

**GOOD GOVERNANCE, DEMOCRATIC VALUES AND TRANSFORMATIVE LEADERSHIP:
THE IMPERATIVE FOR RURAL AND COMMUNITY DEVELOPMENT.**

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ABSTRACT

In Nigeria, the problem of good governance is accentuated by the crisis of the democratization process. Good governance is an indeterminate term used in [development](#) literature to describe how public institutions conduct public affairs and manage public resources in order to guarantee the realization of human rights. [Governance](#) is describes “the process of decision-making and the process by which decisions are implemented (or not implemented)”. In short, good governance is about the performance capacity of a government or as it relates to leadership capability. Failure of governance therefore, could expressly mean failure of leadership. It is obvious that governance and leadership point to the same thing and that is direction and leading. While there can be no progress without good governance, leadership is the pivot around which good governance revolves. Leaders are people who develop visions of future progress, develop strategies and align people behind them to achieve the visions. It is against this background that this work examines concept of good governance, democratic values, transformative leadership, rural and community development in Nigeria. . In so doing, the paper was divided into ten segments. While the first segment renders the introduction to the problems, the second segment clarifies some key concepts. The third and fourth segments relay the theoretical discourse and the characteristics of good governance. The fifth and sixth segments examine some component of transformative leadership and the nexus between good governance and leadership in relation to community development respectively. The seventh and eighth segments deal with the impact of good governance on rural and community development and importance of good governance, democratic value and transformative leadership to rural/community development. While the last segment deal with the recommendations and conclusion.

INTRODUCTION

Good governance, as a concept, is applicable to all sections of society such as the government, legislature, judiciary, media, private sector, corporate sector, trade unions and lastly non-government organizations (NGOs). Public accountability and transparency are as relevant for the one as for the other. It is only when all these and various other sections of society conduct their affairs in a socially responsible manner that the objective of achieving larger good of the largest number of people in society can be achieved (Madhav, 2007). The African Development Bank (1992) views good governance as one that embodies and promotes effective states; mobilize civil societies and productive private sectors. While the United Nations development programme: UNDP, 1996 sees good governance as a commitment and the capability to effectively address the allocation and management of resources to respond to collective problems. Good governance is thus an indeterminate term used in [development](#) literature to describe how public institutions conduct public affairs and manage public resources in order to guarantee the realization of human rights. [Governance](#) describes “the process of decision-making and the process by which decisions are implemented (or not implemented)”. The term governance can apply to corporate, international, national, local governance or to the interactions between other sectors of society.

Fundamentally, the question of good and bad is ethical or moral. According to Madhav (2007) good governance has much to do with the ethical grounding of governance and must be evaluated with reference to specific norms and objectives as may be laid down. It looks at the functioning of the given segment of the society from the point of view of its acknowledged stakeholders, beneficiaries and customers. The problem of dealing with governance, though significantly related to democracy, is culture specific and system bound.

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It depends to a large extent on the historical experiences of a nation, its cultural mores, aspiration of the people and the stated political and economic objectives of the state, including individual and group preferences, current issues, the expectations of the governed, the nature and type of the political system, the ideological and religious predisposition of the state among others.

Meaning and Definitions of the Concepts

Good Governance

The concept of “governance” is not new. It is as old as human civilization. Simply put “governance” is a process of decision-making and the process by which decisions are implemented or not implemented (Odunuga S 2003). Therefore, governance is simply the system or manner of government. Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance (UNDP, 1996). Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on formal and informal actors involved in decision-making and implementing the decisions made as well as informal structures put/set in place to arrive at and implement the decision. Government is one of the actors in governance. Other actors involved vary depending on the level of government that is under discussion. In rural areas, for example, other actors may include influential land lords, associations of peasant farmers, cooperatives, NGOs, research institutes, religious leaders, financial institutions, political parties, the military etc. The situation in urban areas is much more complex.

To this end, Governance is the act of governing. It relates to decisions that define expectations, grant [power](#), or verify [performance](#). It consists of either a separate process or part of [management](#) or [leadership](#) processes. These processes and systems are typically administered by a [government](#). For the purpose of this paper, governance has been defined as the rules of the political system to solve conflicts between actors and adopt decision (legality). It has also been used to describe the “proper functioning of institutions and their acceptance by the public” (legitimacy). And it has been used to invoke the efficacy of government and the achievement of consensus by democratic means (participation). In the case of a [business](#) or [non-profit organisation](#), governance relates to consistent management, cohesive policies, guidance, processes and decision-rights for a given area of responsibility. For example, managing at a corporate level might involve evolving policies on [privacy](#), on internal investment, and on the use of data.

The concept of “good governance” often used as a model to compare ineffective economies bodies with viable economies bodies. Because the most “successful” governments in the contemporary world are [liberal democratic states](#) concentrated in Europe and the Americas. Those countries institutions often set the standards from where other state’s institutions are compared (World Bank, 1992). Because the term good governance can be applied to any one form of governance, aid organizations and authorities of developed countries relate the meaning of good governance to a set of requirements which conforms to the organizations agenda, making “good governance” imply many different things in many different contexts.

There is no single and exhaustive definition of “good governance” nor is there a delimitation of its scope that commands universal acceptance. The term is used with great flexibility, but also a source of some difficulty at the operational level. Depending on the context and the overriding objective sought, universally good governance has been said at various times to encompass: full respect of human rights, the rule of law, effective participation, multi-actor partnerships, political pluralism, transparent and accountable processes and institutions, an efficient and effective public sector, legitimacy, access to knowledge, information and education, political empowerment of people, equity, sustainability, and attitudes and values that foster responsibility, solidarity and tolerance (Obadan M. 1998:121).

However, there is a significant degree of consensus that good governance relates to political and institutional processes and outcomes that are deemed necessary to achieve the goals of development. For the purpose of this paper, good governance is the process whereby public institutions conduct public affairs, manage public resources and guarantee the realization of human rights in a manner essentially free of abuse and corruption, and with due regard for the rule of law. For instance, the true test of “good governance” is the degree to which it delivers on the promise of human rights: civil, cultural, economic, political and social rights. The key question is the institutions of governance effectively guaranteeing the right to health, adequate housing, sufficient food, quality education, fair justice and personal security?

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Good governance therefore depends on public participation to ensure that political, social and economic priorities are based on a broad societal consensus and that the poorest and most vulnerable populations can directly influence political decision-making, particularly with respect to the allocation of development resources. Crawford, C. J. (2007), asserts that good governance is also effective and equitable, and promotes the rule of law and the transparency of institutions, officials, and transactions. At the same time, good governance enables local officials to take responsibility for economic and social development of the community. For instance, good governance can bring rural and community development by effective and efficient use of economic resources of the people and also economic performance can be improved since local entrepreneurship tends to flourish in environmental settings where there is often greater access to credit and information on business opportunities (Bell, S. 2002).

Transformative Leadership

The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James MacGregor Burns. According to Burns (1987), transformational leadership refers to when “leader make the followers to advance to a higher level of moral and motivation”. Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work towards common goals. Later, researchers like Bernard M. Bass expanded upon Burns original ideas to develop what is today referred to as Bass’ Transformative Leadership Theory. According to Bass, M (1985) transformational leadership can be defined based on the impact that it has on followers. Transformative leadership is a [leadership style](#) that leads to positive changes in those who follow. Transformative leaders are generally energetic, enthusiastic and passionate. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well (Obadan, 1998).

Transformative Leadership begins with awareness of our own thoughts and feelings, and how these affect your actions, and the state of others. As your awareness grows, you begin to see your own inner motivating force (what drives you, your passions and values) and how these affect your thoughts, feelings and actions, and those of others (Bryce, M. 2008).

Transformative leadership is when you become more aware your perception increases, and you are able to choose actions that directly meet the needs of the situation and people around you, but much more powerfully than a Situational Leadership style. It speaks to the “being” level of the people around you. This approach to leadership takes us out from a constricting model of competition between individuals, teams or nations, to a connection with the whole of a situation, and leadership for the good of all.

Rural and Community Development

The concept of rural development in Nigeria lacks a unified definition as different scholars tend to view it from varying perspective. Some scholars look at rural development from the aspect of education or training person like Haddad (1990), and Hinzen (2000). Obinne (1991) perceived rural development to involve creating and widening opportunities for (rural) individuals to realize full potential through education and share in decision and action which affect their lives. He viewed efforts to increase rural output and create employment opportunities and root out fundamental (or extreme) cases of poverty, diseases and ignorance. Others like Olayide, Ogunfowora, Essang and Idachaba (1981) viewed rural development as means for the provision of basic amenities, infrastructure, improved agriculture productivity and extension services and employment generation for rural dwellers.

An understanding of the concept of development will give a clearer picture of rural development. Hornby (2000) defines development as the gradual growth of something so that it becomes more advanced, stronger, etc; the process of producing or creating something new. This definition implies that development involves a gradual or advancement through progressive changes. Umebali (2006) sees the changes as multi-dimensional involving changes in structures, attitude and institutions as well as the acceleration of economic growth; the reduction of inequality and eradication of absolute poverty. He asserts that development involves economic growth component, equality or social justice component, and socio-economic transformational component which are all on a self sustaining basis.

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Viewing the concept differently, Simon (2004) sees development as an improvement in quality of life (not just material standard of living) in both quantitative terms. He opines that development must be seen as actually relative need to be appropriate to time, space, society, and culture.

From the foregoing, it is obvious that rural development is not a one-off thing or an immediate and snap phenomenon. Rather, it is a gradual and progressive change towards perfection having a set standard in mind. Rural development has variously been defined. Olayide et al (1981) see rural development as a process whereby concerted efforts are made in order to facilitate significant increase in rural resources productivity with the central objective of enhancing rural income and creating employment opportunity in rural communities for rural dwellers to remain in the area. It is also an integrated approach to food production, provision of physical, social and institutional infrastructure with an ultimate goal of bringing about good healthcare delivery system, affordable and quality education, improved and sustainable agriculture etc. As it is today, rural development need to be given priority attention. Several reasons for such urgency include high and unacceptable rate of poverty, poor access to social and economic infrastructure and services such as access to safe drinking water supply and sanitation, higher rate of health indicator such as infant mortality rate, malnutrition and disease prevalence and lower enrolment of children in school.

Batten (1962:1) categorically states that “there is no precise and generally accepted definitions” of community development. Rather, he argues, community development is “any action taken by any agency and primarily designed to benefit the community”. De Sautoy (1958:2), in line with this, sees community development as a “movement designed to promote better living for the whole community with the active participation community”. Raynor and Harden (1983:161) understand it differently. According to them, it is the process whereby local groups are assisted to clarify and express their needs and objectives and to take collective action to attempt to meet them. Long (1977:145) takes a divergent view and states that it is an integrated approach to the question of rural development aiming to initiate craft industries and in the level of literacy. Following this perspective, Lawless (1979:105) posits that it is any action aimed at exploring new ways of meeting the needs of people living in areas of high social deprivation, largely by improving the co-ordination and delivery of services and through the tapping of community and individual self help.

However Ogunna (1989:2) believes that most writers on community development are influenced by their field of study in their definition of the concept. Thus, some economists would consider it in terms of “encouraging some local material emphasize such values as enlargement of individual freedom, mass participation and social action through democratic processes. On the other hand, some sociologists stress group development and group action. Thus, Biddle and Biddle (1965:78) defined community development as “a social process by which human beings can become more competent to live with and gain some control over local aspects of a frustrating and changing world”. Finally, some writers with psychological orientation and interests adopt the behavioural approach in the conceptualization of community development. Thus, they consider the concept as a process of tension creation and tension reduction. Tensions are strong feelings of discomfort or restlessness which are the products of unsatisfied wants and which continue to persist until they are fully satisfied.

Howbeit, the United Nations Economic and Social Council defined community development generally in 1963 as

“A process by which the efforts of the people themselves are united with those of government authorities to improve the economic, social and cultural conditions of communities into the life of the nation and enable them contribute fully in national progress quoted in Ibekwe, (1989:5)”.

Community development is the planned evolution of all aspects of community well-being (economic, social, environmental and cultural). It is a process whereby community members come together to take collective action and generate solutions to common problems (UNDP, 1996). The scope of community development can vary from small initiatives within a small group, to large initiatives that involve the whole community. Community development seeks to empower individuals and groups of people by providing these groups with the skills they needed to meet their own need in the community. These skills are often concentrated around building [political power](#) through the formation of large social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities' positions within the context of larger [social institutions](#) (World Bank, 2006). Community development has also been defined as “continuous increase in the consciousness of a people about the environmental and human/cultural factors that either inhibit or promote their well-being and their ability to control those factors

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so as to increase their standard of living, (Ohiani, 1984:3). Goulet (1971:62) gave a holistic definition of community development as “an overall social process which is dependent upon the outcome of man’s efforts to deal with his environment”.

A more comprehensive definition of community development has been expressed in the “Community Development Guideline” of the International Cooperation Administration (1956:3) of the United States, According to that agency,

“Community development is a process of social action in which the people of a community organize themselves for planning and actions, define their common and individual needs and problems, execute these plans with a maximum reliance upon local community resources and supplement these governmental and non governmental agencies outside the community”.

In any case, these various explanations of community development are in totality a panoramic illumination of a social phenomenon that is welcome and desired. Thus, we share with Dunham (1970:172) the sentiment that community development is not concerned with any one aspect of life as agriculture, business, health, or ideally, it involves all the members of the community, and requires their fullest participation in first, making and then, implementing decisions. People work together with or without extra community support to shape their future and community. Rural and community development impact is that of change. This is a development geared towards individuals, or group of individuals to bring about social, economic and cultural changes. The focus on rural and community development is geared towards the improvement of the living conditions of people in communities or people or people living together in a particular area. Town unions, age grades and village improvement have though historically noted for their roles in the development of rural areas; have become of tremendous importance with governments support of the rural transformation.

Rural and community development entails the rural people themselves exert their own efforts, joining with government authorities to improve their economic, social and cultural conditions (Aguene, 1998:121). Experience in various countries indicates that many rural development projects are being executed by various communities on their initiatives or with the support of central or local governments. The most important is that it is pioneered by the rural people in line with their felt needs. In the field of education, many communities are involved in building of classrooms for primary and secondary schools. In the field of agriculture, there are community and group farms, community poultry and livestock, agro-based industries to mention but a few. All these and more enhances rural transformation.

To this end, good governance has brought about improved access to resources, increase and diversity of agriculture, food security, promotion of non-farm activities, employment creation, construction and maintenance of new roads, rural electrification and provision of transformers, and water supply. Other noticeable near improvements about good governance in terms of rural and community development are in the areas of granting of micro-credit and soft loans for rural dwellers through the defunct People’s Bank and Community Banks which later transmuted to Micro-Finance Banks, affordable and compulsory education at the primary level, and improved rural cooperatives and community participation. Recently, some states bankrolled enrolment for the Junior and Senior Secondary School Certificate examinations for their students while effort is being intensified to ensuring proper implementation of the Universally Basic Education (UBE) programme. Some states have at different times provided, through their Agricultural Development Programme (ADPs) and Directorates of Rural Agriculture, in cooperation with local cooperative sand extension officers, provided improved seedlings and fertilizers for rural communities which have relatively improved the quality of life of people in the rural areas (Muoghalu, L.N. 1992).

Characteristics of Good Governance

Participation: Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

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Rule of Law: Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

Transparency: Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

Responsiveness: Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

Consensus Oriented: There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development.

Equity and Inclusiveness: A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well being.

Effectiveness and Efficiency: Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

Accountability: Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders.

The concept of good governance has been clarified by the work of the former Commission on Human Rights. In its resolution 2000/64, the Commission identified the key attributes of good governance:

- Transparency
- Responsibility
- Accountability
- Participation
- Responsiveness (to the needs of the people)

By linking good governance to sustainable human and community development, emphasizing principles such as accountability, participation and the enjoyment of human rights, and rejecting prescriptive approaches to development assistance, the resolution stands as an implicit endorsement of the rights-based approach to development. Resolution 2000/64 expressly linked good governance to an enabling environment conducive to the enjoyment of human rights and "prompting growth and sustainable rural and community development". In underscoring the importance of development cooperation for securing good governance in countries in need of external support, the resolution recognized the value of partnership approaches to development cooperation and the inappropriateness of prescriptive approaches.

Components of Transformative Leadership

Bass, B. M. (1985), also suggested that there were four different components of transformational leadership, which include the following;

Intellectual Stimulation: Transformational leaders not only challenge the status quo; they also encourage creativity among followers. The leader encourages followers to explore new ways of doing things and new opportunities to learn.

Individualized Consideration: Transformational leadership also involves offering support and encouragement to individual followers.

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In order to foster supportive relationships, transformational leaders keep lines of communication open so that followers feel free to share ideas and so that leaders can offer direct recognition of each follower's unique contributions.

Inspirational Motivation: Transformational leaders have a clear vision that they are able to articulate to followers. These leaders are also able to help followers experience the same passion and motivation to fulfill these goals.

Idealized Influence: The transformational leaders serve as a role model for followers. Because followers trust and respect the leader, they emulate the leader and internalize his or her ideals.

Democratic Values

Democracy is a way of life that permits freedom to make choices pertaining to every area of human endeavor and safeguards the liberty of individuals and protects them against unnecessary constraints on their actions. It is a type of governance based on popular will. At a more theoretical level, democracy is a political system in which the eligible people in any country participate actively not only in determining the kind of people that govern them, but also actually participate actively in shaping the policy output of the government. Therefore, democratic value is simply characterized by free and equal participation in government or in the decision-making processes of an organization or group. Bryce (cited in Mahajan 2008: 794), asserted that democracy has been used ever since the time of Herodotus to denote that form of government in which the ruling power of a state is legally vested not in any particular class or classes, but in the members of the community as a whole, while Mahajan (2008: 794) stressed that democracy is not a particular kind of civilization, it is rather a civilized way of taking political action. Democracy is therefore people centered and people oriented with no class distribution.

A parsimonious definition of democracy captured the important notion of the uncertainty of political competition is that of Thompson (cited in Tremblay et al 2004: 335) who contended that democracy is quintessentially characterized by the fact that the winners of political competition do not have a guaranteed control over the power that they have won. Therefore, if the losers of political game know that they have a reasonable chance to win in the future then they have an incentive to stay within the rules of the game and accept their long status. When losers think this way then democracy becomes equilibrium because neither the winning nor the losing side of the competition has an incentive to depart from it unilaterally. In line with this perspective, democracy is an organized uncertainty, a political contrivance that is aimed at reconciling freedom with the need for law and its enforcement and a political method by which every citizen has the opportunity of participating through discussion in an attempt to reach voluntary agreement as to what shall be done for the good of the community as a whole. Thus, the following are core democratic values:

Life: A person's right to life can't be violated except if your life or the lives of others is threatened.

Liberty: This includes personal freedom, political freedom, and economic freedom. This is the freedom for people to gather in groups. They have their own beliefs, ideas and opinions. People also have the right to express their opinions in public such as;

1. Personal Freedom - the right to think and act without government control.
2. Political Freedom - the right to participate in political process.
3. Economic Freedom - the right to buy, sell and trade private property and the right to employment without the government interfering.

The Pursuit of Happiness: As long as you don't interfere with others you have the right to seek happiness in your own way.

Common Good: Working together for the welfare of the community or the benefit of all.

Justice: All people should be treated fairly in both the benefits and the obligations of society. No individual or group should be favored over another person or group.

Equality: Everyone has the right to Political, Legal, Social and Economic Equality. Everyone has the right to the same treatment regardless of race, sex, religion, heritage, or economic status.

Diversity: The differences in culture, dress, language, heritage and religion are not just tolerated, but celebrated as strength.

Truth: They should expect and demand that the government not lie to them and the government should disclose information to the people. The government and its people should not lie.

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These clusters of democratic attitudes are durable and form subjective world orientations that are highly resistant to change and are seen as the driving force for rural and community development. Almond and Verba (2001) were the first to systematically consider the concept of civic culture as a means to identify civic cultural attributes which are conducive to durable and stable democracy.

The Nexus between Good Governance and Leadership

Good governance is principled centered on leadership “Governance” is derived from the word “govern”, which means; to rule a country, to control or direct the public affair of a city, control, influence something or somebody and to determine something. Governance is the activity or manner of governing.

In a similar vein, “leadership” is derived from the word “leader”, which means, someone who shows people or something the way to follow, especially by going in the front, to hold and guiding someone or a group of people to a particular direction. Therefore, it is obvious that governance and leadership point to the same thing and that is direction and leading. While there can be no progress without good governance, leadership is the pivot around which good governance revolves. Leaders are people who develop visions of future progress, develop strategies and align people behind them to achieve the visions. A good leader must be able to render selfless service and desist from selfishness; he must make provision for training and empowering his people and encourage self employment; he must be serious with issues that concerns the youths as they are the future leaders and should treat the adults with respect.

Good governance and leadership are concerned with one thing, the good and prosperity of society as a whole. Unfortunately, the model of leadership and governance in Africa has, in the main, disappointed and betrayed peoples’ trust. The attitude of selfishness, desire for power and a drive for money has been very pervasive (Oduunuga, 2003). With this kind of governance and leadership, there is little wonder that economic progress has eluded most of sub-Sahara Africa in much of the post-independence era.

Impact of Good Governance on Rural and Community Development

Good governance is committed to create conditions and effectively promote participatory, consensus oriented, accountable, transparent and responsive government that values the rule of the law. In the context of globalization, the issue of good governance has gained a pivotal concern and has also been given a paramount importance in the Millennium Development Goals (MDGs) and Poverty Reduction Strategy (PRS). Many Asian countries are witnessing rapid developmental changes because of the decentralized and participatory approaches adopted for good governance (Ake, 1996). Good governance in rural development devotes a wide spectrum of idea like the form and nature of local governance and management of rural development programmes/projects and the capacity of local government institutions in formulating and implementing local development policies and programmes. Citizen focus actions are being highlighted for responsive governmental attitudes. This requires good governance and transformative leaders.

However, the principles and values are a key part of both community development and capacity building particularly when they are considered as participatory or inclusive processes. They should be based on respecting people, improving the quality of living, appreciating and supporting cultural differences and being good stewards of the land, water and wildlife. What we do now in communities has an impact on future generations. In order to honor one of the overriding values in community development, which is to leave a positive legacy, care must be taken to add value to every decision and action to enhance sustainability and continuity. The desire is to build capacity and develop communities in a way that enhances all aspects of the community (the total ecology) and is appropriate for today as well as for the future.

Importance of Good Governance, Democratic Value and Transformative Leadership to Rural/Community Development.

Governance is viewed by UNDP as the exercise of economic, political, and administrative authority to manage a country’s affairs at all levels and the means by which states promote social cohesion, integration, and ensure the well-being of their populations. It embraces all methods used to distribute power and manage public resources, and the organizations that shape government and the execution of policy.

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Good governance therefore depends on public participation to ensure that political, social and economic priorities are based on a broad societal consensus and that the poorest and most vulnerable populations can directly influence political decision-making, particularly with respect to the allocation of development resources. Good governance is also effective and equitable, and promotes the rule of law and the transparency of institutions, officials, and transactions of the society.

The goal of good governance initiatives should be to develop capacities that are needed to realize development that gives priority to the poor, advances women, sustains the environment and creates needed opportunities for employment that will enhance rural or community development. The United Nations Development Programme (UNDP) has been at the forefront of the growing international consensus that good governance and community development are indivisible. And we believe that developing the capacity for good governance can be and should be the primary way to eliminate poverty. Notions of good governance and the link between governance and community development vary greatly, however, both in academic literature and among development practitioners. Thus, importance of good governance to community development includes the following;

- The practice of good governance is important because, it enhance development at rural levels which aims at finding the ways to improve the rural lives with participation of the rural people themselves so as to meet the required need of the rural area.
- The retention of public confidence through the enthronement of good governance remains of utmost importance given the role of the industry in the mobilization of funds, the allocation of credit to the needy sectors of the economy, the payment and settlement system and the implementation of monetary policy.
- The good governance helps to provide a set of performance standards against which these actors can be held accountable. Moreover, human rights principles inform the content of good governance efforts; they may inform the development of legislative frameworks, policies, programmes, budgetary allocations and other measures. Thus political actors will work according to the standard which brings community development.
- In fighting corruption, good governance efforts rely on principles such as accountability, transparency and participation to shape anti-corruption measures. Initiatives may include establishing institutions such as anti-corruption commissions, creating mechanisms of information sharing, and monitoring governments' use of public funds and implementation of policies.
- In the realm of delivering state services to the public, good governance reforms advance human rights when they improve the state's capacity to fulfill its responsibility to provide public goods which are essential for the protection of a number of human rights, such as the right to education, health and food. Reform initiatives may include mechanisms of accountability and transparency, culturally sensitive policy tools to ensure that services are accessible and acceptable to all, and paths for public participation in decision-making.
- Finally, they government should encourage civil society and local communities to formulate and express their positions on issues of importance to them.

CONCLUSION

Corruption has generated unimaginable level of poverty. This has further eroded ethics of good governance. Poverty of the vast majority of the populace makes it nearly impossible for them to see their problems clearly, let alone think of the solutions. It makes them vulnerable and easy to manipulate or man over. Due to the fact that poverty is also a weapon in the hands of the political elite for further manipulation and exploitation, it is further perpetuated to maintain the grips of the political elites on the society. Therefore, to promote good governance, sound anti-corruption policies which are devoid of rhetoric must be put in place to achieve a democratic value. In addition, the legislature and the judicial arms of government must be functional and alive to their responsibilities, since a healthy and sound judiciary and legislature are sine qua non for good and democratic governance.

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RECOMMENDATIONS

Having rigorously examined the relationship between good governance, democratic value and transformative leadership as a means to achieve rural or community development in Nigeria, I therefore make bold to recommend as follows;

1. That since democratic governance is the panacea to socio-economic development of the people and is here with us, then, those in the position of public trust should try and turn things around for the betterment of the people's condition and resuscitate the role of democratic governance in promoting socio-economic development, instead of the opposite.
2. That since it was found out that corruption is on top of the list of the factors that impede community development and the essence of democratic governance, corruption should be rooted out in our political scene by first and foremost prosecuting and executing defaulters and confiscating their stolen wealth and properties to set a standard and serve as deterrent for prospective defaulters in every sense. Therefore, corruption should be eradicated from our stream.
3. Again, that since, politics has been identified as the easiest and fastest money making venture and Nigerians will do anything to ensure victory in elections to enable them have access to the public treasury. Therefore, politics should be made less lucrative by ways of allocating fewer resources to these political office holders and their constitutional powers regulated and reduced for administrative efficiency.
4. Effective leadership is required for successful public sector reform. Effective political leadership involves the ability to bring civil society and private sector actors into the reform process. Strategies for improving the capacity of governments, civil society organizations and the private sector to manage systemic changes in unpredictable situations and under market volatility are essential.
5. Finally, that good governance can only be administered by the political office holders and they also alone can bring about socio-economic development which of course is the dividend of democracy and on the line of their duty, they have immunity that allows them to do and undo without restriction even from the law. Therefore, for good Governance to herald community development, these immunity clauses should be tamed, if not removed completely as a way of enabling for a level playing field.

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