

COMMUNITY LEADERSHIP

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EMERGING TRENDS IN COMMUNITY LEADERSHIP

TOPIC ONE: INTRODUCTION TO LEADERESHIP

Leadership is a concept that many scholars have analyzed and written about. Different scholars have defined leadership in various words. Thus the average working definition of leadership is as follows:

1. Leadership is the process through which one member of a group influences other group members towards attainment of specific goals
2. It is the process of influencing other people to work willingly towards attainment of a specific goal without applying force on them
3. It is the process of decision taking

Community leadership

Community leadership is the process through which a member of a group through the community or entire community influences the community members to work together willingly towards the attainment of specific community goals.

Importance of leadership

1. It ensures proper use of resources by directing various resources to where they are needed hence used properly
2. It guides decision making and goal setting
3. It provides a symbol of identity thereby maintains group unity
4. It maintains the group by helping reduce tension and hostility among members of the community (through problem solving)
5. Proper leadership helps the community and its groups to relate with each other well thereby promoting harmony
6. It is figurehead in all issues relating to the community and the outside world
7. It is a source of expertise in matters of community development (ability in terms of experience)

TOPIC THREE: LEADERSHIP STYLES

Types of leadership in the community

1. Traditional leadership

Here traditional leader derives his/her powers or authority from a traditional status e.g. a son of a king becomes a king upon the death of his father.

2. Beaucratic leadership

Here the leader gets its authority from delegation e.g. through election and appointments.

3. Charismatic leadership

The leader creates his / her own authority e.g. political party leader

Styles / techniques of leadership in the community

1. Authoritarian / Autocracy / Anarchy

The leaders determine policies, procedures and activities in the group without involving community members. It is a dictatorship in its form and procedure. It takes up-bottom approach to development / trickle down approach.

2. Democracy

This encourages participation of community members in decision making an action in a friendly and helpful manner.

It takes bottom up approach to development and is believed to be most ideal style used by successful community leaders.

3. Laisses faire (free market situation)

A leader allows complete freedom for decision making and activities giving his / her own initiation to a minimum level (leader just comment).

It is applicable where people are fully conscious of their problem and are ready to participate to achieve their goals.

Note: Studies have shown that the leadership techniques in the community have to be related to attitude of the community members. There is a partial relationship among members including the form of relationship among members including leader and the situation in which the leaders function as part of the group structure should the community be characterized by ignorance and conservativeness than authoritarian techniques in desirable.

General characteristics of a good leader

- 1 Must be accepted by the community

- 2 Must have the spirit and desire to lead
- 3 Must be able to order the community members
- 4 Must be a good listener and action oriented
- 5 Must have skills to work with people so as to understand and learn human affairs
- 6 Must have ability to mobilize people towards development

Impact of community leadership

- 1 Promote sustainability
- 2 Facilitated development
- 3 Create peace / unity
- 4 Rally people for development
- 5 Ensure proper use of resources
- 6 Guides decision making

Factors influencing leadership styles

- 1 The leader
- 2 The follower
- 3 The goals and objectives
- 4 The settings

The leader

Are important reasons for failure because they may not understand the objectives or fail to communicate it to the group.

Adopt an inappropriate strategy or allow themselves to be destructed by periphery issues.

Leader's style of dealing with problems may be so alien thus cannot establish rapport.

Responsible when goals are not obtained / achieved

Goals and objectives

- 1 If unrealistic, things may not work right
- 2 If there are difficulty in translating the general objectives to specific manageable tasks tat can be carried out.

Followers

Leadership cannot exist without followers

If they lack skills

Select their own leaders whose aims look like others

Forms of leadership styles

1. Simple form

Styles are represented in terms of two extremes. Any leader's way of leading at any given time will belong to one of the two extremes.

2. Continuum leadership

Between the two extreme leadership there is a number of intermediate leadership style e.g. autocratic and participative in between.

The setting

- 1 Organization is the part of the setting
- 2 Some of their expectations which can change
- 3 Setting of policies of an organization

Impact of leadership styles in development

- 1 It creates enmity e.g. the authoritative
- 2 Risky but important development can be undertaken
- 3 Promotes participation (democratic)
- 4 Motivates e.g. democratic
- 5 Realization of goals (e.g. production) both democratic and authoritative
- 6 Improves community relationship (democratic)
- 7 Encourages use of force (e.g. authoritative leadership)
- 8 leads to sustainability of the project (democratic/participatory)

Factors that influence leadership styles

- 1 Nature of tasks
- 2 Nature of group or followers
- 3 Culture of organization (organizational settings)
- 4 Intelligence or educational level of the subject
- 5 Community members themselves
- 6 Level of explosive of the community

Factors hindering effective leadership

1. Poverty – a leader who is eager for wealth will use all the resources of the community to benefit himself
2. Embezzlement of community development fund

3. Lack of community participation
4. Poor infrastructures facilities
5. Poor communication skills
6. Illiteracy and ignorance among community members hence low adoption innovation and new ideas
7. Duplication of projects leading to wastage of community resources e.g. one group doing project on pottery then another group copies they lose the market
8. Political interference and sabotage of community projects
9. Influence of informal leaders

TOPIC FOUR: MANAGEMENT FUNCTIONS

Management

It is the process of getting things done through the people informally organized groups. The purpose of management is to ensure work is done and the objectives of the group or organization is achieved. Management is totally art and science.

Management as an art

It means one can become an effective manager by practicing or assuming managerial duties.

Management as a science

Is seen as a systematized body of knowledge pertaining the past events to an area of study and contains some general truth explaining a past event. It implies that management uses scientific observations.

Management as a professional

As a professional management have the following characteristics:

- (i) A system of organized and systematic knowledge
- (ii) Formalized methods of acquiring training and experience.
- (iii) Charging of fees based on performance
- (iv) Existence of a professional association with clear art goals

Who then is a manager?

Manager is an individual who has been given the responsibility to ensure that the work done through others to achieve organizational / community goals.

Qualities of an effective manager

- 1 Professionally trained
- 2 Creative (self starter)
- 3 Good communication skills
- 4 Honesty and integrity
- 5 Morally upright
- 6 Good human and public relation skills
- 7 Good decision maker
- 8 Should be descent and smart
- 9 Disciplined
- 10 Respect other people's rights
- 11 Should always choose the diplomatic path

Principle of management

Various management experts have given various principles to help managers in management. The most popular principles are those of Henry Fayal. He gave principle of management as follows:-

1. Division of work / labour

The work should be divided among members of the group or organization to take the advantage of specialization.

2. Authority and responsibility

Authority should be given to a person who has been delegated some responsibility to ensure that the work is done. Thus authority should equal responsibility.

3. Discipline

All personnel serving in the organization should be disciplined. Discipline is obedience, application of the required behaviour and a mark of respect shown by all the members of the group. All the members of an organization should behave in an orderly manner.

4. Unity of command

It means that every person in an organization should have one boss or should be answerable to one superior to avoid receiving conflicting instructions.

5. Unity of direction

Unity of direction means one unit and one plan. According to the principle each group of activi-

ties with same objectives must have one head and one plan.

6. Subordination of individual interest to organizational objectives

The principle means that members of the group or the organization where a worker has conflicting personal interest with those of the organization, association or a group. He / she should forfeit his / her interest in favour of those of the organization.

7. Remuneration of personnel

Remuneration and methods of payment should be fair and provide maximum possible satisfaction to employees.

8. Centralization

Similar work activities should be done at the same place. This principle also requires authority to be decentralized.

9. Scalar chain

There should be a scalar chain of authority and communication ranging from the highest to the lowest position.

10. Order

This principle requires that everything in the organization should be at the right place at the right time.

11. Equity

It is the combination of justice and kindness. The application of equity requires good sense experience and good nature for soliciting loyalty and devotion from subordinates. Treat everyone fairly in the organization.

12. Stability of tenure / security

Ensure that the workers feel secured in their stability of tenure guarantees continued employment from the personnel of the organization. Avoid making regular changes.

13. Initiative

It is concerned with thinking out and execution of plans. Encourage the personnel in the organization to be initiative i.e. to come up with new ideas that can bring empowerment.

14. Espirit de-corps

This is the principle of 'union is strength' encourages teamwork at the work place.

Ethical practices in management in community development activities

Ethics refers to a systematized body of principles that have to be followed in carrying out one's

responsibilities.

Ethics are the morals, norms or doctrines that have which have to be adhered to in carrying out responsibilities.

The following ethical practices should be followed by the leaders / managers in the cause of performing their duties.

- i) Should be morally upright and behave in such a manner that he/she comes out as a role model
- ii) Prosperity of society depends on every members effort
- iii) Accountability and transparency should also be guiding moral principles for managers
- iv) Respect for the rules of the day (current rules in the prevailing circumstances)
- v) Managers should uphold values meant to enhance and promote success in the areas of responsibility
- vi) Managers should lead by example through hardwork. The personnel they manage would then emulate their example.
- vii) Managers should avoid biases which can come in the form of discrimination. Discrimination based on class, colour, race, religion etc. should not arise in workplace.

Emerging issues and practices in management of community development activities

1. Empowerment

Refers to the building of group or individual capacities to make progressive and independent decisions

Empowerment entails activities like training the people to take decisions, resource conflicts etc.

2. Use of information communication technology

This requires adoption and use of now technology that can enhance work performance and catalyze development.

Use of machines and appropriate technology is an example.

3. Professionalism

Emphasis is put on good level of education and experience in specific field of expertise. Professionalism ensures that development activities are technically directed.

4. Accountability and transparency

Both require that leaders go about their duties with openness and be able to explain their actions in communities / organizations they are managing.

5. Democracy

Stakeholders of community development projects should be allowed to involve and stir such projects towards goals of their choice.

The involvement can either be by everybody or representative they select freely without intimidation (discrimination / molestation).

6. Participation and involvement of all stakeholders

For effective management in community development activities, all stakeholders are required to be involved in the participation in decision making activities.

7. Community initiatives

Community based development activities should originate from the people themselves. In this case, therefore, the people will prioritize their needs as they arise locally.

8. Use of locally available resources

Emphasis are put on the use of locally available resources to not only empower the people but also cut on the costs that would be incurred if resources were to be brought in from somewhere else.

TOPIC FIVE: LEADERS AND COMMUNITY PARTICIPATION

Meaning of community participation

This is a strategy in community participation which aims at involving collective engagement in decision making and taking actions on problems of common welfare.

It entails activeness and willingness of the community to take part in development.

It may range from the contribution in cash and labour consultation involvement in administrative and decision making.

Importance of community participation in community development activities

1. It ensures the success of community initiatives by reducing chances of misuse and vandalism of project materials which could lead to despair.
2. It helps to promote and encourage the communities to initiate and run self help projects

so as to enable the community to partially / fully meet other development needs.

3. sHelps reduce the cost of the projects in the community since its members contribute the resources
4. It helps empower local communities to take to their won decisions
5. It helps to eliminate the paternalistic approach to development and encourages communities to depend and pool together their potential manpower and financial resources to be self reliant instead of becoming passive recipients of government or donor aid.
6. Community participation also encourages unity among the community members
7. It helps to obtain more information and knowledge about local needs, problems, capabilities and experience to support evaluation and planning purposes.

Strategies used to ensure success in community participation and involvement in development activities

Community participation can be promoted through:-

1. Community awareness which is basically done through education and training
2. Field exposure – exposing the community to other development projects that are successful
3. Moral support
4. Ensuring change agents keep their promises
5. Motivation where they feel induced to take part in the project
6. Involving the community at all levels of development projects from problem identification to project implementation and evaluation.
7. Community sensitization and mobilization; this involves bringing the community together to pull resources together for given purpose. It involves bringing them together to discuss for common problems, identify their needs / effectively participate in a project.

Target for community mobilization

- i) Local leaders
- ii) Provincial administration
- iii) Religious leaders
- iv) Social welfare officials
- v) Women leaders
- vi) Local organized groups

- vii) Youths
- viii) CBOs and NGOs

Strategies for community mobilization

1. Sensitizing communities through public barazas, meetings, formal and informal gatherings, group discussions and visiting people in their homes
2. Social and resource mapping
3. Use of historical profiles and vision mapping
4. Action planning

Roles of leaders in community participation

- (i) To mobilize people and their resources
- (ii) To educate the people to be aware
- (iii) To unite community and make it fight a common enemy
- (iv) To make the community see the benefit of the reward of the project
- (v) To advice the people
- (vi) Providing means of meeting the people's needs
- (vii) Helping to provide effective leadership
- (viii) Help the people in conflict resolution
- (ix) To integrate people

Impacts of community involvement and participation on community development activities

Through community involvement in participation:-

- 1 Services will be provided cheaply
- 2 More is accomplished
- 3 Participation has an intrinsic value for participants (value one has himself kept inside the heart)
- 4 It is a catalyst for future development
- 5 Encourages a sense of responsibility and self actualization
- 6 It guarantees that a felt need is solved
- 7 Ensures that things are done the right way
- 8 Uses valuable indigenous knowledge
- 9 Free people more conscious of causes of their problems and what they can do about it
- 10 Enthusiastic community participation has played a significant role in developing and in-

creasing community awareness creation, a sense of responsibility and a pride of ownership which results in success and high level of performance of the system.

TOPIC SIX: MANAGEMENT COMMITTEES

A committee is an individual or group of people who have been appointed and given a particular task to perform or manage on behalf of the entire group.

A committee comprises individuals who have been delegated the responsibility to carry out a task with a specific time period.

In an organization there exist various types of committees.

These include:-

1. Executive committee

This committee manages the organization and has definite powers delegated to it to make decisions and act on its own initiatives on behalf of the organization.

2. Standing committee

This is normally established to deal with a recurrent matter of an organization such as social services and finances.

It is concerned with the details of the task delegated to rather than general policy matters. It acts on its own initiatives within the powers conferred to it and has to report back to the executive committee.

3. Advisory committee

This committee is formed to advise the executive committee it may form sub-committee whose findings and recommendations are reported directly to it and in turn present them to the executive committee.

4. Sub-committee

A parent committee may appoint a sub-committee. Its members to perform a specific task (committee divide themselves to smaller groups to investigate on a matter)

5. Ad-hoc committee (temporary committee)

This is appointed to carry out a specific task and once the task is accomplished the committee is dissolved immediately i.e. Waki Commission

6. Joint consultative committee

This is a committee which comprises management and workers representatives. It is formed to

inform the workers about policies and management decisions and for workers to air their views. (Committee that comprises different stakeholders in the organization i.e. the student, workers, lecturers, management etc)

7. Committees found in community

These are various types of committees found in local community whose main role is to steer up development.

These committees include:-

(a).District Development Committee (DDC)

Comprises all heads of departments at the district level and is chaired by the DC.

It ensures there are resources

It monitors the projects

(b).Divisional Development Committee (DDO)

Is chaired by the do and members are drawn from all sectors in the division e.g. religious leaders, local administrators, leaders, representatives of town councils etc.

(c).Locational and sub locational management committee

They have the following responsibility:

- 1 Monitoring communities to participate in the project activities
- 2 Organizing committee meetings, mass awareness and elections
- 3 Supervision and coordination of project activities at the sub location and location level
- 4 Monitoring and evaluating project activities and reporting on the same
- 5 Reviewing and planning for the location level; supervision and coordination of village management on implementing projects
- 6 Determining and approving village needs to begin work
- 7 Distribution of resources to villages in liaison with other location leaders (locating and re-locating of resources)
- 8 Problem solving and conflict resolution
- 9 Making financial records of the location and sub-location respectively
- 10 Providing financial support of project activities
- 11 Sourcing and putting in place rules and regulations and guiding the activities or operations

General functions of a committee

- 1 To supervise and manage the tasks assigned
- 2 To make people aware or inform the concerned on the progress
- 3 To identify good leadership and exploit it to the well being of the community
- 4 To generate development ideas
- 5 To set goals which works towards the attainment of development
- 6 To increase the ability in handling their effort
- 7 To help in promotion of desirable relationship in cooperative work
- 8 To demonstrate to a given cost

Organization structure of a committee

Chairman

Deputy Chairperson

Secretary

Treasurer

organizing secretary

Members

Guideline / intervention measures for making committee work effectively

The shortcomings of a committee can be minimized if a few simple rules are followed. Whoever is appointed to a committee should ensure that:

1. The purpose of the committee is clearly stated in writing
2. Ensure that there is proper planning of the committee tasks
3. The size of the committee should be just adequate to obtain the representative and the intellectual input required
4. Select the right members, in selecting members the following should be taken into account
 - 1 The member should have required knowledge, skills and experience
 - 2 Should have interest in the committee purpose
 - 3 The member should have time to committee tasks

- 4 The member should be psychologically compatible
5. The chairperson should be able to manage the committee meetings effectively
6. There should be an odd number of committee members so as to avoid dead locking of important issues
7. The operating procedure should be carefully defined
8. The terms of reference and resources should be clearly stated
9. Provide needed information and assistance
10. Set realistic deadlines for the completion of the assignments
11. Carry out periodic reviews to establish if committee is still on task, track or doing well
12. Require semi-reports or final reports which all committee members are signatories to ensure their commitment
13. A committee should be disbanded immediately when it has accomplished its purpose or its period has come to an end
14. Ensure elections are carried out democratically to bring in new leaders
15. Take action on committee report i.e. show seriousness

Roles of management committees in community development

- 1 Supervision and coordination of projects
- 2 Monitoring and evaluation of project activities and reporting the same
- 3 Distribution of resources
- 4 Problem solving and conflict resolution
- 5 Maintain financial records
- 6 Determine and approve needs to begin work
- 7 Source funds for project activities
- 8 Formulate and put in rules and regulations guiding the activities and operations

Impact of committees on development activities

- i) Provide an excellent media of discussion, education, training and communication between management, members and all leaders
- ii) It has a pool of knowledge and experience, collective advice, opinions and ideas
- iii) Quality decisions can be made

- iv) It promotes participation of the community members in decision making thereby motivating them
- v) It eliminates sloppy / not leveled / tilted / favouring and hasty judgements
- vi) It is possible to secure full cooperation from all the members
- vii) A sense of loyalty and commitment is felt by members when decisions are made
- viii) The advice of experts on managed matters can be made available
- ix) Development committees are known to receive support from donors than was compared to projects managed by individuals which are considered to be fragile and high risk projects

Challenges faced by management committees on development activities

- i) No person is responsible for the decisions made by the committees thus weakens accountability
- ii) The decisions made by such groups tend to weaken (decisions are likely to be the result of compromise hence may not be taken seriously when implemented)
- iii) Because of several members, it may be expensive to maintain it since some members may want sitting allowances
- iv) Difference of opinions between some members may lead to delays in decision making
- v) Some members may not effectively participate fully in the decision making where they are not familiar with technical and practical details
- vi) Where chairperson is weak, overbearing of members may dominate the committee
- vii) Committees may be misused by weak leaders e.g. politicians, chiefs etc. who are afraid of making decisions
- viii) Since committees have chairman, they are likely to have more powers, through the powers of casting a vote thus enforce decisions
- ix) There is a problem of political interference

Solutions to the challenges (intervention measures adopted to deal with challenges)

1. Provide necessary support to the committee
2. Monitor the committee activities
3. Appoint sizeable membership to the committee e.g. a minimum of 3 and a maximum of 7 members
4. Appoint members who are psychologically compatible to the committee unless otherwise

5. Motivate the members of the committee to participate in decision making e.g. providing refreshment, sitting allowances, appointment letters, acknowledgement letters etc.
6. Appoint competent person to chair the committee
7. Train committee members in leadership skills
8. Ensure gender balance in terms of membership to the committee
9. If possible the committee should have representatives from all sectors e.g. religious leaders, local administrative leaders, laymen, teachers etc.
10. Help the committee to resolve conflicts among the members

TOPIC SEVEN: LEADERSHIP AND COMMUNITY RELATIONS

Community relation is the same as public relations.

Community relation refers to a planned and sustained campaign to ensure mutual understanding among the community members.

In his words, **Oesophus** said that there is nothing that can prosper without a positive name.

Community relations refer to the efforts that are made by the community leaders to ensure that there are increased good relationships between individuals, groups and organizations in the community.

This is a deliberate campaign that is undertaken by those in authority to try to create and maintain good relationship among the community members that leads to good will among all.

Significance of community relations

- a) It improved the relationship of the members of the community
- b) It create unity among the community members
- c) It enables people to work as a team in development activities to attain progress
- d) It improves cooperation between community leaders and their members
- e) When people are united there is mutual understanding, the community becomes stable
- f) Good community relationship leads to goodwill i.e. improved security, lees crime, improved social welfare facilities amongst others.
- g) A positive image of community attracts investors in the community i.e. people invest in businesses
- h) If the country has good relation, it leads to good international relations

Essentials of effective community relations

1. Community leaders must be willing to serve the public
2. Should relate to other people in a friendly manner
3. Leaders should be time conscious in relation to use needs
4. Leaders should be polite and understanding
5. Respect should be encouraged among the people and one self
6. Community leaders should know their people, their potential and limitations
7. The leaders should believe in the abilities of community members and make use of it
8. The leaders should praise those who do right openly and in public when it is due
9. The leaders should be sincerely interested in their members
10. Community leaders should believe and promote teamwork in the community
11. The leaders should not be afraid to share responsibility, names and where they come from
12. Community leaders should not be afraid of relatives, wild complains from their subordinates but instead analyze conditions beyond criticism and complain
13. Community leader should know the people with their names and where they come from
14. The leader should accentuate (draw attention to) the past while establishing rules for the people
15. Community leaders should tell the community members why things are to be done i.e. tell people in advance about the proposed changes, a propose project, tell them why and try to make them accept the changes
16. Should let the community members know how they are getting along what you expect out of them point ways to improve
17. Be a good listener when listening to their problems show them tat you rare listening
18. Be knowledgeable about the diverse cultures of tribes, clans in the community
19. Promote good leadership through democratic style
20. Call public meetings e.g. barazas and inform the people about policy issues
21. Helps to resolve conflict effectively in the community
22. Increase community networks

Roles of community in community relations

All essentials discussed in effective community relations are exactly the roles community leaders are to undertake. However, community leaders should understand that the purpose of community relations is promoting good public relations in the community.

It helps people to get along well with one another and therefore the leaders are able to utilize them to undertake development activities.

Impacts of community relations on development

- i) It creates harmony among the community members thereby enabling people to concentrate on development
- ii) It helps to create and maintain good relations among the community members
- iii) It enables to maximize output in terms of production in the community
- iv) It motivates the community members to do their activities
- v) It leads to good public relations between the community and other communities
- vi) Much can be done in terms of development since there is increased unity and solidarity

TOPIC EIGHT: CONFLICT MANAGEMENT

Conflict refers to a situation where there are imbalances due to disagreeing / incompatible among the various members and groups in the community.

Conflicts create violent acts or fighting between and among community members, individuals or groups.

Conflict occurs because peace has failed to prevail. It is the responsibility of the community leaders to try to ensure that they prevent or reduce tensions that lead to conflict.

Conflict has the following adverse effects

- a) It is a negative or destructive phenomena
- b) It is destabilizing and subversive because it challenges established economic, social or political structures power in their full potential
- c) The existence of violence or conflicts destroys all efforts that can lead to sustainable development; however in conflict management what matters most is the way conflicts are resolved.

Causes of conflict in community development

- 1. Struggle for scarce resources
- 2. Poor relation e.g. leaders and subjects
- 3. Different interest / opinions
- 4. Social stratification (layers of individual in respect of well being in the society)

5. Political incitement
6. Poor distribution of wealth by the government lead to struggle by the poor among the people where some people may want to become influential (power is the ability to influence others)
7. Bad organization structures
8. Poor leadership styles

Features of community conflicts

- a) Conflict is a process which suggest that it contains some activities leading to end result
- b) Conflict occurs when two or more parties pursue mutually exclusive goals, values or events since these goals, values or events are incompatible these can be achieved only by one party at the cost of the other
- c) Conflicting goals can be within an individual also
- d) Conflict refers to deliberate behaviour of interference occurs accidentally there is no conflict
- e) Conflict can exist either at latent (hidden) or overt (open)manifest
- f) Conflicting is different form competition. From the above features, it can be concluded that conflict is not a desirable situation in community organization

Causes of conflict in community organization

1. Autocratic management of leadership style
2. Breakdown in communication so that individuals are not fully aware of what they are expected to do
3. Poor teamwork among members of the community
4. Excessful complicated relationship between members of the organization and the community
5. Personal differences among members
6. Severe reduction in an organization resources
7. Corruption which is in the knowledge of public domain (within the organization and is known by the outsiders)
8. Breaking of procedures by individuals or group of individuals
9. Lack of proper coordination between people and various departments resulting in different perception of goals and roles

10. Poor ranking or undermining of some individuals who perform various tasks or roles in the community

Indication of conflict in the community

1. Physical attack in the form of tribal clashes
2. Communication problems among community members
3. Frequent and unwarranted arguments
4. The community members exhibiting inflexible and insensitive attitude towards other members of the community
5. Unfair criticisms of certain individuals in the community
6. Community members refusing to deliberately to share public resources e.g. water, bridge, etc.
7. Community members withholding information from each other
8. Destructive competition among community members
9. Excessive formal interpersonal relationship between community members
10. Tribal groups
11. Gossips among members in the organization

Approaches to conflict resolution management

There are suggestions of resolving conflict that were put by Peter in 1998. These suggestions can help the community and at work place, they include:

1. Leaders are trained to accept and use disagreement within teams in order to arrive at optimum solutions to problems
2. Mistakes are used as learning opportunities rather than causes of criticism
3. Openness is encouraged concerning issues of community
4. Serious mistakes are dealt with quickly with no victimization (corrective measures taken but not individuals through rebukes)
5. Assertiveness is encouraged as a way of expressing individuals and team views
6. Leaders have a clear framework objectives and good communication system put in place

Suggestions or ways of conflict resolution available to community organization

- a) Use of formal grievances resolution procedures to handle individual grievances
- b) Holding inter-departmental meetings or community barazas to permit disagreement to be aired

- c) Regular team meeting to clarify objectives and goals so that you identify problems and crash them out

Assuming that you are a community leader and you are all charged with the responsibility of resolving conflict, the following suggestions can help you communicate better when you are trying to solve a community conflict problem.

a) Talk directly

Assuming that there is no threat or physical violence, talk directly to the person with whom you have the problem.

b) Choose on good time

Learn to talk to other persons at the right time and allow yourselves enough time for a thorough discussion.

c) Plan a head

Think out what you want to say ahead of time state clearly what the problem is and what you would like to solve.

d) Don't name or recall

Antagonizing the other person or people may only make it harder for them to hear you. Don't blame them for everything.

e) Give information

Don't interpret other person's / people's behaviours

f) Listen

Give the other person / people a chance to tell his / her side of the conflict completely. Relax and listen as you try to learn how the other person feels.

g) Show them that you are listening

Although you may not agree with what is being said, tell the other person / people that you hear him / her / them and you are glad that you are discussing the problem of conflict together.

h) Work on solution

When you have created this point in the discussion start working on the solution

i) Follow through

Agree to check with each other at specific time to make sure that the agreement is still working. Various experts on community resolutions and management have entrenched the following

methods to be used in community conflict resolution

Methods to be used in conflict resolution

1. Negotiation and conciliation

The parties who conflict in the community get together perhaps under independent chairman e.g. village elder, D.C, P.C, D.O to negotiate about their different views of achieving their own resolution of the issues.

2. Mediation

A third party usually an external or internal person as a broker or peacemaker comes between the warring factions seeking each side independent trying to assess the reason of their disagreement and try to provide a base upon which the two sides are prepared to return to negotiation table. Mediators sometimes put forward specific proposal for the parties to agree on alternative however the final agreement has to be reached.

3. Arbitration

Is where the third parties have the agreement of both sides examined the other by going to arbitration, the parties in conflict realize that they cannot reach agreement themselves and give responsibility to an outsider whose judgement they agree to accept. It is therefore matters of last result.

4. Use of legal system

Where the issues are taken to a competent court of law to make decisions

This method of resolving conflicts can be summarized as follows:

- 1) Use of force
- 2) Smoothing (emphasizing on agreement)
- 3) Openness (being encouraged)
- 4) Good communication
- 5) Use of grievances procedures
- 6) Holding meetings to thrust out problems
- 7) Mediation
- 8) Negotiation and reconciliation
- 9) Clarifying objectives and goals
- 10) Promoting good community relation through e.g. sporting activities
- 11) Arbitration

Impacts of conflict in community development

- 1 Causes fight among the community members
- 2 Leads to destruction of property of the community
- 3 Leads to underdevelopment due to lack of responsibility among the community members
- 4 Delays the decision making process
- 5 Leads to lack of understanding among community members
- 6 Creates bad public relation among community members
- 7 Leads to lack of cooperation among community members
- 8 It leads to inability to work as a team which will retard the community developments
- 9 Leads to unfair competition among the community members
- 10 Drives away investors in the community
- 11 Leads to lack of unity in the community
- 12 Low project sustainability hence project collapse
- 13 Promotes insecurity in the community

TOPIC NINE: COMMUNITY INTEGRATION

Community is a group of people staying in a well defined area, place or province.

Characteristics of a community

- 1 Have common similarities
- 2 Share language
- 3 Share culture
- 4 Share goals
- 5 Aspiration
- 6 Are confronted a with common problem
- 7 Share interest

Integration

The art of bringing people together that si devoid of discrimination, disunity etc

Factors promoting community integration

- 1 Equitable distribution of resources
- 2 Balanced development
- 3 Equal opportunity

- 4 Equal consideration in all undertaking e.g. employment, resources, mobilization etc.
- 5 Pragmatic leadership

Importance of community integration

1. Act as a regulative mechanism
2. Can be used to mobilize resources
3. Can be used to mobilize people
4. Sort a common objective and goal
5. Forge unity
6. Rally the community
7. To sort out community problems
8. To bring a positive change
9. To change attitude of the community

Forms of integration

1. Effective conflict resolution

- (i) Political integration
- (ii) Economic integration
- (iii) Social integration (when you have a strong culture)
- (iv) Cultural participatory leadership

Approaches used in enhancing community integration

1. Economic approach

Empowerment, opening opportunity, changing mode of production, equitable distribution of resource, resource mobilization, changing attitude, economic base

2. Social approach

Cultural attitude, lifestyle, language, dressing etc

3. Political approach

Relevant skills and knowledge, rallying people together etc

Community Integration

Community integration can be said to be a fence mending activity which leads to a better relationship in a community.

It helps the community or citizens to have a stable working relationship within the community.

Community integration aims at promoting effective relationships within the community so that the community can be able to achieve its goals.

These goals include economic, social, cultural and political goals.

Community is a social organization which has its own territorial boundaries, culture, leadership pattern and objectives to accomplish. It is an organized group of people who are consciously aware of their common interest, they have common goals, and it has structure and individuals are willing to act in a unifying manner.

- 1 From this definition, it can be concluded that **a community** is a well organized group of people who are aware of their common problems and satisfy their common needs and desires.
- 2 It is a form of social organization tied to a physical or geographical place. It focuses on the people and their social organization that resides in and or is identified by a common place.
- 3 The community has its highest purpose, the improvement in the quality of life or well being for those who live there.
- 4 There is interdependence among the community members who are linked to the common needs, common problems and opportunities for growth and development.
- 5 From the perspective, the community is viewed as a form of social organization that has come into existence in part because it provides comprehensive arrangement through which and by which people can meet their common needs, deal with their common problems and advance their sense of well being.
- 6 Community integration aims at promoting a sense of belonging, promotion of justice and peace within the community efforts to meet the members' needs
- 7 It can be enhanced from observing the behaviour of the leaders and members of the community
- 8 These include both the individual goals of the members of the community and those of the various groups that exist within the community.
- 9 An evaluation needs to be carried out to establish the aspirations of the country and the deficiencies that exist within the community.

Importance of community integration

1. Helps the community to attain its goals, community integration helps the community to

work together in the performance of the production, distribution, consumption and advocacy function that satisfy the needs of the community. Through the goal attainment the community is able to reach its destiny.

2. Community integration promotes peaceful co-existence among the members; the people get socialized into effective relationships as members of one community
3. It promotes justice among community members i.e. helps to eliminate social vices such as discrimination based on colour, gender ethnic etc. Thus it enhances the capability of the citizens to perceive themselves as one to work together to accomplish or perform the integration function.
4. It helps to instill a culture that is based on value of social justice which leads to good quality relationships and enhancement of role performance within the community
5. Leads to good public relation (community relation) which promotes the attainment of goals and objectives of the individual members
6. It ensures that the social units that comprised the community, perform the community relevant functions which are enhancing roles within those units

Approaches (domains) used to enhance community integration

There are several approaches that can be used in enhancing community integration. Some of these approaches include:

1. Participatory leadership approach

This is whereby the community leaders involve the community members in decision making regarding the welfare of the community. The community leaders jointly with the community members discuss how the community is to be led and define the destiny by shaping the social policies of the community and its welfare.

The leaders facilitate the involvement of the community members in social, economic and political aspect of the community.

2. Economic integration approach

This is whereby the community members are involved in economic system with the aid of technology and the support of the general business community. There must be clear and articulate point of view and reason of community centered micro-economic systems. The leadership in the community must be able to lead the community in such away to allow for the appreciation of capitalism and for cooperative within parallel economic use.

Capitalism to further both the micro-capitalist system and the micro-community system

3. Political integration approach

Under this approach, the community needs to be empowered so that they are able to participate in political leadership in the country. It requires the community members to be involved in making / taking part in political decision making. These includes, taking part in social, formulation, implementation and evaluation.

It calls upon all sectors of the community life to share a vision of the community and to decide destiny. The element of empowerment needed involves taking part in elections or having a right to vote the candidates of their choices.

4. Cultural integration approach

Culture is normally referred to as people's heritage. Cultural integration requires the community members to be integrated in cultural issues that are supportive to development and the welfare of the nation, good culture should be enhanced while the obsolete culture should be done away with. Cultural integration will also mean adopting good culture that is acceptable and meets the needs of the current society.

5. Social integration approach

This involves enhancing effective interaction of the members of the community. It is whereby the community members interact freely among themselves and the environment to ensure social functioning.

Social functioning is whereby the community is healthy and able to take part in their day to day activities.

6. Community integration through effective conflict resolution

It is an approach which lays down emphasis on effective conflict resolution among the opposing forces in the community.

The methods used in conflict resolution includes:-

1. Arbitration
2. Conciliation
3. Reconciliation
4. Mitigation intervention
5. Mediation

Impact of community integration on development

- a) It enhances community relations that facilitates participation to development activities
- b) The community is able to engage in productive activities in order to transform itself
- c) The community becomes empowered to make informed decisions regarding development
- d) Ensures that there is no one who is marginalized in the community

The main weakness of this approach in terms of development is that:-

It makes an assumption that everything in the community is ideal e.g. it assumes that the community is ready and willing to work together and that the community has its own resources.

TOPIC TEN: EMERGING TRENDS IN COMMUNITY LEADERSHIP

It refers to changing situations that are arising in relation to leadership in the community. Some of these new dimensions include:

1. **Team building approach;** it involves creating special groups of people to work in community organizations e.g. vigilante groups for security purposes
2. **Networking and collaboration;** it involves working with other individual groups and organizations in similar programmes, the leaders in the community network with other stakeholders
3. **Community empowerment;** this involves empowering (sanctioning/give power to) the community members through training, counseling and offering resource support to ensure that development goals and objectives are achieved.
4. **Participatory leadership styles;** the emphasis is on participatory styles and involvement in decision making by the community members.
5. **Performing contracting;** the community members or stakeholders enter into contracts with the leaders to ensure that the leaders perform and achieve the set targets over a period of time.
6. **Information technology;** the emphasis on the adoption of modern means of communication for effective communication in the community i.e. use of mobile phones, internet, fax, computer etc.
7. **Gender balance;** currently women should be involved in community leadership roles e.g. chiefs, village elders, D.Os, church leaders etc. This course goes with a call for affirmative action.
8. **Democracy –** it upholds free speech, religion, politics, the rule of law. It advocates major-

ity rules that respects the rights of majority.

9. Accountability – it is an explanation that seeks to clear a position of responsibility

10. Transparency – this is openness in one's action which leaves the clients / community with no doubt.

11. Professionalism in leadership in community leaders should be professionals in certain fields (be trained in areas where they lead)