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### RESEARCH ARTICLE

## EFFECTIVE LEADERSHIP IS IMPERATIVE IN DISRUPTING STRUCTURED INEQUALITIES FOR POOR AND LOW-INCOME FAMILIES.

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### Abstract

This study examined aspects of economic, social and global inequalities with emphasis on the United States of American, and suggested ways to disrupt them for the poor and low-income families. Operational leadership is imperative in interrupting structured inequalities for the poor and low-income families. While social inequalities shaped by a variety of structural and hegemonic ideological considerations are found in virtually all societies, it is the poor and low-income families that are disproportionately marginalized. By disrupting inequalities through effective leadership strategies, poor and low income families will experience a better chance for a higher quality of life culturally, educationally, socially and economically. Inequality is likely to continue, but we can engage a radical redefinition of leadership responsibilities and effective strategies to reconstruct the realities of our existence and considerably reduce structured inequalities. Though this investigation does not propose any social policy it aimed to stimulate and encourage effective discussions of new approaches to development and remove social structures to create equity among the citizens. This paper employed the combination of theoretical methodologies in the disciplines of the economics and sociology to assess and explain inequalities and proffered strategies in disrupting them.

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### Introduction:-

Globally, many societies are riven by social antagonism, tensions and inequalities; and the effects of poverty, greed, exploitation, and domination are massively present. Understanding the complicated issues of inequalities involves understanding both how power is acquired, circulates and expended; and who benefits from the way the societies are organized (Apple, 1996). Inequality ensues when resources and assets, including incomes in a particular society are unevenly distributed among the citizens, characteristically through structured models of apportionment and allocation that propagate specific patterns and configurations reflecting profiles of socially demarcated classifications of people. Economic inequalities are typically communicated on the basis of unequal allocation or distribution of wealth or income. In 2016, income inequality was a globally controversial issue with virtuous reason. New reports and inequality analyses have confirmed that the world's rich maintain their standards and keep getting richer, and comfortably wealthier (Mangla, 2016). In most cases, and more so in developing nations, the wealthy may certainly take unjustified and unwarranted advantage of political interconnections for their benefit individually and as a group, and they, in effect, pursue radical partisan strategies designed to suppress and dominate the poor or

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counteract policies and procedures designed to benefit them (Tanner, 2016). Generally, it is the poor and low-income families in any society that are disproportionately and unjustifiably marginalized with respect to inequalities. Throughout the past generations, economic inequality has been on the vanguard of the American political and multi-social consciousness. While many White Americans inherited their wealth and are constantly becoming richer, the vast majority of Americans who are the descendants of slaves and Spanish Americans are wallowing in near-absolute poverty. Meanwhile, instead of decreasing economic inequality, most government tax interventions are positively skewed toward the rich. Subsequently, policies and strategies to reduce inequalities, for instance increased taxes or supplementary social-welfare packages and programs, have their origins in the frameworks ingeniously set up by the rich. In some cases, these government measures have had unintended consequences. Hence, effective policies and measures must focus on poverty reduction, creation of access to opportunities and removing structured inequalities.

Additionally, wealth is concentrated in a few hands in bolstering massive inequality; and inherited wealth has been efficaciously applied in the political system to ensure that rising inequality persists. Economically, an unfair system skewed to maintain inequality has ridiculously enriched the top 10% of the population while leaving the last 63% including the broad middle class behind in spite of the economic gains of the past decades (Newport, 2015; Tanner, 2016). Inequality is a major global problem. Also, 65% of the respondents in the 2015 Gallop Poll indicated that the widening hiatus between the poor and the rich is a major problem that demands effective redress (Newport, 2015).

Besides, it provides assiduous and captivating socio-political narrative, one that is always and justifiably exploited to advance several numbers of the national policy agenda; from raising taxes for the wealthy and lowering taxes unto the poor; and minimum wage increases to international trade impediments to immigration restrictions and limitations (Americans, 2015; Tanner, 2016). Unquestionably, public and other essential economic resources are disproportionately and asymmetrically distributed in various communities and obviously influence individual social standing and prominence. Following Sernau (2013) customs and standards of allocation can similarly influence the distribution of privileges, authority, power and rights, access to presumed public goods and resources, including the judicial system, education, suitable housing, transportation, financial services and credit, and national social goods and services. Hence, social inequalities are pragmatically instituted in societies.

#### **Social Inequalities:-**

Shapiro (2017, p.1) declared that social inequality ensues when resources and services in a particular society are asymmetrically distributed, classically through customs and standards of apportionment that propagate and distinctively reflect socially described and demarcated groups of people. It is the predilections, differentiation and preferences of rights, and access to social goods, benefits and services in the society reflecting power, race, tribe, ethnicity, religion, prestige, kinship, gender and class with respect to income, education, healthcare, political participation and representations, judicial system and freedom of speech (Wade, 2014; Shapiro, 2017). Social inequality is intricately linked to economic inequality, characteristically articulated in the nucleus of the unequal distribution of wealth or income as measured by money (Shapiro, 2017).

Social inequalities are fundamentally realized in all societies. It is fashioned by an assortment of structural and hegemonic ideological factors, such as social placement, and quite often reinforced and buttressed by religion, and distinctive characteristics and identities that define, for instance, whether the poor and low-income families justifiably deserve or contemptibly unworthy (Shapiro, 2017, p.1). In societies, domination over others may be influenced by one ethnic group, race, or by one political group, access to opportunities; racial or tribal and individual progress are controlled and limited. However, social inequality may be very low in cultures that lack access and their members occupy few prominent social positions and significance statuses.

#### **Global Inequalities:-**

Assessing global inequalities will definitely pose a great challenge. It may often remain myopic and unduly constraining as the inequality will heavily focus on what the particular community is currently doing, overlooking plausible structural causes and entrenched ideological hegemony as the conditions of the world's circumstances are not equal (North et. al, 2007). Global inequality analyses encompass the chasm in wealth (principally money), education, healthcare and opportunity that divide countries and people (Murphy, 2017). Mangla (2016) citing Credit Suisse noted that the world's richest 1% owned 50.8% of the global wealth in 2016, up from 45.4% in 2009, and while, the world's wealthiest 10% hold 89% of all global assets. He noted that 73% of the world's adults have less than \$10,000 in assets, accounting for 2.4% of the global wealth; yet 50 percent of the world's adult persons owned fewer than \$2,222, as the median net wealth of the American household stood at \$344,700 (Mangla, 2016). Besides,

the average net worth of the American households increased by 1.4 percent to \$94.8 trillion in January–March quarter of 2017; and in the midst of this great wealth gross inequalities exist with impunity (Rugaber, 2017). Generally, the worldwide increase in wealth in 2015 kept pace with the growing population, and increased by 1.4% to \$256 trillion (Mangla, 2016).

Moreover, assessing global inequalities can be statistically an enormous challenge. Obviously, many countries globally are not reporting accurate income and wealth, which in effect jeopardizes any statistical assumptions and accuracy of predictions. However, in 2014, a publication by Credit Suisse on Global Wealth Report estimated that 0.7% of the world's population own 44% of global net worth as economic volatility and instability remained comprehensively prevalent (Murphy, 2017). Contrary to expectations, most of the global population in developing countries lives in squalid alleys of poverty, with individuals making \$2 or less per day. On the contrary, the world's wealthiest persons make up only 8.1% (of the world's population), but possess 84.6% of global resources and wealth; and additionally, the world's 10 richest billionaires own a combined wealth of above \$505 billion, a sum that is profoundly greater than the whole annual gross national products of the most advanced nations (Bartlett, 2017, p.1). This new insight and performance observation reflect new meaning as economic and social inequalities undermine community cohesion, stunt social growth, add to ecological problems and preclude societies and individuals from successfully burgeoning (Murphy, 2017).

It is imperative therefore, that effective leadership at the global and community levels be employed to address this problem. Murphy (2017) declared the United Nations (UN) established impressive Millennium Development Goals (MDGs) in the year 2000 to which about 200 countries endorsed and signed. These nations and the UN organization have labored and strategically create a progression of 21 targets with 60 measurable indicators to be achieved by 2015. The goals which traversed eight categories included:

1. To eradicate extreme (life-threatening) poverty and hunger
2. To achieve universal primary education
3. To promote gender equality and empower women
4. To reduce child mortality
5. To improve maternal health
6. To combat HIV/AIDS, malaria, and other diseases
7. To ensure environmental sustainability
8. To develop a global partnership for development (United Nations 2010, Murphy, 2017, p.2).

However, while the attainment of the goals remains dubious and doubtful much progress has been made by very few countries, while others are still straggling along these goals as empty promises of a better tomorrow (Bartlett, 2017, p.1).

Some nations are making enormous progress to lift their citizens from the hollows of poverty. Consequently, billions of people are no longer living in extreme poverty. For example, China alone has improved the economic conditions of her citizens, and in effect, elevated more than 600 million from extreme poverty in the last generation, and similarly, comparable progress has been made in many other nations (Murphy, 2017). Murphy narrated that in the progressive nations, more people have access to higher and improved levels of medical services, education and personal opportunities than the previous generations. Conversely, in most countries of the world, inequalities persist with measurable effects that include but not limited to; curtailed and impeded lives, abject poverty, misery and tragedy, instability and mass international migration from poor to rich countries. Ultimately, highly skewed inequality enables calamity to succeed tranquility in many nations.

In most African nations, the rich get into politics and use the resources of the nation belonging to the people to get richer, breeding dismal poverty and propagating structured inequality (Sedghi & Anderson, 2015). Magnificent aspirations and strategic programs targeting poverty reduction, improved education, decreased child mortality, effective transportation and access to clean water have not been realized and improvement and progress have stalled before the programs were initiated in the nations of Africa. However, in certain advanced nations prodigious strides have been made, while others (as in Africa) have seen fundamentally no progress; development and progress have been unpredictably erratic and inconsistent, with hunger and malnourishment intensifying between 2007 and 2009, disengaging previous meager accomplishments (UN, 2017; Murphy, 2017).

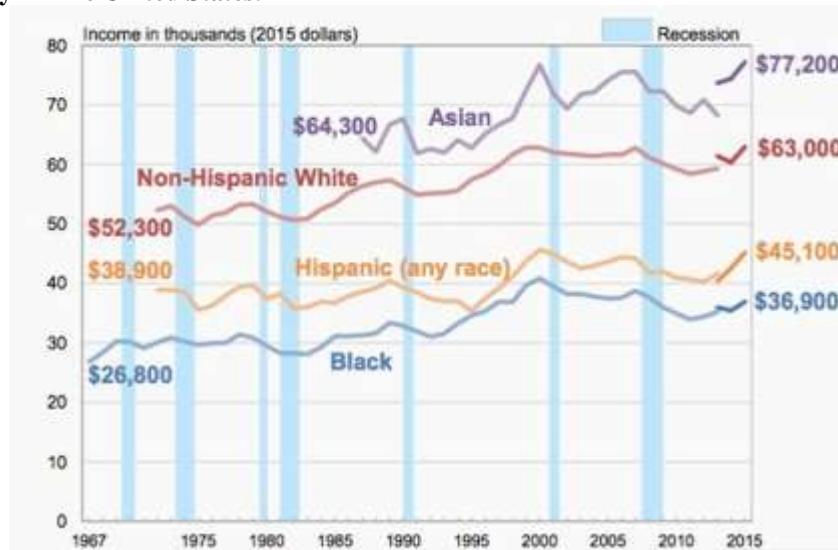
Also, in many nations, advancement in employment has been sluggish, as has been decrease in HIV rates of infection; and the mortality and health care rates for infants and mothers reveal only slight improvement. Quite frankly, due to desperate circumstances, economic, social and political instability most nations have not made measurable progress in the attainment of the MDGs (United Nations, 2010). Due to dissimilar conditions global inequalities have become a central issue and in the forefront of the United Nations' narratives since the year 2010, focusing on de-concentrating resources, and this strategy has affected the significant opportunities of the people in poor, fragile and less dominant nations (Little & Ron McGivern, 2016).

Additionally, the aim of Goal Ten of the United Nations' Sustainable Development Goals (SDGs 2016 through 2030) is to "Reduce inequality within and among countries", and target will be assessed at the high-level and advanced U.N. political assembly in 2019 (UN, 2017; Murphy, 2017, p.2). The specific objectives of Goal Ten include:

1. Reduce inequalities in income, age, sex, disability, origin, religion, representation, migration, and development assistance;
2. Increase in income towards labor rather than capital;
3. Give preferential treatment for developing countries and the least developed countries in trade can help reduce inequalities by creating more export opportunities;
4. Increase and sustain growth of income in bottom 40 per cent of the population to a level higher than the national average;
5. Eliminate discriminatory laws, policies and practices and promoting appropriate legislation, policies;
6. Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations;
7. Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions;
8. By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 percent; and
9. Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries (UN, 2017; Murphy, 2017, p.2)

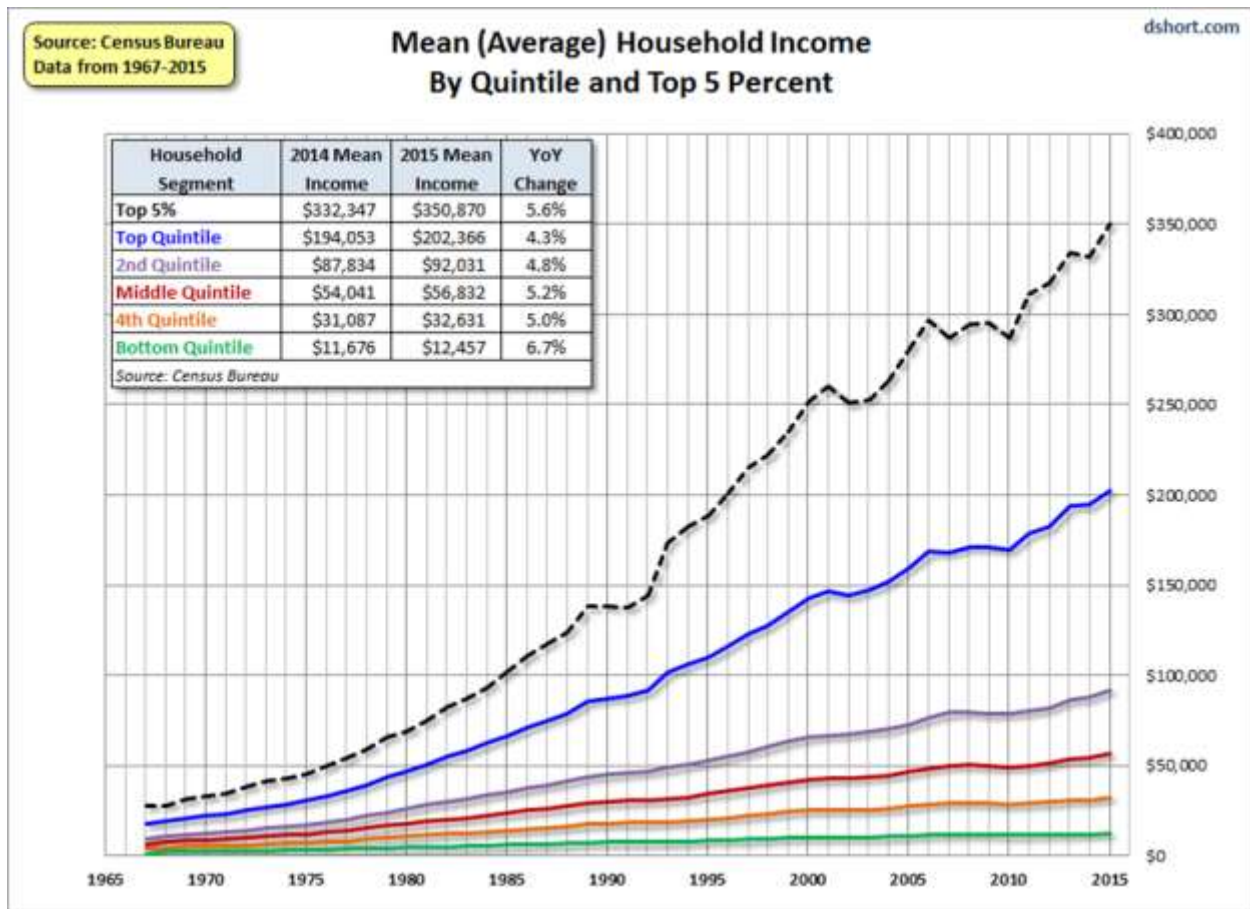
Unfortunately, however, measurable progress in reducing inequality within and among countries is yet to be realized; and crying voices of developing countries need yet to be supported and strengthened in decision making settings of the international, economic and monetary establishments such as the International Monetary Fund and the World Bank (Bartlett, 2017). Obviously, economic instability, conflict and social unrest are almost guaranteed in regions where there is extreme inequality and limited access to wealth (Murphy, 2017). Discernably, there exist profound generational income inequalities among Black, Hispanic, White and Asian races in the United States of America, as indicated by the charts below.

### Income Inequality In The United States:-



**Source:** US Census Bureau Data 1967 – 2015

In 2014, Hispanics were the only families that experienced increased median income, while the median incomes of the Asians, Blacks, and Whites decreased or remained flat. In 2015, the median income of all racial groups increased.



**Source:** Short, Doug (2016); U.S. Census Bureau Data from 1967 – 2015.

Apparently, there appeared to be an increase for all the households of all races and ethnicity when taken together for this period under examination, following the chart above. The analysis indicated a significant increase for all groups in 2015 as the top 5% and the top two Quintiles triumphantly observed a record income levels while the three lower Quintiles did not fall below their record highs taken inflation adjustments into considerations.

Also, the chart above indicated the trends in American household incomes and the actual percentage growth from 1967 to 2015. Observe that the swelling expanse between the top quintile (and particularly the top 5%) and the other 4 Quintiles. The swelling, broadening of the income gap commenced in the mid-1980s and through the President Reagan's administration. This was the period of "Supply Side Economics" (also called "Reaganomics") and Trickle-Down Economics (Short, 2016). The chart indicated that tax strategy and policy changes designed to subsidize the rich and more affluent households and then expected to trickle down to the poor and low-income families did not have the profoundly propagandized trickle-down effect (Short, 2016). Generally, the gap between the wealthy and the poor continues to widen, year by year as indicated by the growth spread.

Real Household Income Declines from Peak Year				
Household Segment	Peak Year	Peak Income	2015 Income	Percent Change
Top 5%	2015	\$350,870	\$350,870	0.0%
Top Quintile	2015	\$202,366	\$202,366	0.0%
2nd Quintile	2015	\$92,031	\$92,031	0.0%
Middle Quintile	2000	\$58,125	\$56,832	-2.2%
4th Quintile	2000	\$34,903	\$32,631	-6.5%
Bottom Quintile	1999	\$14,108	\$12,457	-11.7%
Source: Census Bureau, chained in 2015 dollars				

Source: Short, Doug. (2016). U.S. Census Bureau Data from 1967 – 2015

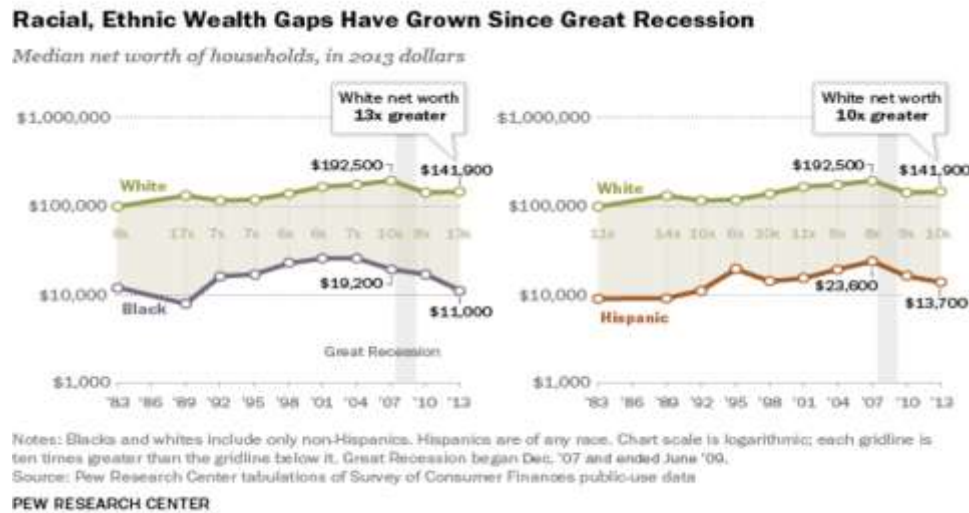
Evidently, the average income for the bottom quintile remains a critical concern for leadership, and prompts providing effective access to opportunities to resources to improve the lives of the poor not only in the United States but globally.

Trends in strategic economic and demographic statistics and indicators offer clues to certain perspectives and frameworks, current experiences and viewpoints regarding the poor and low income families, and Black Americans. Whereas there has been apparently distinct and theoretical progress in reducing the Black and White gap in certain areas – predominantly in the rates of high school completion; there persists the ancient White-Black gaps in socio-economic well-being; and perceptibly the gaps have expanded in many cases (PEW Research Center, 2016).

The PEW Research Center (2016) noted in their analyses of the U.S. Census Bureau's data in 2014 that the average adjusted income of the Black American households was \$43,300, while it was \$71,300.3 for the White. Further, Whites were also first place ahead of the Blacks in college education completion. Additionally, it was observed that among adults who earned a bachelor's degree, White households earned significantly higher than households headed by Blacks, earning \$106,600 compared with \$82,300 (for college educated Black households) in 2014. Moreover, the racial income gap extends to household wealth – a measure where the gap has widened since the Great Recession. In 2013, the median net worth of households headed by Whites was roughly 13 times that of the Black households (\$144,200 for Whites compared with \$11,200 for Blacks (PEW Research Center 2016).

**The Economic Realities of Black and White Households: Racial Gaps in Household Income Persists – Median Adjusted Income in 2013 Dollars.**





**Source:** Kochhar and Fry (2014, p.1) - Pew Research Center.

Furthermore, the gap between the average household income of Whites and Blacks widened from 8X in 1983 to 13X in 2013. However, the gap has reduced for the average household incomes between Whites and Hispanics from 11X in 1983 to 10X in 2013. Despite an economic recovery during the President Obama era wealth and income inequalities have broadened along racial outlines (Kochhar & Fry, 2014, p.1).

Moreover, following the analyses of data of Consumer Finances, the Pew Research Center in 2013 indicated that the household income of White Americans was 13 times the average income of Black American households contrasted with eight times the income in the year 2010 (Kochhar & Fry, 2014, p.1). Correspondingly, the income of White American households was more than 10 times the income of Hispanic American households, judged against nine times the income in 2010 (Kochhar & Fry, 2014, p.1). However, the gap between White and Black races was epitomized in 1989 at 17 times the Black households' in favour of the Whites. While their dreams have taken shape, the hope of removing structured inequalities for the poor and the low-income families around the world are evaporating in the face of challenging economic debacles.

In the 2013 dollars, disregarding ethnicity and race in measuring wealth, the overall net worth (assets minus liabilities) of American families did not appreciably change during the economic recovery. Kochhar and Fry (2014) indicated that the median net worth of the American household was \$81,400 and \$82,300 in 2013 and 2010 respectively, while it drastically decreased by 39.4% to \$82,300 in 2010 from \$135,700 in 2007 correspondingly. Also, in their analyses of the Federal Reserve data Kochhar and Fry (2014) cited that there was no glaring difference among the ethnic groups of Black, Hispanic and White households as the economy was recovering between 2010 and 2013. During this period, the income of the White households in America rose by 2.4% to \$141,900 from \$138,600; while at the same period in 2013, the median income of the Black households decreased by 33.7% to \$11,000 from \$16,600; and the median income of the Hispanic households saw a decrease of 14.3% to \$13,700 from \$16,000. Obviously, the wealth gaps among the various ethnic households are not closing; rather broadening. Effective analyses of the financial information would indicate that while we are always considering the median income the wealth of the poor and low income families paint a grim picture of inequalities in income and lack of access to opportunities. Low income signifies unsuitability and lack of access to high quality education, healthcare and high paying jobs, and consequently dwindling bank savings. Additionally, it was noted by the U.S. Federal Reserve that the average income of minority households (mainly Blacks and Hispanics) decreased by 9% from its 2010 to 2013, judged against a shrinkage of 1% for the White American households (Kochhar and Fry, 2014).

In most cases, economic inequalities were measured using earnings, wages, income, and wealth for analyses. In examining trends in household economic well-being between 1959 and 2007 that was ethnically and racially based, DeNavas-Walt and Proctor (2014) observed that though there was a slight discernable increase during this period the increase in fact concealed a significant deterioration of well-being for Blacks and Hispanics relative to Whites. These observations were predominantly significant in the context of the most recent economic recession. Generally, the lack of access to employment and employment losses have been principally unsympathetic and severe among

Blacks, and the rates of foreclosure have been abundantly higher among the Black and Hispanic households, and in effect, broadening and worsening the wealth gaps among the ethnicities (DeNavas-Walt and Proctor, 2014).

### **Major Causes Of Inequality - Limited Access:-**

The elites and the upper-class in advanced industrial nations currently have open competitive market economies, participatory democratic multi-party electoral systems, and a protected state monopoly over violence; and these open access orders constitute the conventional and institutional norm, while stability and equilibria are maintained in the society (North et. al., 2007). However, the developing and low-income countries are operating centuries well behind the advanced nations with limited access orders that preserve their strength and equilibria in a profoundly distinctive method.

With limited access, the poor and the low-income families appear to be shackled economically and as a result, it is easier for the individuals who have no tangible source of income and access to effective culture, education and healthcare to be recruited into the terror groups; as the state governments do not have a secured domination or monopoly on violence which the wealthy and the elite endeavor to categorically organize themselves to control in the communities around the globe. In limited access countries, the political elites and the upper class usually divide and control the economy, each receiving some portion of the rents; and since the eruptions of violence decrease the rents, these elite cliques are motivated to ensure peace (North et. al., 2007). Unfortunately, in these limited access order nations, corruption and cruel violence have become the new normal. Hence, to ensure continuous rent income by the elites the social order is maintained and preserved by limiting access and restrictive competition. Limited access is the chief hindrance to community and individual development among the poor and low-income families.

In unindustrialized and developing countries, which base their modus operandi on advanced nations, social access to economic, education, political dynamics emerge. The political elites primarily control and use their national resources and treasuries compounding the problems of the poor and low-income families. Nevertheless, leadership must develop capacities to improve access in an effort to disrupt structured inequalities.

### **Limited Access Orders And Developing Countries:-**

Limited access orders vary extensively and encompass almost every single developing country. Consequently, some are mired in abject poverty, kidnapping for ransom, terrorism and crude violence. Other relatively calm developing countries accumulate extensive productive assets, use them with at least restrained and diffident efficiency, and permit most of the citizens to share in some of the consequential output progression (North et. al., 2007). In any case, the powerful and political elites in developing countries would need to develop and practice policies that reflect and resolve the issues of joblessness for the poor and low-income families and help to increase the per capita incomes from \$400 to \$8,000 ; while secondly, they must employ transformation strategies in resolving the problem of transitioning from a limited access order to an open access order, from communities with per capita income of about \$8,000 to communities with incomes of \$35,000 per capita (North et. al., 2017).

In emerging and developing countries, one of the most significant development problems suggests an elucidation for the institutionalized bi-partisan, enduring corruption, pervasive and persistent poverty, kidnapping for ransom, and impeded development that unequivocally integrate endemic violence, persistent rent-creation, and limited access in the cultures of development and the social order (North et al, 2007; Edwards III, 2014; Root, 2013). It is imperative that leadership illuminates and demystifies those structures that hinder and retard development and profoundly delineate why the change and frameworks of corruption are solidly placed and reinforced, impeding change and progress. Also, this framework of lack of access order resolution clearly indicates that institutional transformations persevere only when they are harmonious with the inducements and constrictions of those in authority; clarifies why the larger populace of the developing countries is customarily more concerned with enabling those in authority to maintain peace and order for themselves, than with attaining a more equitable and open community (North et al, 2007).

It must be observed that the fundamental framework for creating open access order concepts suggest that the development and transformation policies frequently fail because they attempt to transplant ideas and superimpose the components of the open access order – for example, competition, markets, and participatory democracy, straightforwardly into limited access orders, and apparently disrupting the corruption cultures of the ruling warlords (North et al, 2007). Following Root (2013) these transformations and modifications threaten the rent-creation order that binds the community cabals together and contest the actual logic and framework upon which the community is



systematically organized. Consequently, such reformation is resisted by the elites and in turn, they incapacitate or sabotage the change processes in limited access countries that are not matured and ready for rectification; and significantly alter the prospective change and positive development (Edwards III, 2014).

#### **The Logic Of Limited Access Orders Must Be Concerned With Empowerment:-**

Disrupting inequalities in any society is concerned with empowerment, involving the twin needs of controlling structure and emancipating and liberating the individual. It involves the leadership abilities to reflect dialectically on the conditions of human existence and social structures of power, and these boarder on moral state theories with implicit assumptions. Fundamentally, all theories of the state explicitly or indirectly produce two assumptions: (1) the state can be fashioned as a single actor and, (2) the state has a monopoly on violence (North, 1981).

Distinctively, the chief element of the traditional and old-fashioned approach to community development, following normative economics presumes a benevolent and compassionate social single actor has a monopoly on violence and, by virtue of benevolence does not exercise violence for careless destruction or recklessness expropriation (North et. al., 2007). These assumptions, however, are misleading and reflect misconceptions of the development concerns and problems. In many developing countries, violence is widespread among the populace, and of late, it is obvious that terrorism is not concentrated. This implies that no one has a monopoly over violence, including powerful states. It is therefore imperative that effective leadership needs to establish a community based on a culture of peace, fostering and encouraging specialization of knowledge, skills, acumen and exchange thereof; which demands the creation of incentives for individuals and groups to effectively and peacefully compete for resources and opportunities instead of fighting for them. Hence, hostility will give way to competition, and war to peace, and underdevelopment to development, and in effect, limited to open access orders.

Limited access orders are in fact, the societies' natural responses to the threat of external or internal violence in retrospect. A limited access order reduces or eliminates violence by establishing a dominant coalition comprising of groups and individuals with adequate access to, and capacity for violence that could, if they operate unilaterally with a single focus, foment chaos and disorder (North et. al., 2007). In effect, the dominant and prevailing coalition establishes order and cooperation by limiting access to valuable resources, such as access to the national and state treasuries, natural resources, labor, land and capital, and access and control of indispensable and valuable activities, including trade, contract enforcement, worship, property right enforcement, healthcare, and education to the elite individuals and groups (North et. al., 2007). Besides, bestowing control and restricting support for organizations of the powerful and elite groups increase the rents that the elite groups receive.

Moreover, following North et. al. (2007) sophisticated social and cultural organizations and groups require the capacity to design, contractual agreements in and amongst organizations that depend on an external, third party ratification and enforcement. Therefore, limiting access to organizational structures and resources through exclusive privileges that straightforwardly enables the elites to become more productive and apparently more successful through their organizations, which enables them to maintain limited access order worsens the conditions of the poor and low-income families (North et. al., 2007).

Furthermore, division of resources by the elites and warlords as they exercise their presumed exclusive rights and privileges through discrimination, selective suppression of competition are at the nucleus of the limited access order (North et. al., 2007). Not only these, resources division and rent creation provide the compelling incentives that captivate the elite to commit their minds and souls to support and uphold the government and maintain their control on the society. Unmistakably, lack of access to opportunities is the major problem that precludes the masses of this world from progressing. For example, charging their smart cellular telephone which is taken for granted in advanced nations poses a concern for persons in developing nations for a lack of electrical power.

Not only this, many low-income families have no access to partner with lucrative employment opportunities and might not have the educational qualifications and technological acumen to engage the 21st Century in their own terms. It is essential that the government should use the national resources to enable the poor and the low-income families to acquire the necessary acumen to compete in the opportunities that can lift them from the squalid alleys of poverty. Rutter (2015, p.1) indicated that we can conceive solutions for the more than 2.5 billion people who are currently excluded from financial services and privileges by refocusing on, and removing the impediments of using mobile technology, such as cellular telephones to reduce inequalities. In this respect, we must also resolve the issues

of gender inequality and provided motivating ways to access unfamiliar digital financial services with trustworthiness and effective reduction in the service delivery costs (Kooser, 2017).

Besides, political elites and policy developers misconceive and misunderstand local needs in the use and applications of the 21st Century technology. Rutter (2015) indicated that one of the supreme barriers to using mobile technology is to accurately understand the bionetwork you need to reach. The best method for identifying and resolving indigenous needs is to include an assortment of indigenous stakeholders in every stage and aspects of the established strategic efforts with determined strength. Unmistakably, mobile technology and cellular telephones have become a more effective way of effective and efficient communication in almost every respect, including institutional and financial banking, sales of agricultural products or contacting and contracting help with various institutions in and beyond one's own boundaries of influence. However, the users of these technologies have no ownership and proprietorship claim to them other than the subscriptions to the services from the powerful owners of the technology and the network. Hence, they rely on what they are being offered without input and contributions to the services they receive. When calls are not going through and communication is hampered, it is blamed on the network rather than the providers of the technology. Hence, as long as the technology providers are receiving what they desire and not deserve, there is no incentive for them to improve bio-technological network system. It is imperative, therefore that leadership becomes decisive in removing most of the barriers to using mobile technology and enable the citizens to have efficient access to, and become effective navigators with local ownership which will in effect, improve their digital skills.

Additionally, among the poor and the low-income families there exists cogent and rational lack of digital skills that prevent access to available national and international resources and tremendous opportunities. It was observed that conventionally, lack of digital skills has posed a major problem to the very poor and the low-income families in the use of technology, even the cellular telephones to plug into the 21st century communication system. From all indications, this problem has been used against them in so many ways to deny them access to diverse resources from which they could benefit and improve their living conditions. Quite frankly, most of these categories of persons in various parts of the world today are being left behind as the rest of the world matches on to the 21st century. Also, online computer skills are required and needed by citizens to engage and effectively participate in the new age of technology. Furthermore, the poor and low-income families in poor communities of the least developed countries ravaged by violence are taken out of the equations of balancing inequalities. These families are not digitally connected nor linked to the world outside the peripheries of their environment, disconnected from the quality healthcare, quality education and financial institutions; and fearful to trust the investment institutions that could be helpful to them (Sidhu, 2015). Also, they lack access to basic human resources, including adequate housing and opportunities to quality jobs or job training.

#### **Solution Frameworks For Addressing Inequalities:-**

The heart of the matter is that there are too many poor and low-income families at the bottom of the scale that do not have the basic necessities of life to exist in a quality environment and this is a clear human form of inequality at its core; and approximately 33% of income earning families in the United States do not meet their rudimentary financial needs (U.S. Census Bureau, 2011). Heavey (2013) pointed out that 47.5 million Americans currently are classified as living in poverty (poverty rate of \$22,811 for a family of four). Hence, any framework for resolution must be based on praxis, combining theory and effective practice to effective action, to achieve best results customized for the individual community while thinking globally. In effect, solutions need to aim at decreasing discrimination, creating access to resources and opportunities and safeguarding the socio-economic necessities of the people who have been marginalized. Solutions should fairly target comprehensive reduction of inequalities in wealth and creating open access for all citizens.

#### **Strategies For Disrupting Inequalities - Improving Limited Access:-**

Inequalities exist and are solidified in many global communities. Consequently, various structured social and economic classes emerge. However, a consensual, critical and communicative foundation for deconstructing inequalities must imply a democratic rather than bureaucratic elitist emphasis on accumulation of wealth by the governmental elites who have blocked access to resources for the poor and low-income families. To improve community capacity to decrease inequalities the citizens need to democratize social relations to include improved, unambiguous governmental transparency through healthier and improved and enhanced financial management, and auditing of public funds (Commonwealth Secretariat, 2003). Transparency on reform needs to include fiscal collections backed up by effective leadership and political commitment. Also, Community financial management

reforms to decrease structured inequalities should reform how the public funds are collected, operationally managed and expended by the government.

While the needs of a community will be inevitably greater than the available resources, all public resources must be used in the most economic and effective way to avoid waste. Currently, in many nations public funds are collected and mismanaged, and in fact, squandered by those who masquerade as the political elites and consequently, deepen the chasms of inequalities among the people. Hence, it is significant that creating and advancing effective linkages and mutually trusting relationships and shared consensus between the government and the governed are *sine qua non* to decreasing inequalities.

Additionally, free and honest, effective justice system is essential in any society and more so in removing inequalities. Without an impartial justice system, government reforms of the public financial management system and expenditure processes may prove impossible. In developing nations, it is extremely critical to secure a free and fair justice system, which in many cases has proven to be working for the wealthy and the powerful, at the sacrificial expense of the poor. If we accept the proposition that government and the justice systems are fundamentally “social constructions of reality” (Michael, 1993; Foster, 1986), then one role of the justice system must be to demystify the structures; more so in ensuring the deconstruction and demystification of inequalities. Following Foster (1986, p.31), mystification implies that the government takes a life of its own; it is no longer a primal entity created by individuals, but rather a “thing” that exists outside of democratic and human actions. Any government that has become objectified, fraudulent, corrupt and symbolically solidly corrupt and inept in the minds of the citizens requires critical analyses in order to project and development possible changes that make the government a more humane and equitable establishment (Foster, 1986). Hence, the demystification of structures would necessitate the analyses of content, ethics, morality, violence and definitions, dialectically reflecting on the nature of humanity, conditions of human existence and structures of power to ensure disruption of inequality in the community to achieve income and economic success.

However, for long-term economic success, effective and efficient use of limited public funds and resources must be maximized while advancing the highest level of transparency, accountability and responsibility, and in an enabling environment in national finances (Commonwealth Secretariat, 2003). In many developing nations, potential leadership cabals compete for control through the barrel of the gun, intimidation, violence; and occasionally by treachery and duplicity, ballot becomes the instrument of the last resort; as new groups usually replace old ones, as the old ones move on to new and higher political levels, reinforcing corruption with ruthless aggression (North et. al., 2007). Besides, there appears to be a catastrophic decline because of financial fraud and mismanagement in unindustrialized nations where financial dealings, free and fair justice systems and transparency are not a systematic and consistent regular order. Hence, participatory democracy needs to be practiced and demonstrated with free expression, with the formulation and revitalization of culture of transparency within the communities, schools, and as a culture that promotes a democratic and uncoerced, genuine form of governance.

Quite often, development and improvement practitioners superimpose research results and the experiences of industrialized nations into other developing nations in a fruitless effort to solve leadership and management problems without resolving the root cause and the benefit of wisdom, and build capacities in societies that frequently and habitually dismember and disarticulate their governments and trample the poor, only to see them fail (North et. al., 2007). In these societies, institutionalized corruption and injustice reign supreme. Without a free and partial justice system and effective leadership propensities, development and management tools founded in advanced industrialized nations’ experiences and practices are ill-suited to the improvement and growth goals and objectives in unindustrialized and emerging communities (North et al., 2007). The systemic changes will require adequate steps that must be taken to fashion purposive policies to disrupt inequalities for the poor and low-income families in retrospect.

#### **Ways To Disrupt Inequalities Must Be Essentially Decisive And Imperative:-**

To effectively disrupt inequalities, it is critical to assess and understand the root causes of the problem by looking for the broad-base reasons for inequalities and social justice issues. By examining the shaping of history in the United States and other global communities, events continue to leave their footprints and residual effects among discourse, power, domination, social inequalities and the situation of the critical discourse analyses in analogous social relationships (VanDijk, 1993). Consequently, the best practices largely for helping to disrupt inequalities would be through effective leadership in communicating the peculiar vision and concepts, and the subsequent

empowerment of the individuals in the poor and low-income families. Hence, effective leadership must not be in the position given, but in the position taken (Foster, 1986). In this context, we must be well acquainted with the different ways of thinking about disrupting inequalities as a moral and critical endeavour. Subsequently, it is imperative that leadership creates and manages needed resources for the individuals to live a higher quality of life by fashioning open access to resources, including but not limited to effective and excellent education, healthcare, clean water, housing, food, transportation, and rewarding job opportunities. This will require collaboration and partnership in righteous action in their truest forms, establishing and maintaining long-term trusting relationships and creating centers of excellence aimed at shared structured experimentation and cooperative positive impact.

Moreover, disrupting inequalities requires confrontation of difficult and challenging choices. For this and other reasons, genuine leadership that accentuates honest relationships and provision of meaningful systemic change, with followers who value their contributions fostered on ethical and authentic foundation must be established (Gardner, Coglisier, Davis & Dickens, 2011). They should enable individuals to become independent and productive members of their communities while replicating successful programs and demonstrating effective policies.

#### **Fashioning Purposive Policies In Addressing Inequality:-**

The principal strategy for fashioning effective and successful development policies is a genuine understanding of the access order limiting structures and how societies authentically conduct themselves and business, and particularly, how industrialized societies are dissimilar from developing ones (North, Wallis & Weingast, 2006). It follows that policies must aim at the heart of structured inequalities, generate effective access to opportunities, while reducing potential violence and motivating peace in shaping the communities. Hence, purposive and effectual policies are fundamental to resolving socio-economic, ethical and political problems.

Besides, policies ought to demystify structures, clarify beliefs that enable the leaders to deal with mismanagement, fraud and violence with appreciable measures of success. Quite often, these social structures exemplify a fundamentally deep-seated logic, encapsulated in the concept of an institutionalized disingenuous social order of things. It has been observed that standard and traditional development guidance and advice fail all too frequently because they conflict with the socio-economic logic that maintains the prevailing disorder (North et. al., 2006). The limited access order designs parameters and structures for access to valued socio - economic and political roles as a method to generate rents; subsequently, the political system is employed in fraudulently manipulating the economy to create rents for the political elites as a means of elucidating and resolving the inconveniences of violence (Edwards III, 2014; Root, 2013).

In developing nations for example, rents are created by the collection of national resources such as the oil and mineral revenues, and cultivated from such prearrangements as government contracts, padded salaries, maintenance emoluments and entitlements, rights to lands, oil blocks, monopolies on commerce activities, and entry to restricted and regulated job markets (Root, 2013). Moreover, in developing societies collected revenues are straightly converted to private funds and restricted access is guarded with the guns, cruel violence and immediate vindictive death.

In sharp contrast, open access orders resolve the problems of social disorder, violence and aggression through unrestricted public access and effective competition (Edwards III, 2014). Consequently, every citizen has the right to righteously compete for opportunities and form nonviolent contractual organizations. Hence, open access facilitates and sustains economic and partisan competition in addition to a vibrant, active civilized society (Root, 2013).

Furthermore, rents are generated by limiting access to capitals and functions - such as access to resources (including natural resources like oil wells or oil blocks, mining minerals), religious worship, animal grazing rights, trade and commerce, education, politics, healthcare, and warfare; and by limiting access to varieties of social-economic organization that the advanced societies would obviously endorse and support (North, 2006; Edwards III, 2014; Root, 2013). All the same, powerful politicians and other men and women of power dominate privileges, opportunities and rents. Since violence threatens or decreases those rents and privileges, the probability of losing the rents generates the incentive among the powerful persons and groups to collaborate with the cabals in power instead of combating them in justice and righteousness, or demanding for equality of opportunities for the poor (North, 2006). It must be understood that privileged individuals are granted unprecedented access to form dominant organizations, and remain in control (Root, 2013). Hence, there is a direct linkage between the generation of rents by

the powerful and privileged individuals and the need to maintain a consistent order in the society. Additionally, the open access order depends on participatory democracy, competition and the rule of law to bind the communities together (North, 2006; Edwards III, 2014; Root, 2013). Open access societies practice purposive competition and institutions to ensure that it is in the best interest of the citizens, including powerful politicians to play by the rules, respect and abide by constitutional regulations, including amalgamated control over groups with the capability for aggression and violence buttressed by leadership propensities (North, 2006).

### **Leadership Imperative:-**

In the process of interrupting inequalities leaders at various levels of the education system must aim to advance the legacy of excellence, self-determination, community and individual empowerment in a well-thought-out high quality technology infused education processes and programs. We must aim to provide the best educational experience for every student in particular. Consequently, we must be committed to the 21st Century lifelong learners who are productive members of a global society, preparing the students to take their rightful places in the world through individual determination. After all, Administration is leadership and we are preparing the leaders of tomorrow. Talan (2016) declared that administrative leadership is about planning and choreographing tasks, including mobilizing and organizing people to establish and maintain an early childhood education institutions. Effective leaders have the capacity to strategically create systems that safeguard and sustain essential strategic functions to meet the needs of students from poor and low- income families (Talan, 2016). For this reason, it is imperative that strategic leadership envisions the future and safeguard the direction of the early childhood institutions while deliberately interrupting inequalities.

Strategic leadership encompasses the provision of meaning in redefining realities of our existence, guiding the direction of the students with the future in mind. In fact, effective education of sound minds and provision of open access to opportunities to resources are the designed equalizers in closing the wealth gaps in any community. Successful strategic leaders must decisively clarify purpose, inspire families and individuals to pursue a purposive and liberating vision, and certify that goals and outcomes are not only attainable, but indeed realized by the actors and effective participants in the system. Leadership in educational administration involves the presentation and preparation of values, among other things and images of the proper way and the ought-be about things. The construct of leadership that does not aim in disrupting inequalities through effective education needs to be dismantled and rebuilt to be useful and helpful to the 21st Century global citizens. In these processes we must observe that culture, politics and power are critical dimensions of leadership that must not be neglected.

At the local community level, leaders should pursue, establish and implement policies to ensure that the poor and low-income families have effective and efficient access to quality homes, quality healthcare and insurance, quality and healthy food, continues quality educational training for improved job opportunities, ongoing family mentoring counseling and advisement support. Also, mentors should train the individuals and provide them with knowledge and information that will enable them to navigate the available support systems while assisting them in finding ways to disrupting inequalities within their communities.

Efficacious leadership must aspire beyond color blindness, see and resolve the problem of racial, economic and social inequalities, while beginning at the peripheries of their influence. Following Ullucci (2006) and Bonilla-Silva (2003) it is an obvious but quite often an uninterrogated and uncross-examined paradox. How can we live in a society that is designed, and purports to be without racists when racism unambiguously and distinctly shapes the daily lives of many in our nation? In a country where most Whites would declare themselves equitable and unprejudiced, how is it that oppressive policies, groups and institutions continue unchecked? (Ullucci, 2006). We must raise our students' awareness and challenge them to become effective participants in changing their condition as leaders.

Moreover, educational leaders must challenge themselves, reconstruct realities for the students and provide ways to make visible the issues of race, privilege, and oppression of the citizens of all creeds and race, though many teachers and administrators may with reason and declare that they are color blind and therefore treat all children alike (Swartz, 2003; Ulluccin, 2003). Effective leadership must be determined and purposeful in removing barriers to success due to economic and ideological hegemony; hence cognitive dissonance must be successfully challenged and subjected to critical evaluation to ensure the cognitive emancipation of the people.

## Conclusion:-

Summarily, there is an urgent need to improve and advance the quality of life for poor and low income families as too many families and individuals are living in squalid alleys of poverty in too many communities globally. Furthermore, effective leadership strategies can be employed to remove cognitive wedges that have been driven into the poor and low-income families, enable them to critically evaluate their conditions and through self-determination and systemic change that supports accountability, equitability and justice they will be empowered to further their dreams and become what they ought to be. Moreover, through reflective and profound practices and a radical redefinition of leadership responsibilities the realities of inequalities will be defrosted and ideological hegemony reconstructed to enlighten the individuals rather than denying them access to opportunities and driving cognitive wedges among them. Inequalities have been terribly piled on the poor and low-income families and individuals with awful difficulty; and government and capitalistic alleviation measures have focused on top-down economic tax structures. In this and certain other leadership cases the construct of leadership needs to be dismantled and rebuilt in order to be useful in disrupting inequalities. However, in the process of influencing conditions for the poor and low-income families, power, politics and culture are crucial dimensions that must never be neglect.

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