

Roles of Local Leaders in Sustaining Community Development Efforts in Nigerian Rural Communities

Obetta, K. Chukwuemeka¹
(chukwuemeka.obetta@unn.edu.ng; +234 803 776 4740)

Asogwa, Michael O.¹
(michael.asogwa@unn.edu.ng; Tel: +234 803 933 2231)

Onah, Beatrice N.¹
(beatnonah123@gmail.com; +234 806 968 0069)

Ugwu, Oliver Onyemaechi¹
(ugwu.oliver@unn.edu.ng; +234 813 167 8971)

Okoye, Onyinyechi E.¹
(onyinyechi.okoye@unn.edu.ng; +234 803 884 7494)

Oyigbo, Dorida Nneka¹
(dorida.nneka@unn.edu.ng; +234 703 773 5597)

Acha, Joseph O.²
(achajoseph5gmail.com; +234 806 322 3005)

¹Department of Adult Education & Extra-Mural Studies
University of Nigeria, Nsukka, Enugu State, Nigeria.

²Department of Continuing Education & Development Studies,
University of Calabar, Calabar, Cross River State, Nigeria

Corresponding Author: Dr. Oyigbo, Dorida Nneka (dorida.nneka@unn.edu.ng;
+234 703 773 5597)

ABSTRACT

In Nigeria, community development entails the implementation of programmes. Such programmes range from health, roads, agricultural to socio-economic development. All these programmes are carried out in rural regions with an emphasis on fair distribution and the creation of benefits. The purpose of this article was to examine the local leadership roles in the maintenance of community development activities in Nigerian rural areas. It provided a broad overview of the concepts of community development and leadership. It also described the sustainability of some Nigeria's rural community development efforts since 1960. It studied the difficulties that leaders have in continuing community development activities in rural areas. Local community leadership should be development-oriented. It should be free of corruption, transparent, and accountable. It should urge community members to participate in the decision-making process by including them in development activities. Above all, while drafting developmental agenda consultations, local leadership should be gender-friendly.

Keywords: rural community development, sustainable development, local leadership, Nigeria

INTRODUCTION

The value of local leadership in community development efforts cannot overestimated. Governance at the community level is referred to as local leadership. Local leaders are well-known and powerful individuals in a community. They contribute to shape, promote, and advance the community's shared vision. Elected officials, strong civic personalities, politically engaged and vocal individuals, local celebrities, and those in critical positions of public service, among others, are examples of such people. Local leaders take ownership of their communities' progress and well-being. Sustaining community development programmes in rural regions is critical to any growing country's economic and social advancement, including Nigeria. Ozor and Nwankwo (2008) stated that the national aim of self-sufficiency and resource management may not be accomplished until the techniques and means of speeding rural development are improved in regions, where over 80% of Nigeria's population live. The resources may exist, but the difficulty with community development efforts is that they lack the practical expertise and technology to put them to good use for rural areas. According to Platteau and Gaspart (2003), the main argument for community-based development is that community members have a better understanding of current local conditions. They know who is poor and deserves assistance, as well as the characteristics of the local micro-environment). The community members are in a better condition to enforce rules, monitor behaviour, and verify intervention actions.

The extent to which Nigeria's comprehensive economic and social development contributes to the well-being of rural dwellers indicates the country's true success. This is due to the fact that most Nigerians live in rural regions. The

intended development is a process of empowerment in which rural communities gain control over their own destiny. the rural communities will therefore realize that they can do something to change their situation. This makes a shift from relying heavily on the government, oil corporations, or other organizations and donor agencies to solve problems on their own. One of the most basic responsibilities of local leaders is to strive for the long-term sustainability of community improvements and growth. The long-term sustainability ranges from provision of clean air and water to health care, education, and arts. It as well involves making decisions that affect individual and communal life.

Community leaders and their engagement in local communities have been the subject of several studies on community development (Ugboh, 2007; Ozor & Nwankwo, 2008; Zaharah & Abu, 2008). A community with good leaders will be able to organize resources for communal development. As such, local communities can succeed once they have active and dynamic leaders who are ready and able to take charge. The leadership of local community initiatives is important because; the quality, inventiveness, and dedication with which they manage their daily activities will lead to the success of communities (Ugboh, 2007). One of the key goals of community development should be to promote local leadership in order to make communities better places to live. The leadership process in the community is a participatory, continuing, and meaningful activity based on human connections (Price & Behrens, 2003). Contemporary perspectives on community leadership, on the other hand, highlight the importance of residents expressing their thoughts and ideas in determining the decisions and policies that influence their lives. Local communities succeed with dynamic and pragmatic leaders who have the willingness and ability to take charge (Aref & Ma'rof, 2009). Also, according to Aref and Ma'rof (2008), local residents frequently cite a lack of capable community leaders as a barrier to community development.

The term "sustainable development" was coined during the World's First Earth Summit in Rio de Janeiro in 1992 (United Nations, 2005). Local and global sustainability are both important. In terms of current and best practices, sustainable development necessitates taking into account both the past and present without comprising the future. Sustainable development finds concerns for social equity and economic growth and development. Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland Commission cited in United Nations, 2005). Sustainability is concerned with the interconnections between human society's economic, social, institutional, and environmental components (Dasgupta, 2007). It is also concerned with the non-human environment. Sustainability is a comprehensive strategy that takes into account the ecological, economic and social components. All of these factors must be taken into account in order to achieve long-term success, which is sustainability. The motivation behind sustainability is that it shows the kind of future communities leave for the next generation.

The primary purpose of this study is to evaluate the present situation of the rural regions and the need for development by looking at the roles of local leaders in supporting the work of governmental agencies, non-governmental organizations (NGOs) and resourceful individuals. However, attempts were made to highlight some of Nigeria's rural community development initiatives, including the numerous government undertakings since the country's independence in 1960, as well as the reasons for their failure.

CONCEPT OF COMMUNITY DEVELOPMENT

Community development is a process in which people of a community join together to take collective action and find solutions to common challenges (United Nations, 2014). Community development describes the efforts of civic leaders, activists, concerned individuals, and professionals to improve many elements of communities, with the goal of making them stronger and more resilient. A typical community development programme strives to enhance rural awareness, gives information on resources, inputs, and infrastructure, deploys technical help, and improves literacy and productivity. It also strives to adopt suitable agricultural technology, and educates prospective volunteers and programme funders.

Community development programmes in developing countries focus on provision of basic infrastructure such as roads, electricity, health clinics, markets, schools, and farm settlements. They are mostly the people's perceived needs. These needs can be met through the concerted efforts of local leaders who feel that rural community development should be a key priority. Community development relieves poverty and achieves national self-sufficiency. Rubin and Rubin (2001) noted that people reinforce the boundaries within their communities, construct social networks, and form their own organizations as part of community development effort to give a longer-term capacity for issue-solving. Local leaders in a have the power to think, decide, plan, and act in bringing out best strategies that will improve the lives of community members. As such, any community development programme should provide equal weight to economic and individual progress in order to achieve its intended balance, continuity, and sustainability.

Community development is a continual process which improves the community's quality of life (Rubin & Rubin, 2001). It helps the community members to bring about change in their lives by developing their capacities and potential

to improve their well-being and quality of life. This change in people's lives is usually driven by the power structure in the community. However, only competent community development administrators, and devoted and passionate community leaders could accomplish this. Therefore, local leaders in the various communities are the foundation of all successful community development projects (Ozor & Nwankwo, 2008). Community leaders are interested in and influential in their communities' development. Therefore, community leadership is essential for completing effective, long-term rural community development programmes.

Citizen engagement in rural community development is a strategy that strengthens communities (Flora, Flora & Fey, 2004). Citizens need to be involved in community decision-making. There must be engagement of local people in the development process. Engaging the citizens will change the character and direction of development interventions and result in a sort of development that has the support and recognition of local people. Rural community development refers to a variety of approaches and practices that improve the welfare and livelihoods of rural dwellers. These initiatives and practices focus on social concerns, such as rural roads, electrification, and technology for the improvement of agricultural productions (United Nations, 2014).

Rural community development sustainability is critical in emerging nations like Nigeria because farming employs a big portion of the people. As a result, governments, organizations, and agencies interested in community development have developed and implemented a variety of rural community development strategies. Experts from outside the community, such as government officials, NGOs, and international organizations, have been in-charge of encouraging rural community development. This has sparked a prolonged debate regarding the participation of the rural people in making their own decisions. Current practices on rural community development affect community capacity building, sustainable development, faith-based community development, community-based participating research, community organizations and participating planning. This is because; they most of the time fail as there were no scientific and empirical studies of the target rural communities which should guide the programme implementation. Some rural communities in Nigeria have been restive as a result of their lack of participation in decision-making on development efforts in their communities (Ovwigho & Ifie, 2004). Also, governments have been unable to address the crises since no accurate baseline research on the concerns of such rural populations existed prior to the introduction and implementation of development initiatives.

The total absence of research in rural areas has posed major challenges to the development of Nigeria's rural areas. Rural communities have continued to be neglected as a result. They are severely undeveloped, and poverty has persisted despite abundant resources. Ozor and Nwankwo (2008) emphasized that most of the communities have been unable to develop owing to a lack of practical insight and technology to activate them for people's collective good. Rural community development is approached through local leaders, who function as project pioneers, assist in inspiring and motivating their people to take action. Influential local leaders should be involved in any rural community development initiative for it to be effective. As a result, every agency or group proposing a community development initiative must first "clear" with the powerful local leaders. The process is known as legitimization.

Rural community development entails taking steps to investigate the internal and external reasons of rural communities' under-development. It also includes activities taken through essential public policies and well-articulated programmes to eliminate poverty in rural communities by providing infrastructure such as power, housing, road and bridge building, and rural water supplies, among other things. To enhance the lives of rural people, further development initiatives could include expenditures in basic education and health-care delivery. To stem the flood of rural-urban migration, the building of an environment conducive to prosperity and employment growth should be prioritized. The objective of development in rural communities should always be agricultural extension services, with a concentration on modern technology. The extension services help to employ a significant number of jobless youths. Agriculture is the rural people's economic backbone, but they also require education, work, adequate housing, medical care, power, roads, and other forms of communication, as well as entertainment and social interaction facilities.

The major approach for completing the objectives of development plans and so have a positive influence on the people's needs in rural areas is to effectively manage and sustain development initiatives and projects. Local leadership is the avenue for managing and sustaining development efforts and programmes in Nigerian rural communities. Developing rural communities entail investigating the factors that contribute to rural communities' under-development. It also includes activities taken through essential public policies and well-articulated programmes to eliminate poverty in rural communities by providing infrastructure such as power, housing, roads and bridges, and rural water supplies, among other things. Other development measures include investments in basic education and health-care delivery to improve rural people's lives and reduce newborn and maternal mortality and illnesses. To stem the flood of rural-urban migration, the building of an environment conducive to prosperity and employment growth should be prioritized.

The effects of all of the initiatives have not been completely seen in rural regions (Abah, 2010).

There is poor provision of infrastructure such as reliable source of clean drinking water, power, and feeder roads. Rural areas are now inappropriate for young school graduates to live in as a result of this poor situation. Since Nigeria's independence in 1960, various governments have made several attempts and used varied techniques to help rural areas thrive. Among the initiatives are: National Accelerated Food Production Programme (NAFPP) of 1972; Operation Feed the Nation (OFN) of 1976, Directorate for Food, Road and Rural Infrastructure (DFFRI) of 1986, Peoples' Bank of Nigeria (PBN) of 1987, Better Life Programme for Rural Women (BLPRW) of 1987, Community Bank (which metamorphosed into Micro Finance Bank, (PB/MFB) of 1990, and Mass Mobilization for Self-Reliance, Social Justice and Economic Recovery (MAMSER) of 1990. Other initiatives include National Agricultural and Land Development Authority (NALDA) of 1991; Family Support Programme (FSP) of 1994, and National Poverty Eradication Programme (NAPEP) of 2001.

Despite all of these efforts, the rural population did not profit much from these rural community development programmes (Olayiwola & Adeleye, 2005). One of the key reasons for the failure of Nigerian government's initiatives in rural communities to achieve their aims was lack of meaningful leadership. Non-consultation of local people while proposing policies as well as non-participation of the people in the community development project implementation, are other reasons why the programmes failed. The traditional procedure has been for government officials to be in office, promoting slogans and demonstrations for the general public (Obetta & Okide, 2011).

Force is ineffective in achieving long-term community development. It occurs when all actors participate and share their ideas, visions, and responsibilities in the direction and implementation of their community development efforts in a fair and democratic manner (Ajayi & Otuya, 2006). One of the approaches for generating sustainable rural community development is to provide all members of the community an equal opportunity to think about and plan their own future. This emphasizes the importance of strong leadership at the community level in order to channel rural people's efforts towards development of their own communities.

CONCEPT OF LEADERSHIP

Leadership is essential for any society's existence. Leaders need to comply with societal norms to maintain community order and health. Northouse (2007) stated that leadership is a process of inspiring a group of individuals to achieve a common goal. Rowe (2007) stated that leadership inspires others to pursue the leader's vision within the parameters set for them. Leadership is associated with decision-making. It is as well inspirational and energizing (Rowe, 2007). Leadership influences both emotional and cognitive reasonings. Leaders inspire followers to willingly sacrifice their own interests for the greater good (Yukl, 2010). Leadership maximizes the efforts of others in order to attain a goal (Cherry, 2015).

Characteristics of a Good Leader:

Government, local communities, industry, and a variety of other groups and organizations rely heavily on good leadership to influence the living conditions of the people they serve. The first step in becoming a successful leader is to have a fantastic idea and put together a team to make it a reality (Bass & Bass, 2008). In a related development, Charry (2012) identified the following leadership characteristics:

- i. Flexibility: To survive and develop a new means to achieve the target goals, a successful leader must be able to alter cause to suit the current scenario.
- ii. Communication: A leader should be able to communicate effectively with their subordinates by expressing their opinions and empowering them by outlining the group's goal and demonstrating how to achieve it.
- iii. Courage, tenacity, and patience: A good leader must have the courage to stand up, the tenacity to resist pressure and intimidation, and the patience to persevere until his objectives are met.
- iv. Humility and presence: A good leader should be able to communicate with and listen to people of the community, as well as show respect for them by being honest, harsh but fair, and having integrity.
- v. Accountability: A leader must constantly be accountable and willing to accept responsibility.

Functions of Local Leaders:

A leader should be able to set the group's goal, make plans, motivate and inspire subordinates, oversee performance, and perform a variety of other tasks. The following are crucial leadership functions, according to Lamb (2013):

- i. Teamwork development: A good leader helps their team to grow as a unit. A leader's job is to establish a welcoming environment by observing their community's competences, needs, and future skills.
- ii. Serves as a representation of the people: A good leader serves as a spokesperson of their community. They serve as a connection between the community and the government by, communicating the community's issues and grievances to the government when needed.
- iii. Serves as a counselor to the people: A good leader serves as a counselor to the people in their community. A leader leads and counsels their subjects on their needs and the best ways to attain the desired goals.

- iv. Acts as time manager: One of a leader's most essential responsibilities is to manage time. This is to ensure the timely completion of development projects at various phases of development. Time management also helps to ensure the quality and efficiency of development efforts.
- v. Appropriate use of authority: A good leader should be clever and observant enough to know when and how to utilize their power in connection to their subordinates, depending on the circumstances. They might utilize reward, coercion, authority, as well as official and informal power, to encourage their subordinates to have a happy attitude.

Types of Leadership Styles:

Based on the followers, there are many forms of leadership styles. A leader's style describes how they direct, motivate, guide, and manage groups of people. Leadership style is a collection of behaviours that a person intentionally adopts depending on the context (Johnson, 2016). The following are some of the leadership styles that have been identified:

- i. **Autocratic leadership:** An autocratic leader is a transactional leader that exercises significant control over their subordinates. Even if the proposals are in the best interests of the community or organization, subordinates are given little opportunity to make suggestions. The majority of people despise being handled in this manner. When an autocratic leader is in throne, people do not benefit from the creativity and experiences of community members; hence, the benefits of cooperation are lost (Cherry, 2015).
- ii. **Democratic leadership:** Subordinates are involved in decision-making in this form of leadership. The democratic leaders are ultimately accountable. They are recognized for delegating powers to others, who decide how tasks are carried out. Democratic leadership comprises justice, competence, innovation, bravery, intellect, and honesty (Cherry, 2015).
- iii. **Strategic leadership:** The military services, such as the Army and Air Force use this approach. It emphasizes the competitive aspect of running a business and the need of being able to outsmart the competitors (Santrock, 2007).
- iv. **Transformational leadership:** A transformational leader bring change in their communities. They need a variety of abilities. They are strongly linked to charismatic and visionary leadership (Gill, 2010).
- v. **Charismatic leadership:** A charismatic leader uses their revolutionary power to inspire others. The leadership style entails a shift in followers' attitudes and views (Bell, 2013).
- vi. **Visionary leadership:** A visionary leader is an outstanding leader who always turn their dreams into reality (Goodnight, 2011). All outstanding leaders have the ability to see the big picture. Alexander the Great, for example, had a clear concept of how to run an empire.
- vii. **Laissez faire leadership:** This is a French expression that implies "let them do what they want". A laissez faire leader delegates tasks to their subordinates. The leader can accomplish their tasks if the staff are extremely skilled and competent. In this type of leadership style, their subordinates are not under the leader's command (Ololube, 2013).
- viii. **Facilitative leadership:** A facilitative leader relies heavily on measurement and results. The leader is primarily concerned with assisting organizations in their management process. A facilitative leader monitors group dynamics, makes recommendations and interventions to help the group establish a consensus (Chaudhry & Javed, 2012).
- ix. **Transactional leadership:** This type of leader constantly maintains the status quo. They incorporate an exchange mechanism, in which followers receive immediate and concrete incentives for following the leaders' orders (Chaudhry & Javed, 2012).
- x. **Servant leadership:** A servant leader leads at the level of their subordinates by providing their needs. Servant leadership, like democratic leadership, involves the entire team in decision-making. Servant leadership is a critical system in a society where values are becoming increasingly essential. Servant leaders gain influence by promoting their beliefs and goals (Bell, 2013).
- xi. **Team leadership:** Team leaders work with the hearts and minds of all the people engaged. They also recognize the significance of collaboration (Bell, 2013).

ROLES OF LOCAL LEADERS IN COMMUNITY DEVELOPMENT EFFORTS

Leaders get results when they are in-charge of the followers. People will back a leader up if results are obtained, even if they do not like how the leader got them. All the flair in the world would not be enough to keep people for long if there were no results. This is true, for example, of a Scout troop leader, a sports team leader, a political party leader, a community leader, and government agencies. Leaders are required to accomplish five essential obligations in order to be effective (Ibara, 2010). They are as follows:

- i. **Environmental understanding and interpretation:** A good leader should be able to feel what is coming up ahead, to spot opportunities that should be pursued, and be able to spot risks before they manifest. Leaders can only see what they have seen previously. Their perspectives and visions are restricted by their past experiences. Effective leaders learn from the mistakes of the past in order to avoid repeating them. At all levels of government, leadership must be concerned with both the present and the future (Lamb, 2013).
- ii. **Formulation of winning strategies:** A good leader provides the best winning strategies in order to achieve positive results. A good leader outline what communities would do in order to attain a certain goal, as well as the methods and methods that will be used to reach that goal. Strategic plans specifying who will accomplish what, with which

resources, when, and all other specifics that enable for effective and efficient capital and personnel allocation and coordination are frequently followed by the “what” and “how” (Ololube, 2013).

iii. ***Brilliant strategy execution:*** Strategies are valuable once they are executed successfully. Brilliant strategies are crucial to a leader’s success. However, many strategic planners lack the attention necessary to concentrate on the nuances of community development. A good leader develops strategies based on a thorough grasp of their communities and how they operate. These leaders are as persistent in their execution as they are in their strategic development (Wolinski, 2010).

iv. ***Results monitoring and strategic adjustments:*** Under this strategy, the rules are beautifully implemented. Leaders are aware of the potential flaws in any plan. They take pains to monitor the results in a methodical and comprehensive manner. They are constantly ready to make adjustments or to modify the approach. A good leader is aware of the limitations of strategic plans. They are aware of the limitations of strategic plans. Therefore, a good leader strengthens their awareness to contradict information when they embrace new strategies (Charry, 2012).

v. ***Building community/group capabilities:*** A good leader acts both in the short and long term simultaneously. A good leader invests time, efforts and money in developing their community’s core competences, management and leadership skills. The Leader contributes to the resource pool. A good leader does not liquidate critical capabilities for short-term operational success (Lamb, 2013).

vi. ***Community leaders maintain peace.*** They always invite people to participate in community development and organize them for it. Community leadership should always be the link between the community and outside world. However, despite the multiple roles played by local leaders in maintaining rural development initiatives, several variables have been recognized as contributing to leadership failures in sustaining efforts by the government, non-governmental organizations, and donor agencies to improve Nigeria’s rural areas.

FACTORS MILITATING AGAINST THE EFFORTS OF LOCAL LEADERS IN SUSTAINING RURAL COMMUNITY DEVELOPMENT PROGRAMMES

The following are significant factors that have been identified as impediments to successful local leadership in community development programmes:

i. ***Incompatibility of government policies with community development programmes:*** In Nigeria, community development programmes are traditionally benefited from government’s financial and technical aid in some form or another. However, if a community’s programme does not align with the government’s goals to improve rural community development, the community may be denied access to such community’s programme.

ii. ***Inadequate funding for community development projects:*** Many wonderful initiatives that were formed in communities have been thwarted due to a lack of money (Ugboh, 2007). In many towns, there are always numerous financially-stranded projects due to lack of finances.

iii. ***Poor programme implementation:*** Community leaders’ initiatives are usually handled badly. As a result, people at the grassroots are deterred from engaging in future initiatives (Platteau & Gaspart, 2003).

iv. ***Discrimination against women in leadership positions:*** Discrimination against women, is severe impediment to local leadership. Local leaders’ roles in rural community development are influenced by their gender (Ugboh, 2007). In many communities, Women are not allowed to hold leadership positions. Ajayi and Otuya (2006) attested that majority of women are socially, culturally and politically excluded from community planning and decision-making processes.

v. ***Local officials’ failure to include community members in the community projects’ planning and execution:*** Community people are frequently excluded from the design and implementation of community development programmes in their neighborhoods (Ugboh, 2007).

CONCLUSION

Leadership is a key method for enabling communities to respond to community development initiatives by actively participating and taking on new responsibilities. Local leadership in Nigeria has played an important role in maintaining rural community development projects. The important roles include:

- i. Making judgments on a variety of topics that impact the community and necessitate an integrated strategy.
- ii. Acting as a point of contact for financial and technical assistance from governmental and non-governmental organizations, as well as the general public.
- iii. Assessment of project monitoring to ensure correct execution.
- iv. Fundraising for community development initiatives through levies, contributions, and launches, among other methods.

However, local leadership’s ability to achieve outcomes in rural community development are usually hampered by the incompatibility of government policies with community programmes, poor funding, poor programme execution, and gender prejudice, among other issues. As a result, in order to accomplish long-term community development in rural areas, specific and intentional measures should be implemented to address some of the issues that have previously been highlighted as posing a threat to local leadership roles in community development. Committed leaders need to be recruited for rural community development programmes. The leaders need to be given tasks to promote the well-being

of the community members. Furthermore, the decision-making process for community development programmes should include every member of the community. The inclusion of community members in the decision-making process will enhance the project's long-term viability in terms of security, acceptance, use, and people's connection, particularly those that will improve the socio-economic lives of individuals and communities.

Egotistical, corrupt, inexperienced, and visionless leaders in rural communities should be avoided at all costs. Leaders need to be creative, skilled, and capable of guiding their followers through the process of conceiving, developing, and executing rural socio-economic development ideas and programmes. They should understand that they are there to help people perceive the initiatives as their own. They should also ensure that the people are adequately involved and motivated. Leaders who are far-removed from common people and those who lack accountability, transparency, and responsibility should be avoided at all cost. Instead, a well-organized system should be put in place to monitor the operation of rural-related programmes.

REFERENCES

Abah, N. (2010). *Development administration: A multi-dispensary approach*. Enugu: John Jacob Classic.

Ajayi, A. R. & Otuya, N. (2006). Women's participation in self-help community development projects in Ndokwa Agricultural Zone of Delta State, Nigeria. *Community Development Journal*, 4(2), 189-209.

Aref, F. & Ma'rof, R. (2008). Barriers to community leadership in tourism development in Shiraz, Iran. *European Journal of Social Sciences*, 7(2), 172-178.

Aref, F. & Ma'rof, R. (2009). Community leaders' characteristics and their effort in building community capacity for tourism development in local communities. *International Journal of Business and Management*, 4(10), 187-193.

Bass, B. & Bass, R. (2008). *The bass handbook of leadership: Theory, research and managerial application*. New York: Simon & Schuster.

Bell, R. M. (2013). Charismatic leadership: Case study with Ronald Reagan as exemplar. *Emerging Leadership Journal*, 6(1), 66-74.

Charry, K. (2012). *Leadership theories: 8 major leadership theories*. Retrieved from <http://psychology.about.com/od/leadership/p/leadtheories.htm>

Chaudhry, A. Q. & Javed, H. (2012). Impact of transactional and laissez faire leadership style of motivation. *International Journal of Business and Social Science*, 3(7), 258-264.

Cherry, K. (2015). *Leadership styles*. Retrieved from <http://myweb.astate.edu/sbounds/AP/2%20Leadership%20Styles.pdf/gt>

Dasgupta, P. (2007). The idea of sustainable development. *Sustainability Science*, 2(1), 5-11.

Flora, C. B., Flora, J. L., & Fey, S. (2004). *Rural communities: Legacy and change*. 2nd Ed. New York: Weatview.

Gill, E. (2010). What is democratic/participative leadership? How collaboration can boost morale. Retrieved from <http://online.stu.edu/democratic-participative-leadership/>>

Goodnight, R. (2011). Laissez-faire leadership. *Encyclopedia of Leadership*. London: Sage.

Ibara, E. C. (2010). *Perspective in educational administration*. Port Harcourt: Rodi.

Johnson, R. (2016). *5 different types of leadership styles*. Retrieved from <http://smallbusiness.chrom.com/5-different-types-leadership-styles-17584.html>>

Lamb, R. (2013). *How can managers use participative leadership effectively?* Retrieved from <http://www.task.fm/participative-leadership>.

Northouse, P. G. (2007). *Leadership: Theory and practice (3rd Ed.)*. London: Sage.

Obetta, K. C. & Okide, C. C. (2011). Rural development trends in Nigeria: Problems and prospects. *International Journal of Research in Arts and Social Sciences*. 3; 1-22. Retrieved from http://www.academicexcellencesociety.com/rural_development_trends_in_nigeria_problems_and_prospects.pdf

Olayiwola, L. M. & Adeleye, K. (2005). Rural infrastructural development in Nigeria between 1960 and 1990: Problems and challenges: *Journal of Social Sciences*, 11(2), 32-39.

Ololube, N. P. (2013). *Educational management, planning and supervision: Model for effective implementation*. Owerri: Springfield.

Ovwigho, B. O. & Ifie, P. A. (2004). *Principles of youth development: A reference manual for developing countries*. Lagos: Excel.

Ozor, N. & Nwankwo, N. (2008). the role of local leaders in community development programmes in Ideato Local Government Area of Imo State: Implication for extension policy. *Journal of Agricultural Extension*, 12(2), 63-75.

Platteau, J. P. & Gaspart, F. (2003). Disciplining local leaders in community-based development. Namur (Belgium): Centre for Research on the Economics of Development (CRED). Retrieved from <http://siteresources.worldbank.org/INTPUERV/RESOURCES/Platteau3.pdf>.

Price, R. H. & Behrens, T. (2003). Working Pasteur's quadrant: harnessing science and action for community charge. *American Journal of Community Psychology*, 31(3&4), 219-223.

Rowe, W. G. (2007). *Cases in leadership. Thousand oaks*. Chicago: Sage.

Rubin, J. & Rubin, S. (2001). *Community organization and development (3rd Ed.)*. Boston: Allyn and Bacon.

- Santrock, J. W. (2007). *A tropical approach to life-span development*. New York: McGraw-Hill.
- Ugboh, O. (2007). Gender differences in the role of local leaders in rural and community development in Delta State, Nigeria. *Pakistan journal of Social Sciences*, 4(4), 453-539.
- United Nations. (2005). *Sustainable development issues*. New York: United Nations.
- United Nations. (2014). *Community development*. University of Florida: Community Development Series.
- Wolinski, J. (2013). *Levels of decision making in the workplace*. Retrieved from <http://managementhelp.org/blogs/leadership/2010/04/21/leadership-theories/>.
- Yukl, G. A. (2010). *Leadership in organization (7th Ed.)*. New Jersey: Pearson Prentice Hall.
- Zaharah, H. & Abu, D. S. (2008). Women leadership and community development. *European Journal of Scientific Research*, 23(3), 361-372.