



International Organizations Programmes Implementation in Nigeria: Problems and Ways Forward

Niyi Jacob Ogunode¹, Conrad Ugochukwu Ukozor², Richmond Chijioke Agbo³

¹Federal University Wukari, Nigeria

^{2,3}University of Abuja, Nigeria

Corresponding Author: Niyi Jacob Ogunode Ogunodejacob@gmail.com

ARTICLE INFO

Keywords: International Organizations, Education, Corruption

Received : 20, January

Revised : 11, February

Accepted: 22, March

©2024 Ogunode, Ukozor, Agbo : This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The paper explores the obstacles to the implementation of international organizations' programs and projects in Nigeria, using social role theory and secondary data. The study found that inadequate funding, poor financial bilateral agreements, lack of data, insecurity, corruption, bureaucratic problems, and political interferences hinder the success of these organizations. The paper recommends increased funding for international organizations, adherence to financial organizations' paths, and the creation of an ICT system to curb corruption. It also suggests timely communication with international organizations to ensure their programs are implemented as planned. The findings underscore the need for effective governance and support for international organizations in Nigeria.

INTRODUCTION

The term "international organization (IO)" commonly refers to entities comprised of sovereign states or universal memberships, established through treaties conferring legal status. These organizations are subjects of international law and have the capacity to engage in agreements with both member states and among themselves. Dety (2013) and Giorgio (2011) emphasize that international organizations, such as the United Nations, the World Health Organization, the International Union for Conservation of Nature, and NATO, are founded by treaties or governed by international laws, possessing their legal identity.

International organizations encompass primarily member states but may also involve other entities like additional international organizations, corporations, and non-governmental organizations, with some entities holding observer status (International Organizations - Research Guide International Law, 2019).

International organizations serve diverse functions including maintaining peace and security, safeguarding human rights, delivering humanitarian aid, supporting sustainable development, and upholding international laws. They also collect information, monitor trends, provide services and aid, and offer forums for dispute resolution. By providing political institutions for states to collaborate towards common objectives, international organizations promote cooperative behavior and serve as instruments for states to legitimize their actions and influence the behavior of others.

Ogunode (2024) categorizes international organizations into forms such as non-governmental organizations, international development agencies, and foundations, all aimed at providing specialized human services to enhance societal development. Non-governmental organizations (NGOs) operate independently from governments, undertaking roles ranging from advocacy to project implementation. NGOs, whether local or international, aim to provide non-profit services to enhance social, economic, political, and technological development with the host country's consent.

Foundations, according to the National Open University of Nigeria (2013), channel private wealth for public purposes and may be for-profit or non-profit entities. They often support education and other causes, granting funds to various organizations. Foundations are established to contribute to societal empowerment and development, usually by wealthy individuals or institutions.

International development agencies, as described by Ogunode (2024), are foreign institutions established in specific countries to carry out development projects. Examples include the US Agency for International Development and the United Nations agencies. These agencies collaborate with developing countries to implement developmental projects based on mutual understanding.

Nigeria hosts numerous international organizations engaged in various humanitarian services. However, these organizations face numerous challenges hindering the implementation of their programs. This paper aims to discuss

these challenges based on secondary data obtained from online publications and print materials, analyzed through content analysis.

METHODOLOGY

Paper is hinged on the General System Theory that was developed by David Easton in 1953. The theory was adapted from the natural sciences, especially Biology in the works of Ludwig Von Bertallanty. It found its way into the social sciences through anthropology and sociology.

This system views the international organization as a system which is also made up of sub-systems of the institutions. It looks at various parts of an organization and examines the interlinkages among the various parts. It analyses the dynamic interactions between one unit of the organization and another unit. Therefore, the total performance of the sub-units or parts affects the overall performance of the whole organization. The systems approach helps in the identification and solution of specific organisational problems.

International organizations can be likened to a system like the general system whereby various parts are working harmoniously to keep the system instability and optimal performance. In this context, funds, and data, serve as the platform to aid the work of international organizations in Nigeria while the availability of funds and data will affect the operations of international organizations and would bring about a setback to the ability of the international organizations to realize their goals, objectives and mandates.

RESEARCH RESULT AND DISCUSSION

Barriers to Effective Implementation of International Organizations Programmes Implementation in Nigeria

There are many challenges militating against the implementation of international organizations in Nigeria. Some of these challenges include; inadequate funding, poor implementation of financial bilateral agreements, lack of data, insecurity, corruption, *bureaucracy* problems and political interferences.

Inadequate funding

The lack of adequate funds in most international organizations in Nigeria has posed serious setbacks in the achievement of their goals and objectives. Many international institutions do not have adequate funds to carry out sustainable programmes or projects due to lack of funds. The available funds are deployed to programmes within a set time. The problem of shortage of funds affects staff recruitment, facilities and programme life cycle. Muhammed (2019) submitted that the major issue limiting the performance of various international organizations in Nigeria is the shortage of funds. One of the most serious problems threatening the survival of international organizations in Nigeria is the dwindling level of funding from the donor country for the implementation of the programme. This shortage of funds affects the life cycle of their projects and programmes in Nigeria. International

organizations cannot perform optimally without funding. This situation calls for increased funding to enable them to carry out their functions.

Poor Implementation of a Financial Bilateral Agreement

Poor implementation of financial bilateral agreements with many international organizations in Nigeria has affected the implementation of some of the international organizations' programmes and projects in Nigeria. Some international organizations have signed agreements with the Nigerian government to provide some intervention funds while they provide some funds to carry out programmes and projects in Nigeria. Some of the financial agreements entered into by the Nigerian government are honoured while others are not, and this has affected the implementations of international organisations programmes in Nigeria.

Lack of Data

A significant challenge faced by various international organizations collaborating with the Nigerian government to enhance education quality and accessibility is the dearth of up-to-date and reliable educational data. Data plays a crucial role in education management and strategic planning, facilitating the smooth execution of educational policies and initiatives. Ogunode (2021a), along with reports from the British Council (2014) and (2012), highlight the persistent difficulty in accessing comprehensive and dependable information on education in Nigeria. The establishment of a national database for education statistics has been sluggish, compounded by disparate approaches among data-generating agencies such as the Federal Ministry of Education, Universal Basic Education Commission, National Population Commission, and National Bureau of Statistics. These agencies employ varied sample designs, data collection methods, analytical techniques, and reporting practices, leading to inconsistencies in disaggregation and indicator definitions. The absence of fundamental data at the school and local levels in many regions is often considered a crisis, impeding the formulation of effective education plans, monitoring mechanisms, programming strategies, and policy decisions. The scarcity of current data in Nigeria has adversely impacted educational planning (Ogunode, Akinyode & Ayoko, 2023), administrative processes (Ogunode & Akimki, 2023), and the implementation of educational policies and programs.

Insecurity

Insecurity is another challenge that is militating against the implementation of international organizations programmes in Nigeria. Daily Post (2020) reports that among those abducted are two staff of the Red Cross, an international NGO operating in Maiduguri, and eight others. Also, Premium Time (2018) reported how the ICRC on Sunday raised the alarm that the Boko Haram threatened to kill Hauwa Liman within the next 24 hours. Ms Liman was kidnapped alongside others in March in Rann, Borno State when the insurgents attacked a camp for displaced persons. One of the kidnapped aid workers, Saifura Khorsa, had been killed in September. Boko Haram has killed another worker of the International Committee of the Red Cross, ICRC. Musa

(2022) reported that three state officials were abducted on the same day by ISWAP in Mobbar Local Government Area of the state, but the group's statement confirms that the victims were rather two state officials and one humanitarian worker. The victims were stopped by the insurgents at a checkpoint set up in Wakilti while they were travelling from Damasak, a town about 200km from the state capital, Maiduguri. On July 18, 2019, six Action Against Hunger employees were abducted along Damasak road. The captors killed one of their victims on September 25 of the same year and killed four others on December 13, 2019, while the only woman on the team, Grace Taku, remains in captivity. Second aid worker held hostage by the Islamist militant group Boko Haram has been executed after a negotiating deadline expired, according to the Nigerian government. Premium Time (2022) and Ogunode, Umeora & Olatunde-Aiyedun (2022) report that since 2016, 35 aid workers have been killed, 22 wounded and 28 kidnapped, an official has said. At least six of those kidnapped were kidnapped in 2022, the Humanitarian Affairs Minister, Sadiya Farouq, said in Maiduguri, in the presence of President Buhari. The insecurity problem has affected educational development in Nigeria according to (Ogunode & Ahaotu, 2021). The above is corroborated by some scholars when they posited that the incompetence of the Nigerian government to carry out its roles has negative consequences on the educational system (Ogunode, Ayeni, & Olorundare, 2024). Thus, it is said that when a structure like a government fails to perform its expected role, there are bound to be negative consequences (Ayeni & Nwaorgu, 2018; Joseph, Cinjel & Ayeni, 2017). The failure of the government as a system to do the needful has affected educational planning (Ogunode & Kolo 2021), educational administration and educational programmes (Ogunode, Ahaotu & Obi-Ezenekwe, 2021).

Corruption

Corruption is a problem that is affecting the implementation of international organizations programmes in Nigeria. Corruption is very pronounced in virtually all three levels of government that they can no longer provide basic social amenities for the citizens to enjoy (Ayeni, Tusayi, Joseph & Obatayo, 2018; Ayeni, Doosur, & Kefas, 2021). More importantly is that corruption in Nigeria has been a source of worry and concern as it affects the national economy (Amaechi, Ayeni, & Madu, 2019). This menace called corruption is the bane of poverty that is the root cause of insecurity (Muhammed & Ayeni, 2018). There are allegations and counter-allegations of corruption and the indictment of many international institutions saddled with the responsibilities of addressing the social and developmental problems in Nigeria. Recently, the Nigerian Minister alleged that the UN may have been embezzling donations from affluent individuals and organisations intended to combat poverty or cater to other unique needs of underprivileged Nigerians. "I stand here as a minister of women affairs to demand from UN, all the UN; that we want an account of all the money they sourced from donors in the name of

Nigeria,” Ms Ohanenye passionately expressed. “We want to see the account of what they did with it and if you (UN) don’t give us this account, at least let Nigerians see what has been going on. Then you plead with them, apologise to them and change your ways (Gazette, 2023).” Also, the President of Godsent Foundation, a non-governmental organisation (NGO), Dion Osagie, said over \$200 million donated to NGOs in Nigeria yearly end up in the private accounts of the owners of these organisations. Osagie stated this during a chat with newsmen in Benin City yesterday. He alleged that about 70 per cent of NGOs in Nigeria are fraudulent (Guardian Nigeria 2017).

Socio-Economic Rights and Accountability Project (2021) as reported by Punch urged the President, Major General Muhammadu Buhari (retd.), to “direct the Attorney General of the Federation and Minister of Justice Mr Abubakar Malami, SAN, and appropriate anti-corruption agencies to investigate allegations that \$30m safe school fund is missing, mismanaged or diverted, and to bring to justice anyone suspected to be involved, as well as recover any missing money.” Ogunode, Olowonefa, Jegede and Abubakar (2022) noted that corruption may be another fundamental problem preventing the effective implementation of the Safe School Initiative (SSI) programme in Northeast Nigeria. Thus, it has been noted that Corruption poses a challenge to the well-being and sustainable peace of Nigerians (Ayeni & Sani, 2021). The limited monies released for the programme might have been mismanaged or looted by some managers and administrators of the programme. Another dimension of corruption has been noted by scholars when they noted that the ruling elites employed laws and politics to rule Nigeria to their advantage to the detriment of the citizens (Godwin, Ayeni, Peter, 2021). Corruption in Nigeria has affected educational policy implementation and programmes. Corruption has hampered the development of education in Nigeria according to (Dawood, 2012; Ololube 2016; Ogunode, Josiah & Ajape, 2021).

Bureaucratic Problems

Another problem that has affected the activities and programmes of international organizations in Nigeria is *Bureaucratic* problems or administrative bottlenecks. Gbenu, (2012) refers to it as the effect of bureaucracy on policy implementation. A major function in policy implementation – is performed by bureaucracy which is the administrative machinery of the government. An educational programme of necessity is filtered through the bureaucratic system for implementation. Bureaucracy is beset with myriads of problems which are likely to constitute impediments to plan implementation. This includes its norms of functioning, which are commonly viewed as difficult and slow. This is sometimes termed a red tape system of functioning. Another problem is bad communication within the system or simply the bad climate, which slows down activities within the bureaucratic system. Furthermore, the administrators responsible for plan or programme implementation are themselves civil servants, who are expected to be loyal to the government of the day. While these administrators are obliged to carry out political loyalties to various organizations, this may influence their attitude towards an educational

project or programme. Administrators can use their special position to slow down the course of policies and programme implementation and in fact, disrupt educational projects or programmes considered to be contrary to public interests. Documents submitted by various international organizations meant the implementation of their programme at the local level, state and federal levels are unnecessarily delayed and this affects the implementation of the programmes.

Political Interferences

Another problem that has militated against the effective implementation of international organizations' programmes in Nigeria is the problem of political interference. There have been reports of political interference to influence and direct the programmes and activities of international organizations by political actors and government officials. The political interferences have affected the implementation of programmes and projects of many international organizations in Nigeria because of the location of the project or programmes. Most political figure in government wants to influence international organizations' programmes in their communities and state of origin which may not be the actual plans of the programmes or projects. Political interferences in Nigeria has affected the delivery of social services (Ogunode & Musa, 2022; Olayinka 2018; Ayeni, & Ezirim, 2023)

CONCLUSION AND RECOMMENDATIONS

The paper critically looks at the challenges militating against the implementation of international organizations' programmes and projects in Nigeria. The paper identified; inadequate funding, poor implementation of financial bilateral agreements, lack of data, insecurity, corruption, *bureaucratic* problems and political interferences as some of the challenges militating against the implementation of international organizations in Nigeria.

Based on the discoveries, the paper hereby recommends the following: More funds should be provided to international organizations by their respective sponsors to enable them to function well. The government should always honour the path of financial organizations with international organizations. Government should ensure current education data are generated and made available to the public. Government should address all problems responsible for insecurity in the country and more security should be provided for all international aid workers in Nigeria. International organizations should put down a system (ICT or AI) that will curb corruption in their operations in Nigeria. Government agencies should attend to memos from international organizations on time to allow them to implement their programme as planned.

REFERENCES

- Amaechi, O.C., Ayeni, E. O & Madu, C.P. (2019). The prismatic sala model and its relevance to Nigeria's Public Administrative system. *Coal City University Journal of Humanities*, 1 (1), 113-122.
- Ayeni, E. O & Nwaorgu, H. C (2018). Corruption and national development in the Nigeria Fourth Republic. *Lafia Journal of History and International Development*, 1 (2), 83-100.
- Ayeni, E. O., & Sani, K (2021). Democratic governance and the challenges of peacebuilding in Nigeria, 2011-2020. *Jalingo Journal of Peace Science and Conflict Management*, 1(1), 149-159.
- Ayeni, E. O., Doosuur, B.A., & Kefas, M. (2021). Vote buying and post-election peacebuilding in Nigeria. *Hyuku Journal of Politics and Development*, 7 (1), 112-130.
- Ayeni, E. O., Tusayi, Z.T., Joseph, D & Obatayo, O. T (2018). Failure of Democracy in the Nigeria Fourth Republic: 1999-2016. *FUWGESTJ: Journal of the General Studies Unit, Federal University Wukari*, 2 (1), 120-127.
- Ayeni, E.O., & Ezirim, G.E. (2023). Politics of siting public projects and its developmental effect on host communities in Nigeria 2012-2020. *Zamfara Journal of Politics and Development*, 4 (1), 225-236
- British Council. (2012). *Gender Equality in Nigeria Report*. British Council: Abuja.
- British Council. (2014). *Girl's Education in Nigeria: Issues, Influencers and Actions*, British Council; Abuja.
- Daily Post (2019) Boko Haram: 6 soldiers, 2 Red Cross staff reportedly abducted in Borno
<https://dailypost.ng/2019/12/07/boko-haram-6-soldiers-2-red-cross-staff-reportedly-abducted-in-borno/>
- Dety (2013). François Modoux, "La Suisse engagera 300 millions pour rénover le Palais des Nations", *Le Temps*, Friday 28 June 2013, p. 9.
- Dawood, O.E. (2012). Corruption in the Nigerian educational system: Its implication in manpower and national development in the age of globalization. *Journal of Arts and Education*, 6(2), 149- 266
- Gbenu, J. P. (2012). Educational Planning and Local Community Development in Nigeria. *Journal of Emerging Trends in Educational Research and Policy Studies (JETERAPS)* 3(6):850-855
- Gazettengr (2023). Nigerian government accuses UN of stealing donations, threaten
<https://gazettengr.com/nigerian-government-accuses-un-of-stealing-donations-threatens-lawsuit/>
- Guardian (2017). Over \$200 million donor funds diverted into Nigeria'
<https://guardian.ng/news/over-200-million-donor-funds-diverted-in-nigeria/amp/>
- Giorgiom G. (2011). "Articles on the Responsibility of International Organisations". *Audiovisual Library of International Law. United Nations - Office of Legal Affairs*. Retrieved 21 August 2019.

- Godwin, D.T., Ayeni, E.O., & Peter, V.O. (2021). A theoretical discourse of politics and law in Africa: A reflection of the Nigeria State. *African Journal of Developmental Integrity and Peace Studies*, 2 (1), 103-134.
- International Organizations - Research Guide International Law (2019)". *Peace Palace Library*. Archived from [the original](#) on 13 May 2020. Retrieved 21 August 2019.
- Joseph, D., Dickson, C. N & Ayeni, E. O. (2017). Political party's rivalry and the growth of insecurity of democracy in Nigeria (2010-2016). *Wukari Journal of Public Sector Management*, 1 (1), 293-311.
- Koremenos, B., Lipson, C. Snidal, D. (2001). "[The Rational Design of International Institutions](#)" (PDF). *International Organization*. 55 (4): 761-799. doi:10.1162/002081801317193592. ISSN 0020-8183. JSTOR 3078615. S2CID 41593236. Archived (PDF) from the original on 22 April 2023.
- Muhammed, I. B & Ayeni, E. O. (2018). Political leadership in Nigeria: Our National Anthem and National Pledge. In *Africology: The Journal of Pan African Studies*, 12 (1), 310-324
- Musa, T.Y. (2022). ISWAP Claims Abducting Red Cross Worker In Borno. <https://humanglemedia.com/iswap-claims-to-have-abducted-red-cross-staff-in-borno/>
<https://www.usip.org/i-international-organizations-0>
- Muhammed, F. (2019). International Organizations and Funding Model in Nigeria. Abuja.
- Musa, S.A. (2022). Insecurity report in Nigeria.
- National Open University of Nigeria (2013). Education finance. Abuja.
- Ogunode, N., J. Akinyode, F. & Ayoko, V., O. (2023). Education Policy Instability in Nigeria and Implications for Educational Development in Nigeria. *Web Synergy: International Interdisciplinary Research Journal*, 2(1),1-12
- Ogunode, N. J., Ayeni, E. O., & Olorundare, A. S. (2024). Roles of Tertiary Institutions in Curbing Banditry, Kidnapping and Terrorism in Nigeria. *International Journal of Sharia Economics and Financial Literacy*, 1(1), 19-28.
- Ogunode N, J & Musa, A (2022) Political Influence in Administration of Public University Nigeria: Effects and Way Forward. *International Journal of Social Science Humanity & Management Research*, 01, (01), 35-43
- Ogunode, N., J. & Akimki, I, M. (2023). Addressing Challenges Facing Educational Institutions (Parastatals, Boards and Commissions) for Sustainable Educational Administration in Nigeria. *World of Science: Journal on Modern Research Methodologies* 2(1), 1.13. *Research Methodologies*, 2(1), 1-11. Retrieved from <https://univerpubl.com/index.php/woscience/article/view/112>

- Ogunode, N. J, Josiah, H, F., & Ajape, T, S. (2021). Effects of Corruption on Public Universities Administration in Nigeria. *Journal of Educational Discoveries and Lifelong Learning*. 2(7), P:5-18
- Ogunode, N. J. (2021a) Data Collection and Distribution in Nigerian Higher Institutions: Problems and Way Forward. *Middle European Scientific Bulletin* (9)704-712
- Ogunode N. J. & Kolo, F (2021) Effects of Insecurity on Basic education in Northern Nigeria. *International Journal of Discoveries and Innovations in Applied Science*, 1(7),1-8.
- Ogunode, N. J., Umeora, M & Olatunde-Aiyedun, T.G (2022) Impact of Insecurity on Administration of Post-Basic Education and Career Development (PBECD) in South- East Geo-Political Zone of Nigeria. *Spanish Journal of Innovation and Integrity*, (8), 56- 62
- Ogunode, N. J., Olowonefa. J.A, Jegede D., Abubakar M. (2022) Safe School Initiative (SSI) in Nigeria: Challenges of Implementation and Way Forward. *International Journal of Inclusive and Sustainable Education* 1(2), 14-19
- Ogunode, N. J, & Ahaotu, G,. N. (2021) Challenges of the Ministry of Education Strategic Plan Implementation for 2016-2019 and the Ways Forward. *Journal of Intellectual Property And Human Rights*, 1(3), 1-14
- Ogunode, N. J, & Ahaotu, G,. N. (2021). The Effects of Incessant Closure of Schools on School Administration in Northern Nigeria. *International Journal of Innovative Analyses and Emerging Technology* 1(4), 98-103
- Ogunode, N. J, Ahaotu G,. N, & Obi-Ezenekwe U,. C. (2021) Effects of Insecurity on School Administration in Nigeria. *Middle European Scientific Bulletin*, VOL 13 (2021), 93-102
- Olayinka, O, R (2018) Impact of Political Influence on the Educational Sector in Nigeria. *International Journal of Research and Innovation in Social Science*, 2(5), 57-59
- Ololube, N. P. (2016) Education Fund Misappropriation and Mismanagement and the Provision of Quality Higher Education in Nigeria. *International Journal of Scientific Research in Education*, 9(4), 333-349.
- Premium Time (2018). Nigerian govt reacts as Boko Haram kills another Red Cross worker. <https://www.premiumtimesng.com/news/headlines/290558-nigerian-govt-reacts-as-boko-haram-kills-another-red-cross-staff.html?tztc=1>
- Premium Time (2022) Under Buhari, 35 aid workers killed, 22 wounded, 28 kidnapped - Official <https://www.premiumtimesng.com/news/headlines/549387-under-buhari-35-aid-workers-killed-22-wounded-28-kidnapped-official.html?tztc=1>
- Sesan, (2018).As Nigeria Covers-Up Global Fund Mess <https://punchng.com/as-nigeria-covers-up-global-fund-mess/>