



Nepotism and Leadership Crisis in Nigeria: Evaluating Its Impact on Competence, Integrity, and Institutional Trust

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Abstract

Nepotism has become a persistent challenge within Nigerian leadership structures, affecting governance, institutional performance, and public confidence. This paper examines the manifestation and consequences of nepotism in Nigeria, particularly its impact on competence, integrity, and institutional trust. The study argues that the preference for family members, friends, and close associates in leadership appointments weakens merit-based systems and promotes mediocrity within institutions. It further explores how nepotism contributes to corruption, ethnic favouritism, poor accountability, and declining public trust in leadership. Using an analytical and descriptive approach, the paper evaluates the ethical and administrative implications of nepotistic practices in political, religious, and public institutions in Nigeria. The study concludes that effective leadership and sustainable institutional development cannot thrive where competence and integrity are sacrificed for personal loyalty. It therefore recommends merit-driven leadership, institutional reforms, transparency, and ethical accountability as essential measures for restoring trust and strengthening governance in Nigeria.

Keywords: Nepotism, Leadership, Competence, Integrity, Institutional Trust.

Introduction

Leadership plays an important role in the growth and development of every society. The success or failure of institutions often depends on the quality of leadership within them. In Nigeria, however, leadership has continued to face serious challenges such as corruption, favouritism, ethnic bias, and nepotism. Among these challenges, nepotism has become a major issue affecting governance and institutional effectiveness. Nepotism refers to the practice of giving opportunities, appointments, or benefits to family members, friends, or close associates instead of selecting people based on merit and competence. Ijewereme (2015) explains that nepotism occurs when public officials favour relatives and associates in employment, promotion, and allocation of resources while ignoring merit and fairness.

In many Nigerian institutions, leadership positions are often influenced by personal relationships, ethnic affiliations, and political loyalty rather than qualifications and integrity. This practice has weakened many institutions and contributed to poor governance. Abada and Onyia (2020) argue that nepotism and related practices have become common within the Nigerian political system and continue to strengthen corruption and bad leadership. As a result, qualified individuals are often denied opportunities while less competent persons occupy important positions.



The effects of nepotism are visible in different sectors of Nigerian society. It reduces competence and productivity because appointments are not always based on ability or experience. It also weakens integrity and accountability within institutions. Oke (2018) observes that corruption and nepotism have become major obstacles to national development in Nigeria. Furthermore, nepotism affects institutional trust because citizens lose confidence in institutions that operate unfairly. When people believe that opportunities are given through connections rather than merit, public trust in leadership gradually declines.

Despite several efforts to promote transparency and accountability, nepotism remains a major problem within Nigerian leadership structures. This study, therefore, examines the manifestation and consequences of nepotism in Nigeria, especially its impact on competence, integrity, and institutional trust. The paper seeks to show how nepotism contributes to leadership failure and weak institutional performance in the country. This study aims to evaluate the manifestation and consequences of nepotism within Nigerian leadership structures. Specifically, the study examines how nepotism affects competence, integrity, and institutional trust in Nigeria. The study also seeks to suggest possible solutions for promoting merit-based leadership and accountability.

This study is guided by the following questions: How does nepotism manifest within Nigerian leadership structures? What impact does nepotism have on competence and institutional performance? How does nepotism affect integrity and accountability? In what ways does nepotism weaken institutional trust in Nigeria? The study is significant because it contributes to discussions on leadership and governance in Nigeria. It will help scholars, students, policy makers, and public administrators understand the dangers of nepotism and the need for merit-based leadership. The study will also encourage ethical leadership and institutional reforms that promote fairness, accountability, and competence.

This paper focuses mainly on nepotism within Nigerian political and public institutions. Attention is given to its effects on competence, integrity, and institutional trust. The study is limited to the use of secondary materials such as books, journal articles, and scholarly publications. Methodologically, the study adopts a qualitative and analytical approach. Relevant literature, scholarly articles, and published materials relating to nepotism, governance, and leadership in Nigeria are critically examined in order to provide a better understanding of the subject.

Conceptual Clarification

Nepotism refers to the practice of favoring relatives, friends, or individuals with personal connections in appointments, employment, or leadership positions regardless of competence or merit. It is considered a form of favoritism that undermines fairness, equity, and organizational effectiveness. In governance and public administration, nepotism often occurs when public officials prioritize personal or family interests over the broader goals of institutional development and national progress. According to the American Psychological Association Dictionary of Psychology, nepotism is the practice of granting advantages or positions to relatives or close associates based on relationships rather than qualifications. Such practices often weaken institutional structures and compromise organizational standards.



The concept of leadership crisis refers to a condition where leadership systems fail to provide effective direction, accountability, and responsible governance. A leadership crisis emerges when leaders are unable to address societal challenges, uphold ethical standards, or inspire confidence among followers. Leadership crises often manifest in poor decision-making, corruption, lack of vision, and ineffective policy implementation. In the Nigerian context, leadership crisis has been identified as one of the major obstacles to national development. Scholars argue that persistent governance failures and weak institutional structures have contributed significantly to socio-economic and political instability (Achebe, 1983).

In Nigeria, the relationship between nepotism and leadership crisis has generated substantial scholarly attention. Nepotism often leads to the appointment of individuals based on personal affiliations rather than competence and expertise. This practice diminishes efficiency and creates an environment where mediocrity thrives at the expense of professionalism. When leadership positions are occupied by individuals selected through favoritism, institutions may experience poor performance, weakened accountability systems, and declining public confidence. According to Achebe (1983), Nigeria's developmental challenges are rooted not merely in a lack of resources but in failures associated with leadership and governance.

The impact of nepotism on competence is particularly significant because competence is a fundamental requirement for effective leadership and institutional performance. Competence involves the skills, knowledge, abilities, and experience necessary for carrying out responsibilities effectively. Leadership appointments based on kinship or personal loyalty rather than capability often produce leaders who lack the necessary qualifications to address complex national challenges. This ultimately affects policy implementation and public service delivery.

Furthermore, nepotism undermines integrity and institutional trust. Integrity refers to adherence to moral and ethical principles such as honesty, accountability, and fairness. Institutional trust involves public confidence in the ability of organizations and government institutions to perform effectively and impartially. When citizens perceive leadership structures as biased or unjust, trust in public institutions declines. Trust is essential for political stability and national cohesion because citizens are more likely to support institutions they perceive as fair and transparent (Mayer et al., 1995).

Thus, nepotism and leadership crisis are interconnected concepts that significantly affect competence, integrity, and institutional trust in Nigeria. Addressing these issues requires strengthening merit-based systems, promoting ethical leadership, and ensuring transparency in governance structures.

The Nature and Manifestation of Nepotism in Nigeria

Nepotism has become one of the major challenges affecting leadership and institutional development in Nigeria. It refers to the practice in which individuals in positions of authority favour relatives, friends, ethnic associates, or loyal supporters in appointments, promotions, and distribution of opportunities without proper regard for merit, competence, or integrity. Although nepotism is not unique to Nigeria, its persistence within Nigerian leadership structures has greatly weakened governance, accountability, and institutional effectiveness. The problem has become



deeply connected to politics, ethnicity, family loyalty, and patronage systems, thereby creating a culture where personal relationships often take precedence over professionalism and justice.

In the Nigerian political system, nepotism is commonly reflected in political appointments, allocation of government positions, and access to public resources. Political leaders often prefer individuals from their family circles, ethnic groups, or political loyalists when making appointments. This practice undermines democratic values and weakens the principle of merit based leadership. Abada and Onyia (2020) observe that “nepotism, cronyism and prebendalism have become entrenched in Nigeria’s political culture” (p. 3). This shows that public office is frequently viewed as an opportunity to reward loyal supporters and family members rather than to serve national interests. Political nepotism has contributed significantly to poor governance and weak institutional performance in Nigeria. Appointments based on personal loyalty rather than competence often result in ineffective leadership and poor policy implementation. Achebe (1983) famously argues that “the trouble with Nigeria is simply and squarely a failure of leadership” (p. 1). This failure of leadership becomes more evident when unqualified individuals are placed in sensitive public positions because of ethnic or family connections. Such practices weaken accountability and create institutions that struggle to function efficiently.

Nepotism is also visible within public institutions and the civil service. Recruitment and promotion processes in some government agencies are often influenced by personal connections and political interference rather than professional qualifications and competence. Ijewereme (2015) explains that nepotism involves “the preference for family members, friends, and close associates in appointments and opportunities at the expense of merit” (p. 5). This practice contributes to corruption and institutional inefficiency because public officials misuse their offices to favour associates and relatives. The effects of nepotism within public institutions are serious and far-reaching. When competence is ignored, institutional productivity declines and professionalism is weakened. Workers who lack influential connections may become discouraged because advancement appears to depend more on relationships than ability. Over time, this creates frustration and reduces commitment to institutional values. It also damages public trust because citizens begin to see public institutions as unfair and biased.

Beyond politics and public institutions, nepotism has also become visible within religious organisations in Nigeria. Religious institutions are expected to promote justice, fairness, and moral integrity, yet some have become affected by favouritism and patronage systems. Leadership positions in certain religious organisations are sometimes influenced by tribal loyalty, family relationships, or personal networks rather than spiritual maturity and character. Ukah (2007), notes that the institutional growth of religion in Africa has sometimes created “struggles for power, influence and control” within religious communities (p. 22). In some cases, leadership succession and appointments are influenced more by personal interests than by spiritual qualifications. Such practices negatively affect the credibility of religious institutions. Members may lose confidence in leaders when appointments appear biased or centred on family interests. Since religious organisations are expected to model ethical behaviour, nepotism within them creates moral contradictions and weakens their influence in society.



Another important dimension of nepotism in Nigeria is ethnic and family based patronage systems. Nigeria is a multi-ethnic society where communal and kinship loyalties remain very strong. Many leaders feel obligated to favour members of their ethnic group or family network in appointments and opportunities. Joseph (1987) describes this pattern as prebendal politics in which public offices are used to benefit “one’s ethnic clients, family members, and associates” (p. 8). This culture of patronage has contributed to division, inequality, and unhealthy competition among ethnic groups in Nigeria. Ethnic based patronage has serious consequences for national unity and institutional trust. When government appointments are perceived to favour certain ethnic groups, other groups often feel excluded and marginalised. This weakens national integration and increases distrust within society. Family based patronage also concentrates opportunities within a limited circle of people, thereby reducing fairness and equal access to resources.

Several factors contribute to the persistence of nepotism in Nigeria. One major factor is corruption and weak institutional accountability. Public office holders often abuse power for personal and group interests because accountability mechanisms are weak. Poverty and unemployment also encourage dependence on personal connections for survival and opportunities. Furthermore, strong ethnic loyalty and communal expectations place pressure on leaders to favour relatives and associates once they attain positions of authority.

The persistence of nepotism within political leadership, public institutions, religious organisations, and ethnic patronage systems demonstrates how deeply rooted the problem has become in Nigeria. Its continued existence threatens competence, integrity, accountability, and institutional trust. Unless deliberate efforts are made to strengthen merit-based leadership and transparent institutional systems, nepotism will continue to undermine national development and effective governance in Nigeria.

Consequences of Nepotism on Leadership and Institutions

Nepotism continues to have deep and structural consequences on leadership effectiveness and institutional development in Nigeria. Its effects are not only administrative but also ethical, political, and developmental, cutting across both public and private institutions. One of its most immediate consequences is the decline in competence and productivity. When leadership positions and employment opportunities are determined by family ties, ethnic affiliation, or personal loyalty rather than merit, institutions become populated by individuals who may lack the required technical skills and professional capacity. This leads to inefficiency in service delivery and weak institutional performance. Satope and Bola (2022) observe that nepotism in the Nigerian civil service contributes significantly to “low productivity and poor economic performance because merit-based systems are ignored” (p. 48). In a similar argument, Okotoni and Erero (2005), note that the Nigerian public service has been weakened by “patronage-based recruitment and promotion practices that undermine professionalism and efficiency” (p. 97). The implication is that institutions lose their capacity to function optimally when competence is sacrificed for personal loyalty.

Closely related to this is the promotion of corruption and abuse of power. Nepotism creates an environment where public officials feel obligated to protect and reward relatives or loyal associates, even when such individuals are incompetent or unethical. This leads to the



manipulation of rules, the shielding of corrupt practices, and the diversion of public resources for private gain. Ijewereme (2015) explains that nepotism involves “the preference for family members, friends, and close associates in appointments and opportunities at the expense of merit” (p. 5), and such practices often become gateways to broader corruption in public institutions.

Similarly, Rose-Ackerman (1999) argues that when access to public office is based on personal connections, it increases the likelihood of “systemic corruption and rent seeking behaviour” (p. 73). In the Nigerian context, this means that nepotism not only distort recruitment processes but also entrenches a culture of impunity where accountability is weakened, and institutional oversight becomes ineffective.

Another significant consequence is the erosion of integrity in leadership. Integrity in leadership refers to consistency in moral values, fairness in decision-making, and adherence to ethical standards. Nepotism undermines these principles because it prioritises loyalty over justice and personal relationships over fairness. When leaders consistently favour relatives or associates, they compromise the ethical foundation of their authority. Achebe (1983) famously captures Nigeria’s leadership challenge when he states that “the trouble with Nigeria is simply and squarely a failure of leadership” (p. 1). This failure becomes more evident when leadership decisions are driven by sentiment rather than competence. Northouse (2019) further argues that ethical leadership requires “fairness, honesty, and respect for others” (p. 342), all of which are undermined in nepotistic systems. Over time, this erosion of integrity weakens public respect for leadership and damages the moral legitimacy of institutions.

Nepotism also leads to the weakening of institutional trust. Institutional trust refers to the confidence citizens have in the fairness, effectiveness, and legitimacy of public institutions. When citizens perceive that access to opportunities and public resources is controlled by a small network of families or ethnic groups, trust in institutions declines. This perception is reinforced when recruitment, promotion, and contract awards are seen as biased. Joseph (1987) explains prebendal politics in Nigeria as a system where public offices are treated as “instruments of personal and communal enrichment” (p. 8), which naturally erodes public confidence in governance structures.

Similarly, Rothstein and Teorell (2008) argue that impartiality in public institutions is central to building social trust, and when institutions become biased, “citizens withdraw confidence from the state” (p. 170). In Nigeria, this withdrawal of trust manifests in citizens relying more on informal networks than formal institutions for survival and opportunities.

Thus, nepotism has serious implications for national development and social stability. Development is closely tied to the quality of leadership and institutional efficiency. When institutions are weakened by nepotism, policy implementation becomes ineffective, resources are misallocated, and public services deteriorate. This slows down economic growth and deepens inequality. Adegoroye (2005) observes that corruption and patronage systems in Nigeria have significantly undermined “effective public service delivery and sustainable development outcomes” (p. 45). In addition, nepotism contributes to social instability by reinforcing feelings of exclusion among groups that are not favoured within political and institutional arrangements. Such exclusion can lead to resentment, ethnic tension, and political dissatisfaction. According to



Diamond (1988), when state institutions fail to operate impartially, it increases “fragmentation and conflict within plural societies” (p. 33). This is particularly relevant to Nigeria, where ethnic diversity makes fairness in governance a critical factor for stability.

The consequences of nepotism are multidimensional and deeply damaging. It reduces competence and productivity, fuels corruption and abuse of power, erodes integrity in leadership, weakens institutional trust, and negatively affects national development and social stability. These effects demonstrate that nepotism is not merely a moral issue but a structural governance problem that continues to hinder Nigeria’s institutional and developmental progress.

Critical Evaluation of Nepotism in the Nigerian Context

Nepotism in Nigeria raises serious ethical, administrative, and governance concerns that go beyond ordinary administrative weakness. It reflects a deeper crisis in values where public office is often treated as a means of rewarding loyalty rather than serving the common good. This section critically evaluates nepotism in relation to ethics, meritocracy, public perception, and standards of good governance. One major ethical implication of nepotism is that it undermines fairness and justice in leadership processes. Ethical leadership demands impartiality, accountability, and equal opportunity for all individuals regardless of family, ethnic, or political ties. However, nepotism violates these principles by giving preferential treatment to a selected group of individuals based on relationships rather than merit. Northouse (2019) emphasizes that ethical leadership is rooted in “respect for others, service to others, justice, honesty, and community building” (p. 345). In the Nigerian context, nepotism contradicts these values because it prioritises personal relationships over institutional fairness. Similarly, Becker (1974) argues that when economic and political decisions are influenced by personal gain rather than objective standards, institutions lose their moral foundation and efficiency. Therefore, nepotism is not only a governance issue but also a moral failure that weakens the ethical legitimacy of leadership systems.

The tension between meritocracy and personal loyalty is another critical dimension of nepotism. Meritocracy is based on competence, qualifications, and performance, while nepotism prioritises loyalty, kinship, and personal connections. In well-functioning systems, meritocracy ensures that the most qualified individuals are placed in positions of responsibility, thereby improving efficiency and productivity. However, in Nigeria, personal loyalty often overrides meritocratic principles. This leads to the appointment of individuals who may not possess the required skills or experience for leadership roles. Okotoni and Erero (2005) observe that patronage-based systems in the Nigerian public service undermine professionalism and weaken institutional efficiency (p. 97). In contrast, Drucker (1999) argues that organisations achieve effectiveness only when “competence is the primary criterion for decision making” (p. 52). The Nigerian situation, therefore, reflects a structural conflict between ethical governance ideals and socio-political realities of loyalty-based appointments.

Public perception is another important factor in evaluating nepotism. Citizens’ confidence in leadership and institutions depends largely on the perceived fairness of decision-making processes. When people believe that access to opportunities is controlled by a small network of families,



ethnic groups, or political elites, trust in institutions declines. This perception has been widely observed in Nigeria, where many citizens express frustration over unequal access to employment and public opportunities. Rothstein and Teorell (2008) argue that institutional trust is built on “impartiality in the exercise of public power” (p. 170). When impartiality is absent, citizens tend to disengage from formal institutions and rely on informal networks for survival. In Nigeria, this has contributed to widespread scepticism about government fairness and the legitimacy of public institutions. Abada and Onyia (2020) similarly argue that prebendal practices have weakened public confidence in the Nigerian political system because offices are often viewed as instruments of personal enrichment rather than public service (p. 5).

A comparative reflection on good governance further highlights the negative impact of nepotism. Good governance is characterised by transparency, accountability, the rule of law, participation, and merit-based leadership. Countries that prioritise these principles tend to experience stronger institutions, higher public trust, and sustainable development. In contrast, systems that tolerate nepotism often struggle with corruption, inefficiency, and institutional decay. The World Bank (1992) defines good governance as one that is “predictable, open and enlightened policy making, a bureaucracy imbued with professional ethos, and a strong civil society participating in public affairs” (p. 3). When compared with this standard, the Nigerian experience reveals significant gaps, particularly in the area of merit-based recruitment and leadership selection. Nepotism directly contradicts these principles by replacing transparency with secrecy and merit with favouritism.

Nepotism in the Nigerian context represents a serious deviation from ethical leadership and good governance principles. It undermines justice and fairness, weakens meritocracy, damages public perception, and falls short of global standards of governance. Addressing this challenge requires not only institutional reforms but also a deep transformation of values within society and leadership structures.

Strategies for Addressing Nepotism in Nigeria

Addressing nepotism in Nigeria requires deliberate, sustained, and multi-dimensional strategies that target both institutional weaknesses and value-based challenges. Since nepotism is deeply embedded in political, social, and cultural structures, solutions must go beyond policy formulation to include ethical reorientation and institutional strengthening. One key strategy is the strengthening of institutional policies. Strong institutions are essential for limiting the influence of personal relationships in leadership selection and public administration. Clear recruitment guidelines, strict enforcement of civil service rules, and independent oversight mechanisms can reduce opportunities for favouritism. Rothstein and Teorell (2008) argue that high-quality governance depends on “impartial institutions that apply rules consistently regardless of social status or connections” (p. 170). In the Nigerian context, this implies that institutions must be designed in such a way that personal influence has minimal or no role in decision-making processes. Strengthening agencies such as recruitment boards, anti-corruption bodies, and public service commissions is therefore essential for reducing nepotistic practices.

Another important strategy is the promotion of merit-based appointments. Meritocracy ensures that individuals are selected based on competence, qualification, and performance rather than personal connections. This requires transparent recruitment processes, competitive examinations,



and objective evaluation criteria. Okotoni and Erero (2005) emphasize that professionalism in the public service can only be achieved when “appointments and promotions are based strictly on competence and measurable performance indicators” (p. 97). In practice, this means that government institutions must prioritize skill, experience, and integrity in leadership selection processes. When merit becomes the dominant criterion, efficiency and productivity in governance are significantly improved.

Leadership accountability and transparency also play a critical role in addressing nepotism. Leaders must be held responsible for their decisions, especially in appointments and resource allocation. Transparency in governance reduces the likelihood of hidden favouritism and abuse of office. According to the United Nations Development Programme (UNDP, 2014), transparency and accountability are central pillars of good governance because they “enhance public trust and reduce corruption opportunities” (p. 11). In Nigeria, this can be achieved through open recruitment systems, public disclosure of appointment processes, and effective monitoring by oversight institutions. When leaders know that their actions are subject to public scrutiny, the tendency to engage in nepotism is significantly reduced.

Civic and ethical reorientation is also necessary in combating nepotism. Nepotism is not only a structural problem but also a cultural and moral one. Many societies tolerate or even encourage favouritism due to strong family and ethnic loyalties. Therefore, changing attitudes and values is essential. Educational campaigns, civic education, and public awareness programs can help reshape societal expectations regarding leadership and fairness. Achebe (1983) highlights that Nigeria’s leadership challenges are deeply rooted in value systems that tolerate mediocrity and compromise ethical standards (p. 1). A shift in mindset that prioritizes the national interest over personal or ethnic loyalty is therefore crucial for long-term reform.

Religious and educational institutions also have an important role to play in addressing nepotism. Religious organisations are influential moral authorities in Nigerian society and can promote values of justice, fairness, and integrity. When religious leaders consistently teach against favoritism and corruption, they help shape ethical behaviour in society. Similarly, educational institutions are responsible for forming the minds of future leaders. By integrating ethics, civic responsibility, and leadership training into curricula, schools and universities can contribute to the development of value-based leadership. Northouse (2019) emphasizes that ethical leadership is learned through both formal education and lived experience, making institutions of learning critical in shaping leadership culture (p. 345).

Addressing nepotism in Nigeria requires a combination of institutional reform, merit-based systems, accountability mechanisms, value reorientation, and the active participation of religious and educational institutions. Only through a comprehensive approach that combines structural and moral transformation can Nigeria reduce the impact of nepotism and build a more competent, transparent and trustworthy leadership system.

Conclusion

This study has examined nepotism within Nigerian leadership structures and its consequences for competence, integrity, and institutional trust. The discussion has shown that nepotism remains a



persistent challenge in Nigeria, deeply rooted in political, ethnic, and social relationships. It influences leadership selection and institutional operations in ways that undermine merit, weaken accountability, and reduce the effectiveness of public institutions. The study finds that nepotism significantly affects leadership and institutional performance in Nigeria. It leads to the appointment of individuals based on personal or ethnic connections rather than competence, resulting in low productivity and weak service delivery. It also encourages corruption and abuse of power, as leaders tend to protect relatives and loyal associates even when they are not qualified. Furthermore, nepotism undermines integrity in leadership by replacing fairness and justice with loyalty and favouritism. It also weakens institutional trust, as citizens increasingly lose confidence in systems perceived to be biased and unfair. Overall, nepotism negatively impacts national development and contributes to social dissatisfaction and institutional decline.

From a critical perspective, nepotism represents more than an administrative weakness; it is a structural and ethical problem that affects the foundation of governance in Nigeria. It contradicts the principles of good governance, particularly meritocracy, transparency, accountability, and fairness. As Rothstein and Teorell (2008) argue, the quality of governance depends on impartial institutions that apply rules equally to all citizens. In Nigeria, however, the persistence of nepotistic practices shows a gap between governance ideals and reality. Achebe (1983) also emphasizes that leadership failure remains central to Nigeria's challenges, and nepotism is one of its clearest expressions. To address the problem of nepotism, this study recommends several key measures.

First, institutional reforms should be strengthened to ensure that recruitment and promotion processes are transparent, competitive, and strictly merit-based. Independent oversight bodies should be empowered to monitor appointments in public institutions. Second, leadership accountability mechanisms must be reinforced so that public officials are held responsible for nepotistic practices. Third, civic education and ethical reorientation should be promoted to change societal attitudes that support favouritism and ethnic loyalty over merit.

In addition, religious and educational institutions should play a stronger role in promoting values of integrity, fairness, and justice. Leadership training programs should emphasize ethical decision-making and public responsibility. Finally, there should be a national commitment to rebuilding trust in institutions through consistent application of rules and policies without bias. When these measures are effectively implemented, Nigeria can move toward a more competent, transparent, and trustworthy leadership system that supports sustainable development.

Recommendations

- i. Government institutions and organizations should prioritize competence, qualifications, and experience over family ties, ethnic affiliations, or personal relationships in leadership appointments.
- ii. Policies that discourage favoritism and nepotistic practices should be reinforced, while anti-corruption agencies should be empowered to ensure accountability and transparency in leadership selection processes.
- iii. Leadership training programs should emphasize integrity, accountability, and ethical values to cultivate leaders who prioritize public interest over personal or sectional interests.



- iv. Greater public involvement, media oversight, and civil society engagement in governance processes can help monitor leadership practices and rebuild institutional trust among citizens.

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