts, prices or wages, employment rates, investment summits, tax levels, new business opportunities, agriculture, natural resources, the essence of taking education seriously, unemployment, inflation, exchange rate, health and factors which generally mobilizes the efficiency of resources.

Socially, this considers shifts in a progression such as demographics, income distribution, association, groups, unions, geographical locations, lifestyles, topographical features, literacy, mortality and fertility rates, languages, and culture. Technologically, factors such as infrastructure, e-commerce, advancement in information, communication, and technological skills of Gombe State. Environmentally, factor echoes climate change impact, extreme weather events, electricity, annual rainfalls, erosion, security, insurgencies, natural resources, clean water, a green atmosphere, and a conducive living and virtuous business environment.

Legally, this examined laws, understanding formal or informally transmitted communal rules, mediating disputes, knowing what is definite, permissible, or otherwise, establishing certain and stable roles to shape human relations, quotas, policies' feasibility, implementation of policy, constitutional reforms, treaties, domesticated laws, separation of powers, sectoral guidelines, and regulatory changes in Gombe State. Spiritually corroborates spirituality as the place of religion cannot be

sidestepped. The belief is that after doing all that is humanly possible, there is a higher power that we pray to, e.g., God, and that life is spiritual. Thus, in overseeing the internal, outside world, and or unknown forces, the interrelationship and reinforcement of all other factors discussed above as well as religious belief, principles, fulfilments of purpose, and ethical values is the spiritual dimension of Gombe State.

In nearly three decades, Gombe State has grown and is growing in terms of its governance, demography, institutions, and economic and social development. Findings revealed the current administration has been functional and somewhat similar between Gombe State and Kaduna State. However, there are major lessons to be learned and work done especially in improving all the areas in which it ranks in bottom positions, especially education. This study proffered a triangular recommendation centered on strategy, context, and natural business environment. And it is suggested that inclusivity, enhanced security, and sustainability must be prioritized as these are fundamental and *in tandem* with the global benchmark for standard best practices for good governance and society.

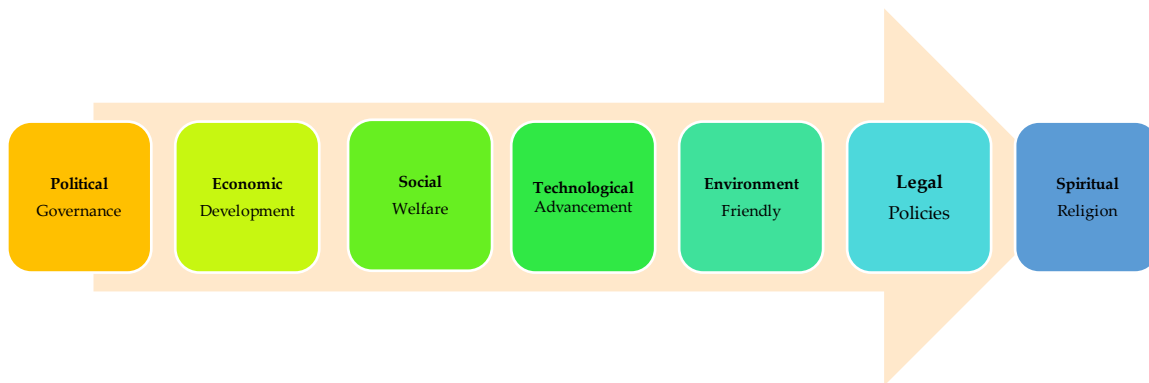
## INTRODUCTION

This study focuses on the analysis of Gombe State as a country. As Professor Bruce Scott (1990) of Harvard Business School rightly remarked, analysis is to a country just like diagnosis is to medicine.<sup>2</sup> This is because it entails critically observing the crucial symptoms and conducting the necessary fundamental procedures to ascertain the patient's current ailment.<sup>3</sup>

In the same vein, identifying sound and vital aspects of Gombe State is both an art and a science.<sup>4</sup> It necessitates significant investigation, checklists, texts, practical lenses, and guidance beyond the surface value. Businesses can only succeed within the context of a viable country. Essentially, this evaluation could potentially be informative on whether or not and to what capacity should further and future investments occur in Gombe State.

## STRATEGIC PILLARS

*Figure 1*



As explicit in the SmartArt figure 1 above, PESTELS are strategic pillars for foundational and meticulous appraisal. While GDP Gross domestic product (GDP) is the single most important indicator to capture economic activity, it falls short of

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<sup>2</sup> Bruce R. Scott, (1990). Country Analysis, Institutions, Institutional Change and Economic Performance, Cambridge University Press, NEW York, 382-105, page 11.

<sup>3</sup> *Ibid.*

<sup>4</sup> *Ibid.*

providing a suitable measure of people's material well-being for which alternative indicators may be more appropriate.<sup>5</sup>

The most suitable approach adopted in tackling this task is therefore to use the P.E.S.T.E.L.S framework of analysis. This acronym entails Political, Economic, Social, Technological, Environmental, Legal, and Spiritual Factors. The justification for employing this PESTELS tool of analysis is to build a holistic, critical, in-depth assessment that integrates context, performance, strategy, and development of Gombe State.

This task commences with a brief background about Gombe State followed by the PESTELS analysis which will be thoroughly examined in turns. This study will finally be wrapped up with recommendations, a conclusion, and references.

## **HISTORICAL BACKGROUND**

Gombe is a promising state, blessed with a relatively young population (humans) and a vast array of abundant natural (including diverse species of snakes) and rich minerals (resources).<sup>6</sup> Gombe State is welcoming with a good road network and a beautiful and serene ambiance. This State has over the years progressed across wide-ranging facets of human and capital development.<sup>7</sup>

Briefly, the historical background of the Gombe emirate can be traced as far back as 1804 when it was originated by Buba Yero (Abubakar), a follower of the Usman Dan Fodio, a Muslim Fulani leader. This emirate thrived until the 1880s during the encroachment of British colonial rule.<sup>8</sup>

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<sup>5</sup> OECD (2023). OECD, Gross domestic product (GDP) (indicator). <https://data.oecd.org/gdp/gross-domestic-product-gdp.htm> accessed on 25 January 2023.

<sup>6</sup> Rebecca Mu'azu, (16th October 2022). Investment Summit: Gombe State Governor Signs N70.5bn Deal with Six Companies, <<https://von.gov.ng/investment-summit-gombe-state-governor-signs-n70-5bn-deal-with-six-companies/>> accessed 1st February 2023.

<sup>7</sup> Abdulwaheed Adubi, (7th January 2021). Gombe partners FG on the exploitation of solid minerals, <<https://businessday.ng/news/article/gombe-partners-fg-on-exploitation-of-solid-minerals/>> accessed 27th January 2023.

<sup>8</sup> Britannica, T. Editors of Encyclopaedia (2019, July 12). Gombe. Encyclopedia Britannica. <https://www.britannica.com/place/Gombe-Nigeria> accessed 10th January 2023.

Officially, Gombe State is dated and mostly reported as twenty-seven (27) years old. On the 1<sup>st</sup> of October 1996, Gombe State, the hosts of multi-ethnic groups, was newly created out of the then Bauchi State, by the military establishment of General Sani Abacha.<sup>9</sup> According to Wiktionary, the literal meaning of Gombe is 'tribute'.<sup>10</sup> Due to its savannah's location, the agrarian State of Gombe encompasses the Southern and Northern distinct administrative areas whilst it became popularly known as the 'Jewel' in the Savannah, which is also the motto for the State.<sup>11</sup> In addition, the people of Gombe State are commonly called 'Gombawa'.<sup>12</sup> Gombe State is a metropolis with exceptional cultural heterogeneity.

## LOCAL GOVERNMENT AREA

Prior to the emergence of Gombe State, the residents of the region were categorised under Gombe native authorities and *Tangale Waja*. Specifically, Gombe State comprises eleven (11) Local Government Areas (LGA), depicted in tabular format as follows:

**Table 1: Gombe State Local Government Area**

S/N	LGA	Administrative Capital	Languages	Kilometer Squared	Mineral Resources
1.	Akko	Kumo	Fulani, Kanuri, Jukun, Tangale, Tera	2, 627	Gypsum, Haliteis, Coal, Agatey, Uranium, Salt, Sphalerite

<sup>9</sup> Wikipedia, (Last edited 28th January 2023) The Free Encyclopedia, Gombe State <[https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.

<sup>10</sup> Wiktionary, (July 2022). The free dictionary, <https://en.wiktionary.org/wiki/gombe> accessed 30th January 2023.

<sup>11</sup> *Ibid.*

<sup>12</sup> Bob Etemiku, (November 2022). Gombe State Needs a New Hand, Abuja <<https://www.thisdaylive.com/index.php/2022/11/17/gombe-state-needs-a-new-hand/> accessed Sunday, 29th January 2023.

					(Zinc and Lead), Galena, Amethyst
2.	Balanga	Tallase	Bangwinji, Centuum, Dadiya, Dera, Dikaka, Dza, Kyak, Longuda, Moo, Tangale, Tso, Waja	1,626	Salt, Tounmaline, Amethyst
3.	Billiri	Billiri	Tangale	737	Salt, Galena, Tounmaline, Amethyst
4.	Dukku	Dukku	Fulani, Kanuri, Bolewa	3,815	Clay
5.	Funakaye	Bajoga	Fulani, Kanuri, Tera	1,415	Gypsum, Limestone
6.	Gombe	Gombe (City)	Fulani, Bolewa, Hausa	52	Gypsum, Uranium, Limestone, Amethyst

7.	Kaltungo	Kaltungo	Awak, Tungalae, Tula, Kamo	881	Gypsum, Uranium, Sphalerite (Zinc and Lead), Galena, Tounmaline, Amehyst
8.	Kwami	Mallam Sidi	Fulani, Bolewa, Kanuri	1,787	Gypsum, Coal
9.	Nafada	Nafada	Fulani, Bolewa, Hausa	1,586	Limestone
10.	Shongom	Boh	Tangale, Kushi, Moo, Loo, Wurkun	922	Gypsum
11.	Yamaltu/Deba	Deba	Tera, Fulani, Jara	1,981	Gypsum, Uranium, Limestone

*Exhibit 2: Table on Gombe State Local Government Area extracted and modified from Wikipedia, (Last edited 28<sup>th</sup> January 2023) The Free Encyclopedia, Gombe State <[https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.*

This table chronicles the eleven (11) local government areas, their administrative capitals, languages, and squared kilometres, being a commercial deposit quantity of

crude oil and it is also rich in mineral resources as found in these areas. Gombe State is also an agricultural state, consequent upon its amalgamated seed-based produce, millet, and sorghum.<sup>13</sup>

## PESTELS FRAMEWORK

PESTELS tool of analysis is an extensive and strategic framework that fundamentally examines the macro business environment (Vikas, 2021).<sup>14</sup> That is, external factors which are Political; Economic; Sociological; Technological; Legal; Environmental, and Spiritual. These considerations will now be taken in turn to analyse a range of affairs or scenarios, guidance, strategy, context, and performance of Gombe State.

## POLITICAL FACTORS

These political factors concentrate on the political structure and governance of Gombe State. It is driven by the government's activities and policies such as autonomy, stability, political parties, democracy, elections and re-elections, political freedom, power, and overall solidity of Gombe State.

Gombe State shares boundaries Yobe, Borno, Taraba, Adamawa, and Bauchi, as states in the northeast zone. The twenty-seven (27) year old Gombe State has over time been largely shaped by the power of visionary leadership which is a boosting or boasting factor of its developmental strides DEVAGOM (2021-2030).<sup>15</sup>

## PREVIOUS ADMINISTRATION

An unofficial report alleged that the previous administration crippled manufacturing, investments, human capital development, and advancement initiatives. Some major causes of the lack of human capital development and manufacturing apathy include

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<sup>13</sup> National Bureau of Statistics (NBS), (2023). E-library, <https://nigerianstat.gov.ng/elibrary> accessed 1st February 2023.

<sup>14</sup> Vikas, Thakur. (2021). Framework for PESTEL dimensions of sustainable healthcare waste management: Learnings from COVID-19 outbreak. *Journal of cleaner production*, Volume 287, 125562

<sup>15</sup> DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.



lack of capital, epileptic power supply, poor managerial skills, corruption, the crisis of confidence or erosion of trust, disdain for interest-attached loans, weak political will, and long gestation period of profit.<sup>16</sup>

The emergence of political participation devoid of parochial cultures by citizens has increased since their awareness of their rights and their desires to have better living conditions. Hence, more than ever, indigents are conscious about their commitments to voting rights, holding the government accountable, and demanding a vibrant standard of living. Therefore, based on this paradigm shift and the strong will of the people, the state bureaucracy is anchored on development, enhancing the economy, and creating a conducive business atmosphere for the populace.

## CURRENT GOVERNANCE STRUCTURE

Prior to the current and good governance structure, Gombe State operated in a challenging political direction.<sup>17</sup> However, the present idealism which complements realism in all critical areas, is modelling Gombe State into the standard state in Nigeria. The current 'brain and brilliance' administration has been strategic with avoiding new wine in old bottles situation by overhauling the previous civil service structure and thereby dethroning questionable and unprincipled establishments.

A logical way in which this unprecedented drastic feat and transformation occurred in Gombe State was through the formation of the Bureau of Public Service Reforms (BPSR).<sup>18</sup> Accordingly, with this refurbishment the productivity and determination of workers, human capital is prioritised. Workforce enhancement coupled with contemporary work tools, incentives and ethics has also resulted in a formidable

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<sup>16</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BioHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.

<sup>17</sup> Bob Etemiku, (November 2022). Gombe State Needs a New Hand, Abuja <<https://www.thisdaylive.com/index.php/2022/11/17/gombe-state-needs-a-new-hand/>> accessed Sunday, 29th January 2023.

<sup>18</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BioHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.

structural governance together with a remarkable rise in Gombe State's economy.<sup>19</sup> Moreover, the ten (10) years' legacy and progression plan for Gombe State and its mission for enablement, inclusivity, and sustainability is meaningful, especially from the perspective of political transition.<sup>20</sup>

A welcoming bureaucratic structured government that beckons investors without unnecessary taxes and rigid procedures on business permits or procurement processes. This further demonstrates integrity, visionary, effective, and focused leadership in Gombe State.<sup>21</sup>

Below is a tabular representation of the list of the Executive Governors in Gombe State and their distinct political parties within the last fourteen (14) years till the present.

**Table 2: List of Governors of Gombe State from 2007-2021**

S/N	Names	Duration	Political Parties
1.	Mohammed Danjuma Goje	29 <sup>th</sup> May 2003 to May 2011	PDP
2.	Ibrahim Hassan Dankwambo	May 2011 – 29 <sup>th</sup> May 2019	PDP
3.	Muhamad Inuwa Yahaya	Incumbent since May 2019	APC

*Exhibit 3: Table 2, List of Governors of Gombe State from 2007-2021 extracted from Wikipedia, (Last edited 28<sup>th</sup> January 2023) The Free Encyclopedia, Gombe State <[https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.*

<sup>19</sup> Bob Etemiku, Gombe State Needs a New Hand (November 2022), Abuja

<<https://www.thisdaylive.com/index.php/2022/11/17/gombe-state-needs-a-new-hand/> accessed Sunday, 29th January 2023

<sup>20</sup> DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State

Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.

<sup>21</sup> Ismaila Uba Misilli, (2022). Gombe State Meteoric Rise to National Global Prominence

<https://leadership.ng/gombe-states-meteoric-rise-to-national-global-prominence/> accessed 16th January 2023.

Flowing from this table, there is an apparent and striking difference and political stability birthed from the paradigm shift of the initial and conventional political parties. The global benchmark for best practices, such as the United Nations Sustainable Development Goals, stipulates amongst other things, the need to promote peaceful, accountable, inclusive societies and invigorate global partnerships.<sup>22</sup> Accordingly, it was inevitable that Gombe State was in dire need of an effective, quality, and matchless administration. After all, an efficient administration equates to a happy group of people.

Arguably, the changes in the system such as the political parties, as well as the practical and innovative leadership of the current administration have been prominent and attributable to the infrastructural and inadvertently economic advancement of Gombe State.<sup>23</sup> This therefore leads this study to the next chronological factor which is an economic analysis of Gombe State.

## **ECONOMIC FACTORS**

This reflects the economy in terms of money, organizations, firms, non-state, government, market transactions, and finances. It includes capital, budgetary, commerce, measuring against the standard benchmark performance, interest rate, poverty, defense, monetary, importation, tariffs, exportation, gross domestic product GDP, national income accounts, prices or wages, employment rates, investment summits, tax levels, new business opportunities, agriculture, natural resources, education, unemployment, inflation, exchange rate, health and factors which

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<sup>22</sup> Goals 16 and 17, United Nations, (2015). 2030 Agenda for Sustainable Development, Department of Economic and Social Affairs. <https://sdgs.un.org/goals> accessed 2nd February 2023.

<sup>23</sup> Muhammad Musa-Gombe, (October 11, 2022). Gombe: A Roadmap to 2023. <https://www.thecable.ng/gombe-a-roadmap-to-2023> accessed 16th January 2023.

generally mobilizes the efficiency of resources. Some of these economic factors are reviewed in more depth below.

## **BUSINESS ATTRACTION**

Interestingly, Gombe State tops the rank as the apex in the ease of doing business compared to Anambra, Ondo, and (even the famous) Lagos ranking 7<sup>th</sup>, 8<sup>th</sup>, and 20<sup>th</sup> respectively.<sup>24</sup> Hence, Gombe State has become a popular destination for local and global businesses and investments.

Economic growth and sustainability through hard or soft infrastructure, are usually considered the strongest for enhancing quality standards of living.<sup>25</sup> Hence, in Gombe State, private sector investments,<sup>26</sup> trade, and the increased provision of social services and public goods are also prioritized.<sup>27</sup> Remarkably this latest development is envisaged to mitigate the drastic poverty level in Gombe State.

## **POVERTY**

For over two decades, Gombe State has been categorized as one of the poorest in Nigeria, as over two million (2.2 million) persons are considered poor.<sup>28</sup> Although the rural population contributes to the majority of the population index in Gombe State, they are arguably mostly side-lined from basic amenities and quality standard of living.<sup>29</sup>

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<sup>24</sup>Everest Amaefule, (21<sup>st</sup> June 2021). Gombe, Sokoto top ease of doing business, [Punch Newspapers \(punchng.com\)](https://punchng.com) accessed 31<sup>st</sup> January 2023.

<sup>25</sup> DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023. Physical, tangible, or hard infrastructure are gas power plant, water treatment plant, airport, wind energy farm etc., whilst Intangible or soft infrastructure includes justice system, services, education system, and internet.

<sup>26</sup> Potential private sector investors are GE Energy; Vestas; Siemens, NextEra Energy, Inc., Suzlon, EDF Energy, Orsted (FKA DONG Energy), SEAS-NVE, Berkshire Hathaway Energy (BHE); Avangrid Renewables.

<sup>27</sup> Abdulwaheed Adubi, (7th January 2021). Gombe partners FG on exploitation of solid minerals, <<https://businessday.ng/news/article/gombe-partners-fg-on-exploitation-of-solid-minerals/> accessed 27th January 2023.

<sup>28</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BIOHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.

<sup>29</sup> *Ibid*

The issue of poverty undoubtedly undermines the socioeconomic and political well-being of the State.<sup>30</sup> The bestselling author of *The Wealth and Poverty of Nations*, David Landis (2013), rightly asserted that the market is the greatest place to find out about poverty or wealth. Findings from the market, therefore, revealed that there is a high rate of unemployment in Gombe State as many youths have turned to the *okada* motorcycle business and others to unscrupulous ventures.<sup>31</sup> It was also revealed that some have had to drink the same water they fed their cattle.<sup>32</sup>

The poverty index in Gombe State is striking at an alarming rate and the causes included manufacturing apathy, poor macroeconomics policies, attitude, mismanagement, corruption, inequality, absence of welfare and social investment, and low level of education and income.<sup>33</sup> Possibly, this contemporary quick income also known as *the indomine generation*, meaning get rich quickly, and the lackadaisical attitude of government whereby it sometimes fails to provide a reward for success and punishment for failure.<sup>34</sup> Essentially, until recently, the focus has been on the swift returns from real estate, exploitation of mineral resources, and oil and gas. However, with the latest human capital motivation, manufacturing and investing though it is attributed to having the longevity of waiting period, are now being encouraged.

## GROWTH ANALYSIS

Gombe State's economy with an estimated GDP of N2.10 trillion in 2021, is in the 27th position among the 36 states and the 3rd position in the North-East region.<sup>35</sup> Laudably,

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<sup>30</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BIOHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.

<sup>31</sup> Bob Etemiku, (November 2022). Gombe State Needs a New Hand, Abuja <<https://www.thisdaylive.com/index.php/2022/11/17/gombe-state-needs-a-new-hand/> accessed Sunday, 29th January 2023.

<sup>32</sup> Rufa'i Usman, (2018). [Political Violence and Insecurity In Nigeria: A Case Study Of Kalare Political Thugs In Gombe State, Nigeria](#), [Ilorin Journal of Business and Social Sciences](#), Faculty of Social Sciences, University of Ilorin, Volume 20, Issue 1, pages 57-72.

<sup>33</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BIOHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.

<sup>34</sup> *Ibid*

<sup>35</sup> BudgIT, State of States 2022 Edition, The State of States Report, pages 98-100. <<https://yourbudgit.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022.

the state ranked apex, 1st on the ease of doing business according to the Presidential Enabling Business Council (PEBEC).<sup>36</sup> This necessitates significant improvement in states' capacity to attract investments.<sup>37</sup> Despite the aforementioned improvement, it seems appalling that Gombe State is yet to record significant foreign direct investment between 2019 and 2021.<sup>38</sup>

Conversely, flowing from the political indices above, Gombe State has moved significantly from 2007 to 2021 in terms of development.<sup>39</sup> The level of internally generated revenue in Gombe State from 2007 to the present has increased exponentially from about two billion Naira to over 10 billion Naira in 2021. Precisely, Gombe state engendered nine billion Naira (N9,000, 000,000.00) in 2020, over ten billion Naira (N10.500, 000.00) in 2021, and over thirteen billion Naira (N13.140,000.00) in 2022.<sup>40</sup>

Gombe State's gross domestic income and gross domestic product have also magnified.<sup>41</sup> It, therefore, suffices to assert that the political system has somewhat been beneficial to Gombe State. It is blessed with rich mineral resources and has high potential in mining resources and substantial human capital.<sup>42</sup> In converse to the prior administration, the current governance structure and infrastructure advancement in Gombe State is admirable. This is because with the appropriate administrative settings and standard infrastructural transformation, investment rate, growth, revenue returns and progress generally follow.<sup>43</sup>

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<sup>36</sup> *Ibid.*

<sup>37</sup> Rebecca Mu'azu, (16<sup>th</sup> October 2022). Investment Summit: Gombe State Governor Signs N70.5bn Deal with Six Companies, <<https://von.gov.ng/investment-summit-gombe-state-governor-signs-n70-5bn-deal-with-six-companies/>>accessed 1st February, 2023

<sup>38</sup> *Ibid.*

<sup>39</sup> OECD (2023). OECD, Gross domestic product (GDP) (indicator). <https://data.oecd.org/gdp/gross-domestic-product-gdp.htm> accessed on 25 January 2023.

<sup>40</sup> Ministry of Finance (2023). Gombe State Internal Revenue, Policies and Reports <https://mof.gm.gov.ng/gombe-irs/girs-policies-and-reports/> accessed 2<sup>nd</sup> February 2023.

<sup>41</sup> Budget, State of States 2022 Edition, The State of States Report, pages 98-100.

<<https://yourbudget.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf>> accessed 1st December 2022. Page 98.

<sup>42</sup> Muhammad Musa-Gombe, (October 11, 2022). Gombe: A Roadmap to 2023.

<https://www.thecable.ng/gombe-a-roadmap-to-2023> accessed 16th January 2023.

<sup>43</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BioHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.

Beyond the most compelling economic and political climate, Gombe State which is predominantly in the Northern part of Nigeria has been branded especially in the media, as one of the notorious insurgent States.<sup>44</sup> Nevertheless, it currently ranks as the apex in ease of doing business thereby attracting more high-net-worth investors and tourists locally and globally.<sup>45</sup>

There is now the provision of affordable medical services through the GoHealth umbrella in Gombe State. In addition, it is not sufficient that Gombe International Airport has been so financially rewarding. Upgrading facilities and ensuring sustainability is paramount for sustained economic growth.<sup>46</sup> More so, cattle marketing is profitable and ought to be encouraged more as an economic venture.<sup>47</sup>

Nevertheless, over the years, the tabular representation below portrays some of the strengths and weaknesses in Gombe States rankings out of 36 states.

**Table 3: Strengths and Weaknesses in Gombe States Rankings Out of 36 States**

S/N	STRENGTHS	OLD WEAKNESSES	CURRENT WEAKNESSES
1.	1 <sup>st</sup> Position in Ease of Doing Business	27 <sup>th</sup> Position in Economy	22 <sup>nd</sup> Debt Sustainability
2.	8 <sup>th</sup> Position in Improved Sanitation	28 <sup>th</sup> Position for Living Standards	28 <sup>th</sup> Position in Fiscal Performance

<sup>44</sup> Umar Adamu, Abubakar Bilquis Mahdi, and Lydia Yakubu, (2018). Effect Of Revenue Generation on Infrastructural Development of Gombe State, Global Journal of Applied, Management and Social Sciences (GOJAMSS), Volume 15, Issue 1, pages 1- 15 (ISSN: 2276 – 9013).

<sup>45</sup> BudgetIT, State of States 2022 Edition, The State of States Report, pages 98-100.

<<https://yourbudget.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022

<sup>46</sup> Muhammad isma'il, Ibrahim Jaro Musa, David Daniel, Inusa Musa and Gaddafi Adamu (2014). Analysis of the Economic Benefits of Gombe International Airport in Nigeria, Global Journal of Research Review, <https://www.imedpub.com/articles/analysis-of-the-economic-benefits-of-gombe-international-airport-in-nigeria.php?aid=10097> accessed 1<sup>st</sup> February, 2023.

<sup>47</sup> Rufa'i Usman, (2018). [Political Violence And Insecurity In Nigeria: A Case Study Of Kalare Political Thugs In Gombe State, Nigeria](#), [Ilorin Journal of Business and Social Sciences](#), Faculty of Social Sciences, University of Ilorin, Volume 20, Issue 1, pages 57-72.

3.	9th Position in Economic Growth	30 <sup>th</sup> Position in Adult Literacy	29th Position in actual spending
4.		31 <sup>st</sup> Position in Debt Management	32nd Position as the most indebted State in Nigeria
5.		32 <sup>nd</sup> Position in Education	33rd Position in IGR
6.		33 <sup>rd</sup> Position in Drug Abuse	
7.		36 <sup>th</sup> Position in Health Care	
8.		36 <sup>th</sup> Position in Life Expectancy	
9.		34 <sup>th</sup> in School Attendance	

*Exhibit 4: Table 3, modified, Strengths and Weaknesses in Gombe States Rankings Out of 36 States. BudgiT, State of States 2022 Edition, The State of States Report, pages 98-100. <<https://yourbudgit.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022.*

Table 3 above reflected the various rankings of Gombe State during the last decade and its positions compared to other States in Nigeria. Emphasis is made on the latest realities of Gombe State, especially in the last two years. Gombe State's total revenue as of 2021, declined by approximately six percent (6%).<sup>48</sup> This was from the initial N75.16 billion in 2020 to N71.10 billion in 2021.<sup>49</sup>

<sup>48</sup> BudgiT, State of States 2022 Edition, The State of States Report, pages 98-100.

<<https://yourbudgit.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022

<sup>49</sup> *Ibid.*



In addition, the gross Federal Account Allocation Committee (FAAC) inclined by over eleven percent (11%) from 2020 to 2021 at N49.18 billion to N54.74 billion, respectively. What the above depicts is that Gombe State is heavily dependent on federally distributed revenue. This is based on the analysis that over seventy-seven percent (77%+) of total revenue is federally sourced.<sup>50</sup> Gombe State's IGR increased by about twenty-four percent (23.7%) yearly, from N8.5 billion in 2020 to N10.6 billion in 2021.<sup>51</sup> Conversely, Gombe State's IGR lingers as one of the bottom positions as it ranks at the 33<sup>rd</sup> spot in rankings across thirty-six (36) States in total.<sup>52</sup> It is also at the fourth spot amongst the six North-eastern states in Nigeria. It has been adduced that with less than one percent IGR to GDP ratio in 2021, Gombe State is one of the twenty-one that plunged below the 'abysmal subnational average'.<sup>53</sup>

Gombe State with an overall budget expenditure of N99 billion is categorized as position 29<sup>th</sup> on actual spending in the 2021 fiscal year. Its recurrent expenditure of N67.28 billion (loan repayment + operating expenses) represents sixty-eight percent (68%) of the total budget expenditure. Its capital expenditure increased slightly by just 8.76% in 2021.<sup>54</sup>

Gombe State is recognised as the lowest in north-eastern Nigeria and as one of the most indebted States in Nigeria with a total debt stock of N83.64 billion. It currently has a foreign debt stock of over thirty-five million dollars, the equivalent of fifteen billion Naira.<sup>55</sup> Gombe State had a negative growth debt stock of over eighteen percent (18.2%) from 2020 to 2021 at (ninety-nine billion Naira) N99,000,000,000.00 to (eighty-four billion Naira) N84, 000, 000,000.00.<sup>56</sup>

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<sup>50</sup> *Ibid.*

<sup>51</sup> *Ibid.*

<sup>52</sup> *Ibid.*

<sup>53</sup> *Ibid.*

<sup>54</sup> *Ibid.*

<sup>55</sup> *Ibid.*

<sup>56</sup> *Ibid.*

Laudably, being one of the apex players amongst the thirty-six (36) states on governance reforms, it has a consolidated finance view of all its operated bank accounts. This is because Gombe State operates a functional state-level TSA.<sup>57</sup> In addition, it has a cash management strategy that consolidates government cash resources on a monthly basis and enables the forecasting of cash commitments and requirements. Gombe State needs to strengthen its TSA to safeguard that it covers finances fully on hundred percent (100%) and the likelihood of lumping potential increments and leakages in revenue.<sup>58</sup>

### **BASIC AMENITIES**

Access to water, good roads, and electricity further makes businesses worthy and thrive better.<sup>59</sup> Basic infrastructure is a necessity for Gombe State to continue to be revered as a tribute and jewel (of the Savannah). This includes enhanced human capital development through notable basic and prominent infrastructures such as the forty (40) megawatts Dadinkowa Hydropower, investments, and exploitation of the rich mineral resources.

Gombe State must be cautious of breaking away from the low rank in GDP. Gombe state should be strategic about living beyond the paycheck of the Federal Government Allocation.<sup>60</sup>

### **Table 5: Gombe's Companies Investment**

S/N	COMPANIES
1.	Jairus Agro Allied Solutions Ltd
2.	Dom Agric Ltd

<sup>57</sup> *Ibid.*

<sup>58</sup> BudgIT, State of States 2022 Edition, The State of States Report, pages 98-100.

<<https://yourbudgit.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022

<sup>59</sup> Ministry of Economic Planning, (2019). Gombe State of Nigeria, Poverty Mapping Report, Judicial Performance, and its determinants: A Cross-country Perspective, OECD Economic Policy Papers, June 2013.

<sup>60</sup> Bob Etemiku, (November 2022). Gombe State Needs a New Hand, Abuja

<<https://www.thisdaylive.com/index.php/2022/11/17/gombe-state-needs-a-new-hand/> accessed Sunday, 29th January 2023.

3.	Odejad Compact Milling System Ltd
4.	Act Agribusiness Ltd
5.	Ahindar and Mahindar
6.	Amtech Agro Allied Ltd

*Exhibit 5: Table 5, Gombe's Companies Investment modified from Rebecca Mu'azu, (16<sup>th</sup> October 2022). Investment Summit: Gombe State Governor Signs N70.5bn Deal with Six Companies, <<https://von.gov.ng/investment-summit-gombe-state-governor-signs-n70-5bn-deal-with-six-companies/>>accessed 1st February 2023.*

This table showcases Gombe State's investors deals during the Industrial Pathway to Innovation, Transformation, and Development Investment Summit <sup>61</sup> However, there is the need for an efficient long-lasting change to adequately curb the high poverty index of seventy-three (73%) percent in Gombe State.<sup>62</sup> In correlation to the above table, Gombe State currently ranks 27<sup>th</sup> position in the Economy with a budget of one hundred and fourteen billion Naira (₦114 Billion) and a GDP of one million eight hundred thousand (1.8 million) per capita.<sup>63</sup>

## **JOB CREATION: EDUCATION; AGRICULTURE AND TOURISM**

Job creation is a major cause of concern in Gombe State as there are several unemployed youths in the State and the havoc or effects of unemployment can be catastrophic. With quality job creation, the tax could also be improved the standard of living and enhanced the betterment of society. The economic goal for developing the well-being of the State is through job creation amongst other things. <sup>64</sup> Thus, this

<sup>61</sup> Rebecca Mu'azu, (16<sup>th</sup> October 2022). Investment Summit: Gombe State Governor Signs N70.5bn Deal with Six Companies, <<https://von.gov.ng/investment-summit-gombe-state-governor-signs-n70-5bn-deal-with-six-companies/>>accessed 1st February, 2023

<sup>62</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BIOHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.

<sup>63</sup> Budget, State of States 2022 Edition, The State of States Report, pages 98-100. <<https://yourbudget.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf>> accessed 1st December 2022

<sup>64</sup> *Ibid.*

segment examines the issue of creating job opportunities in Gombe State from the education, agriculture, and tourism perspectives.

## EDUCATION

An uneducated nation is a poor nation. The importance of education cannot be too strongly emphasised since an educated nation is one that is forward-thinking. It is also a peculiar avenue for imbuing people with the capacity to operate their own economic destinies.<sup>65</sup> The comatose condition of education and health which led Gombe State into being proclaimed a state of emergency, is now being revived with over four billion naira and an efficient management structure.<sup>66</sup>

Gombe State also has several colleges and higher institutions of learning, yet it is worrisome that it ranks low in both school attendance and education as a whole. It merits noting that these educational institutes are also diverse in scopes of disciplines.

**Table 4: Higher Institutions in Gombe State**

S/N	Higher Institutions
1.	Federal University Kashere
2.	Gombe State University
3.	Federal College of Education (Technical), Gombe
4.	College of Education, Billiri
5.	Federal College of Horticultural Technology, Dadin Kowa
6.	Gombe State College of Legal Studies, Nafada
7.	Federal Polytechnic, Kaltungo
8.	Gombe State Polytechnic, Bajoga

<sup>65</sup> *Ibid.*

<sup>66</sup> Ismaila Uba Misilli, (2022). Gombe State Meteoric Rise to National Global Prominence <https://leadership.ng/gombe-states-meteoric-rise-to-national-global-prominence/> accessed 16th January 2023.

9.	Performance College of Health, Science and Technology, Billiri
10.	Garkuwa College of Health, Science and Technology Gombe
11.	Lamido School of Hygiene, Liji
12.	Dukku International College of Health, Science, and Technology
13.	Ummah College of Health, Science and Technology, Gombe
14.	Gombe State University of Science and Technology, Kumo
15.	Haruna Rasheed College of Health, Science and Technology, Dukku
16.	Gombe State College of Health Sciences and Technology, Kaltungo

*Exhibit 12: Table 4: Higher Institutions in Gombe State sourced from Wikipedia, (Last edited 28th January 2023) The Free Encyclopedia, Gombe State*  
 <[https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.

Table 4 are just some of the educational centers to showcase the availability of learning institutions in Gombe State. Empowerment via education and skill set is pivotal toward advancing the economy and absorbing educated people with the requisite knowledge and foresight into the workforce.<sup>67</sup>

## AGRICULTURE

A prevalent and subsistent economic interest in Gombe State is agriculture. Agriculture is a reservoir of economic prospects, and it is a major backbone of Gombe State's economy, and it accounts for about eighty percent of the overall employment opportunities in the State.<sup>68</sup>

<sup>67</sup> Bob Etemiku, (November 2022). Gombe State Needs a New Hand, Abuja  
 <<https://www.thisdaylive.com/index.php/2022/11/17/gombe-state-needs-a-new-hand/> accessed Sunday, 29th January 2023.

<sup>68</sup> Budget, State of States 2022 Edition, The State of States Report, pages 98-100.  
 <<https://yourbudget.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022

The varieties of involvement and diversities of people in the agricultural chain of value echo its impact on the economy. These agricultural activities range from fish farming, crop production, forestry, livestock farming, and value addition even supporting manufacturing industries.<sup>69</sup>

Gombe State is also endowed with massive water bodies like the Balanga Dam amongst other lakes and rivers to maintain fishing practices.<sup>70</sup> The fisheries subsector of animal farming is also a major source of livelihoods in Gombe State with immense possibilities for private and public investments.<sup>71</sup>

## **TOURISM**

This is another pivotal area especially for generating income and contributing to GDP in Gombe State.<sup>72</sup> The protection of Gombe State's unique cultural diversity, adventurous sightseeing, fauna, and flora is mandatory for the sustenance of commercial, industrial, and e-tourism. Tourism is also an extension mode for promoting locally made and resourceful products such as exotic spices, ceramics, herbs, and tie-and-dye. Women and men equally have fundamental opportunities to market these goods for economic empowerment.

## **SOCIAL FACTORS**

This considers shifts in a progression such as demographics, income distribution, association, groups, unions, geographical locations, lifestyles, topographical features, literacy, mortality and fertility rates, languages, and culture.

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<sup>69</sup> BudgetT, State of States 2022 Edition, The State of States Report, pages 98-100.

<<https://yourbudget.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022

<sup>70</sup> Bob Etemiku, (November 2022). Gombe State Needs a New Hand, Abuja

<<https://www.thisdaylive.com/index.php/2022/11/17/gombe-state-needs-a-new-hand/> accessed Sunday, 29th January 2023.

<sup>71</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BioHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.

<sup>72</sup> Gombe State, Ministry of Trade, Industry & Tourism; Federal Government Tourism Policy.

Importantly, it is commendable that the State Government conducts a series of Social Investment Programmes<sup>73</sup> and ensures proactiveness in implementing social production, cash transfers, and school feeding, to reduce poverty to the plainest minimum.<sup>74</sup>

## DEMOGRAPHY

The majority of Gombe State's population is young, presenting a great opportunity for further development.<sup>75</sup> However, unemployment which is a global issue, and its attachment to social violence are alarming. This issue is anchored on the predominance of social evils such as financial fraud (*yahoo+*), robbery, corruption, terrorism, and insurgency.<sup>76</sup>



Exhibit 8: Sourced from Macrotrends (2023).

<<https://www.macrotrends.net/cities/21988/gombe/population> accessed 26th January 2023.

<sup>73</sup> Youth Capacity Development Programmes like N-Power and Youth Employment and Social Support Operation (YESSO). Investments in technology, education, training and skills acquisition programmes, and social safety nets to improve welfare, including the security of the people.

<sup>74</sup> Abdulwaheed Adubi, (7th January 2021). Gombe partners FG on exploitation of solid minerals, <<https://businessday.ng/news/article/gombe-partners-fg-on-exploitation-of-solid-minerals/> accessed 27th January 2023.

<sup>75</sup> Abdulwaheed Adubi, (7th January 2021). Gombe partners FG on exploitation of solid minerals, <<https://businessday.ng/news/article/gombe-partners-fg-on-exploitation-of-solid-minerals/> accessed 27th January 2023.

<sup>76</sup> Ola Alao, (2021). Gombe, what went wrong? <<https://www.thisdaylive.com/index.php/2021/11/10/gombe-what-went-wrong/> accessed 10th January 2023.

**Table 5: Population of Gombe State (2007-2021)**

S/N	YEARS	POPULATION	GROWTH RATE
1.	2007	304,000	4.11%
2.	2008	316,000	3.95%
3.	2009	329,000	4.11%
4.	2010	342,000	3.95%
5.	2011	356,000	4.09%
6.	2012	370,000	3.93%
7.	2013	385,000	4.04%
8.	2014	401,000	4.16%
9.	2015	417,000	3.99%
10.	2016	434,000	4.08%
11.	2017	451,000	3.92%
12.	2018	451,000	3.18%
13.	2019	489,000	4.04%
14.	2020	509,000	4.09%
15.	2021	529,000	3.93%
16.	2022	551,000	4.16%
17.	2023	573,000	3.99%

*Exhibit 9: Table 5, Population of Gombe State (2007-2021) sourced and modified from Macrotrends (2023). <<https://www.macrotrends.net/cities/21988/gombe/population> accessed 26th January 2023.*

From the above exhibits and the slope of the growth rate in Gombe State since 2007 till present, growth rate has been within three to approximately five (3-5%) percent. Gombe state is quite populated with its total population being above three million eight hundred thousand (3.8million). The demographic population, in Gombe Sate was last recorded as 3,820,131. This was made up forty-seven percent (47%) females and fifty-two percent (52%) males.<sup>77</sup>

## POPULATION INDEX

### *Figure 2*

<sup>77</sup> Wikipedia, (Last edited 28th January 2023) The Free Encyclopedia, Gombe State <[https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.





Page 100. *BudgIT, State of States 2022 Edition, The State of States Report*, <https://yourbudgit.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022.

The above figure gives an accurate picture of the demography of the Gombe State population, pensioners, and civil servants.

## SOCIAL LIFE

The conglomeration of diversity in cultures, languages, and ethnicities cohabiting in harmony signals that Gombe State could be likened to a mini-Nigeria.<sup>78</sup> It is also essential to note that the administration seeks and promotes peaceful co-existence, and progressive and prosperous societies amid the multiplicity of ethnicity.<sup>79</sup>

### *Diverse Social Culture Figure 3*



<sup>78</sup> *Ibid.*

<sup>79</sup> DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.

Source: Exhibit 6, Extracted from page 35, DEVAGOM, (2021-2030). *Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development, and Sustainability Strategies* <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.

Accordingly, this inclusivity and the preservation of culture supports needs-driven advancement in all ramifications such as culture, sports, promoting grass root football, movies, music, basic education, health delivery, and environmental sustainability.<sup>80</sup> Inclusivity is fundamental to the development of social and economic activities in Gombe State.<sup>81</sup>

Although Gombe State is a traditionally conservative state, the people have a beautiful social life with their diverse local activities in music, dance, sports, and relaxation.<sup>82</sup> The social life in the State is essential for self-identity and social integration.<sup>83</sup>

The social life in Gombe State also reflects and influences the impact of other crucial activities. Such activities could potentially stimulate learning zeal and sensations. For instance, the level of literacy in Gombe State is recorded to have improved significantly since 2007 from about three percent (3%) to over thirteen percent (13%) in 2021.<sup>84</sup>

## MORTALITY RATES

Some of the highest maternal and newborn death rates in the world have been reported in northeastern Gombe State, Nigeria. This was based on the maternal mortality ratio of 1549/100,000, child mortality rate of 260/1,000, and neonatal mortality rate of 43/1,000.<sup>85</sup> The latest improvement mechanism in place by Gombe

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<sup>80</sup> *Ibid.*

<sup>81</sup> *Ibid.*

<sup>82</sup> *Ibid.*

<sup>83</sup> *Ibid.*

<sup>84</sup> Misbahu Sa'idu, Aminu Bakari Buba, Ahmed Usman, (2021). Interrogating the Causes of Industrial Apathy in Gombe, Northeast Nigeria, *Konfrontasi Journal: Culture, Economy and Social Changes*, ISSN: 2716-2095 (Online), Volume 8, Issue 1, pages 23-32. <https://doi.org/10.33258/konfrontasi2.v8i1.138> accessed 1st February 2023.

<sup>85</sup> Muhammad Basheer Yahya and Tepanata Pumpaibool, (2017). Factors Affecting

State's Government, to curtail some of these challenges includes fact-based dialogue and collating unemployed graduates' data.<sup>86</sup>

## TECHNOLOGICAL FACTORS

This factor includes infrastructure, e-commerce, advancement in information, communication, and technological skills of Gombe State.

### INFORMATION, COMMUNICATION, AND TECHNOLOGY (ICT)

ICT is a phenomenal tool for advancement and strong economic impact on both short- and long-term basis.<sup>87</sup> ICT has received significant attention as denoted by the Gombe State ICT Policy and Strategy Development establishment in 2019.<sup>88</sup>

Gombe State is weak with regard to improved technological advancements, mechanization, and modern technology.<sup>89</sup> With computerization, organic farming, large-scale production, and superior economies of scale will be promoted. Ecological niche agriculture, traditional crops, and fisheries products should further be encouraged by advancement in technology.<sup>90</sup> With advanced tech, production will be environmentally sustainable and climate resilient.<sup>91</sup> Diverse sectors of service delivery in Gombe State could also be heightened with the appropriate technological investments.<sup>92</sup>

It is impressive to note that Gombe State successfully utilized the BVN and biometrics in capturing pensioners and civil servants in 2019-2021, between the months of August and December yearly. This has essentially been instrumental in pruning out ghost

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Women-Willingness to Pay for Maternal, Neonatal and Child Health Services (MNCH) in Gombe State, Nigeria, Journal of Women's Health Care, Volume 6, Issue 5, Department of Clinical Pharmacy and Pharmaceutical Care, Faculty of Pharmaceutical Sciences, Gombe State University, Gombe, Nigeria. View PDF Download PDF accessed 31st January 2023.

<sup>86</sup> Open States Nigeria (2023). Gombe State Data to Inform Fact-Based Dialogue - accessed <https://openstates.ng/gombe> accessed 30<sup>th</sup> January 2023.

<sup>87</sup> *Ibid*

<sup>88</sup> Ministry of Economic Planning, (2019). Gombe State of Nigeria, Poverty Mapping Report, Judicial Performance, and its determinants: A Cross-country Perspective, OECD Economic Policy Papers, June 2013.

<sup>89</sup> *Ibid*

<sup>90</sup> *Ibid*

<sup>91</sup> *Ibid*

<sup>92</sup> Areas such as Information and Communication Technology (ICT), education, renewable energy, manufacturing, research, transportation, agriculture.

workers and thereby helping Gombe State save and divert such funds to other essential pressing issues. ICT is a phenomenal tool for advancement and strong economic impact on both short- and long-term basis.<sup>93</sup> ICT has received significant attention as denoted by the Gombe State ICT Policy and Strategy Development establishment in 2019.<sup>94</sup>

## MODERN TECHNOLOGY

The envisaged impact of modern technology in Gombe State is satisfying. However, Gombe State's Information and Communication Technology (ICT) usage is prevalent only in private settings and not in public sectors or workplaces.<sup>95</sup> To buttress this, access to the Internet and digital connectivity through personal mobile devices is high compared to the almost insignificant proportion of access to the Internet in the workplace. For example, the management of the payroll systems in Gombe State would soon become obsolete without modern technological advancement. More so, the occurrence of fraud could become imminent.<sup>96</sup>

In addition, technologically sustainable transport is economically beneficial, good for overall well-being, prevention of diseases as well as environmentally with respect to atmosphere sanitation.<sup>97</sup> Approximately ninety percent (90%) of Small and Medium-Sized Enterprises (SMEs) in Gombe State lack ICT knowledge and computer usage. As a result, Government sensitization campaigns are crucial for awareness of the contributions of ICT and its usage by SMEs in the evolution of modern businesses.<sup>98</sup>

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<sup>93</sup> *Ibid*

<sup>94</sup> BudgIT, State of States 2022 Edition, The State of States Report, pages 98-100.

<<https://yourbudgit.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022

<sup>95</sup> DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State

Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.

<sup>96</sup> BudgIT, State of States 2022 Edition, The State of States Report, pages 98-100.

<<https://yourbudgit.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022

<sup>97</sup> Abdulwaheed Adubi, (7th January 2021). Gombe partners FG on exploitation of solid minerals, <<https://businessday.ng/news/article/gombe-partners-fg-on-exploitation-of-solid-minerals/> accessed 27th January 2023.

<sup>98</sup> Habib Abdulkarim, (2016). Role of Information and Communications Technology in managing Small and Medium Enterprises in Gombe State, Nigeria, *ILIMI Journal of Arts and Social Sciences (IJASS)*, Volume 2, No.1, page 41.

## ENVIRONMENTAL FACTORS

This factor echoes climate change impact, extreme weather events, electricity, annual rainfalls, erosion, security, insurgencies, natural resources, clean water, a green atmosphere, and a conducive living and business environment. Epileptic electricity, inadequate infrastructure, erosion, besides insurgencies are other issues that undermine the environmental advancement of Gombe State.<sup>99</sup>

## SANITATION

The foundation for all development actions in any given society is the environment.<sup>100</sup> The management of the environment is therefore implied for it to remain benign. Sanitation services in Gombe State are supported by UNICEF, one of its development partners.<sup>101</sup> The danger of deforestation in Gombe is the second major ecological problem after erosion. The main effect is poverty and the result of this is due to the utilization of firewood as a means of livelihood and for cooking.<sup>102</sup>

The quality of farming harvested crops; animal health management has significantly increased.<sup>103</sup>

## INSURGENCY

Although insurgence is relatively low in Gombe State it inadvertently makes the environment conducive and beckons investors from far and wide.<sup>104</sup> Regardless, it is not entirely absent as some groups continuously oppose enviable positive and

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<sup>99</sup> Ahmed Sabo, Haruna Adamu and Abubakar Umar Yuguda, (2013). Assessment of Wash-Borehole Water Quality in Gombe Metropolis, Gombe State, Nigeria, *Journal of Environment and Earth Science*, Volume 3, No.1, pages 65-71 [www.iiste.org](http://www.iiste.org) accessed 1st February 2023.

<sup>100</sup> *Ibid*

<sup>101</sup> DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.

<sup>102</sup> Ahmad Yahaya, Bilkisu Ahmed, (2018). Human Actions and Environmental Reactions: Deforestation in Gombe and Environs Geography Department, Gombe State University, *International Journal of Research in Geography (IJRG)* Volume 4, Issue 1, pages 37-44. ISSN 2454-8685 (Online) <http://dx.doi.org/10.20431/2454-8685.0401006> [www.arcjournals.org](http://www.arcjournals.org) <https://www.arcjournals.org/pdfs/ijrg/v4-i1/6.pdf> accessed 16th January 2023.

<sup>103</sup> *Ibid*

<sup>104</sup> *Ibid*



successful changes.<sup>105</sup> Political thuggery and kidnapping undermine the security and peace of Gombe State.<sup>106</sup> These supposedly 'Kalare Boys' provoke peace and stability in the hemisphere.<sup>107</sup> Unofficial empirical findings also showed that Boko Haram insurgency in the Northeast and other security threats constitute another cause of manufacturing apathy in Gombe State.<sup>108</sup> With the ordinary rumor of insurgency comes travel warnings on the part of the investors and consequently the forfeiture of foreign direct investments as well as trillions of naira. The administration focused on the betterment of its people by ensuring harmonious living and the protection of lives and properties.

## EROSION

Erosion is also another major environmental hazard in Gombe State. The attached pictures below speak louder and better than words in describing the erosion status in Gombe State. These pictures are also paired and placed side-to-side with other urban and developed areas in Gombe State.



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<sup>105</sup> *Ibid*

<sup>106</sup> Rufa'i Usman, (2018). [Political Violence and Insecurity in Nigeria: A Case Study Of Kalare Political Thugs In Gombe State, Nigeria, Ilorin Journal of Business and Social Sciences](#), Faculty of Social Sciences, University of Ilorin, Volume 20, Issue 1, pages 57-72.

<sup>107</sup> The Nation, (September 25, 2022). Two Injured as Gombe Police, Kalare Boys Clash. <https://thenationonline.net/two-injured-as-gombe-police-kalare-boys-clash/> accessed 30<sup>th</sup> January 2023.

<sup>108</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BioHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.



*Exhibit 7: Sourced from pages 115,116,118,119, 122, and 224 on Environment at DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development, and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.*

Exhibit 7 above showcases the different parts of Gombe State, the rural and urban areas as well as the long-lasting impact of erosion. Currently, erosion is a major concern for Gombe State's environmental management. The place of environmental sanitation in any society is sacrosanct.<sup>109</sup> Hence, informed attention is given to environmental sanitation in Gombe State. However, the provision of sanitation services cannot operate in a vacuum without the provision of water services, especially in urban and rural areas.<sup>110</sup>

## **GREEN ENVIRONMENT**

Organic farming, reduction of open defecation, clean green energy, and production of traditional crops and niche agricultural and fisheries products are some of the strategies of Gombe State in this regard. These issues are much more challenging with

<sup>109</sup> Abashiya Abaje, Iguisi Bello, and Sawa Amos, (2017). Rainfall Characteristics and Occurrence of Floods in Gombe Metropolis, Nigeria Ethiopian Journal of Environmental Studies & Management, Volume 10, Issue 1, pages 44-54.

<sup>110</sup> Ahmad Yahaya, Bilkisu Ahmed, (2018). Human Actions and Environmental Reactions: Deforestation in Gombe and Environs Geography Department, Gombe State University, International Journal of Research in Geography (IJRG) Volume 4, Issue 1, pages 37-44. ISSN 2454-8685 (Online) <http://dx.doi.org/10.20431/2454-8685.0401006> [www.arcjournals.org](http://www.arcjournals.org) <https://www.arcjournals.org/pdfs/ijrg/v4-i1/6.pdf> accessed 16th January 2023.

slower processes in rural areas.<sup>111</sup> Productions are being made more climate-resilient and environmentally sustainable. Road transportation is targeted towards being more energy efficient and environmentally friendly. Better emission and fuel standards will be adopted. In addition, is the continuity of the afforestation or deforestation policies and programs, especially the Gombe Goes Green program.<sup>112</sup>

## CLIMATE AND RAINFALL

Gombe State's monthly average climate summary is graphically depicted below. The State has a tropical dry and wet savanna climate. a Considering that it is located at an elevation of 451.61 meters above sea level. From the graph, it is evident that Gombe State annually has over ninety-nine (96.3) rainy days. It also characteristically obtains about sixty-seven (67) millimeters of precipitation.<sup>113</sup> In the last two decades, the Gombe metropolis has experienced urban flooding. The calculated seasonality index indicated that most rain is in July, August, and September. The result of the linear trend lines revealed that the increase in the annual rainfall yield is largely due to an increase in August rainfall.<sup>114</sup>

### *Changes in Climate*

#### *Figure 4*

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<sup>111</sup> Mohammed, S., Mohammed, I., Danjuma, Z., & Adamu, I. (2013). Economic Analysis of Cattle Marketing in Gombe, Nigeria. *Asian Journal of Agriculture and Rural Development*, 3(12), 960–965. Retrieved from <https://archive.aessweb.com/index.php/5005/article/view/1031> 30th January 2023.

<sup>112</sup> DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development, and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.

<sup>113</sup> Bello Adebayo, Abubakar Yusuf Bello, Aderemi Adebayo, and Bashir Abubakar, (2020). Analysis of Rainfall and Temperature Changes in Gombe State, Nigeria. *Fudma Journal of Sciences*, Volume 4, Issue 1, pages 632-646. Retrieved from <https://fjs.fudutsinma.edu.ng/index.php/fjs/article/view/98>.

<sup>114</sup> Abashiya Abaje, Iguisi Bello, and Sawa Amos, (2017). Rainfall Characteristics and Occurrence of Floods in Gombe Metropolis, Nigeria *Ethiopian Journal of Environmental Studies & Management*, Volume 10, Issue 1, pages 44-54.



Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Nov	Oct	Dec	Year
Record high °C (°F)	45.0 (113.0)	45.0 (113.0)	48.0 (118.4)	48.0 (118.4)	45.0 (113.0)	41.0 (105.8)	40.0 (104.0)	36.0 (96.8)	38.0 (100.4)	41.0 (105.8)	41.0 (105.8)	39.0 (102.2)	48.0 (118.4)
Average high °C (°F)	34.09 (93.36)	37.33 (99.19)	39.98 (103.96)	40.6 (105.08)	38.27 (100.89)	35.25 (95.45)	32.06 (89.71)	30.18 (86.32)	31.91 (89.44)	35.17 (95.31)	36.24 (97.23)	33.62 (92.52)	35.39 (95.7)
Daily mean °C (°F)	27.76 (81.97)	30.97 (87.75)	34.13 (93.43)	35.42 (95.76)	33.85 (92.93)	31.21 (88.18)	28.45 (83.21)	26.84 (80.31)	28.12 (82.62)	30.58 (87.04)	31.17 (88.11)	28.03 (82.45)	30.54 (86.97)
Average low °C (°F)	18.4 (65.12)	21.37 (70.47)	25.17 (77.31)	27.54 (81.57)	27.69 (81.84)	25.59 (78.06)	23.56 (74.41)	22.51 (72.52)	22.99 (73.38)	24.1 (75.38)	23.2 (73.76)	19.68 (67.42)	23.48 (74.26)
Record low °C (°F)	12.0 (53.6)	16.0 (60.8)	18.0 (64.4)	20.0 (68.0)	24.0 (75.2)	22.0 (71.6)	16.0 (60.8)	19.0 (66.2)	21.0 (69.8)	19.0 (66.2)	18.0 (64.4)	14.0 (57.2)	12.0 (53.6)
Average precipitation mm (inches)	0.0 (0)	0.77 (0.03)	2.25 (0.09)	12.47 (0.49)	69.14 (2.72)	82.63 (3.25)	158.81 (6.25)	264.76 (10.42)	157.18 (6.19)	53.42 (2.1)	0.63 (0.02)	0.0 (0)	66.84 (2.63)
Average precipitation days (≥ 1.0 mm)	0.0	0.36	0.73	2.82	9.09	11.36	19.36	23.91	20.27	8.27	0.09	0.0	8.02
Average relative humidity (%)	18.66	14.87	16.08	29.05	46.76	57.78	69.06	77.72	73.52	56.06	24.98	20.84	42.12
Mean monthly sunshine hours	11.6	11.55	11.56	11.71	12.74	12.72	11.32	10.24	10.82	9.6	8.68	9.63	11.02

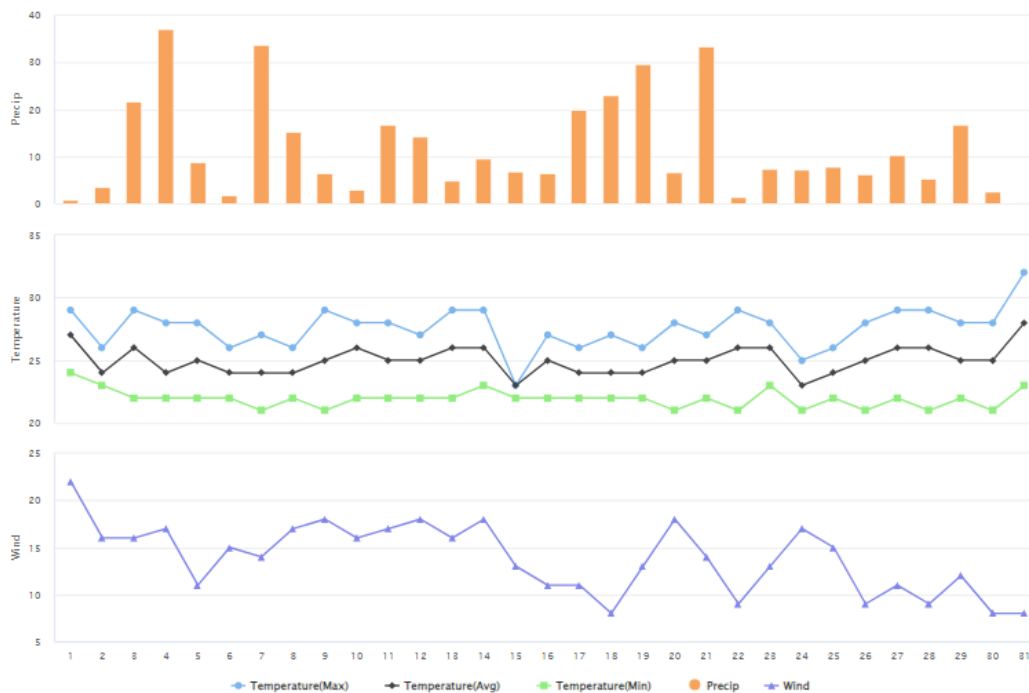


Exhibit 10: Extracted from Weather and Climate (2023). Gombe State, Nigeria –

[https://tckctck.org/nigeria/gombe#:~:text=Gombe%20Climate%20Summary&text=Gombe%20typically%20receives%20about%2066.84,%25%20of%20the%20time\)%20annually.](https://tckctck.org/nigeria/gombe#:~:text=Gombe%20Climate%20Summary&text=Gombe%20typically%20receives%20about%2066.84,%25%20of%20the%20time)%20annually.) accessed 2<sup>nd</sup> of January 2023.

A sustainable environmental vision for Gombe State is a healthy, clean, erosion-controlled, and green natural environment.

## LEGAL FACTORS

This examines laws, understanding formal or informally transmitted communal rules, mediating disputes, knowing what is definite, permissible, or otherwise, establishing certain and stable roles to shape human relations, quotas, policies' feasibility, implementation of policy, constitutional reforms, treaties, domesticated laws, separation of powers, sectoral guidelines, and regulatory changes in Gombe State.

## LEGAL INSTITUTIONS

The essence of credible legal institutions to establish and maintain peace, law, and order in Gombe State cannot be too strongly stated. For instance, in preserving lives and properties, curbing children from shepherding cattle, and mitigating farmer-herders' conflicts, Gombe bans night grazing, and cattle movement.<sup>115</sup> The diversity of Gombe State requires understanding the local dynamics, integrating them, and creating an innovative set of solutions.

Thus, the need to give legal teeth to legal enactment in Gombe State with specific institutional structures and state-based policies is pivotal. Primarily, the grundnorm of all laws in Nigeria which is essentially also applicable in Gombe State is the Constitution of the Federal Republic of Nigeria (CFRN). This Constitution is explicit on the protection, welfare, and security of the people being the principal responsibility of the government.<sup>116</sup>

The quality and the quantity of the justice apparatus are utterly inadequate resulting in accumulations of unresolved cases in Gombe State.<sup>117</sup> Hence, the legal bodies must

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<sup>115</sup> Chima Azubuike, (3<sup>rd</sup> November 2022). Gombe bans night grazing, cattle movement <<https://punchng.com/gombe-bans-night-grazing-cattle-movement/>> accessed 30<sup>th</sup> January 2023.

<sup>116</sup> Sections 14(2) (b); 195 (1) of the Constitution of the Federal Republic Act, (1999) Third Alteration Act 2011 as amended.

<sup>117</sup> DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/>> accessed 12th January 2023.

consistently ensure law and order in Gombe State, especially with serious attention to the changing times' destabilizing security, law, and order.<sup>118</sup>

## LAWS AND POLICIES

In Gombe State, domesticated laws principally based on existing national agreements and international laws are in circulation. These social advancement laws<sup>119</sup> though essential and of global significance might not always be unique to the people and circumstances in Gombe State.

For example, some of the enabling legal provisions governing Gombe State agricultural interventions<sup>120</sup> are:

1. Edit No 4 Dec 1978 of Bauchi State
2. Land Use Act 1978
3. Animal Disease Control Act 1988
4. Farmer-Grazer Conflict Resolution Act
5. Meat Edit 1963
6. Northern Nigeria Fisheries Law
7. Byelaws on the Stock Route and Grazing Reserve by Local Government

A well-tailored and strategic policy is imperative as a crucial first step in alleviating poverty for example, in Gombe State.<sup>121</sup> It has been over a decade and a half since the

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<sup>118</sup> Bob Etemiku, (November 2022). Gombe State Needs a New Hand, Abuja <<https://www.thisdaylive.com/index.php/2022/11/17/gombe-state-needs-a-new-hand/> accessed Sunday, 29th January 2023.

<sup>119</sup> Some of these Laws are: National Agency for the Prohibition of Trafficking in Persons (NAPTIP) Laws, the End Violence Against Children Campaign launched in 2017, United Nations Resolutions on Gender Equality and Empowerment of Women, Beijing Declaration and Platform for Actions, United Nations Security Council Resolution 1325 (State Action Plan), the 35 Per Cent Affirmative Action, Persons Living with Disability Act of 2019.

<sup>120</sup> Ibrahim Ismail, (2021). Arewa Voice: Gombe Still Applying Bauchi State Laws 25 Years after Creation, <https://www.vanguardngr.com/2021/01/gombe-still-applying-bauchi-state-laws-25-years-after-creation-nba-laments/> accessed 31<sup>st</sup> January 2023.

<sup>121</sup> Babayo Sule and Usman Sambo, (2020). Poverty in Gombe State: Causes, Manifestations and Strategies of Alleviation, Britain International of Humanities and Social Sciences (BioHS) Journal), ISSN: 2685-3868, Volume 2, Number 3, Pages 706-720.

establishment of Gombe State yet, the existence of obsolete laws enacted by the Government of Bauchi State to run its affairs lingers.

Gombe State is thus required to implement laws peculiar to its State and people. With consideration of this and the insufficient number of presiding judges in Gombe State, reform in the law-making, executive, and judiciary processes has therefore been projected.<sup>122</sup> This is prominent given that one of the root causes of poverty is the government's poor micro and macro-economic policies.

Some progress has undeniably been made such as the Gombe State Environmental Sanitation and Protection Law which was enacted to reinforce the operations of the Environmental Protection Agency.<sup>123</sup> A properly regulated business environment is fundamental for Gombe State's economic growth. It will also enhance the attractiveness of the state. Gombe State laws must be focused inwardly on its own legal and regulatory affairs. Policy-based reforms and regulatory frameworks guiding property registration, permits, and possible reforms in Gombe State, when necessary, are encouraged.

## SPIRITUAL FACTORS

These factors corroborate spirituality since the place of religion cannot be sidestepped. The belief is that after doing all that is humanly possible, there is a higher power that we pray to, e.g., God, and that life is spiritual. Thus, in managing the internal, outside world, and or unknown forces, the interrelationship and reinforcement of all other factors discussed above as well as religious belief, principles, fulfilments of purpose, and ethical values is the spiritual dimension for Gombe State.

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<sup>122</sup> Ibrahim Ismail, (2021). Arewa Voice: Gombe Still Applying Bauchi State Laws 25 Years after Creation, <https://www.vanguardngr.com/2021/01/gombe-still-applying-bauchi-state-laws-25-years-after-creation-nba-laments/> accessed 31<sup>st</sup> January 2023.

<sup>123</sup> Ahmad Yahaya, Bilkisu Ahmed, (2018). Human Actions and Environmental Reactions: Deforestation in Gombe and Environs Geography Department, Gombe State University, International Journal of Research in Geography (IJRG) Volume 4, Issue 1, pages 37-44. ISSN 2454-8685 (Online) <http://dx.doi.org/10.20431/2454-8685.0401006> [www.arcjournals.org](http://www.arcjournals.org) <https://www.arcjournals.org/pdfs/ijrg/v4-i1/6.pdf> accessed 16th January 2023.

## RELIGION

Arguably, the ethical and moral principles dedicated to or involved in the belief in the supernatural and service to God is a useful tool in appreciating the establishment of a good society for Gombe State.

Certainly, good, enviable governance and adequate infrastructure cannot be prayed into existence without deliberate actions.<sup>124</sup> However, there seems to be a consensus understanding of higher dimensions, and changes in the spirit realm.

Religion, although good can sometimes be swayed and it is no wonder that Karl Marx, described religion as the opium of the masses.<sup>125</sup> North, East, South, or West, the clasp of religious manipulation is not impervious, however, Gombe is religiously tolerant.<sup>126</sup>

## ETHICAL VALUES

There are certain ethical values in the religious text that consciously or unconsciously shapes the way of life in Gombe State and are sometimes further constructed into law.

Gombe State is a perfect blend of freedom in religion as well as religious diversities stemming from the administration to the populace.<sup>127</sup> There is freedom of religion and irrespective of the people's religious affiliations, Gombe State acknowledges that there is an invisible yet supreme being. There have been a series of peaceful, harmonious religious activities and crusades such as "Light Up Gombe". Religious leaders assemble unanimously and summoned the citizenry to pray. To them, prayers can never be sufficient for unity, sustainable peace, and progress for Gombe State.<sup>128</sup>

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<sup>124</sup> Ahmed Sabo, Haruna Adamu and Abubakar Umar Yuguda, (2013). Assessment of Wash-Borehole Water Quality in Gombe Metropolis, Gombe State, Nigeria, *Journal of Environment and Earth Science*, Volume 3, No.1, pages 65-71 [www.iiste.org](http://www.iiste.org) accessed 1st February 2023.

<sup>125</sup> The 19th century German philosopher

<sup>126</sup> Yakubu Bayambe, (13<sup>th</sup> February 2022). Light Up Gombe Crusade: A reality check of Governor Inuwa's peaceful state, *Premium Times*, <https://www.premiumtimesng.com/promoted/511385-light-up-gombe-crusade-a-reality-check-of-governor-inuwas-peaceful-state.html> accessed 13<sup>th</sup> January 2023.

<sup>127</sup> Higazi Lar, (2015). Articulations of Belonging: The Politics of Ethnic and Religious Pluralism in Bauchi and Gombe States, North-East Nigeria. *Africa: Journal of the International African Institute*, Volume 85, Issue 1, pages 103–130. <http://www.jstor.org/stable/24525607> accessed 17th December 2022.

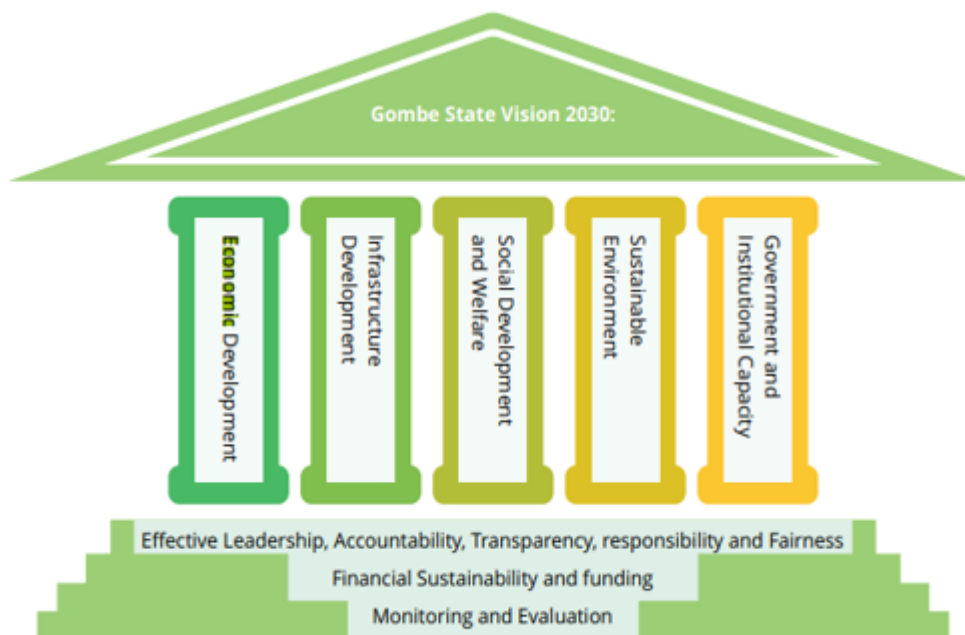
<sup>128</sup> Ibid.

The majority of Gombe State's indigents are Muslims yet both Christianity and Islam are dominant. There are two major faiths with inclusivity and brotherhood being fostered by the administrative structure of Gombe State. They honour the place of seclusion and solitude. Prayers and maximum belief constantly go up to God, the author, and custodian of perfect peace and prosperity. And as rightly noted, the state is a complete unit when all the interests are given adequate consideration.<sup>129</sup>

Looking forward toward an ideal Gombe State, the indices for efficiency as analysed in the PESTELS framework above are housed in the diagram below in Exhibit 11. The essential ingredients for good governance in Gombe State are hinged on the solid pillars of this 2030 vision.

### *Gombe State's Vision*

*Figure 5*



*Exhibit 11: Sourced from page 248 of DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development,*

<sup>129</sup> Ibid.

and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/>> accessed 12th January 2023.

## RECOMMENDATIONS

The recommendation for this study follows the triangular model enveloped into strategy, context, and national business environment. Notably, education, ICT, the concern of erosion, and the green environment are some of the most striking areas of attention evaluated above.

### *Triangular Recommendation*

*Figure 6*



This triangular approach must be dominant in the Gombe State mechanism for tackling the issues stemming from the PESTELS factors. There is a popular saying that culture would eat strategy for breakfast. Thus, Gombe State must never lose focus of its strategy, context, and business environment as they are significant in implementing necessary actions.

By way of a strategic process, the Malaysian social investment model is worth considering in order to eradicate poverty. With regard to context and the national business environment, this study suggests that inclusivity, enhanced security, and sustainability are also fundamental and *in tandem* with the global benchmark for standard best practices. The global benchmark for best practices, such as the United Nations Sustainable Development Goals, stipulates amongst other things, the need to promote peaceful, accountable, inclusive societies and invigorate global partnerships.

To reiterate, these also encapsulate investment in education, reorientation of minds through sensitization, and having women inclusion as key agents or consultants in development projects.

## CONCLUSION

Gombe State is such a blessed State by being super rich in people and resources with prodigious potential for greatness. In nearly three decades, Gombe State has grown in terms of its governance, demography, institutions, and economic and social development. In the wake of the trio recommendations of this study, Gombe State must be continuously accountable for achieving sustainable, effective, quality, and matchless governance. After all, an efficient administration equates to a happy group of people.

Human, capital, and infrastructural developments must continue to be a priority for Gombe State. On a final note, a perfect country or state is a myth. Hence, there will always be room for improvements geared towards perfection albeit, near perfectionism.



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## EXHIBITS

Exhibit 1: Cover Page picture extracted from Wikipedia, (Last edited 28<sup>th</sup> January 2023) The Free Encyclopedia, Gombe State <[https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.

Exhibit 2: Table on Gombe State Local Government Area extracted and modified from Wikipedia, (Last edited 28<sup>th</sup> January 2023) The Free Encyclopedia, Gombe State <[https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.

Exhibit 3: List of Governors of Gombe State from 2007-2021 extracted from Wikipedia, (Last edited 28<sup>th</sup> January 2023) The Free Encyclopedia, Gombe State <[https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.

Exhibit 4: Table 3, Strengths and Weaknesses in Gombe States Rankings Out of 36 States. BudgiT, State of States 2022 Edition, The State of States Report, pages98-100. <<https://yourbudgit.com/wp-content/uploads/2022/10/2022-State-of-States-Report.pdf> accessed 1st December 2022.

Exhibit 5: Table 5, Gombe's Companies Investment modified from Rebecca Mu'azu, (16th October 2022). Investment Summit: Gombe State Governor Signs N70.5bn Deal with Six Companies, <<https://von.gov.ng/investment-summit-gombe-state-governor-signs-n70-5bn-deal-with-six-companies/> accessed 1st February 2023.

Exhibit 6: Extracted from page 35, DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.

Exhibit 7: Sourced from pages 115,116,118,119, 122 and 224 on Environment at DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <<https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.

Exhibit 8: Sourced from Macrotrends (2023).

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Exhibit 9: Table 6, Population of Gombe State (2007-2021) sourced from Macrotrends. (2023). <https://www.macrotrends.net/cities/21988/gombe/population> accessed 26th January 2023.

Exhibit 10: Extracted from Weather and Climate (2023). Gombe State, Nigeria – [https://tcktcktck.org/nigeria/gombe#:~:text=Gombe%20Climate%20Summary&text=Gombe%20typically%20receives%20about%2066.84,%25%20of%20the%20time\)%20annually](https://tcktcktck.org/nigeria/gombe#:~:text=Gombe%20Climate%20Summary&text=Gombe%20typically%20receives%20about%2066.84,%25%20of%20the%20time)%20annually) . accessed 2nd of January 2023.

Exhibit 11: Sourced from page 248 of DEVAGOM, (2021-2030). Development Agenda for Gombe State, Gombe State Development Plan 2021-2030, Situation Analysis, Development and Sustainability Strategies <https://mof.gm.gov.ng/download/gombe-state-development-plan-2/> accessed 12th January 2023.

Exhibit 12: Table 4: Higher Institutions in Gombe State sourced from Wikipedia, (Last edited 28th January 2023) The Free Encyclopedia, Gombe State [https://en.wikipedia.org/wiki/Gombe\\_State](https://en.wikipedia.org/wiki/Gombe_State) accessed 1st February 2023.