LEADERSHIP AND DIPLOMACY AS EFFECTIVE TOOLS FOR ADVANCING THE PRINCIPLES OF GOOD GOVERNANCE AND SUSTAINABLE ECONOMIC DEVELOPMENT: A COMPARATIVE EXAMINATION OF NIGERIA AND RWANDA

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ARTICLE INFO

Objective: This paper aims to analyze the effect of leadership and diplomacy on the good governance and sustainable economic development of Nigeria and Rwanda. The study will focus on the various leadership strategies and capacity-building diplomacy, social welfare diplomacy, and poverty alleviation diplomacy that contribute to good governance and sustainable economic development in these countries. The findings of this research will help to understand the role of leadership and diplomacy in achieving good governance and sustainable economic development in developing countries like Nigeria and Rwanda.

Theoretical Framework: The Transformational Leadership Theory proposed by James MacGregor Burns (1978) and Bernard M. Bass (1985) promotes the adoption of a sustainability mindset, prioritizing sustainability considerations over immediate needs and the Contingency Theory of Leadership by Austrian psychologist Fred E. Fiedler (1960) that focuses on identifying specific environmental variables that can determine the most appropriate leadership strategy for a given situation support this article.

Method: The research strategy employed in this study was a descriptive survey with 114 (57 from Nigeria and 57 from Rwanda) drawn from ministries of Foreign Affairs using a purposeful and simple random selection approach. The sample size was determined using Slovin's method, n= N/ (1 + Ne^2) with N=68 and an acceptable margin of error of e=0.05 for each sample group. Questionnaires were used for data collection, and a CVR value of (1), indicating a high level of validity for the instrument, was acquired through the application of Lawshe's method, while the homogeneity of the instrument was determined by employing the Kuder-Richardson procedure (KR-21) with r-coefficient score of .79, confirmed the dependability of the questionnaire. The data gathered was analyzed using frequency counts, percentages, mean and standard deviation and paired sample t-tests with a significance level set at p < .05 were used for statistical significance.

Findings: The study's findings suggest that the participants from Rwanda had a greater appreciation for the importance of leadership strategies and diplomatic approaches in advancing good governance, sustainable economic development, capacity building, social welfare, and poverty reduction than their Nigerian counterparts. The statistical analysis demonstrated that this disparity was statistically significant at a confidence level of p < .05. Thus, it can be inferred that the effectiveness of leadership and diplomatic approaches depends on the specific country context. Ultimately, these results underscore the critical role of effective leadership and diplomacy in achieving good governance and sustainable economic development.

ABSTRACT

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LIDERANÇA E DIPLOMACIA COMO FERRAMENTAS EFICACES PARA PROMOVER OS PRINCÍPIOS DE BOA GOVERNARÇÃO E DESENVOLVIMENTO ECONÔMICO SUSTENTÁVEL: UM EXAME COMPARATIVO DA NIGÉRIA E DO RUANDA

RESUMO
Objetivo: Este artigo visa analisar o efeito da liderança e da diplomacia na boa governação e no desenvolvimento econômico sustentável na Nigéria e do Ruanda. O estudo centrar-se-á nas várias estratégias de liderança e diplomacia de capacitação, diplomacia de bem-estar social e diplomacia de alívio da pobreza que contribuem para a boa governação e o desenvolvimento econômico sustentável nestes países. As conclusões desta investigação ajudarão a compreender o papel da liderança e da diplomacia na consecução da boa governação e do desenvolvimento econômico sustentável em países em desenvolvimento como a Nigéria e o Ruanda.

Referencial Teórico: A Teoria da Liderança Transformacional proposta por James MacGregor Burns (1978) e Bernard M. Bass (1985) promove a adoção de uma mentalidade de sustentabilidade, priorizando as considerações de sustentabilidade sobre as necessidades imediatas e a Teoria Contingencial da Liderança do psicólogo austríaco Fred E. Fiedler (1960) que se concentra na identificação de variáveis ambientais específicas que podem determinar a estratégia de liderança mais adequada para uma determinada situação, apoiam este artigo.

Método: A estratégia de investigação utilizada neste estudo foi um inquérito descritivo a 114 (57 da Nigéria e 57 do Ruanda) provenientes de ministérios dos Negócios Estrangeiros, utilizando uma abordagem de seleção aleatória simples e propositada. O tamanho da amostra foi determinado pelo método de Slovin, N = N / (1 + Ne2) com N=68 e margem de erro aceitável de e=0,05 para cada grupo amostral. Questionários foram utilizados para coleta de dados, e um valor de CVR de 1 (1), indicando um alto nível de validade do instrumento, foi adquirido através da aplicação do método de Lawshe, enquanto a homogeneidade do instrumento foi determinada pelo emprego do procedimento de Kudar-Richardson (KR-21) com pontuação no coeficiente r de 0,79, confirmou a confiabilidade do questionário. Os dados coletados foram analisados por meio de contagens de frequência, porcentagens, média e desvio padrão e testes t de amostras pareadas com nível de significância estabelecido em p < 0,05 foram utilizados para significância estatística.

Constatações: As conclusões do estudo sugerem que os participantes do Ruanda tinham um maior apreço pela importância das estratégias de liderança e das abordagens diplomáticas na promoção da boa governação, do desenvolvimento econômico sustentável, do desenvolvimento de capacidades, do bem-estar social e da redução da pobreza do que os seus homólogos nigerianos. A análise estatística demonstrou que esta disparidade foi estatisticamente significativa a um nível de confiança de p < 0,05. Assim, pode-se inferir que a eficácia da liderança e das abordagens diplomáticas depende do contexto específico do país. Em última análise, estes resultados sublinham o papel crítico da liderança e da diplomacia eficazes na consecução da boa governação e do desenvolvimento econômico sustentável.

Conclusão: É imperativo reconhecer que uma parte substancial dos programas que abrangem as três dimensões da boa governação e do desenvolvimento econômico sustentável foi devidamente executada. No entanto, é digno de nota que a sustentabilidade destes programas é muitas vezes comprometida devido a vários fatores, tais como corrupção, insegurança, deterioração institucional e percepção pública negativa.


LIDERAZGO Y DIPOLMACIA COMO HERRAMIENTAS EFICACES PARA PROMOVER LOS PRINCIPIOS DE BUENA GOBERNANZA Y DESARROLLO ECONÓMICO SOSTENIBLE: UN EXAMEN COMPARATIVO DE NIGERIA Y RUANDA

RESUMEN
Objetivo: Este artículo tiene como objetivo analizar el efecto del liderazgo y la diplomacia en la buena gobernanza y el desarrollo económico sostenible de Nigeria y Ruanda. El estudio se centrará en las diversas estrategias de liderazgo y diplomacia de creación de capacidades, diplomacia de bienestar social y diplomacia de alivio de la pobreza que contribuyen a la buena gobernanza y al desarrollo económico sostenible en estos países. Los hallazgos

Marco teórico: La Teoría del Liderazgo Transformacional propuesta por James MacGregor Burns (1978) y Bernard M. Bass (1985) promueve la adopción de una mentalidad de sostenibilidad, priorizando las consideraciones de sostenibilidad sobre las necesidades inmediatas y la Teoría de Contingencia del Liderazgo del psicólogo austriaco Fred E. Fiedler. (1960), que se centra en identificar variables ambientales específicas que pueden determinar la estrategia de liderazgo más adecuada para una situación determinada, respaldan este artículo.

Método: La estrategia de investigación empleada en este estudio fue una encuesta descriptiva con 114 (57 de Nigeria y 57 de Ruanda) seleccionados de los ministerios de Relaciones Exteriores utilizando un enfoque de selección aleatoria simple y intencionado. El tamaño de la muestra se determinó mediante el método de Slovin, n= N/ (1 + Ne2) con N=68 y un margen de error aceptable de e=0.05 para cada grupo de muestra. Para la recolección de datos se utilizaron cuestionarios, adquiriendo un valor de RCV de (1), lo que indica un alto nivel de validez del instrumento, mediante la aplicación del método de Lawshe, mientras que la homogeneidad del instrumento se determinó mediante el procedimiento de Kuder-Richardson. (KR-21) con una puntuación del coeficiente r de 0.79, confirmó la fiabilidad del cuestionario. Los datos recopilados se analizaron utilizando recuentos de frecuencia, porcentajes, media y desviación estándar y se utilizaron pruebas t de muestras pareadas con un nivel de significancia establecido en p < 0.05 para la significación estadística.

Hallazgos: Los hallazgos del estudio sugieren que los participantes de Ruanda apreciaron más la importancia de las estrategias de liderazgo y los enfoques diplomáticos para promover la buena gobernanza, el desarrollo económico sostenible, el desarrollo de capacidades, el bienestar social y la reducción de la pobreza que sus homólogos nigerianos. El análisis estadístico demostró que esta disparidad era estadísticamente significativa con un nivel de confianza de p < 0.05. Por lo tanto, se puede inferir que la eficacia del liderazgo y los enfoques diplomáticos depende del contexto específico del país. En última instancia, estos resultados subrayan el papel fundamental que desempeñan un liderazgo y una diplomacia eficaces para lograr una buena gobernanza y un desarrollo económico sostenible.

Conclusión: Es imperativo reconocer que una parte sustancial de los programas que abarcan las tres dimensiones de buena gobernanza y desarrollo económico sostenible han sido debidamente ejecutados. Sin embargo, cabe señalar que la sostenibilidad de estos programas a menudo se ve comprometida debido a varios factores como la corrupción, la inseguridad, el deterioro institucional y la percepción pública negativa.

Palabras clave: Liderazgo, Diplomacia, Buen Gobierno, Gestión, Desarrollo Económico Sostenible.

INTRODUCTION

Nigeria gained independence from British colonization in 1960. Prior to that, the country was renowned for its abundant agricultural goods, which contributed significantly to foreign exchange and reserves. In the 19th century, Nigeria was the world's largest exporter of cocoa, groundnuts, and palm oil. Additionally, Nigeria cultivated cassava, yams, and sugarcane (Claude, 1996). However, the discovery of petroleum deposits during the late 1960s, amidst military coups and administration, failed to spur economic growth in the country. Instead, the military rule fostered corruption, bribery, mismanagement, embezzlement of public funds, violence that led to the loss of lives and injuries, and even election annulment (Shobola, Nicholas & Omoregbe, 2012).

The 1994 Tutsi Genocide in Rwanda marked a dark period in the country's history. However, since then, Rwanda has made significant progress in leadership and administration, which has contributed to the country's success in social development, economic growth, and citizen well-being. This success is attributed to the country's strategic strategy, which focuses
on maintaining political, economic, and social stability by ensuring strong governance and leadership practices throughout the country. Leadership plays a crucial role in promoting societal progress through good governance. It involves influencing the conduct of an organized group towards achieving goals related to good governance. Rwanda's government recognizes the importance of leadership and effective governance in maintaining political stability, social and economic advancement in the country. In contrast, poor administration and leadership have been linked to political instability and stagnation in other countries such as Nigeria (Ologbenla, 2007).

According to Nnablife (2010), leadership and governance are fundamental to a nation’s existence. Nigeria's uncertain future despite its oil riches over the past three decades is attributed to deficiencies in governance and leadership. Nigeria's overreliance on oil resources has resulted in poor human and infrastructure development. Policymakers, development experts, and institutions agree that the wealth of a nation is linked to its governance, leadership, and social policy framework (Kaufmann, 2013; Bardhan, 2005). Therefore, leadership is crucial to the success or failure of any entity because it guides a nation or organization towards growth and productivity through good governance (Folarin, 2010).

Diplomatic skills may help maintain connections and create mutually beneficial results in difficult situations that could disrupt good governance and sustainable economic growth. Diplomacy requires honesty, respect, and the ability to understand differences. These traits are necessary for building social capital and trustworthy partnerships. Leadership and diplomacy have been known for their historical focus and little theoretical and methodological growth. International Relations (IR) theory and the diplomatic canon have been criticized for not exchanging ideas. The diplomatic canon has been called the "neglected offspring of International Relations theory" (Sofer 1988, pp: 152-211) and a secondary, redundant, and anecdotal field (Constantinou 2013, Pouliot & Cornut 2015).

Diplomacy is seen by liberals as a way to affect the dynamics between states and the international system, not as a basic feature of international relations that determines the identities and interests of participating parties. Jönsson and Hall (2005) argue that Marxist political systems prioritize capital accumulation and reproduction above diplomacy. Diplomatic negotiation. Wendt's paradigm for tackling the structure-agency conundrum in international relations is ideal for evaluating diplomacy as a negotiation process and diplomats as negotiators. Glenn and Susskind (2010) argue that diplomacy negotiation is more than just a form of communication; it shapes diplomats' views of their counterparts and their place in the
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International system. This technique promotes sustainable growth and good governance. Kelman (1996) and Fisher and Brown (1998) define negotiation as participatory problem-solving and reciprocal persuasion. Diplomats use the term “international negotiation” (Meert, 2015). However, this makes it harder to understand bargaining as a diplomatic tool to boost foreign direct investment and promote good governance for sustainable economic growth for all parties.

Diplomats operate differently from national leaders, according to Abba Eban, Israel's 1950s ambassador to the UN and US. The socially formed sense of togetherness and camaraderie ambassadors have made their background less important. Communicating a cause does not need the same skills as mobilizing and organizing domestic resources. Nigeria has led the West African sub-region and Africa since independence. However, local socioeconomic and diplomatic considerations hinder the country's leading position. This chapter discusses Nigeria's diplomatic initiatives and their influences. Nigeria may increase its regional and global influence by developing and using its soft power. According to Adogamhe (2016), a nation may achieve this by improving its democratic system, resolving socioeconomic inequities, and modernizing its diplomatic infrastructure and policies to adapt to the changing global scenario. Like other poor nations, Rwanda aims to become middle-income by 2020 under its Vision 2020 policy. Rapid economic development has reduced revenue generation from 60% to 40% in three years (2011–2014). Life expectancy has increased from 45 to 68 years due to capacity expansion. Social aid has also increased from 0.3 dollars to almost $1 each day.

Democratic and participatory leaders in Nigeria and Rwanda interact fairly with their followers to make choices. The government and district and cell-level decentralized institutions enable citizen engagement through numerous methods. Lower-level councils, community work programmes on the last Saturday of each month, parent evening forums, community outreach programmes, and the national leadership retreat promote democracy. Voice and accountability imply broad advocacy and execution of global indicators/principles with great esteem. Rwandan experiences show that there is no single best leadership style. Instead, the best leadership styles depend on the situation. The difference between Rwandan leaders’ leadership style from 1994 to 2000, characterized by pain and terror, and their current economic growth leadership style is clear.

Rwanda adopted a decentralization policy in 2000 to achieve sustained economic growth, comparable to the 2015 Buhari Administration Economic Recovery Policy. The goal was to accelerate national democratization, improve poverty reduction, and engage citizens in
government. This method was built on encouraging participation and empowering local
governments to plan and implement their own development programmes. Rwanda has
intentionally built implementation procedures to efficiently achieve its long-term economic
goals. Rwanda implemented two Economic Development and Poverty Reduction Strategies in
the past decade. From 2008 to 2012, EDPRS I was deployed, followed by EDPRS II from 2013
to 2018. These methods were designed to help Rwanda reach Vision 2020.

Numerous studies have shown that despite significant bilateral diplomatic and economic
alliances to promote economic progress, small economies in Less Developed nations still suffer
in the global market. Most African nations have a secondary economy with low agricultural
productivity, malnutrition, and chronic diseases. These causes perpetuate Africa's poverty cycle
despite Nigeria and Rwanda's progress and the engagement of business, civic society, local and
foreign investors, non-governmental organizations, diplomatic missions, and others.
Leadership and diplomacy scholars have emphasized diplomacy's role in bilateral relations and
security as factors of sustainable economic growth. Leadership and diplomacy are vital to
capacity building, social welfare, and poverty reduction as measures of good government and
sustainable economic growth, but they have received less attention. Thus, Nigeria and Rwanda's
leadership and diplomacy responsibilities must be compared to determine strategies put in place
to ensure sustained economic growth. The primary aim of this study is to examine the influence
of leadership and diplomacy on good governance and sustainable economic development of
Nigeria and Rwanda. The objectives of the study are to:

1. Evaluate leadership strategies and capacity-building diplomacy on good
governance and sustainable economic development of Nigeria and Rwanda
2. Analyze leadership strategies and social welfare diplomacy on good governance
and sustainable economic development of Nigeria and Rwanda.
3. Examine leadership strategies and poverty alleviation diplomacy on the
sustainable economic growth of Nigeria and Rwanda.

Justification of the Study

The rationale behind conducting this research arises from the increased difficulties that
individuals in Nigeria are encountering amidst the current political administration. The
objective of this study is to analyze leadership strategies and diplomatic approaches with the
aim of improving governance effectiveness and promoting sustainable economic development.
The objective will be accomplished through a comprehensive examination of previous
initiatives carried out by the Nigerian government in the areas of capacity development, social welfare, and poverty reduction. Scholars contend that it is imperative to evaluate a range of overarching initiatives perceived as leadership strategies and diplomatic approaches aimed at fostering efficient governance and sustainable economic growth. In light of the historical backdrop of the Rwanda genocide and the recent United Nations conference on good governance, which Nigerian governors attended, it is imperative to analyze the measures implemented to foster good governance and sustainable economic growth in both Nigeria and Rwanda through leadership and diplomacy.

**Review of Literature**

The study conducted by Fuchs and Klann (2013) provides valuable insights into the potential barriers to economic advancement that may arise due to insufficient leadership and strained diplomatic relations among governments. The authors underscore the importance of these factors in hindering the progress and advancement of nations. Fuchs and Klann (2013) emphasize the importance of effective governance and harmonious international relations in promoting sustainable economic advancement through an analysis of the complex interplay between leadership, diplomacy, and economic prosperity. Ika and Donnelly (2019) conducted a thorough examination of pertinent literature and empirical data. Their objective was to shed light on the specific circumstances that were under investigation. This study delved into a range of structural, institutional, and managerial conditions that were identified, comprising both original findings and those that emerged throughout the investigation. The study ultimately arrived at the conclusion that the maintenance of meta-conditions requires meticulous consideration of multiple factors. These factors encompass the achievability of objectives and their perceived significance, the involvement and incorporation of relevant stakeholders, the formulation and development of strategies, and the existence of shared interests among all involved parties. Furthermore, the study underscored the significance of continuous monitoring and support to effectively maintain these meta-conditions. Lewis and Lloyd-Sherlock (2009) extensively examine the complex interplay between social policy and economic growth in the South American region in their influential scholarly publication. The authors undertake a thorough examination of the 20th-century history of social insurance in Brazil and Argentina, meticulously analyzing the diverse factors that influenced the formulation and execution of social insurance initiatives in these nations. Through an examination of the historical context, policy frameworks, and socio-economic dynamics, Lewis and Lloyd-Sherlock provide valuable
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insights into the intricate relationship between social policy initiatives and the wider economic environment in South America during this crucial period. The authors’ comprehensive examination provides valuable insights into the intricate dynamics between social policy and economic growth in the region. The current study makes a valuable contribution to the extant body of literature by investigating the correlation between welfare expenditure and peace. Based on a comprehensive examination of diverse sources and empirical data, the study elucidates the pivotal role that welfare expenditure plays in fostering societal harmony. The study specifically emphasizes the efficacy of welfare expenditure in mitigating the detrimental impacts of poverty and inequality through the provision of crucial social services to marginalized populations. Welfare expenditure plays a crucial role in mitigating socio-economic disparities, which frequently act as catalysts for social unrest and conflict, by effectively addressing poverty. The allocation of financial aid, healthcare provisions, educational opportunities, and various social services plays a pivotal role in enhancing the well-being of individuals and communities. This, in turn, mitigates the probability of grievances and tensions that may escalate into acts of violence. Moreover, the study highlights the significance of welfare expenditure in alleviating. The present scholarly work authored by Magoma (2019) delves into an exploration aimed at scrutinizing the effects of sustainable economic diplomacy on the social, political, and economic development of Tanzania. This examination is conducted within the framework of the foreign policy established in 2001. The author explores the complex relationship between diplomatic endeavours and the diverse aspects of development within the Tanzanian context. Through a comprehensive analysis of the multifaceted dimensions of sustainable economic diplomacy, Magoma illuminates the profound and far-reaching impacts it has exerted on the social fabric, political landscape, and economic trajectory of the nation. In this comprehensive review, Magoma makes a valuable contribution to the existing body of knowledge pertaining to the complex interplay between foreign policy and national development, with a specific focus on the Tanzanian context. The policy's implementation has resulted in favourable outcomes for Tanzania, specifically in relation to its performance and engagement with diverse regional economic communities (RECs) and international organizations. The policy has significantly bolstered Tanzania's engagement in various organizations, including the East African Community (EAC), Southern African Development Community (SADC), African Union (AU), United Nations (UN), and World Trade Organization (WTO). The heightened level of engagement has resulted in notable social and economic benefits for the nation of Tanzania. The nation has observed an increase in
foreign direct investment (FDI) and has encountered significant growth in trade, for example. Moreover, the implementation of the policy has effectively contributed to the enhancement of infrastructure, thereby fostering the growth and advancement of crucial economic sectors. Furthermore, the implementation of improved social service delivery mechanisms has significantly contributed to the notable decrease in poverty rates across the country. The policy's influence on Tanzania's performance and participation in Regional Economic Communities (RECs) and international organizations has yielded significant social and economic advantages. These include increased Foreign Direct Investment (FDI) inflows, expanded trade opportunities, enhanced infrastructure development, sectoral growth, and improved delivery of social services. Consequently, these outcomes have played a pivotal role in alleviating poverty within the country. The current discussion emphasizes the need to effectively and significantly engage in economic diplomacy in order to improve the economic landscape and accelerate overall growth.

In a study conducted by Chen and Chen (2017), an examination was undertaken on poverty alleviation programmes, with the aim of identifying crucial factors that must be taken into account in order to efficiently mitigate poverty. The author underscored the significance of prioritizing both expeditious and steadfast economic growth as a principal aim. Furthermore, the study emphasized the importance of achieving a harmonious equilibrium between the implementation of growth-enhancing strategies and the facilitation of opportunities for the underprivileged population to actively engage in economic endeavours and contribute to the overarching progress. In addition, the author underscored the importance of enhancing labour markets, eliminating gender disparities, and promoting financial inclusion as integral elements of poverty reduction strategies. By taking into consideration the various complex dimensions involved, policymakers and stakeholders can collaborate in order to effectively pursue comprehensive outcomes in poverty alleviation. In the seminal publication by Okoth (2012), the author introduced the notion of economic diplomacy as a strategic methodology implemented by governments to effectively pursue their national objectives, with a specific focus on economic aspirations. By engaging in informed discussions and dialogue, economic diplomacy enables governments to strategically pursue and achieve their desired outcomes. Mkhabela (2013) conducts a comprehensive examination of the multifaceted dynamics that nations encounter when engaging in domestic decision-making, managing foreign economic affairs, and participating in global negotiations. Through an examination of these interrelated facets, the author illuminates the intricate mechanisms that influence a nation's engagements
within the global arena. Mkhabela provides a thorough analysis that offers valuable insights into the complex mechanisms that drive the actions and strategies implemented by nations in their pursuit of economic prosperity and global influence. According to Mkhabela's analysis, the integration of leadership and sustainable economic diplomacy entails a wide array of comprehensive processes. Within the context of scholarly discourse, Borcan (2010), and Murray et al. (2011) have made significant contributions to the comprehension of the complex interplay between exchange promotion, funding policy, and economic, financial, and organizational negotiations, and their profound influence on a nation's development strategy.

These esteemed authors have provided valuable insights into the importance of these factors in influencing the course of a nation's developmental endeavours. Through the process of synthesizing the collected data, we are able to acquire a comprehensive comprehension of the intricate characteristics of these variables and their consequential effects on the advancement of a nation. In the context of political discourse, the tensions surrounding the movement primarily stem from its implications for economic progress and development. Efforts that lack timely integration of both financial and social aspects hinder the establishment of an enabling environment for the successful advancement of rights related to resource exploration, global cooperation, and international projection.

**THEORETICAL FRAMEWORK**

The Transformational Leadership Theory proposed by James MacGregor Burns (1978) and Bernard M. Bass (1985) supports the article. These scholars argue that the current challenges faced by the world necessitate a novel form of leadership, which can be understood through two complementary roles: the proactive and influential leader, and the persuasive and empathetic leader. The theory promotes the adoption of a sustainability mindset, prioritizing long-term considerations over immediate needs. It also emphasizes the importance of cultivating a heightened awareness and acceptance of an organization's objectives.
Transformational leaders are known for their ability to achieve exceptional results by leveraging four key leadership factors: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. Transformational leaders employ the strategy of inspirational motivation to effectively communicate and engage their followers by presenting a compelling vision of a desired future state. In doing so, they cultivate a sense of pride and establish a foundation of respect and trust among their followers. They effectively motivate their followers through an engaging approach, instilling the belief that remarkable achievements are attainable through increased dedication and exertion. Furthermore, transformational leaders demonstrate the attribute of individualized consideration through their meticulous observation of variances among their followers. They assume the role of mentors for those who require guidance and counsel while treating each follower as a unique individual deserving of utmost respect. Finally, transformational leaders offer their followers the necessary intellectual stimulation by promoting innovative perspectives on existing issues, rather than adhering to the current state of affairs. They view obstacles as opportunities to be confronted and conquered while placing significant emphasis on fostering a culture of creative thinking. Advocates of transformational leadership contend that it has the potential to significantly influence the outcomes of an organization, determining its achievements or setbacks. According to Yalokwu (2006), researchers have found that individuals whom
transformational leaders lead experience higher levels of job satisfaction and perform their tasks more effectively.

Additionally, the study was further supported by the utilization of the Contingency Theory of Leadership by Austrian psychologist Fred E. Fiedler (1960). The theory focuses on identifying specific environmental variables that can determine the most appropriate leadership strategy for a given situation. In the context of Africa, variables such as poverty, social welfare, and capacity building necessitate a leadership approach that is both transformational and sensitive, while also accommodating the multicultural context of ethnicity. This approach should be oriented towards promoting good governance and fostering sustainable economic development. This theory posits that there is no universally optimal leadership strategy or diplomatic approach for all situations, as success is contingent upon various factors, including the specific leadership strategies and diplomatic approaches employed. The characteristics of individuals who support and sustain initiatives aimed at promoting good governance and sustainable economic development. This observation seems pertinent to the Nigerian and Rwandan contexts, where adopting a "heterogeneous" approach is crucial for effective governance and the promotion of sustainable economic development in the current circumstances.

METHODOLOGY

Sources of Data

The administration of a survey instrument was a pivotal means of gathering data for the research. The objective of this study is to acquire primary insights into the utilization of leadership and diplomacy as a viable strategy for attaining sustainable economic development, as imparted by a representative who encompasses the whole populace. The secondary data sources utilized in this study encompassed a range of materials, such as examined documents, scholarly journals, reputable periodicals, newspapers, and other online outlets.

Method

The research strategy employed in this study was a descriptive survey, which involved surveying a representative sample from the total population of interest in order to make generalizations based on the findings. The utilization of a desk design method facilitated the acquisition of existing data, which complemented the existing quantitative data. The study primarily centered on the Ministries of Foreign Affairs in Nigeria and Rwanda. The decision
was made based on the existence of various departments within these ministries, each led by an appointed leader as required by their respective laws. It acknowledges that these ministries are responsible for establishing and improving diplomatic relations with other countries, with the aim of achieving socio-economic benefits and other advantages through international cooperation, as mandated by their constitutional obligations. The study's sample consisted of 114 government officials, with 57 officials selected from each country's ministry using a purposeful and simple random selection approach. The sample size was determined using Slovin's method, \( n = \frac{N}{1 + Ne^2} \) with \( N=68 \) and an acceptable margin of error of \( e=0.05 \) for each sample group. This inquiry pertains to the use of questionnaires as instruments for assessing the efficacy of leadership and diplomacy in fostering good governance and sustainable economic development. The focus lies on their potential to facilitate capacity building, promote social welfare, and alleviate poverty in the context of good governance and sustainable economic development. The questionnaire was validated by a panel of experts and assessed using Lawshe's template, resulting in a Content Validity Ratio (CVR) value of (1), indicating a high level of validity for the instrument. The homogeneity of the instrument was determined by employing the Kudar-Richardson procedure. The Modified Formula (KR-21), with an r-coefficient score of .79, has provided confirmation about the dependability of the questionnaire. The surveys were administered using a non-proximal technique. The data gathered in this study was analyzed using frequency counts, percentages, and interval measurements and summarized using measures of central tendency (mean) and variability (standard deviation). Statistical significance was determined by conducting paired t-tests with a significance level set at \( p < .05 \).

RESULTS AND DISCUSSION


This particular section of the study delves into the perspectives expressed by the participants regarding leadership strategy and capacity-building diplomacy as means to foster good governance and sustainable economic development in the context of Nigeria and Rwanda. The Likert Scale data is displayed using a scale from 1 to 3. The scale points are defined as follows: 1 represents disagreement, 2 represents uncertainty, and 3 represents agreement. These scale points are used to assess the respondents' level of agreement. The data has been summarized and presented in the following manner:
Table 1: Leadership Strategies and Capacity Building Diplomacy for Good Governance and Sustainable Economic Development

<table>
<thead>
<tr>
<th>Items</th>
<th>Nigeria n=57</th>
<th>Rwanda n=57</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agree</td>
<td>Uncertain</td>
</tr>
<tr>
<td>Established coordination structures for the implementation, and reporting capacity development programmes</td>
<td>30</td>
<td>52.6</td>
</tr>
<tr>
<td>Capacity building is integrated into sector and district planning, budgeting, and reporting systems</td>
<td>27</td>
<td>47.4</td>
</tr>
<tr>
<td>Capacity building is provided through a network of qualified, experienced, and quality-assured service providers</td>
<td>29</td>
<td>50.9</td>
</tr>
<tr>
<td>Members of the diplomatic community have the capacity to diagnose, demand, manage and monitor capacity development programmes and initiatives</td>
<td>17</td>
<td>29.8</td>
</tr>
<tr>
<td>Capacity development supported by Evidence-Based Learning and knowledge Exchange with other countries coordinated by diplomatic community</td>
<td>20</td>
<td>35.1</td>
</tr>
<tr>
<td>Engagement with the regional and international community to mobilized expertise and financial resources, advocate for capacity development and share good practices</td>
<td>19</td>
<td>33.3</td>
</tr>
</tbody>
</table>

Average Mean and Stdev: 2.00 1.68 2.29 1.92

T-test (113) = 4.3562, p = .007. The result is significant at .05 significant level.

Source: Survey Data, 2023
Leadership and Diplomacy as Effective Tools for Advancing the Principles of Good Governance and Sustainable Economic Development: A Comparative Examination of Nigeria and Rwanda

The distribution of survey responses from Nigeria and Rwanda on leadership strategies and capacity-building diplomacy for sustainable economic development is presented in Table 4.1. Based on the research findings, it has been observed that 52.6% of the respondents from Nigeria expressed agreement regarding the role of leadership and diplomatic functions in advancing sustainable economic development. Specifically, these functions were found to facilitate capacity development through the establishment of coordinated structures for the implementation and reporting of capacity development programmes. The level of agreement is slightly lower compared to Rwanda, with a proportion of 59.7%. However, it is worth noting that a portion of the respondents, specifically 10.5% and 22.8%, expressed uncertainty and refrained from providing an opinion on the matter. Additionally, a significant percentage of Nigerians (36.8%) and Rwandans (17.5%) expressed disagreement with the notion that economic development can be sustained through leadership strategy and diplomacy by establishing coordinated structures for the implementation and reporting of capacity development programmes. Based on the findings of the research, it was observed that a significant proportion of Nigerian respondents, specifically 47.4%, expressed agreement with the notion that capacity building is effectively integrated into the processes of sector and district planning, budgeting, and reporting. A significant proportion of respondents from Rwanda, specifically 54.4%, expressed agreement with the aforementioned statement. Nevertheless, it is worth noting that a significant proportion of respondents, specifically 19.3% and 15.8% respectively, expressed uncertainty regarding the matter at hand. Additionally, it is noteworthy that 33.3% and 26.3% of respondents from Nigeria and Rwanda, respectively, held contrasting viewpoints. Specifically, they disagreed and affirmed that the integration of capacity building for sustainable economic development is lacking in their respective countries' sectors and districts planning.

Subsequent investigations have revealed that a majority of Nigerian respondents, specifically 50.9%, expressed their agreement with the notion that capacity building is effectively administered through a network of proficient, seasoned, and quality-assured service providers. The results align with the findings from Rwanda, where 52.6% of participants expressed agreement regarding the importance of a network of capable, knowledgeable, and quality-assured service providers in ensuring the delivery of capacity building initiatives for sustainable economic development. However, it is worth noting that a portion of the respondents expressed divergent perspectives. Specifically, 12.3% of respondents from Nigeria and 15.8% from Rwanda remained uncertain and refrained from providing an opinion.
Additionally, 36.8% of respondents from Nigeria and 31.6% from Rwanda voiced their disagreement with the statement. These individuals asserted that capacity-building programmes often involve the involvement of unqualified, inexperienced, and low-quality service providers, which they believe hinders the sustainable economic development of the population. According to the data, a mere 29.8% of Nigerians hold the belief that individuals within the diplomatic community possess the necessary expertise to effectively diagnose, demand, manage, and monitor capacity development programmes and initiatives. Conversely, a larger segment of the Nigerian population, specifically 47.4%, expresses disagreement with this notion. Nevertheless, a notable proportion (22.8%) of respondents exhibited ambiguity and failed to provide a clear response regarding the role of the diplomatic community. In contrast, individuals within the diplomatic community possess the capacity to assess, request, oversee, and evaluate capacity-building programmes and initiatives, as indicated by a majority of respondents (50.9%) in Rwanda. However, a portion of the Rwandan population (26.3%) expressed skepticism, while 22.8% disagreed with the proposed responsibilities of diplomatic community members in the areas of diagnosing, demanding, controlling, and monitoring capacity-building programmes and initiatives.

Based on the findings of the research, it was observed that 35.1% of the respondents from Nigeria expressed their support for capacity-building initiatives facilitated by Evidence-Based Learning and Knowledge Exchange, which are overseen by the diplomatic community in collaboration with other nations. While 14.0% of respondents refrained from expressing their opinion, the prevailing sentiment among the majority (50.9%) was that evidence-based learning and knowledge exchange facilitated by the diplomatic community do not effectively contribute to capacity building for sustainable economic development. A significant proportion of respondents from Rwanda (56.1%) expressed their belief in the existence of Evidence-Based Learning and Knowledge facilitated by the diplomatic community in collaboration with other nations. However, a smaller percentage (17.5%) remained uncertain about this matter, while a notable portion (26.3%) disagreed with the aforementioned proposition. Upon conducting a more comprehensive inquiry, it has been determined that a significant proportion, specifically 33.3%, of individuals from Nigeria concur with the notion that active involvement with both regional and international entities is instrumental in harnessing expertise and functional resources. This engagement also serves as a means to advocate for capacity development and exchange best practices, thereby solidifying the effectiveness of leadership strategies and diplomatic efforts in fostering sustainable economic development. However, a notable
proportion of respondents, specifically 22.8%, expressed uncertainty regarding their stance on the matter, whereas a significant majority of 43.9% expressed disagreement with the perceived role and effectiveness of the country's leadership and diplomatic efforts. The results diverge from those observed in Rwanda as a significant proportion of participants (54.4%) acknowledged that their capacity development was influenced by their interactions with regional and international communities. Conversely, 15.8% of respondents remained uncertain and refrained from expressing an opinion, while 29.8% disagreed with the notion that capacity building for sustainable economic development is invariably linked to engagement with regional and international communities. The study's findings also suggest that when the mean value surpasses 1.00, it implies that the implementation of proficient leadership strategies and diplomatic approaches plays a significant role in enhancing capacity development in both Nigeria and Rwanda. The calculated mean average of 2.00 from Nigeria and 2.29 from Rwanda, both exceeding the threshold of one, present compelling evidence supporting the proposition that the implementation of effective leadership strategies and diplomatic approaches in capacity development plays a significant role in fostering good governance and achieving sustainable economic development in both Nigeria and Rwanda.

The quality of leadership and diplomacy is the major determinant of a country’s governance and sustainable economic development. In order to discern a notable distinction between the two countries, the data underwent a paired sample t-test. The analysis yielded a t-value (113) = 4.3562, indicating a statistically significant difference. The obtained p-value of .007 further supports this conclusion, as it falls below the predetermined significance level of .05. It is evident that there are notable disparities in the leadership strategies and capacity-building diplomacy between Nigeria and Rwanda.

According to Murray et al. (2011), leadership and diplomacy exert a significant and straightforward impact on national development plans through the facilitation of trade, implementation of investment policies, and promotion of economic initiatives that seek to bolster capacity building among states. This finding highlights the significance of capacity building in promoting sustainable economic growth. According to the research conducted by Uwera and Munene (2021), capacity building diplomacy has been identified as a significant factor in the advancement of good governance and the facilitation of sustainable economic development. However, it is worth noting that, there are some aspects within this domain that might be enhanced for greater effectiveness. The researchers discovered that there was no statistically significant correlation between capacity-building diplomacy and economic growth.
in the context of Rwanda. However, it was determined that the establishment of proficient leadership methods and diplomatic approaches is crucial for achieving excellent governance and sustained economic growth.

The creation of employment opportunities and the assurance of life and property security partially characterizes effective leadership and diplomacy. The preservation of human lives and assets is a cornerstone of effective governance and the achievement of long-term economic progress. It is an essential element that fosters a favourable atmosphere for robust diplomatic relations and foreign investments, ultimately contributing to the advancement of economic growth and development (Bello & Lamidi, 2009). The prevailing concern in the realm of leadership and diplomacy among present-day African nations is undeniably centered on the matter of accountability and transparency in the management of public funds designated for initiatives aimed at enhancing the well-being of the populace (Nicholas, Kehinde, Imhonopi & Evbuoma, 2016).

Leadership Strategies and Social Welfare Diplomacy for Good Governance and Sustainable Economic Development between Nigeria and Rwanda

This specific section of the study examines the viewpoints articulated by the participants concerning leadership strategy and social welfare diplomacy as mechanisms for promoting effective governance and sustainable economic growth within the contexts of Nigeria and Rwanda. The Likert Scale data is presented utilizing a numerical scale that spans from 1 to 3. The numerical values assigned to the respective categories are as follows: 1 denotes a state of disagreement, 2 signifies a state of uncertainty, and 3 indicates a state of agreement. The scale points are utilized for evaluating the respondents' degree of agreement. The data has been succinctly summarized and meticulously presented in the following manner.
## Table 2: Leadership Strategies and Social Welfare Diplomacy for Good Governance and Sustainable Economic Development

<table>
<thead>
<tr>
<th>Items</th>
<th>Nigeria n=57</th>
<th>Rwanda n=57</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agree</td>
<td>Uncertain</td>
</tr>
<tr>
<td></td>
<td>Freq.</td>
<td>%</td>
</tr>
<tr>
<td>Adherence to the pension scheme without any discrimination in the mandatory pension scheme</td>
<td>31</td>
<td>54.39</td>
</tr>
<tr>
<td>Medical care, daily sickness allowances, incapacity social security payments, and survivors' benefits for employees and employers at risk of working illness or accident</td>
<td>13</td>
<td>22.81</td>
</tr>
<tr>
<td>Suspension of eviction of renters who could not pay their landlords and government assistance to property owners and utility providers</td>
<td>9</td>
<td>15.79</td>
</tr>
<tr>
<td>Financial aid to unemployed individuals so they can survive through hard times and find job placement</td>
<td>14</td>
<td>24.56</td>
</tr>
<tr>
<td>Federal and state-funded healthcare programs for low-income families and children based on income</td>
<td>34</td>
<td>59.65</td>
</tr>
<tr>
<td>Adoption of mechanisms to support public transportation, recreation facilities, and schools.</td>
<td>35</td>
<td>61.40</td>
</tr>
<tr>
<td><strong>Average Mean and Stdev</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

T-test (113) = 2.7516, p = .040. The result is significant at .05 significant level

Source: Survey Data, 2023
Based on the findings shown in Table 3, it can be observed that a majority of Nigerian participants, namely 54.39%, expressed agreement with the notion that the government's leadership strategies and social welfare diplomacy encompass the inclusion of non-discriminatory adherence to pension plans in the required pension scheme. This perspective is seen as a means to foster sustainable economic growth. However, a significant proportion of respondents (26.32%) remained uncertain and did not provide a clear stance on the matter. In contrast, a smaller percentage (19.30%) voiced disagreement with the notion that the implementation of a non-discriminatory pension plan guarantees an effective leadership strategy and promotes social welfare diplomacy. The results align with those obtained from 61.4% of respondents from Rwanda. However, a significant proportion of participants (26.82%) expressed uncertainty, while a smaller percentage (8.77%) disagreed and confirmed their non-compliance with the mandatory pension system without any bias. Further examination of the data indicates that a mere 22.81% of participants from Nigeria concurred that the inclusion of medical care, daily sickness allowances, incapacity social security, payment, and survivors benefits for employees and employers exposed to work-related illnesses or accidents played a substantial role in the social welfare approach aimed at enhancing sustainable economic progress. Meanwhile, 26.32% of respondents expressed indecisiveness, and the majority of participants (50.88%) disagreed with this notion. The results align with those obtained in Rwanda, where a significant proportion of participants (64.91%) acknowledged the efficacy and sustainability of a robust social security package for employees and enterprises, attributing this outcome to competent leadership and diplomacy.

A mere 15.79% of respondents expressed agreement with the notion that the deferment of tenant evictions in Nigeria, along with government assistance to property owners and utility providers, represents feasible social welfare measures capable of fostering sustainable economic expansion. However, a significant proportion of respondents (36.84%) expressed uncertainty and refrained from providing a definitive viewpoint. Conversely, a majority (47.37%) disagreed with the notion that the government fails to undertake such measures as a component of its leadership strategy and diplomatic efforts aimed at enhancing social welfare. The results diverged from those observed in Rwanda as a significant proportion of participants (57.89%) concurred that implementing measures such as halting evictions of tenants and extending support to property owners and utility providers constitutes a prominent approach in leadership and diplomacy to safeguard social welfare and foster sustainable economic progress. Conversely, 22.81% expressed uncertainty, and 19.3% held a dissenting viewpoint in relation to the notion that the government fails to undertake such measures.
to the majority stance. Subsequent examination indicates that a significant proportion of individuals, namely 24.56%, held the belief that extending financial aid to unemployed individuals as a means to support their livelihood and facilitate their reintegration into the workforce represented a feasible leadership and diplomatic strategy for promoting sustainable economic development. Despite the limited response rate, a significant proportion of participants (35.09%) expressed uncertainty, while 40.35% disagreed and asserted that the provision of financial assistance to jobless persons, aimed at facilitating their survival and reemployment, was not effectively included in the leadership's strategies for promoting sustainable economic growth. The effectiveness of the results from Rwanda is of utmost importance, as indicated by the majority of respondents (54.39%) who expressed agreement with the implementation and sustainability of financial aid to jobless individuals. Conversely, 28.07% of respondents expressed uncertainty, while 17.54% disagreed with this assertion.

A significant proportion of participants (59.65%) expressed agreement with the notion that Nigeria's leadership and diplomatic strategy included the provision of financial assistance programmes targeting low-income households and children. However, a significant proportion of respondents, namely 19.30%, expressed uncertainty over the plan, and 21.05% voiced opposition towards the proposed initiative, which seeks to promote sustainable economic growth over an extended period. The results align with the findings from the research conducted in Rwanda. A significant proportion of participants (61.40%) affirmed the existence of effective funding programmes targeting low-income families and children, which are income-based. However, a smaller percentage (17.54%) expressed uncertainty regarding the functionality of these initiatives, while 21.05% disagreed with their effectiveness in promoting sustainable economic development. Upon conducting a more extensive inquiry, it has been ascertained that a majority of 61.40% of participants expressed the belief that the implementation of strategies aimed at bolstering public transportation, recreational amenities, and educational institutions serves as a sign of Nigeria's sustained economic prosperity, with the intention of fostering social well-being. However, a significant proportion of respondents (26.32%) expressed uncertainty and refrained from providing a viewpoint, whilst a smaller percentage (12.28%) expressed opposition for the implementation of this project in Nigeria. The majority of respondents from Rwanda (63.16%) reported similar findings, with 22.81% expressing uncertainty and 14.04% agreeing that mechanisms such as public transport, recreation facilities, and schools are not viable options for promoting sustainable economic development without leadership and diplomatic measures. The results of the study also indicate that when the mean value exceeds
1.00, it suggests that the implementation of effective leadership strategies and diplomatic approaches significantly contribute to the enhancement of social welfare in both Nigeria and Rwanda. The mean average of 2.08 from Nigeria and 2.46 from Rwanda, both surpassing the threshold of one, provides evidence in favour of the proposition that effective leadership strategies and diplomatic efforts in social welfare contribute significantly to the establishment of good governance and the attainment of sustainable economic development in both Nigeria and Rwanda. The findings of Watson's (2012) study on the financial aspects of foreign policy and diplomatic relations support the results of this research. Watson's study revealed that policy areas demonstrate patterns of action that are closely linked to the subject matter at hand. Efforts to promote good governance and sustainable economic development are currently falling short in effectively addressing the social welfare necessary for creating an optimal environment conducive to successful international cooperation, resource exploration, and international projection. These efforts also play a crucial role in achieving social welfare among the population.

A paired sample t-test was utilized to evaluate whether there is a statistically significant difference between the data obtained from the two countries being examined. The results suggest that the computed t-value (113) is 2.7516, yielding a corresponding p-value of .040. At a significance level of 0.05, the observed outcome is considered statistically significant. The results of the statistical analysis indicate that the p-value, which is below the threshold of 0.05, indicates a significant difference in leadership strategies and the impact of social welfare diplomacy on the promotion of sustainable economic growth in Nigeria and Rwanda. The findings presented in this study are in contrast to the research conducted by Uwera and Munene (2021), which did not identify a statistically significant association between the economic aspect of social welfare diplomacy and economic development. To eliminate the deficit in pension systems as an indicator for social welfare, restore their short-term viability, and ensure the long-term financing of a minimum level of old-age social insurance in a context of demographic ageing, Omrani, Chegrani, and Tahri (2023) concluded that countries must align to the reform measures recommended by international monetary authorities.

**Leadership Strategies and Poverty Alleviation Diplomacy for Good Governance and Sustainable Economic Development between Nigeria and Rwanda**

This particular section of the study focuses on the perspectives expressed by the participants regarding leadership strategy and poverty alleviation diplomacy as means of
fostering efficient governance and sustainable economic development in the specific contexts of Nigeria and Rwanda. The data from the Likert Scale is presented using a numerical scale ranging from 1 to 3. The assigned numerical values for each respective category are as follows: The numeral 1 is indicative of a state characterized by disagreement, while the numeral 2 denotes a state characterized by uncertainty. Conversely, the numeral 3 signifies a state characterized by agreement. The scale points are employed to assess the level of agreement among the respondents. The data has been concisely summarized and carefully presented in the following manner.
Table 3: Leadership Strategies and Poverty Alleviation Diplomacy for Good Governance and Sustainable Development

<table>
<thead>
<tr>
<th>Items</th>
<th>Nigeria n=57</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agree</td>
<td>Uncertain</td>
<td>Disagree</td>
<td>Mean.</td>
<td>STD.</td>
<td>Agree</td>
<td>Uncertain</td>
<td>Disagree</td>
<td>Mean.</td>
<td>STD.</td>
</tr>
<tr>
<td>Encourage agricultural revival and rural recapitalization of farm and nonfarm household incomes through policies that boost household buying power</td>
<td>32</td>
<td>14</td>
<td>10</td>
<td>17.54</td>
<td>2.35</td>
<td>1.96</td>
<td>36</td>
<td>14</td>
<td>7</td>
<td>12.28</td>
</tr>
<tr>
<td>The implementation of efficient extension services, the supply of rural financing, and the facilitation of support to micro and small-scale firms</td>
<td>31</td>
<td>11</td>
<td>15</td>
<td>26.32</td>
<td>2.28</td>
<td>1.91</td>
<td>36</td>
<td>15</td>
<td>6</td>
<td>10.53</td>
</tr>
<tr>
<td>Promote the use of conventional storage systems at the household level, enhanced storage facilities at the prefectural or zonal level, and communal storage via farmer's groups and cooperatives</td>
<td>37</td>
<td>15</td>
<td>5</td>
<td>8.77</td>
<td>2.56</td>
<td>2.1</td>
<td>38</td>
<td>12</td>
<td>7</td>
<td>12.28</td>
</tr>
<tr>
<td>Training and career opportunities for unskilled young at heart, as well as empowering talented young people to engage in income-generating enterprises</td>
<td>35</td>
<td>10</td>
<td>12</td>
<td>21.05</td>
<td>2.4</td>
<td>2.01</td>
<td>34</td>
<td>14</td>
<td>9</td>
<td>15.79</td>
</tr>
<tr>
<td>Give the poor access to primary health care, education, water and sanitation, power, and housing and sustainably address vulnerable groups in rural and urban areas to improve their quality of life and stabilize populations</td>
<td>30</td>
<td>14</td>
<td>13</td>
<td>22.81</td>
<td>2.3</td>
<td>1.91</td>
<td>36</td>
<td>11</td>
<td>10</td>
<td>17.54</td>
</tr>
<tr>
<td>Establish and equip community service centers to integrate unemployed youth into formal and non-formal work through artisanal skills development</td>
<td>32</td>
<td>17</td>
<td>8</td>
<td>14.04</td>
<td>2.42</td>
<td>1.99</td>
<td>39</td>
<td>12</td>
<td>6</td>
<td>10.53</td>
</tr>
<tr>
<td>Average Mean and Stddev</td>
<td>2.39</td>
<td>1.98</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

T-test (113) = 3.1398, p = .026. The result is significant at .05 significant level
Source: Survey Data, 2023
Based on the data presented in Table 3, it can be observed that a majority of respondents, specifically 56.14%, expressed agreement with the notion that leadership and diplomatic strategies play a crucial role in promoting sustainable economic development by addressing poverty. This is achieved through the support of agricultural and rural recapitalization efforts, which aim to enhance both farm and nonfarm household income. The implementation of policies that boost household purchasing power is seen as a means to achieve this objective. Nevertheless, a significant proportion of respondents, namely 24.56%, expressed uncertainty over the acceptance of the aforementioned initiatives in Nigeria. Additionally, a notable percentage of 17.54% indicated their opposition to the implementation of these programmes.

In contrast, a significant proportion of participants from Rwanda (63.16%) had the same viewpoint as their Nigerian counterparts on the implementation of the programme. They believed it might contribute to sustained economic growth by employing effective leadership strategies and diplomatic approaches. Nevertheless, a significant proportion of participants, specifically 24.56%, expressed uncertainty regarding their stance on the plan in question. Additionally, a notable minority, comprising 12.28% of respondents, held a dissenting viewpoint contrary to the prevailing majority.

In a similar vein, it was found that 54.39% of respondents from Nigeria expressed agreement regarding the implementation of effective extension services, provision of rural financing, and facilitation of support to micro and small-scale businesses as measures undertaken to alleviate poverty and promote sustainable economic development. Conversely, 19.30% of respondents were uncertain about the sustainability of these initiatives, while 26.32% disagreed with their efficacy in empowering the population and reducing poverty. The present situation exhibits a degree of similarity to the data obtained from Rwanda, wherein 63.16% of participants concurred with the prevailing sentiment among Nigerian respondents. This study reveals that the implementation of efficient extension services, rural financing, and support facilitation for micro-scale firms played a crucial role in promoting sustainable development in Rwanda. However, it is worth noting that a portion of the respondents, specifically 26.32%, expressed uncertainty, while 10.53% disagreed with the notion that these initiatives were sustainable. These findings suggest that the leadership strategy and diplomatic principles employed in the pursuit of sustainable economic development may have been ineffective.
Subsequent examination unveiled that a majority of Nigerian participants, specifically 64.91%, expressed their agreement with the notion that leadership and a diplomatic approach play a crucial role in fostering the adoption of traditional storage systems at the individual household level, enhancing storage infrastructure at the prefectural or zonal level, and facilitating communal storage through farmers groups and cooperatives, all with the aim of ensuring long-term economic progress. However, a significant proportion of respondents, namely 26.32%, expressed uncertainty, while 8.77% disagreed with the long-term sustainability of the policies in terms of their potential to foster sustainable economic growth. In the context of Rwanda, a significant majority of 66.67% expressed agreement with the notion that the policies implemented aimed to foster economic growth by focusing on agriculture and other entrepreneurial activities. Conversely, a smaller proportion of 21.05% expressed concern regarding the durability of these initiatives, while 12.28% disagreed with the effectiveness of leadership and diplomatic efforts in ensuring their long-term success.

Based on the research results, it was observed that a majority of Nigerians, specifically 52.65%, expressed agreement with the implementation of various initiatives aimed at mitigating poverty as a measure of sustainable economic progress. These initiatives encompassed the provision of essential services such as primary healthcare, education, power, housing, water, and sanitation, alongside efforts to address the needs of vulnerable populations residing in both rural and urban areas. The intended outcome of these measures was to enhance the overall quality of life and promote population stability. Nevertheless, a notable proportion of respondents (24.56%) expressed uncertainty over the existence of such programmes, whilst a somewhat smaller percentage (22.81%) concurred that these initiatives were not implemented with the intention of enhancing the well-being of the population. The acquired results exhibit a level of comparability with the findings seen in Rwanda. In the survey, it was found that 63.16% of respondents expressed agreement on the implementation of measures aimed at guaranteeing a superior quality of life for the people. Conversely, 19.30% of participants were uncertain about this matter, while 17.54% disagreed with the notion.

Based on the results, it was observed that a majority of respondents, namely 61.40%, expressed agreement with the notion that fostering sustainable economic growth via leadership and diplomacy entails providing training and professional opportunities for unskilled young individuals, while also facilitating the involvement of brilliant youth in profit-generating enterprises. The perspective mentioned above was not endorsed by 17.54% of the participants, who chose not to voice their opinion. Additionally, 21.05% of the respondents indicated
dissatisfaction with the implementation and functionality of the programme. The findings demonstrate a similarity to the outcomes seen in Rwanda, wherein 59.65% of respondents said that the programmes were well implemented and beneficial to the local population. Conversely, 24.56% of participants expressed uncertainty over the projects’ effectiveness, while 15.79% disagreed with their impact.

Based on the findings of the research, it was observed that a significant proportion of Nigerians, specifically 56.14%, acknowledged the implementation of a noteworthy initiative aimed at reducing poverty and fostering sustainable economic growth. This initiative involved the establishment and provision of resources to community service centres, with the primary objective of integrating unemployed youth into both formal and non-formal employment opportunities through the development of artisanal skills. A portion of the participants (29.82%) indicated unfamiliarity with the effort and hence chose not to provide a response about the subject matter. Additionally, 14.04% expressed strong opposition against the implementation and long-term viability of poverty reduction endeavours. The results align with previous research conducted in Rwanda, as a significant proportion (68.42%) of participants expressed support for the implementation and effectiveness of the projects. A smaller percentage (21.05%) reported uncertainty, while a minority (10.54%) held opposing views to the prevailing consensus. The results of the study also indicate that when the mean value exceeds 1.00, it suggests that leadership techniques and diplomacy have a significant positive influence on poverty alleviation in Nigeria and Rwanda. The mean average of 2.39 from Nigeria and 2.51 from Rwanda, both beyond the criterion of one, provides evidence in favour of the proposition that leadership initiatives and capacity development diplomacy have a role in fostering good governance and sustainable economic development in Nigeria and Rwanda. This study's findings are consistent with Wang's (2006) study, which claimed that in the late twentieth century, the realms of development and diplomacy began to converge in areas such as peace, human rights, security, international trade, environmental sustainability, climate change, global health, private sector development, access to clean drinking water, poverty eradication, and the right to food.

A paired sample t-test was employed to assess whether there exists a statistically significant disparity between the data collected from the two nations under investigation. The findings indicate that the t-value (113) acquired possesses a numerical value of 2.7516, and is correlated with a p-value of .026. At a significance level of 0.05, the observed outcome meets the criteria for statistical significance. Based on the statistical analysis conducted, it is evident
that the obtained p-value falls below the predetermined threshold of 0.05. This finding suggests that there exists a significant disparity in the utilization of leadership methods and social welfare diplomacy, both of which play a crucial role in driving sustainable economic growth in Nigeria and Rwanda. The results are consistent with the findings of Uwera and Munene (2021), which demonstrated a notable correlation between poverty reduction diplomacy and economic development. Hence, it is imperative to consider government initiatives as a testament to effective leadership, diplomacy, good governance, and sustainable economic development in the countries under scrutiny.

Poverty encompasses a range of interconnected hardships, including inadequate access to nourishment and shelter, limited ability to voice one's concerns, unemployment, apprehension about the future, the tragic loss of a child due to preventable illnesses likely stemming from unclean water or the inability to afford medical expenses, insufficient political representation and personal freedoms, a sense of powerlessness, and likely challenges in meeting hospital expenses. Despite the availability of ample human and material resources, a significant portion of the African population continues to experience poverty. The correlation between a nation's wealth and the effectiveness of its government is evident since the government plays a crucial role in upholding the social compact that unites the citizens of a country or state (Ejuvbepokpo, 2012). Despite the many measures made by the governments of Nigeria and Rwanda, as noted by Akpe (2008), a significant number of individuals continue to earn an income that is insufficient to meet their fundamental or existential requirements, as outlined in Abraham Maslow's Hierarchy of requirements. This statement suggests that despite the presence of effective leadership strategies and diplomatic approaches aimed at reducing poverty, inadequate governance has hindered the execution of these measures. This governance is marked by the presence of corrupt leaders who have not faced legal consequences for their failure to implement poverty reduction programmes. Consequently, the impoverished population bears the negative consequences of this corrupt leadership and diplomacy, as they are deprived of the intended benefits of such programmes. African nations have consistently demonstrated a wealth of commendable ideas aimed at enhancing democratic processes, fostering transparent governance, and achieving sustainable economic development (Ikubaje, 2014). However, the primary obstacle lies in the political dedication required to translate these exceptional concepts and policies on good governance into feasible and enduring development initiatives, with the exception of challenges related to implementation.
CONCLUSION

Several initiatives and endeavors have been implemented in Nigeria and Rwanda with the aim of enhancing good governance and fostering sustainable economic development. These efforts primarily focus on capacity building, social welfare enhancement, and poverty alleviation. The efficacy of these programmes is contingent upon the leadership policies and diplomatic approaches employed by both nations. It is important to acknowledge that a significant portion of the projects encompassing the three dimensions of sustainable economic development have been duly implemented. However, it is worth noting that these projects often suffer from a lack of sustainability, which can be attributed to various factors such as corruption, insecurity, institutional deterioration, and negative public perception. The approaches to leadership methods and diplomatic strategies employed to ensure effective governance and sustainable economic growth vary between Rwanda and Nigeria. In order to achieve the desired outcomes, it is imperative to prioritize the implementation of impactful and enduring capacity-building, social welfare and poverty alleviation initiatives that directly affect the economic well-being of individuals.

1. The implementation of a capacity building initiative is expected to have a substantial positive impact on the promotion of effective governance and the sustained growth of the economy in the end.
2. Enhance social welfare initiatives that directly contribute to the overall well-being of the population. Additionally, the enhancement of quality of life, health, and workplace safety would be conducive to the attainment of effective governance and sustainable economic development within the nations being examined.
3. Execute poverty alleviation initiatives that yield tangible outcomes for individuals, specifically targeting those residing in rural areas, as well as low-income populations in suburban and urban locales, with the aim of mitigating or narrowing socioeconomic disparities.

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