

LEADERSHIP CAPACITY AND NATION BUILDING

By

Author: Dr. Sabo Robert. Bingham University Karu

Tel: 08135255633.

Email: saboroberts2004@yahoo.co.uk

Abstract:

The greatest challenge a country could face is that of capacity for good governance and integrated inclusiveness to drive development. The capacity to govern is the foundation for good governance and a deterrent to social vices and national crisis. Institutional capacity is capable of driving and enhancing performance, adaptability to strain and stress stability of the system polity. Government officials and political office holders need to understand the basic role of stability, equity and fairness in national development. Until they have capacity to adhere to democratic values such as non-discrimination, equity, accountability, transparency, reliability and the rule law, very little will change for the better and the citizenry will continue to wallow in pain. This paper relied on quantitative test, a measurement of state capacity primarily using David Collier's and Robert Adcock four step framework. The aim of this paper is to highlight capacity needed in Nigerian State for the State to effectively function. The paper further identifies certain problems emanating from the ineffective discharge of responsibilities by public office holders as a result of lack of capacity and how capacity deficits in governance promote social problems and hinder national development. The outcome is to ensure capacity building in both public and private governance.

KEY WORDS: Governance, human capital development, leadership, state capacity

Introduction

Capacity is often considered as the ability to do something. Capacity can be view as the potential of things, individuals or groups (Newmann Kings and Youngs, 2000) or has a habit of mind.

Stoll (2009) define capacity as a “quality that allows people, individually, and collectively, routinely to learn from the world around them and apply this same lesson to new situations so that they can continue on a path towards their goals in an ever-changing context”. The concept of capacity as described by Newmann *et al.* (2000) can also be applied to various entities allowing for construction, interpersonal and organizational capacity (Mitchell and Sackney, 2001, 2011). However, this paper adapted the concept of personal capacity in respect to the state, as an amalgam of all the embedded values, assumptions, beliefs, and practical knowledge that public offices holders carry with them and of the network and knowledge source with which they connect. However, it is imperative to understand that nations are important part of modern society, therefore nations just don't happen by historical accident,

rather they are built by men and women with vision and resolve. Nation building is a deliberate state craft, not a chance or share luck. Due to the dynamic nature of State building, nation building is work in progress, nation building never stops or rest, but continue to involve building, Political entity, Institutions, and a common sense of purpose and share destiny. The capacity of country's founding fathers will be to some extent, equally proportional to the fertility of the country's political system. Therefore, what drives a country to her desired destination is not only economic boom, but the capacity of its institutions and political leadership.

State capacity is a critical concept in political Science, especially within the context of good governance. Yet there are few, if any, good measure of it. Reflecting on this situation, Francis Fukuyama in a commentary in Governance called for a better conceptualization in order to salvage the "poor state of empirical measures of the quality state, that is, executive branches and their bureaucracies (Fukuyam 2013: 347).

The preamble of the International Covenant on Economic, Social and Cultural Rights states that: "recognizing that, in accordance with the Universal Declaration of human Rights, the ideal of free human beings enjoying freedom from fear and want can only be achieved if conditions are created whereby everyone may enjoy his economic, social and cultural rights, as well as his civil and political rights" (United Nations Human Rights, Office of the High Commissioner 1996-2017). The preamble continues, to enjoy freedom from fear and want, state actors should have the political will and become signatory to the covenant and equally ratify it. Interestingly, Nigeria is a signatory to this Convention (fact sheet 5, the International Bill of Rights. 1960). therefore, looking at what government is and her role in the society, government is a system in which a state or community is controlled. Government is the means by which policy is enforced, as well as the mechanism to determining the policy of the state. John Healey and Mark Robinson 1995) define Government as follows, "it implies a high level of organizational effectiveness in relation to policy – formulation and the policies actually pursued, especially in the conduct of economic policy and its contribution to growth, stability and popular welfare". Good governance also implies "accountability, transparency, openness, participation and the rule of Law". Government is a group of people who control and make decisions for a country, state, etc. According to Dr. Harold Damerow" Government is responsible primarily for making public policy for the entire society" He further said that Government is the steering mechanism for a given society; it formulates the policies that keep a particular society heading in the right direction". Is that the case in Nigeria? in terms of governance. For instance, Elections in Nigeria are no longer the true platform for interest group to actualize their goals and meaningful development, but rather elections have become vehicle for 'ethnic census'. More often, Nigeria not an exception, government provides policies that keep a particular section of the society heading in the firth direction," According Dr. Harold, then, right policies of government can actually do away with national travails in national public life. It is imperative that public office holders understand the basic requirement in building a State and the art of engagement for a responsive society. This could

simply mean; What would make a State, fail State is within the State. Therefore, until indicators for good governance and “Justice” are taken seriously by the Political class, the travail will continue. The author in this paper will try to highlight the indicators for good governance and as well test them to verify State capacity that has measurement validity (Hui, 2005; Tilly 1992). Rational choice inspired theories.

BASIC CONCEPT

First of all, there are fundamental issues that should be focused on; the first is the issue of the nature of the state and social domination, and understanding the role of government or state in a Political system. And a where the State’s relationship with others. This could simply mean the state's relationship to other forces. The third role of government or state in a Political system.

We may ask, how autonomous is the State in the context of State relations within other forces. In line with the autonomy of the State. Macheal Mann insisted that the power of the elites and is not unidimensional. According to Mann (Vol, 25.2. Tending the roots: Nationalism and populism, 1984) despotic power, the range of action which the elites is empowered to undertake without routine, institutionalized negotiation with civil society groups”, the capacity of the state is to effectively penetrate civil society and to implement logistically Political decisions throughout the tenure of the government.

Going by Weber’s definition of the state, it tends to conceive it as unique and separate from an often undifferentiated civil society. In his studies of the third world, Joel Migal (1988) argued against this conceptualization and proposed in the state-in-society model (Migal2004). the state is one actor among the many social forces that seek to “mobilize followers and exercise power” these interactions between state and social force usually results to:

- i. Total transformation of the society, as the state penetration leads to the subjugation of social forces and the state domination.
- ii. State incorporation of existing social forces, as the state appropriates existing social forces.
- iii. The incorporation of existing social forces into the state, as existing dominant social forces Adapt to the state’s presence and thereby prevent revolutionary changes in the style of domination.
- iv. Lastly, the state might ultimately fail in penetrating society, with little trans formative effect upon the society or itself (Migla 2004). Unfortunately, not the case with Nigeria at the moment.

The third most important focus in this concept is the role of the state in a political system, as earlier mentioned, looking at the role of government, a government is the group of leaders

responsible for making political decisions, it might be a presidential administration, the ruling party or coalition of parties, controlling the prime ministry. Usually, regime described the formal and the informal organization of the center of political power. This brings to mind what holders of power do to make the state to penetrate into the society or fail to have any effects on the society. Therefore, regime may change without a complete breakdown of social order whereas failure is associated with widespread violence and unlawful or lawless behavior (Rotberg 2004:2-3). In effect, the continuous state of violence, disregard for the rule of law by public officials and breakdown of law and order in Nigeria is a direct indication of state capacity failure, where institutions of government blatantly disobeying Court order.

CAPACITY

A capacity is the maximum level of output that a company, machine, persons sustain to make a product or provide a service. Planning for capacity requires management to accept limitations on the production process. No system can operate at full capacity for a prolonged period; inefficiencies and delays make it impossible to reach a theoretical level of output over the long run, capacity becomes the catalyst for optimum output.

According to John J. Gargan (1980:652) Capacity is “the ability of an organization to do what it wants to do” and also, is the ability to meet requirements and to satisfy expectations, and Eisinger (2002, 117) state that “it is a set of attributes that help or enable organization to fulfill its mission”.

It has been observed that whenever a system or those in authority do not have capacity, the state and its institutions experience the following;

- a. The spread of protest and industrial action becomes common place;
- b. The personalization of politics
- c. Political violence
- d. Possible economic meltdown
- e. The institutionalization of corruption
- f. Disconnect in institutional synergy
- g. Increase on National poverty line.

More often, because of failure of governance and capacity in leadership, the state experience untold hardship, and unending crisis, that usually birth to a national problem, such as financial meltdown, social turbulence, structural or economic uncertainty. When a leader of any given state or organization is void of capacity to govern in one way or the other, the outcome will be devastating, resulting in hardship, and failure of good governance. As was clearly stated by David Easton, “Politics is the processes by which scarce resources (human, material and spiritual) are allocated within social unit for the purpose of providing for human needs and desire” David Easton October 12, 2014). It is the material, human and spiritual for the need of citizens.

The capacity of a leader will always provide him with the knowhow of governance and yielding to the rule of law. Hence a platform is also set for effective functioning of private sector, enhancement of civil society, markets and the citizen's welfare. It is a known fact, that Nigerian political class are not void of good policies for her citizens, however, hardly would they be able to perform and meet the expectations and the set goals. Why? Capacity problem.

The Nigerian political class are understandably seen as advanced and proactive in the African context politically, not void of good intentions for her citizen, but hardly would they be able to perform and meet citizenry expectations and the set goals. The unfortunate slow progress in Nigeria's development is a function of low capacity. Majority of Nigerian Political leaders are inept.

OPERATIONALIZATION OF SOME KEY CONCEPTS

It is imperative to acknowledge that the first indicator of state capacity is compliance. High capacity state can guarantee greater compliance than low level capacity states. There are many forms of compliance behaviors that could be used as an indicator's for state capacity. Dominating is an expensive inter-piece which will require men and money and the level of resource mobilization by the state determines its capacity for it. (Fukuyama 2011: 470; CF. Levi 1988: 1)

It is understandable to observe that a common approach to measuring the capacity of a state is to look at the amount of taxes she collects, because this approach has merit. (Fukuyama 2013;353. Lieberman 2002; CF Persson 2008;30-33). take for instance, if you look at the history of the state, China and Europe had increased its scope to effectively mobilize more resources. Usually state is broken into units with various functions for the overall goal of the state. These functions could be for effective monopoly of violence (coercive function) the security agents and the military need to have resources extracted from society (extractive function), which will be enhanced by effective bureaucracies that coordinate with other elements of the state that constrain them (control function), this is usually happen with some level of consent (legitimization function); among other functions, "the state capacity to mobilize and extract financial resources is the core of state capacity and the foundation for the state's ability to realize its other capacities" (Wang and Hu 2001;27 Cf. Levi 1988:1) when I said capacity for taxation as a measuring indicator, could also means that not only the capacity of the state to tax, but also willingness. That requires policy as much as capacity to implement the policy. Not as we often see in most developing nations and Nigeria where political will to implement policies becomes difficult. Today, there are so many policies in Nigeria that has not been implemented, examples are National Education policy, Health care policy and many others. This lack of implementation is due to so many factors:

1. Corruption and poor political leadership
2. Lack of political will

3. Unrealizable policy goals
4. Lack of continuity by new regimes.

Also, natural resources rent is another area where the capacity of the state can be measured. Often elite in those countries need coercive capacity to guard the resources, because taxation as a percentage of the economy is ultimately a measure of the comparatively easy collection of taxes. From 1999 and 2007 the average size of the shadow economy, the legal production of goods and services that are kept secret from authorities, across 162 countries was about one third of the official economy (Schneider, Buehn and Montenegro 2010). the point we are making is that there is discrepancy between official economy, which is often used for tax assessment, but the much larger actual economy make taxation as a measure of state capacity difficult. It is only the information that is declared is been used by the authorities but the capacity of the state through its various function may extensively reduce the deference between official economy and shadow economy. Over the years' authorities in Nigeria has not shown the capacity to reduce the deference between official economy and shadow economy.

As in operationalization, state have the compliance capacity on taxation and the state do have the capacity to penetrate the society and regulate the economy. It is the measure of the ability of the state to dominate, i.e coax compliant behaviour from individuals of a particular geographical settings or territory.

For emphasis seek, on the state compliance capacity, let us look at some examples briefly illustrated by . Schneider et al (2013) 'calculate the size of shadow economy as a percentage of the official economy, i.e, the legal economic activities account for in national statistic. For example, the shadow economy was in the five-year period between 2003 and 2007 on average 34,3 % of the official economy, i.e legal economic activity accounted for in official economy in Albania. This data makes it possible to calculate the tax compliance of citizens engaging in legal economic activity between 2003 and 2007 the Albania state was the only able to regulate, and thereby tax, about 75% of legal economic activity. On a scale from 0 to 1, the tax compliance in Albania was 0.748'. some of the top countries are: Switzerland, United State, Luxembourg, Australia, Japan. Macao, New Zealand United Kingdom, China, and Singapoe. In short, the ability of the state to dominate, I.e. coax compliance behavior from, the individuals of a particular territory- as operationalized as tax compliance.

TESTING SOME INDICATORS

For the purpose of testing the measure of state capacity, I used governance as an indicator, because development is a dependent variable used or measure by United Nation (UN) Human Development index. Human development, as a measured by the Human Development Index, is a result of willingness of government and capacity to provide public goods. The research on governance focuses it explanation on factors that drive development. This now becomes

useful in the test of state capacity analysis. The value of the proposed indicator lies in its measurement validity not link with outcome. Let me narrate some instances, China and India development performance. China often scores worse than India on these measures, though development performance has been consistently better since the creation of respective countries, therefore, China and India are critical case study; the operationalization should account from some China's sudden capacity to provide public goods (Teorell *et al.*, 2013), (2010 Human Development report.)

Governance is critical to any meaningful development, that is why governance indicators are drawn from the ICRG Quality of Government (QoG), TI's Corruption Perception Index (CPI) and WGI. All to measure part of governance that should relate extensively with high levels of state capacity, such as, the rule of law, effective bureaucracy and low levels of corruption. Tested indicators; quality of public services, quality of civil service and the degree of its independence when politically pressurized, quality of policy formulation and implementation, government integrity to commitment to policies formulated. This therefore brings to mind the three dimension of quality of Government, which are as follows:

- i. corruption
- ii. law and order
- iii. the Quality of bureaucracy.

This now implies, higher quality of government may be on scale from 0-1. the globally the mean is 0.53 (n=139), and 0.86 (n=23) in West.

TI's corruption perception Index (CPI) highlight corruption in the public sector, where corruption is defined as the abuse of public office for private gain. The scores range between 0 and 10, where higher number indicate lower perceptions of corruption. the global mean score is 3.98 (n=181) and the Western mean is 7.65 (n=23). (Kaufmann, Kraay, and Mastruzzi 2010b: 4):

In a related development, the WGI measure three aspects of governance (Kaufmann, Kraay, and Mastruzzi 2010b: 4): which are as follows:

- (a) The process by which governments are selected, monitored and replaced; highlighting, Voice and accountability, Political stability and absence of violence/terrorism.
- (b) The capacity of governments to effectively formulate and implement sound policies; meaning government effectiveness and regulatory quality.
- (c) The aspect of citizens and the state for the institutions that govern economic and social interactions among them; rule of Law and control of corruption.

It is therefore, an all well- rounded measure of a country's development level, reflecting both willingness of government, as well as the ability of the state to provide public goods.

LEADERSHIP CULTURE

The idea of leadership is often analyzed from two major perspectives: first, leadership is an innate quality of a person, leader or head of a group. Secondly leadership can be analyzed as a function inside an organization, a community or a society. Dante Cracogna and Uribe Garzon (2007) consider that a leader must of necessity be honest, competent, visionary and inspirational. However, in a cooperative environment, leadership is far way beyond commitment to the constituency democratic mandate. The leader is not an island; According to John Maxwell n(2018), “A leader is one who knows the way, goes the way and shows the way”. my focus here is not based on Machiavelli thinking of leadership, where he argues that, the goals justify means, and that, good financial outcomes at any price not minding the means that have been used. But my attention is based more on Aristotelian Philosophy.

In the early stage of state development, the founders and leadership teams initiate the required culture formation process by introducing and teaching their assumptions and values to the upcoming generation and group. The way these leaders articulate and reinforces these values occur through the use of a number of primary and secondary means that the leaders and founders, have at their disposal. In short, leaders create culture by their charisma on how they communicate their assumptions and values a clear, vivid and attractive manner.

Other primary mechanisms that founders and leaders used to create culture involve:

- i. What leaders pay attention to, measure, and control on regular basis.
- ii. How leaders react to critical incidents and organizational crises
- iii. Deliberate role modelling, teaching, and coaching.
- iv. Observed criteria for allocating rewards and status.
- v. Observed criteria by which leaders recruit, select, promote, retire, and excommunicate members.

The secondary mechanism is not left out, whereby founders can use to articulate and reinforce their values and assumptions. For instance, leaders have the capacity to shape the design and structure of their state or organization, and build procedures and systems that reflect their basic values and priorities.

At a particular stage of development of the state, culture define leadership more than leadership determines culture, which means, culture is a salient contextual variable that has an impact on emergence and effectiveness of leadership (Schneider *et al.*, 2013). With regards to the different tools leaders have at their disposal to change their countries and organizations culture. Schein has proposed these tools and opportunity for culture change also depends on the developmental stage an organization or country goes through. Especially in the early stage

of growth, external crisis of survival may also trigger the culture change process in order to deal with problems of successful external adaptation.

A leader is service to society and not a cover of traditional power. As Maxwell puts it, "A leader is one who knows the way, goes the way and shows the way". Leaders understands the stages of development; be it environmental or property.

Leaders can possible change organizational or institutional culture by systematically promoting employees, appointees, citizens, from selected subcultures, who reinforces the leader's priorities and behavioral norms, this mechanism is on extension of the promoting of outsiders taking place in the founding stage. Finally, in the last stage of national development, that is maturity stage and possible decay, a tool for organizational change is coercive persuasion, which involve the dissemination of information to employees about institutional effectiveness, while making it very hard for them to design (Walumbwa *et al.*, 2008; Wang *et al.*, 2011).

INSTITUTIONAL CAPACITY

Deficient organizational capacity is the beginning of quality assurance failure. Organizations or agencies should be able to act or perform their functions as required by law and not just relying only, on their heads, political office holders and personal will of a strong leader as the case may be. The situation when an organization depends solely on it head in other to properly function, not guided by set rules, process and procedures, such an institution is not sustainable. Nations developed and become economically viable as a result of institutional capacity, not the popularity of the person who is the head of government. Political leaders come and go; the institutions remain and stand to be the back bone of the system. When you look at cooperative governance, you will realize that is a complex exercise. It is not only depending on laws and regulations, it also deals with core power structures and the application of values, purpose and basic principles. Institutions are established on four pillars: roles, responsibility and composition of Board of directors; information architecture; decision making, supervision and control and management of conflicts and crisis. (Vita, Mossimo, "Evaluacion yDesarrollo de Gobernabilidad para las Instituciones de Microfinanzas". PROMIFIN, 2010.

In Nigeria for example, past leaders have refused to build strong institutions, may be due to lack of capacity to so. instead, founding fathers were engaged in bitter struggle for power. They were building themselves and making themselves synonymous with the state and vice versa. The Nigerian experience therefore implies that governance is more charades and a one-man show, run by an individuals and cabals, rather than through a system. Practically, Nigerian leaders have failed to bring government closer to the people. In Nigeria; Government comes, government goes, citizen remain in travail. Until the rule of law is given preference, state institutions will continue to remain weak and a breeding ground for corruption. Whenever, a leader governs in accordance with the rule of law, institutions stabilize, political

and economic uncertainty disappears, and ultimately reduces capital flight. Therefore, it is imperative that the institutions especially financial institutions, military, police and other agencies of government be strengthening and to provide the capacity needed.

For instance, in 2014, the Nigerian Military was over-run by the the Islamic Radical Group known as Boko Haram. This Islamic Radicals (Boko Haram) took over large territory from the Nigerian state in the North Eastern part of Nigeria. As a matter of fact, many lives were lost, properties destroyed by the Boko Haram. About 1.8 Million IDP's living in host communities across Adamawa, Borno Yobe and Gombe State. (UNHCR Thematic Report 24th May, 2017). This was largely possible due to lack of capacity by the Nigerian Military command and weak political leadership. The Nigerian Police Force is another institution of ridicule. As important as the police to any given society in maintaining law and order. Nigerian Police force has shown lack of capacity to tackle domestic civil and social crisis. Nigeria is experiencing the worst social disorder in history. lawlessness, kidnappings, arm robbery, banditry across Nigeria. (Nigeria prospects for stability by Dr. Robert D. A. Henderson: Commentary no 66. Canadian Security Intelligent Service, February 1996). Unless critical institutions are overhaul and strengthen the boarding of nation building will be a mirage, therefore, authorities most have the Political will to enhance institutional national capacity.

Let me dwell more on security challenges in the African continent. The security challenge in the Sahel, include Mali, Niger, Chad, Sudan, Burkina faso. This security challenges are interlinked. The drivers of this insecurity are organize crime, international conflict, religious extremism, poverty. These countries are poor compare to the rest of the world and lowest in terms of human capital development indicators and rank among the highest in scores for public corruption. This informed the bases for US involvement in the region in a desire to counter international threat, particularly violent extremist organization. (VEOs) that are fast in expanding their influence in Africa. The United States and allies aim to build the capabilities of its African partner's militaries to defeat to such actors. A number of scholars including Sen (1999) cite "capacity is Development" and that when a countries have the capacities they need in place; they would be developed states. The quality of institutions has also been affected by the lack sufficient investment in the sectors by countries over the years, insufficient investment in the military, police, education is manifested in the following areas:

- a. Infrastructure-lack of adequate physical infrastructure like classroom, Libraries, laboratories for education, high tech equipment for Military and advance training for Police, information communication Technology(ICT).
- b. Policy level- lack of adequate research to inform public policy
- c. Faculty development- limited investment in growing the numbers and quality of manpower including refresher training.

it's not surprising to see that while many countries have managed to improve and move on with capacity to develop plans and unifying vision in Africa, still many challenges remain with African Capacity indicators report for 2022(ACBF,2022) According to ACBF (2011), more than 30% of countries have been unable to make strategic policy choice using their statically systems, this means the analytical capacity and the fluidity of skill and competence to observation and analysis of fact and data are missing in many of situations.

Africa (Nigeria) is losing ground in terms of new idea generation and has not been able to compete in the area of high tech products.

There is a role for Capacity building institutions, particularly in education. Example, ACBF is helping universities. They are helping in addressing the financial gaps. ACBF has invested over US\$150 MILLION in grants to more than 90 universities in a variety of arrangements that support transformation and reform. Building institutions that pull the quality of all agencies of government upward. ACBF has supported organizations like the African Association of Universities (AAU) that have developed a series of programs that have supported leadership development. Capacity building institutions address the development needs of nations through university programs, a way of developing the needed administrative capacity of the public sector via programs like public Sector Management Training Program (PSMTP).

ACCOUNTABILITY CAPACITY

Leaders should lead by example, by being accountable to the people over what affect the people directly or indirectly. This exemplary leadership requires taking practical steps. For example, former British Prime Minister David Cameron after the 2016 Brexit Memorandum. He said “And have made clear the referendum was about this and this alone, not the future of any single politician, including myself, but the British people have made a very clear decision to take a different path, and as such, I think the country requires fresh leadership to take it in this direction.... This is not a decision I've taken lightly. But I do believe it's in the national interest to have a period of stability, and then new leadership”. This statement by Cameron was born out of responsive and accountable leadership. Therefore, political accountability means a relationship between two sets of actors in which the former accepts to inform the other, explain or justify his or her actions and submit to any ore-determined sanctions that the latter may impose. In short, accountability involves mutual exchange of responsibilities and potential sanctions between the citizens and rulers (Philippe C. Schmitter and Robert Dahl).

According to the law and legal definition of political accountability, it refers to the responsibility or obligation of government officials to act in the best interest of the society or face consequences (Sokaogon Chippewa Community v Babbitt, 929 F, sup. 1165, 1175 (D. Wis, 1996). On the premise of the definition, the opposite is the case in Nigeria. Nigerian is among Countries where their leaders seem not to practically owe no explanation to their citizens as far as the country is not breaking. It is only in Nigeria a sitting President goes on

medical leave outside his country for months and equally signing large contracts worth Billions of dollar on the sick bed. It is only in Nigeria a State government owes workers' salaries for about 15 months after collecting a bail out from the federal government. National capacity for lack of accountability in Nigeria has run deep into the fabric of the society, to an extent that corrupt practice in government and public life continue to rise with little sign of abetting. On the other hand, citizens are required to be duty bound to the State, by paying taxes, and obeying laws. Becoming accountable in public office is not a sign of weakness as some may see it, but rather a mark of strength. It is an accountability to accept the sanctioning of rulers who fail to perform their duty as prescribed by the law/by the citizens. (Stanford Encyclopedia of Philosophy: Locke's Political Philosophy, two treaties check editors of the encyclopedia of government 2016 substantive revision). Richard Saisman described lack of accountability of leaders which led to 2008 world financial crises in his book "The Financial Crises and the Cure". Richard Saisman (2009) said that "the wall street and free market capitalism was blamed though the real problem was the government intervention in markets, which included the U.S Federal reserve's disruptive manipulation of interest rate, plus massive subsidies and regulations enhancing banking and mortgage". There is always a need for someone to accept to be accountable to the people, admitting shortcomings and providing the leadership needed in government and her agencies or organizations. This now explains that, 2008 world financial crises were actually lack of accountability on the side of government over market regulators. For years, government policies promoted reckless financial practices.

Looking inward, the challenges faced in Nigeria today, be it economic, security, cultural and social vices are all a s a result of systematic neglect for the rule of law by stake holders. The Nigerian foreign reserved hit \$34.49bn, January 2015. (CBN – Premium Times). A year later, the same country plunged into recession, can someone out there explain how? Where is the \$34.49bn? What was it used for? Who get what and when? Who can be held accountable if there was mis-appropriation and abuse of power? Consequently, Nigeria has spent \$16 billion on power from 1999 – 2007 by former President Olusegun Obasanjo; which cannot be accounted for (Premium Times Nigeria, 2016). Accountability is a function of good governance, and citizens well-being becomes the top priority of government, and as well taking deliberate steps with strong political will to punish anyone without fear or favor concerning neglect of official duty and forms of incompetence. the problem of greed will always be among public office holders and the business class. (Bovens, Markyr).

This paper takes into account the cooperativeness of accountability to national development, because accountability allows the system and organizations to be monitored, learn self-regulations and adjust behavior in relation with others. Accountability provides legitimacy to decision making, transparency and reduces vested interest influences.

Political accountability has to do with activities of government, conduct and due process of civil servants, the social contract between the politicians and the electorates, the duties of the

legislative bodies, such as State and national Assemblies. The question that remain un-answered now is, if capacity is considered imperative to the development of any nation, then why are Nigerian public office holders are not held accountable for lack of capacity as ministers for non-performance on infrastructure, education, and health care under their watch? Why is the annual implementation of the nation's budget being less than 50% and the National Assembly seem not to query the Executive arm of government? These clearly explain the lack of capacity in the person that appoints some of these none performing public officials. Going by what is obtainable in other claims, National capacity stirs accountability in public affairs, demands recall of elected officials or triggers voluntary resignation of government officials for none performance or contrary to general public interest. Subsequently, a leader should have the capacity to fire and hire. In parliamentary system for example, the government is heavily accountable because the parliament will always hold the government accountable for her actions and inactions.

Conclusion

In conclusion, this paper extensively discussed the impact and effects of leadership and governance on nation building in Nigeria, the paper also looks at nation building as a way of promoting the survival of a nation and to build a strong and dynamic nation. A nation without capacity is like a city without a wall. A nation's Political leaders must have the political will, attitudinal change and a focused man power development plan targeted towards good governance. The Nigerian National Assembly should make a law that will encourage every public office holder to undergo a compulsory training on good governance and corporate responsibility. It is against this backdrop that, when leaders do not feel an obligation and taking responsibility for failure to accomplish the task and the duties of their office, citizens quickly forget that they have a government that they owe a duty. The need for institutional capacity, accountability in government and in intergovernmental relations is critical. Nigeria is still lagging behind among comity nations. A country naturally endowed with human and material capital but her citizens' living in abject poverty, regrettably. The travail of citizens had continued for a long time in Nigeria, due to dearth of capacity in her leaders who are no able to adhered to the rule of law, no strict adherence to global best practices. This author of this paper suggests for a state of emergency on capacity building of public office holders in Nigeria. if the travail must end and to avert a looming doom which may extremely result in bloody revolution and elimination of the entire political/leadership establishment in Nigeria as was the case of some countries in no distant past.

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