

## Leadership and Governance for Sustainable Development: The Interplay Between Leadership, Governance, And Sustainable Development

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### **Abstract:**

*Basically, the success or failure of governance in any regime in power is determined by the quality of leadership of such administration. From this premise, this paper examined critically the success or failure of governance and the challenges of leadership for sustainable development in a society. It also x-rayed the concept of good leadership, good governance, and sustainable development. We found that many societies experience persistent changes in growth rates across leadership transitions, suggesting that leaders have a large causative influence on the economic outcomes of their nations, societies and or organizations. The paper further shows that the effects of leaders are very strong in autocratic settings but much less so in the presence of democratic institutions. These findings add texture to a growing literature on institutions in shaping economic outcomes. The paper concluded that leadership failure has remained pathetic in a society and based on this some recommendations were made which include: Hence corruption and other social vices leads to poor governance and low growth hampers development. The government should therefore improve on their efforts toward tackling corruption and other social vices by straightening the anti-crime agencies it has established. A conscious effort should be made to strengthen the institutions that encourage the emergence of honest and exemplary leadership; hence the politics of the day needs major reforms.*

**Keywords:** Leadership, good leadership, Governance, good governance, and sustainable development.

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## 1. Introduction:

The socio-economic and political development of any society depends largely on the ability of its leadership to harness its resources (natural and human) and be able to facilitate, entrench and sustain good governance. Very importantly, good governance is a product of dedicated, committed, patriotic and disciplined leadership. Thus, leadership in the broadest sense is the ability to bring people together to dedicate themselves to the pursuit of a common goal. Such goals are often defined by the organization, society or nation, and in some cases, the leader actually envisions such goals and motivates or mobilizes people and materials to attain them.

From the foregoing, governance and leadership are closely related but also different. Different definitions and concepts of governance and leadership exist. Here, we adopted an operational meaning of both. Governance may be broadly defined as “the traditions and institutions by which authority in a society is exercised”, leadership itself is the act of exercising that authority. We shall argue later that both governance and leadership are so intricately related that one circumscribes the other. However, these two basic concepts in this paper needs our further discussion to enable the readers grasp the context in which they were used. The two key concepts are: good leadership and sustainable governance. From onset, the concept of leadership has been given different connotations. To start with, different scholars have different perceptions about the concept of leadership. According to Benscoter and Roth-well (2012), leadership is defined “as a process of individual influence on a group of individuals aimed at the achievement of individual and or common goals of the group or the organization”.

Further to this, Mac Arthur quoted Anderson (2015), also sees leadership in form of a true leader that has confidence to stand alone, that has the courage to make tough decisions and that has compassion to listen to the needs of others. Such a leader does not target to become a leader but he becomes one as a result of his quality actions and integrity of his intent (MacArthur in Anderson, 2015). In another dimension, leadership can be defined as a dynamic relationship based on mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation and moral development as the effect, we intended change. Badawi (1999), thus perceives leadership as leaders inducing followers to act for setting goals that represent the values and his motivations, the wants and needs, the aspirations and expectations of both leaders and followers. Furthermore, some of the good leadership qualities involve; being accountable to the people they lead; honesty in words and actions; demonstration of the spirit of humility; demonstration of love and affection to the people they lead demonstration of the fear of God in the execution of their policies both internally and externally; observance of the rule of law obedience to the constitution of the land; good initiative and judgmental qualities; incorruptibility and leading by good example; selfless services to the people; preparation to quit the office when ovation is loudest among others. In addition, good leadership possesses emotional intelligence; this involves self- awareness, self-management, social awareness and social skills. Good leadership also possesses good communication skills that involves being inspirational and persuasive. Finally, good leadership is a team builder that prepares ahead of the future leaderships. On the other hand, governance is basically concerned with how rules or structures affect political action and the prospect of solving given societal problems. (Hyden and Bratton, 1992), likewise governance is more than just sustenance of the regime, but also means the capacity to stand the test of situations where regime changes are needed to meet new demands or deal with new problems and challenges of the society. In a nutshell, also it means the method in which power is made use of in the management of the country’s social and economic resources for development purposes. In addition, governance is conceptualized and focuses on such issues as ‘legitimacy of

government' open practices (degree of democratization) accountability of political and official elements of government, (Media Freedom, transparency of decision-making, accountability mechanisms) competence of government to formulate policies and deliver service respect for human rights and the rule of law (individual and group rights and security framework for economic and social activity, participation).

Generally, good leadership and good governance triggers sustainable development. Thus, sustainability is a process that causes little or no damage to the political, economic, social and environmental matters of society and therefore able to continue for long time without any disruption. Based on this premise, sustainable governance means retention of strategy across the business and management of goal setting that entails a reporting process; straining relations with external stakeholders and ensuring overall accountability. This involves generating policy outcomes that maintain or improve the quality of life for present and future generations without placing an unfair burden on future generations. Sustainable governance also allows transparency. Those in the leadership of the state carry out their official responsibilities in a manner that follows rules and regulations. Therefore, the general public should be given the opportunity to freely access the actions of those in governments without threat.

## **2. Literature Review.**

### **2.1 The Concept of Good Governance**

Hence, accountability is a major key factor that ensures sustainable governance, it must be noted that it cannot be enforced without transparency and the rule of law. (Okunoye, 2012). In the same vein, effectiveness and efficiency on the part of those in governance is also a key to its sustainability. In all, sustainable governance integrates the principle of systems thinking and appreciate the complexity of a decision-making environment. Based on this premise, governance can be defined as the exercise of political, administrative and economic power to manage the affairs of any society or nation at all governmental levels. Thus, the study of governance involves the identification of the conditions that facilitate good governance and by implication, effective problem solving (Gordon, H & Bratton, (1992). So, to distinguish responsible from irresponsible governance, depends on political leadership's attitudes towards their roles as public trustees of the state. In other words, it covers their orientation towards the sanctity of the civic public realms; sharing information with citizens, and their adherence to the rule of law. In his argument, Bello Imam, explains that governance should be understood as the mechanisms whereby an institution or organization (be it family, the nation-state or elements of it) incorporates the participation of relevant interest groups in defining the scope and content of its work including the capacity to mediate among those interests when they enter into conflict and the means whereby it demonstrates the accountability of those who support it through its mission mandate and the application of its resources in pursuit of its goals (Bello-Iman: 1997).

#### **2.1.1 Indicators of Good Governance**

The nature of any governance, good or bad is to be determined at the more general and the higher level, by the essential characteristics of the government that is in place, whether it is democratic, authoritarian or totalitarian. The freedom to associate or organize, and the freedom of the press may also be severely limited, particularly at the higher or central levels of the social order. This will in turn affect relations of governance, as the rights and abilities of people to have a say in matters of government will be limited (Bello-Iman, 1997).

On the other hand, Adamolekun, (2011) sees governance as the exercise of political power to manage a nation, society or organization. Thus, this countervailing power has been lacking, the officials in many countries, societies, and or organizations are serving their personal interests at the expense of the majority without being accountable. Therefore, in a very important empirical study, Kaufmann, Kraay, and Mastruzzi (2004: 2 - 4) summarized six aggregate governance indicators which was generated from the definitions so far enumerated. Governance as traditions and institutions by which authority is exercised include: the process by which governments are selected, monitored and replaced; the capacity of the government to effectively formulate and implement sound policies; and the respect of citizens and the state for the institutions that govern economic and social interactions among them. Operationally, the six aggregate indicators of good governance are as follows.

(i) **Voice and Accountability:** This includes a number of indicators measuring various aspects of the political process, civil liberties and political rights. They measure the extent to which citizens of a country are able to participate in the selection of governments, and also measure the independence of the media.

(ii) **Political Stability and Absence of Violence:** This combines many indicators measuring perceptions of the likelihood that the government in power will be destabilized or overthrown by possibly unconstitutional and or violent means, including domestic violence and terrorism. The higher the uncertainties faced by the political process the more likely the quality of governance is compromised.

(iii) **Government Effectiveness:** This measures the quality of public service provision, the quality of the bureaucracy, the competence of civil servants, the independence of the civil service from political pressures, and the credibility of the government's commitment to policies. Emphasis here is on 'inputs' required for the government to be able to produce and implement good policies and deliver public goods.

(iv) **Regulatory Quality:** This focuses on the soundness of policies pursued by government. It measures the extent of market unfriendly policies such as price controls, inadequate bank supervision, regulatory burdens imposed on foreign trade (customs and ports regimes) and business development (cost of doing business), soundness of the macroeconomic policies (fiscal and monetary policies); etc.

(v) **Rule of Law:** This measures the extent to which agents have confidence in and abide by the rules of society. The indicators here measure the success of a nation, society or organization in developing an environment in which fair and predictable rules form the basis for economic and social interactions, and crucially, the extent to which property rights are protected. The indicators here include perceptions of the incidence of crime, the effectiveness and predictability of the judiciary, and the enforceability of contracts.

(vi) **Control of Corruption:** This measures the perceptions of corruption in a society. That is, the act of impairing integrity, virtue or moral principle, and or state of being debased, loss of purity or integrity, depravity, wickedness, impurity, and bribery in governance.

Generally, it is obvious that in the aggregating of these six clusters of governance indicators and pronouncing a judgment on whether a particular regime is 'exemplary' or not is not easy. It depends on who is judging, what weights are attached to each of the clusters, and what outcomes that are focused upon. Somehow, exemplary governance, like beauty, is in the eyes of the beholder. For many analysts more especially in a developing country context, it is unlikely that a regime will emerge as 'exemplary' on all the six clusters. Exemplary is therefore a relative concept. Even for developed countries, it all depends on what one is interested in. There are still many critics of Pinochet, Margaret Thatcher, Ronald Reagan, Lee Kuan Yew; etc. for failing in one or some aspects of the governance indicators. For the purposes of our discussion however, the key issue is whether the aggregate governance indicators improved significantly and whether such governance has significantly strengthened the foundations for current and future prosperity of the nation, society or organization.

## 2.2 The Concept of Good Leadership

Leadership as stated earlier is the act of mobilizing to get things done. The university and executive management courses on Leadership are replete with myriad definitions of leadership, the key habits or attributes of effective leadership and even some self-help tips on how to 'lead' your organizations to success. 'Change Leaders' are often said to have certain key attributes where some of which include unusual capacities to: envision and plan; and courage and commitment to implement the 'execution advantage'. Heifetz and Linsky (2002: 3 - 4), leadership on the line: Staying alive through the dangers of leading suggest that, to lead means putting yourself and your ideas on the line, responding effectively to the risks, and living to celebrate the meaning of your efforts. According to the authors, to lead is to live dangerously because when leadership counts, when you lead people through difficult change, you challenge what people hold dear, their daily habits, tools, loyalties, and ways of thinking, with nothing more to offer than a possibility. Moreover, leadership often means exceeding the authority you are given to tackle the challenge at hand. People push back when you disturb the personal and institutional equilibrium they know. And people resist in all kinds of creative and unexpected ways that can get you taken out of the game: pushed aside, undermined, or eliminated. The books of history are full of accounts of the dangers of leadership and many people who paid the ultimate sacrifice for daring to provide leadership. UOU is one of such example.

### 2.2.1 Steps for Transformative Leadership

The literature is also full of the essential steps in leading change. In January, 2007 edition of the Harvard Business Review (P.99), eight key steps are identified as critical for change leaders to succeed, and they are as shown below.

- 1.) **Establishing a sense of Urgency:** Examining market competitive realities identifying and discussing crises, potential crises, or major opportunities.
- 2.) **Forming a Powerful Guiding Coalition Assembling:** A group with enough power to lead the change effort encouraging the group to work together as a team.
- 3.) **Creating a Vision:** Creating a vision to help direct the change effort developing strategies for achieving that vision.
- 4.) **Communicating the Vision:** Using every vehicle possible to communicate the new vision and strategies teaching new behaviors by the example of the guiding coalition.
- 5.) **Empowering Others to Act on the Vision:** Getting rid of obstacles to changing systems or

structures that seriously undermine the vision Encouraging risk taking and nontraditional ideas, activities, and actions.

**6.) Planning for and Creating Short-Term Wins:** Planning for visible performance improvements creating those improvements recognizing and rewarding employees involved in the improvements.

**7.) Consolidating Improvements and Producing more Change:** Using increased credibility to change systems, structures, and policies that don't fit the vision hiring, promoting, and developing employees who can implement the vision reinvigorating the process with new projects, themes, and change agents.

**8.) Institutionalizing New Approaches:** Articulating the connections between the new behaviors and corporate success developing the means to ensure leadership development and succession.

For sure many of us who have had to lead successful transformations of organizations have (knowingly or unknowingly) followed these steps. The puzzle however is, if the "leadership steps" can easily be followed in a cook book fashion, why hasn't every head of an organization become a great leader? Why do different people, faced with similar challenges (even with same cook book steps on what to do) end up with dramatically different results?

This raises the old question as to whether leaders are born or can be made. Another, subtly different question is whether leadership is endogenous to the system, that is, whether it is true that every society gets the type of leadership that it deserves. According to this school of thought, leadership is endogenous, depending on a society's values, level of development, quality of institutions, etc. If leadership is a 'representative' of the larger society, it then follows that it is an embodiment of the society's virtues and vices. Since one cannot give what one doesn't have, it follows that leadership evolves in accordance with existing dominant structures and interests and cannot be expected to go beyond them. On the other hand, a different view believes that leadership can be exogenous either able to convince or mobilize the society towards higher or different interests or is able to emerge in spite of the major interests and determined to wheel the society towards a different direction. This is the super man concept, leaders possessing characteristics beyond the norms of the society and therefore able to provide 'leadership to a new society'. These are individuals possessing characteristics that often transcend the society's level of consciousness, such people said to have 'come before their time'. The issue with the exogenous view is that the society can only depend on luck or chance event to get a good leader. The jury is still out on which view correctly describes the reality about the emergence of good leadership. While we await the final answers from the Sociologists, it is evident from history that both models, the evolutionary and revolutionary concepts of leadership abound. We will however return to a slightly different issue of the relationship between governance institutions and leadership.

### **3. The Interplay between Leadership, Governance, and Sustainable Development.**

#### **3.1 Leadership:**

A leader can be described as anybody that can influence others to perform beyond their formal authority. Leadership emerges because the masses cannot lead. There is a need to have a few people who will lead (Ujo, 2001). Leadership is both the adhesive that binds a work group together and the catalyst that triggers employee motivation, thereby having major influence on organizational performance. Osuntokun (1987), defined leadership in terms of direction and example provided by any person or group of persons who are chosen or who by an accident of history find themselves at the helm of affairs. In this case, it can be in a country, state, department, or institution desired for governance for the purpose of overall development and good governance

of the said establishment. Leadership therefore, embraces not only political direction but direction in economic, administrative, military and educational sphere of life.

Omolayo (2005) describes leadership as an essential oil that keeps the wheel of government working without any difficulty. According to him, leadership makes the difference between success and failure in a nation. It involves giving direction to citizens who are the critical assets of the country. Leaders can influence their followers or subordinates, in addition to being able to give their followers legitimate directions. Leaders cannot only tell their subordinates what to do but also can influence how or in what manner the subordinates carry out the leadership instructions (Richardson, 2010). Leadership is a reflection of characters, which include but not limited to knowledge, vision, courage, openness accountability, determination, transparency, uprightness, motivation and patriotism put in place by office holders to lead their people and or followers as to achieve reasonable and positive societal development. In a simplest term, leadership implies the quality of being good at leading a team, organization and a country, etc. Okadigbo (1995), views leadership as the process through which one individual consistently exerts more influence than others in the pursuit of group behaviour. Therefore, leadership involves the process of influencing and supporting others to follow you and to do willingly the things that need to be done.

The above definitions show that leadership involves a social influence process whereby intentional influence is exerted by one person or group over other people or groups to structure the activities and relationship in a group, organization or society. It is a process by which a person influences other to accomplish an objective and directs the organization or society in a way that makes it more cohesive and coherent. More so, leadership is those directed behavior in which a group is to influence to act, relative to some shared goals, in a manner that results in lower cost and have effective attainment of desired objectives.

### **3.2 Governance:**

The World Bank (2004) identified three distinct aspects of governance:

- (a) The form of the political regime
- (b) The process by which authority is excised in the management of a country's economic and social resources for development.
- (c) The capacity of governments to design, formulate and implement policies and discharge functions. Based on these three distinct aspects of governance as asserted by World Bank, governance is the exercise of power or political authority, economic, administrative or otherwise to manage a country's resources and affairs. It comprises the mechanisms, process and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligation and mediate their differences. Good governance means competent management of a country's resources and affairs in a manner that is open, transparent, accountable, equitable and responsive to people's needs. Good governance according to Ebiringa (2013) is founded under political and economic principles. Ebiringa (2013) and Ukaogo (2000) see governance as essentially tinged on transparency, planning and budgeting. They maintain that the process of budgeting in any country, society or organization determines the level of transparency and accountability. More so, governance can be viewed as the totality of the process of constituting a government as well as administering a political community. Ninalowo (2005), identifies the major difference between government and governance. He identifies the salient features of governance such as socio-political empowerment, socio-economic empowerment, legal-rational empowerment, cultural empowerment, gender empowerment, civil society organizations etc. He notes that governance is the totality of executive or administrative functions of the state with a

view to fulfilling terms of social contract or constitutional obligations to the citizenry, while government refers to position or office of authority to administer the affairs of the state. Good governance has such attributes as participation, rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability and strategic vision (UNDP, 2007).

### **3.3 Sustainable Development**

Sustainable development according to Olayode (2006), applies to the development that meets the needs of the present without compromising the ability of the future generations to meet their needs. Sustainability consensually means capacity to continue into the future. It is however noted that this concept applies not only to environmental issues, but also incorporated into economic and social policies. Sustainable development has some tenets which include:

- (a) Precautionary principle and the recognition that each government is responsible for creating condition for sustainable development within its own boarder.
- (b) Sustainable development encompasses a number of basic political challenges; democratization, equitable distribution of wealth, respect for human rights, combating corruption and sound resource management etc. these are issues that transcend borders, says Olayode (2006).

### **4. Challenges of Leadership and Good Governance for Sustainable Development in a Society (Nigeria).**

Any society endowed with abundant of resources (both material and human) has good democratic institutions, plural society, vibrant civil society organizations and critical mass media among others. These ingredients have the structure and capacity to make leadership and good governance thrive well. However, it is important to note that, society's leadership and governance have remained incapable in the improvement of the socio-economic and political development. The political terrain has been unstable with lots of challenges militating against the genuine realization of the system. These challenges are:

**i.) Ethno-Religious Factor:** This is one of the forces that have contributed greatly to socio-political instability in the modern societies. For instance, one of the powerful politicians in the Northern Nigeria was quoted as saying that the Northern States will make the polity very ungovernable for Jonathan if he did not relinquish power to the North. Thus, each ethnic nationality in Nigeria has its own faith, interest, culture, language and level of aspiration and these forces seem to affect the economic fate of each group. In addition, they make the creation of a common identity difficult thereby exacerbating the difficulty in attaining a true democracy in the society. Indeed, this is a serious challenge to the leadership of this society.

**ii.) Absence of True Federalism or Defined Governmental System:** Lack of true federal structure in Nigeria is a stumbling block to the nation's socio-economic and political development. The federal government is overbearing as it controls about 80% of the country's resources leaving state and local government at its mercy. Where states have the power to control their resources and to have access to the necessary funds for development programs, development is achieved. In fact it is only true federation that can guarantee fairness and justice in the society. More importantly, it enables each locality to progress according to the aspirations of the people. A durable and enforceable people's constitution protects the people and determines socio-political activities in the society.

**iii.) Abject Poverty:** Continued poverty through mass unemployment is a barrier to Nigeria's economic development. A society of beggars, prostitutes, parasites and bandits cannot develop. A hungry man can never be rational. He cannot know peace or stability (Ake, 1996). This shows that any individual deprived of the basic necessities of life cannot participate effectively in the democratic process. A poor person is therefore not full-fledged social individual as he or she lacks the basic freedom to engage in the life activities. One can safely argue that poverty is a hindrance to development. In order to eradicate poverty, the leadership of this country has formulated one policy or another such as National Economic Empowerment Development Strategy (NEEDS), is aimed at poverty alleviation.

**iv.) Negative Approach to Leadership:** Nigeria's fundamental approach to leadership is troublesome. According to Adeyemi (2012), in Nigeria the primary goal of assuming leadership position is self-enrichment. Whereas Nigerian leaders have the power to educate, inspire and provide the people with the resources to advocate for the causes they believe in, they have failed in their responsibilities to lead by good examples. According to Achebe (1998) in his work the problem with Nigeria, concludes that Nigeria's problem is bad leadership and evidence on ground has consistently shown that he is correct. Certainly, it is leaders and not the poor rural dwellers that are responsible for Nigeria's underdevelopment. In every country, it is the responsibility of the leadership to protect the political, social and economic interest of the citizens.

**v.) Lack of Vision and Mission:** Leading a country involves making policies and finding solutions to problems, ensuring stability of the polity, and guiding the society to prosperity. But a large number of the political leaders of Nigeria lack the vision, mission, the passion and the character to effectively govern the state and deal with the crumbling economy. They do not have a clear understanding of their responsibilities, as some of them are insensitive to the people's sufferings. Nigerians are tired of complaining to those who are leading without listening to them. As Bell and Smith, (2002), opined "leaders can point to many reasons why they are not good listeners, but none of these reasons excuses them from the obligation to listen". Leaders who listen are however, known to respond well to criticisms and crisis, build more loyalty, and increase the morale of the followers. Listening is a way of showing that a leader cares about others. Due to the fact that "power belongs to the people", no political leader in the advanced countries would function effectively without the support of the people. Thus, they constantly have their ears on ground for information that often guides them in policy formulations and implementations. The world's leading democracies are what they are today because their leaders are innovative and always searching for solutions to their social, political and economic problems. This is not the case with Nigeria, where evidence of bad leadership is all over the landscape as the leaders have not gone beyond a promise for change. They are only good at drumming the country's problems without finding the solutions. The institutions and infrastructure that are the bed rock of the economy are allowed to rot away leading to weak economy, rising unemployment, inflation, poverty and crimes.

**vi.) Electoral Malpractice:** This problem has become a popular phenomenon in Nigerian politics. As a matter of fact, an average Nigerian believes that election cannot be won except it is rigged. Yes, this is the extent to which our electoral system has deteriorated. The 2023 Presidential election held on 25<sup>th</sup> February, 2023 is a fresh case where the Independent National Electoral Commission (INEC)'s Chairman Mahmood Yakubu publicly messed up the efforts of the Nigerian masses by

announcing a fake result of the election. Therefore, electoral malpractice is not a recent phenomenon. In fact, it has existed for long. Our leaders are the archest of electoral fraud. For instance, in the first republic, the leadership of various political parties were accused of election rigging. The same happened in the second republic. The fourth republic was also, not different. If by now, our leaders, the so-called politicians are not ready to face free and fair election, it is doubtful if good governance can be entrenched by these same set of people who are so desperate in their bid to clinch to power by all means.

**vii.) Corruption:** According to John Campbell, U.S.A. Ambassador to Nigeria, corruption is a clog in the wheel of any nation struggling for the enthronement and consolidation of democracy and good governance (Punch July 7<sup>th</sup> 2005). This shows that development in Nigeria cannot be predicted on a fragile and unstable political base. Corruption is a devastator that has greatly eroded the fundamental values of democracy and its essential principles. In his view, he maintained that corruption is a practical problem involving the outright theft, embezzlement of funds or other appropriation of state property, nepotism and granting of favours to personal acquaintance. It has been argued that corruption involves behaviours which deviate from the morale and constitutional requirements. Corruption in its popular concept is defined as the exploitation of public position, resources and power for private or selfish gain. For instance, Muhammad (2013), defined corruption as “the betrayal of public trust for individual or group gain”. In the same vein, Obayelu (2007), identifies it as “efforts to secure wealth or power through illegal means for private gain at public expense or a misuse of public power for private benefits”. According to Ogundiya (2010), events in Nigeria since 1999 have shown that the waves of reversal have been contending with Nigeria’s democratic project. Consequently, democracy remains grossly unstable and the future seems to be very bleak because of rampant bureaucratic and political difficulties. Corruption has reached a level such that an average Nigerian now possibly associates democracy with it. The consequences of political corruption are potently manifest: cyclical crisis of legitimacy, fragile party structure, institutional decay, chronic economic problem and unemployment, and above all general democratic volatility. Corruption in this country is generally characterized by looting of funds and wealth which are kept secretly, that is, capital flight, misappropriation and mismanagement of public funds. Others are money laundering, drug and child trafficking, illegal arms deal; gratification which involves monetary, material or physical favor as a condition or reward for performing official duty. It further includes official abuse of office in which an official suppresses and violates an oath of office and nepotism which is granting underserved favors to one’s relations. The corruption scandal in the oil sector totaling ₦1.7 trillion from 1999 - 2011, police pension fund of ₦18 billion as well as the James Ibori ₦450 billion case of money laundering in London and most recently the ₦255 million two BMW bullet proof cars are some of the celebrated corruption cases in Nigeria.

**viii.) Security Question:** From 1999 till date, Nigeria as a country has been home to lots of ethno-religious crises, sectarian Mayham, electoral violence etc. questioning and shaking the survival of our democracy. Notable among them are, the Yoruba, Hausa and Fulani disturbance in Shagamu, Lagos State (1999 - 2023), the Urhobo and Itsekiri, Ife and Modakeke crisis (2000 - 2024) the Jukun and TV conflict (2025), incessant turbulence in Jos, the erstwhile home of peace and tourism, the post-election violence in the Northern parts of Nigeria (2011 - 2025) and constant sectarian turmoil exemplified by the activities of Boko Haram. The high level of kidnapping in the Niger Delta zone, particularly in Isuikwuato via umuahia and Aba, the commercial center of

the East. The x-ray of the above upheavals will indicate that, our country is surely under great challenge making Dauda and Avidime (2007), to argue that the security situation in the country is a major obstacle to our socio-economic and political development. According to them, “the tense security situation in all parts of the country makes nonsense of whatever effort that has been made to justify the sustenance of human and economic development. Other areas of challenge to the leadership and good governance of this country include, the incumbency factor, the politics of god fatherism, disjointed information, lack of rule of law and absence of accountability and transparency, (Muhammad, 2013).

## **5. Conclusion**

In conclusion, this paper has critically analyzed the concept of leadership and governance for sustainable development: the interplay between leadership, governance, and sustainable development and the challenges of leadership and good governance for sustainable development in a society. Thus, we found that leadership failure has remained pathetic in many societies. Also, we found that many societies experience persistent changes in growth rates across leadership transitions, suggesting that leaders have a large causative influence on the economic outcomes of their nations, society and or organization. More so, this paper further shows that the effects of leaders are very strong in autocratic settings but much less so in the presence of democratic institutions. These results add texture to a growing literature on institutions in shaping economic outcomes.

### **5.1 Recommendations:**

- ❖ Corruption leads to poor governance and low growth hampers development. The government should therefore improve on their efforts toward tackling corruption by straightening the anti-crime agencies it has established.
- ❖ A conscious effort should be made to strengthen the institutions that encourage the emergence of honest and exemplary leadership, hence the politics of the day needs major reforms.
- ❖ There should be an introduction of course on “Governance and Leadership” in the curricula of Secondary schools, Colleges of Education, and Universities as one of the General Studies.
- ❖ There should be a mandatory Governance and Leadership Workshop for newly elected and appointed officers at all levels to be organized by international professionals. There should be independent governance and leadership monitoring Groups to monitor government institutions.

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