NON-GOVERNMENT ORGANIZATIONS' INVOLVEMENT IN THE IMPLEMENTATION OF INTEGRATED COMMUNITY DEVELOPMENT PROGRAMMES

Omego, John Okwudili & Obetta, K. Chukwuemeka
Department of Continuing Education and Development, University of Nigeria

Abstract

This study assessed the extent of non-governmental organizations' (NGOs) involvement in the implementation of ICDPs, focusing on education, health and social care, livelihood, and environment. The study explored the extent of NGOs' involvement, benefits and the challenges in the implementation of integrated community development programmes. The population of the study was 230 respondents, comprising 153 town union executives and 77 staff of NGOs. Using stratified random sampling, 161town union executives and staff of NGOs participated in the study. The study employed survey research design. Four-point rating scale with 38 items titled, "extent of non-governmental organizations' (NGOs) involvement in the implementation of ICDPs" was employed. The instrument was subjected to validity and reliability testing. An overall reliability coefficient of 94.2 was obtained. The data were analyzed using mean, standard deviation, and Mann Whitey U-test. Results indicated that education and livelihood components of ICDPs were effectively implemented with programmes like school feeding, teacher training, and livelihood projects, though there was a significant difference in their implementation. Health and social care programmes were successful, including training on first aid and medical assistance. Environmental programmes showed a moderate level of implementation. There was no significant difference in the extent of implementation of ICDPs in the areas of health and social care and the environment. The results further revealed that challenges include parents' lack of involvement in school lunch preparation, and health leaders' low educational attainment among others. The study recommended that NGOs should prioritize training and capacity-building programmes for health leaders with low educational attainment, and that NGOs should explore alternative approaches with neighbouring communities to share available land for environmental projects.

Keywords: Community development, non-government organizations, integrated community development programmes, community participation

Introduction

Non-government organizations (NGOs) play a significant role in the implementation of integrated community development programmes (ICDPs) in developing countries, especially in Nigeria. These organizations serve as vital partners in advancing holistic and sustainable development initiatives that address a wide range of community needs (Willetts, 2014). Through their expertise, resources, and community-focused approach, NGOs contribute to the empowerment and well-being of Nigerian communities, fostering positive change and improving the quality of life for many. NGOs aim at improving the welfare of

their members and the general public by providing services to their members with the ultimate goal of developing communities. Community development is a mechanism by which community members organize themselves to prepare an action and identify their common and individual needs. Subsequently, community development creates plans to meet those needs, and implement those plans with full reliance on community resources (Obetta &Oreh, 2017). The resources may be augmented with programmes and supplies from outside the community, either from the government or NGOs if necessary. Community development is a primary method of social work, defined as mobilizing people to work together to respond to social problems, specific tensions, and change in a society (Garada, 2018; Alcorin &Verdeprado, 2022).This means that community development is a process which seeks to empower individuals and groups of people by providing them with the skills they need to effect change in their own communities with little or no reliance on the government. One of such empowering bodies is NGOs.

An NGO is a non-profit-making organization that is typically independent of government control. NGOs focus on human rights as they are involved in the empowerment of the disadvantaged segments of the population (Willetts, 2014; Igbokwe, 2016). In Nigeria, there are over 46,000 registered NGOs (Corporate Affairs Commission, 2009). These NGOs engage in various programmes, including adult education programmes assisting the less privileged, charity organizations, children welfare services, and youth development, among others (Onoja, 2016). Therefore, NGOs mobilize the poor and remote communities and empower them to gain control of their lives. From the fore-going, NGO is a non-profit organization that is driven by specific social, environmental, or humanitarian goals to provide services to communities or individuals who are in need.NGO also strengthens local institutions. By strengthening local institutions, NGOs secure the active participation and cooperation of community members in every development programmes. Participation is a process through which stakeholder's influence and share control over development initiatives, decisions, and resources that affect them (Siyo-Pepeteka, 2014). Participation in development programmes is a process of equitable and active involvement of all stakeholders in the formulation of development policies and strategies, planning, and implementation, monitoring and evaluation of development activities (Economic and Social Commission for Asia and the Pacific [ESCAP], 2009). To allow for a more equitable development process, it is the role of NGOs to empower disadvantaged stakeholders to increase their level of knowledge, influence, and control over their own livelihoods, including development initiatives affecting them (Boakye-Agyei, 2009). Communities are developed when the standard of living of the people is raised and promoted in every form. Therefore, maximizing the positive effect of economic integration is actively promoted through community development.

Thus, the participation of community members is considered very important to maintain sustainability and create a major change of mindset among stakeholders. In Philippines, Alcorin and Verdeprado (2022) noted that the leadership of NGOs has facilitated development through their focus on capacity building. These organizations have highlighted community involvement in their strategic management and planning, programme design, staff development, fundraising, implementation, and financial management. NGOs also use the Integrated Community Development Model (ICDM), borrowed from urban planning and social work (Butterfield &Chisanga, 2013), to address poverty in poor communities.

Integrated community development model(ICDM) improves the involvement and participation of community members in assessment, implementation, evaluation, and planning (Romanillos et al., 2016). The model assists in identifying and implementing the projects, addressing the needs, and empowering poor communities. Many NGOs adopt the ICDM in helping poor communities through grant assistance, loan guarantees, equity investments that can increase the income of beneficiaries, and training on webcasting and workshop on English proficiency (Lopa, 2003; Riturban, 2010).The model gives rise to the integrated community development programme (ICDP), which is a strategic intervention that supports, enhances, and improves people's lives and well-being in the project area, ensuring that activities are implemented. ICDP is a comprehensive and holistic approach to improving the overall well-being and quality of life in a community (Alcorin &Verdeprado, 2022). It is a development strategy that recognizes that communities are complex systems with interconnected needs and challenges. The main objective of an ICDP is to enhance socio-economic development through programme interventions designed to improve the livelihoods and well-being of local communities (Asian Development Bank, 2012).

ICDPs align all available resources toward development goals, integrate local activities, and prioritize objectives. ICDPs emphasize effective and affordable service delivery, local development, and community participation by identifying the real needs of the people and breaking them down into sectoral issues, such as water, health, electrification, and housing, to observe a precipitous decline in poverty (McEwan, 2003; Mashamba, 2008; Beyers, 2015; Makalela, 2017). According to Madzhivandila and Asha (2012), ICDPs assign community participation to take centre stage, which, in turn, assists in tying the people closer and enables them to determine their own form of development in line with their developmental needs and priorities. It is pertinent to note that most of the NGOs deliver their services through ICDPs. In Enugu State, for instance, the Civil Resource Development and Documentation Centre (CIRDDOC, 2014) implemented the community paralegal and village mediation programme (CPVMP) with the purpose of strengthening the capacity of the justice sector to deliver legal aid to citizens, especially those from poor and vulnerable groups, including women. In 2012, CIRDDOC trained 20 community paralegals in the pilot communities of Ugwogo, Eha-Amufu, Nara, Nkerefi, and Nomeh, all in Enugu State. The Global Health and Awareness Research Foundation (GHARF, 2006) stated that in 2004, sensitization workshops were organized for school principals, traditional rulers from the 17 local government areas of Enugu State, and faith-based organizations (Anglican, Roman Catholic, Methodist, Pentecostal Churches, and the Imam). Others included members of parents and teachers' associations, town union leaders from each of the three senatorial zones of the state, and media practitioners who assisted in ensuring the success of the programmes. The workshop aimed to raise awareness among various stakeholders on the need to improve adolescents' sexuality and reproductive health knowledge. GHARF also noted that, at the conclusion of the trainings, a total of 483 Integrated Science and Social Studies teachers were trained.

However, the provision of ICDPs by NGOs using a welfare-oriented or top-down approach in Enugu State has not contributed immensely to the successful implementation of ICDPs (Obetta &Oreh, 2017). This is because most NGOs do not support the concept of sustainable, integrated community life growth. Community members lack the ability to

maintain collective acts, ownership, and oversight over programmes that have been implemented in the community. There are also problems due to the absence of core project leadership, insufficient community involvement, the absence of grassroots planning, and neglect of group structure (Obetta &Okide, 2011). Also, Ogidefa (2010) stated that many abandoned projects in the communities are characterized by the absence of total community participation. Therefore, the involvement of NGOs in the implementation of ICDPs is very important as the programmes are event-based. NGOs assist communities by strengthening the capacities of the town unions and council of elders who represent communities as stakeholders. Even though some successes have been reported from the involvement of NGOs in the development of communities in Enugu State, Nigeria, not much is known about the extent of the success, as the detailed assessments of the effectiveness of the involvement of NGOs in the implementation of ICDPs are not readily available. Records available in various parts of the state showed that there are many completed and commissioned development projects. However, there are also cases of uncompleted and/or abandoned development projects within the state. In the area of education, there is evidence of dilapidated school buildings, insufficient desks, chairs and a rise in the rate of illiteracy in many communities in Enugu State. In the areas of health and social care, livelihood, and the environment, there is evidence of increase in crime and social vices like armed robbery, militancy, cultism, prostitution, abortions, hard drugs, and drug abuse.

Based on the fore-going,it seems that the level of NGOs' involvement in the implementation of ICDPs in Enugu State is still low. Moreover, the extent of involvement of NGOs in the implementation of ICDPs in the areas of education, health, social care, livelihood, and the environment is still in doubt in some areas. Thus, this study was conducted to assess the extent of involvement of NGOs in the implementation of ICDPs in the areas of education, health, social care, livelihood, and the environment, and to identify the benefits and challenges inherent in implementing ICDPs.

Research Questions
The following research questions guided the study;
1. What is the extent of NGOs' involvement in the implementation of integrated community development programmes in the areas of education, health, social care, livelihood, and environment?
2. What are the benefits of NGOs' involvement in the implementation of integrated community development programmes in the areas of education, health, social care, livelihood, and environment?
3. What are the challenges faced by NGOs in the implementation of integrated community development programmes?

Literature Review
Community development
Community development is a process of raising the levels of local awareness and increasing the confidence of community members. It is the ability of community groups to identify and tackle their own problems (Udu & Onwe, 2016). It seeks to empower individuals

and groups of people by giving them the required skills to bring about change in society (Community Development Exchange, 2008). Community development involves taking charge or taking up responsibilities by those responsible in a community. It may take up the name of self-help, which is very critical to the development process of a community. Ramsey-Soroghaye (2021) affirmed that community development is the advancement of community involving a common sense of identity, values, belief, capability, and rationale as it emphasizes empowerment, equality, social justice, participation, and representation. It is a structured intervention that gives a community legitimate and greater control over the conditions that affect their lives by employing various other strategies (Anam, 2014; Eleberi et al., 2014). This shows that community development promotes positive change in society in favour of those who benefit least. It challenges poor development and provides a new opportunity for those challenges to be addressed through collaborative effort, causing change through actions and services. Therefore, community development involves inclusiveness and empowerment of all stakeholders in the development agenda.

Stakeholders' participation

Stakeholders include elected officials, local government officials, project beneficiaries (directly affected groups who are disadvantaged and live in poverty), project implementers (indirectly affected groups such as NGOs and other private sector organizations), and shareholders (Siyo-Pepeteka, 2014). According to Boakye-Agyei (2009), a stakeholder is any individual, community, group, or organization with an interest in the outcome of a programme, either as a result of being affected by it positively or negatively or by being able to influence the activity in a positive or negative way. The Department for International Development (DFID, 2002) affirmed that stakeholders can be subdivided into three categories, namely; key, primary, and secondary stakeholders. Key stakeholders are those who can significantly influence the success of a project (such as experts, government officials, or donors). Primary stakeholders are individuals or groups who are directly affected by a project (such as the intended beneficiaries). Secondary stakeholders are individuals or institutions who, indirectly, have some influence in a project. In this study, key and primary stakeholders are mainly used as they are directly affected or play a major role in the implementation of ICDPs. As stakeholders, rural communities need to be incorporated in the formulation and implementation of rural development strategies (Little, 2001).

Participation of stakeholders in community development programmes ensures that projects respond to the needs of the people because people are involved in decisions that affect their lives (de Villiers, 2001; Mphahlele, 2013). The involvement of people affected by development initiatives in the planning and preparation induces commitment from them to the project as it is possible for beneficiaries to maintain and sustain the project when completed, as it induces a sense of ownership (Nayak, 2010; Sibiya, 2010; Mphahlele, 2013). Participation of community members in community development programmesis seen as part of human growth, which includes the development of self-confidence, pride, and responsibility because it helps beneficiaries to break away from a dependency mentality and become empowered (Mphahlele, 2013). Therefore, by making decisions about their development, poor people are empowered.

Integrated community development programmes(ICDPs)

An integrated community development programme (ICDP) is a development strategy that recognizes that communities are complex systems with interconnected needs. The main idea behind an ICDP is to address multiple aspects of community life simultaneously, rather than addressing individual issues in isolation. ICDP is a means of achieving developmental and participative efforts, requiring that different departments collectively link their plans, objectives, budgets, resource auditing, performance monitoring, and community consultation in a process of cooperative governance (Makalela, 2017). The ultimate goal of an ICDP is to improve the overall well-being of the community, alleviate poverty, and enhance the quality of life for its residents. By addressing multiple aspects of development in a coordinated and participatory manner, ICDP aims to create lasting and positive change within communities by recognizing and respecting the cultural norms, values, and traditions of the community, being flexible and responsive to changing circumstances, emerging needs, and challenges that may arise during implementation, ensuring that the benefits of development are distributed equitably and that marginalized and vulnerable groups within the community are included in the development process (Beyers, 2015).The programme begins with a thorough assessment of the community's needs and priorities. The assessment is conducted in collaboration with community members and identifies the most pressing issues to be addressed. ICDP begins with a thorough assessment of the community's needs and priorities. The assessment is conducted in collaboration with community members and identifies the most pressing issues to be addressed.

Furthermore, ICDP incorporates a robust monitoring and evaluation framework to track progress and measure the impact of interventions. This leads to the achievement of sustainable outcomes as various stakeholders (government agencies, non-governmental organizations, community-based organizations, and donors) often collaborate to pool resources, expertise, and efforts to implement an ICDP effectively. According to Asha (2014), ICDP is guided by the following principles: needs assessment, stakeholder engagement, goal setting, a holistic approach, capacity building, sustainable development, empowerment and participation, resource mobilization, monitoring and evaluation, and collaboration and networking. Other principles are communication and awareness, conflict resolution, flexibility, documentation and knowledge sharing, and advocacy. Therefore, it is the role of NGOs to collaborate with well-equipped community members in the implementation of integrated community development programmes.

Non-governmental organizations (NGOs)

Non-governmental organizations (NGOs) are non-government groups that provide categories of services to members of a community (Makoba, 2002). They are change agents for the transformation of communities. NGOs include a variety of organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development (Söderbaum &Tortajada, 2011). Some of the NGOs include Oxfam, World Vision, CARE, Save the Children, Catholic Relief Services, Doctors without Borders, International Rescue Committee, Mercy Corps, Greenpeace, Human Rights Watch, and World Relief, among others (Brown, 2009). According to Launi (2016), the following NGOs exist in Nigeria: USAID, WHO, World

Bank, UNICEF, DFID, Bill and Melinda Gate Foundations, Action against Hunger (AAH), Save the Children, Helping Hand International, Youth Rescue Initiative, Leadership Initiative, Family Health International (FHI), Family Health Support (FHS), Hadassah Healing Foundation (HHF), Partner for Development (PFD), Targeted States High Impact Projects (T-Ship), Global Health and Awareness Research Foundation (GHARF), Civil Resource Development and Documentation Centre (CIRDDOC), and The Safe Child Project, among others. NGOs focus on skills acquisition, economic empowerment, disease control and management, adult education schemes, capacity building, information-driven charity, conflict resolution, and peace promotion (Teegan et al., 2014). They also promote equity, education, health and social care, environmental protection, human rights, and livelihood (Delisle et al., 2005; Allison & Kaye, 2005; Christopher et al., 2008; Njunwa, 2010; Adjei et al., 2012; Mohd, 2016; Nikkhah &Redzuan, 2017; Daidone et al., 2019).

Methods

The descriptive survey design was used to assess the extent of NGOs' involvement in the implementation of integrated community development programmes in Enugu State in the areas of education, health and social care, livelihood, and the environment. The population of the study is 230 respondents, comprising 77 staff of NGOs (from 11 NGOs that exist in Enugu State) and 153 town union executives. Using stratified random sampling, 161 respondents, comprising 54 staff of NGOs and 107 town union executives from different communities, were selected and participated in the study. The data were gathered using four-point rating scale with 38 items structured questionnaire based on the extent of NGOs' involvement in the implementation of integrated community development programmes. The questionnaire was validated by three experts, two in the community development unit of the Department of Adult Education and Extra-Mural Studies, and one in the measurement and evaluation unit of the Department of Science Education, both at the University of Nigeria, Nsukka. The questionnaire was subjected to reliability testing, and an overall reliability coefficient of 94.2 was obtained. Mean, Standard Deviation, and Cronbach's Alpha were used to analyze the data.

Results

Table 1:Extent of NGOs' involvement in the implementation of integrated community development programmes.

N = 161

Variable	Implementer			Beneficiary			As a Whole		
	M	SD	Decision	M	SD	Decision	M	SD	Decision
Community development	4.2	0.40	High	3.8	0.63	High	3.8	0.55	High
Education	4.2	0.54	Very High	3.7	0.70	High	3.8	0.74	High
Health and social care	4.4	0.52	Very High	4.1	0.79	High	4.1	0.72	High
Livelihood	4.4	0.43	Very	4.1	0.66	High	4.1	0.61	High

			High						
Environment	3.3	0.37	Moderate	3.0	0.91	Moderate	3.0	0.86	Moderate

*M = Mean; SD = Standard deviation

This section presents the results of a study on the extent of NGOs' involvement in the implementation of integrated community development programmes in Enugu State. It indicated that the programme was implemented in all communities, as town union executives agreed that their communities benefited from and recognized the efforts of the NGOs. Education received a high rating (M = 3.7; SD = 0.70), suggesting that the education programme was effectively implemented in all communities, with most communities reaping the benefits of the NGO programmes and services. Health and social care also received high ratings (M = 4.1; SD = 0.79), indicating that the health programme was implemented across all communities, and most communities received these services. The livelihood component also received a high rating (M = 4.1; SD = 0.66), indicating successful implementation, and most town union executives acknowledged their communities' benefits from this programme. Notably, livelihood was the first programme introduced in their communities.In the realm of environmental programmes (M = 3.0; SD = 0.91), integrated community development programme implementation was rated to a moderate extent.

Table 2: Difference in the extent of implementation of integrated community development programme

	Designation				
Variable	**Implementer**	**Beneficiary**	**U**	**Z**	**P**
Community development	4.2(0.40)	3.8 (0.63)	845.0	-2.22	0.03
Education	4.2 (0.54)	3.7 (0.70)	707.5	-2.81	0.01
Health and social care	4.4(0.52)	4.1(0.79)	1028.5	-1.43	0.15
Livelihood	4.4 (0.43)	4.1(0.66)	868.5	-2.12	0.03
Environment	3.3(0.37)	3.0 (0.91)	1098.5	-1.14	0.26

*U = Mann Whitey U-test; Z = Standard normal distribution; P = Probability (significant at p<0.05)

The results indicate a significant difference in the extent of implementation of the integrated community development programmes (U = 845.0, p = 0.03) when the assessors are grouped according to their designation. Specifically, in the areas of education (U = 707.50, p = 0.01) and livelihood (U = 868.0, p = 0.01), significant differences were observed based on the assessor's designation. However, there was no significant difference in the extent of implementation of ICDPs in the areas of health and social care (U = 1028.5, p = 0.15) and the environment (U = 1098.5, p = 0.26) when the assessors were grouped according to their designation.

Table 3: Benefits of the integrated community development programmes

		N = 107
NGOs' Involvement	**Types of programmes**	**TUEs**

in ICDPs		
Education	Embarking on feeding programme	96 (89.8%)
	Training of teachers and adult literacy facilitators	92 (86%)
	Provision ofstudents' modules	80 (74.8%)
	Awarding of scholarship	74 (69.2%)
	Establishing adult education centres	51 (47.7%)
	Financial assistance for the transportation of the adult education learners	45 (42.1%)
Health and social care	Training on herbal plants	105 (98.2%)
	Training on first aid and basic life support	104 (97.2%)
	Receiving eye check-ups or eye screening	103 (96.3%)
	Receiving first aid kit and blood pressure apparatus	103 (96.3%)
	Receiving free ear check-up or ear screening	102 (95.4%)
	Provision of medical assistance	98 (91.6%)
Livelihood	Embarking on market store projects	103 (96.3%)
	Leadership formation and training	102 (95.5%)
	Embarking on piggery project	28 (26.2%)
Environment	Training on climate change	95 (88.8%)
	Provision of environmental awareness module	84 (78.5%)
	Provision of seedlings	42 (39.3%)

*TUEs = Town Union Executives

In the area of education, 89.8% of town union executives (TUEs) agreed that their communities benefitted from the feeding programme, 86% agreed on the training of teachers and adult literacy facilitators, 74.8% agreed on the provision of students' modules, 69.2% agreed on awarding scholarships, 47.7% agreed on establishing adult education centres, and 42.1% agreed on financial assistance for the transportation of adult education learners. The results showed that only a few community members benefited from the financial assistance for the transportation of adult education learners. In the area of health and social care, 98.2% of TUEs agreed that their communities attended training on herbal plants, 97.2% agreed on receiving training on first aid and basic life support, 96.3% agreed on receiving eye check-ups or eye screening, 96.3% agreed on receiving first aid kits and blood pressure apparatus, and 95.4% agreed on receiving free ear check-up or ear screening. Additionally, 91.6% agreed on the provision of medical assistance. These results indicate that most communities benefited from the programmes and services of NGOs. In the area of livelihood, 96.3% of TUEs agreed that their communities were assisted in embarking on market store projects, 95.4% agreed on attending leadership formation and training, and 26.2% agreed on being assisted in embarking on piggery projects. The results revealed that most communities benefitted from the livelihood programmes of NGOs. In the area of the environment, 88.8% of TUEs agreed that their communities received training on climate change, 78.5% agreed on the provision of an environmental awareness module, and 39.3% agreed on the provision of seedlings. The results showed that most NGOs collaborated with other agencies or organizations to promote environmental care through various tree planting initiatives in different areas.

Table 4: Challenges of the community development programme implementation

N = 161

NGOs' Involvement in ICDPs	Challenges	No. of Respondents
Education	Some parents are not involved in the cooking of food for the lunch of children	91 (56.5%)
Health and social care	Low educational attainment of health leaders	102 (63.3%)
	Changing of health leaders	76 (47.2%)
Livelihood	Longevity in paying off debts of members in their stores	150 (93.2%)
	Changing of retailers	115 (71.4%)
	Absences of members during the monthly meetings	110 (68.3%)
	A decrease of rolling capital	90 (55.9%)
	Unpaid debts in the community stores	88 (54.7%)
	Policies are not followed by members and officers	74 (45.9%)
Environment	Members do not have a vacant lot	51 (31.7%)

The results reveal the challenges encountered by NGOs during the implementation of ICDPs. The most significant challenge in the area of education is that some parents are not involved in cooking food for their children's lunch (91 = 56.5%). In the field of health and social care, the major challenges faced during the implementation of ICDPs are the low educational attainment of health leaders (102 = 63.3%) and the turnover of health leaders (76 = 47.2%). In the area of livelihood, many challenges are experienced by both communities and NGO staff, including delayed debt repayment by store members (150 = 93.2%), a high turnover of retailers (115 = 71.4%), member absences during monthly meetings (110 = 68.3%), a decrease in rolling capital (90 = 55.9%), unpaid debts in community stores (88 = 54.7%), and members and officers not following established policies (74 = 45.9%). In the realm of environmental challenges, both NGOs and communities face the issue of members not having available vacant lots (51 = 31.7%).

Discussion
Extent of NGOs' involvement in the implementation of integrated community development programmes
The results of the study revealed that the integrated community development programmes (ICDPs) were implemented in all communities to a high extent. It showed that The NGOs tailored their programmes to address the needs of the community members, emphasizing the importance of community participation during and after implementation since the community members plays a central role in their own development (Njunwa, 2010). The study's findings provide clear evidence regarding the alignment of the implementation with community development strategies. This study validates the claim that the integrated community development programme was implemented according to the plans and strategies of the NGOs.

Through capacity building, self-reliance, and project provision, these programmes enhance skills, abilities, and knowledge for resource mobilization and problem-solving, motivating communities to engage in projects that improve their quality of life (Nikkhah &Redzuan, 2017). The very high assessments of the NGOs' involvement in the implementation of the ICDPs, particularly in education, health, social care, and livelihood, indicate high satisfaction with the various programmes and services offered. Taken together, the high ratings given by town union executives demonstrate that community members have experienced and benefited from these programmes. To achieve such high ratings, these programmes must have been well-received, addressing education and health concerns, providing social care, and supporting livelihoods (Mohd, 2016). In the context of social welfare, it is crucial to consider the tangible benefits of these programmes, which extend beyond education and affect aspects like career opportunities, income, skill enhancement, and other opportunities. Addressing health concerns and providing livelihood opportunities can also contribute to reducing crime rates and fostering a sense of safety and community. When NGOs prioritize these areas, there are better prospects for development (Daidone et al., 2019).

Difference in the extent of implementation of integrated community development programme
The results of the study revealed that there was a significant difference in the extent of implementation of the ICDPs in the areas of education and livelihood when the assessors are grouped according to their designation. However, there was no significant difference in the extent of implementation of ICDPs in the areas of health and social care and the environment when the assessors were grouped according to their designation. The findings showed that livelihood projects significantly impact the lives of community members by providing additional income to meet their basic needs (Adjei et al., 2012). Ultimately, the effectiveness of NGOs' interventions is gauged by their impact on community members' lives and their contribution to community empowerment (Christopher et al., 2008).The results further indicated that the NGO staff's assessments are higher than those of the town union executives, which can be attributed to the staff's deeper involvement in programme implementation. Guided by a strategic plan, NGOs ensure that community development activities and projects are carried out effectively and that beneficiaries work towards common goals (Allison & Kaye, 2005). Notably, the education and livelihood components showed significant differences, particularly impacting community members, especially children and youth who benefit from NGO services, and in livelihood projects and community activities.

Benefits of the integrated community development programmes
The results revealed that the major benefits of implementing ICDPs in the area of education are embarking on feeding programme, training of teachers and adult literacy facilitators, and provision of students' modules. In the area of health and social care, the major benefits of implementing ICDPs are training on herbal plants, training on first aid and basic life support, receiving eye check-ups or eye screening, receiving first aid kit and blood pressure apparatus, receiving free ear check-up or ear screening, and provision of medical assistance. In the area of livelihood, the major benefits of implementing ICDPs are embarking on market store projects and leadership formation and training. On environment, the major benefits of

implementing ICDPs are training on climate change, and provision of environmental awareness module. Supporting the results of the study, Alcorin and Verdeprado (2022) affirmed that ICDP is a comprehensive and holistic approach to improving the overall well-being and quality of life in a community. NGOs are involved in implementing ICDPs through training on skills acquisition, economic empowerment, disease control and management, adult education schemes, and capacity building (Teegan et al., 2014). They also promote equity, education, health and social care, environmental protection, human rights, and livelihood (Delisle et al., 2005; Christopher et al., 2008; Njunwa, 2010; Mohd, 2016; Nikkhah &Redzuan, 2017).Communities could easily access assistance from the NGOs in the provision of free first aid kits that could be used in case of emergencies (Adjei et al., 2012; Daidone et al., 2019).

Challenges of the community development programme implementation
The results of the study revealed that the major challenges NGOs have in implementing ICDPs in area of education is that some parents are not involved in the cooking of food for the lunch of children. In area of health and social care, low educational attainment of health leaders was a major challenge. in area of livelihood, longevity in paying off debts of members in their stores and changing of retailers were rated as major challenges. In the area of environment, the major challenge was that members do not have a vacant lot. On education, the finding revealed that parents are not fulfilling their responsibilities due to other household chores. The study indicated that parental participation in cooking is at a moderate level (Tsiga et al., 2017).The low educational attainment of health leaders affects their performance, limits their opportunities to engage in viable economic activities, and hampers their ability to improve their living conditions. It also has a negative impact on the self-esteem and performance of health leaders (Adjei, et al., 2012). There is a significant connection between education, health, and social services (Raghupathi, 2020). Education plays a crucial role in imparting knowledge that enables individuals to adapt to societal changes and exercise critical thinking. The lack of education can result in a lack of health literacy skills. However, these challenges impact the implementation of ICDPs, leading to community members' inactivity and conflicts. The operation of livelihood projects can cease if these challenges are not addressed. Communities may also hesitate to join due to negative past experiences with other organizations (Shava &Thakhathi, 2016). Debt issues pose significant economic difficulties that affect the economy's available resources and the social and economic growth of the community, both locally and nationally (Mohamed, 2005). In the community context, debt problems arise due to extended payment periods, leading to a reduction in rolling capital and profits. When debts exceed the rolling capital, the success of livelihood projects is jeopardized. This is often a reason for project discontinuation (Cecchetti et al., 2011). Policies are critical in project operations as they serve as a guide for the community. Communities establish and approve policies that NGOs review before the project can commence. Unfortunately, policy non-compliance has become a problem for implementers, causing conflicts among members and hindering community success (Hudson et al., 2019). Member absenteeism in meetings poses a challenge in the community. Sometimes, meetings must be postponed because of low attendance, leading to member inactivity and project delays (Kauffeld & Willenbrock, 2011). However, this challenge does not significantly affect the

implementation of ICDPs because NGOs collaborate with other agencies. These challenges are inevitable due to the diversity of member personalities, thought processes, and uniqueness. However, failure to fulfill their roles, personal interests, lack of commitment, and lack of involvement by some members can impact community management unless these issues are addressed (Alcorin &Verdeprado, 2022). The essential factor is how community leaders handle the encountered problems, their ability to manage conflicts, and their open-mindedness in finding solutions through group discussions and effective decision-making.

Conclusion
The study explored NGOs' involvement in implementing integrated community development programmes (ICDPs) in Enugu State, Nigeria. The study revealed their significant contributions to ICDPs, despite varying success and challenges. The study highlighted the effectiveness of NGOs in implementing education programmes like school feeding, teacher training, and adult literacy. NGOs are crucial in health and social care, providing training, medical assistance, and resources to communities. The study further revealed that NGOs support livelihood development through market store initiatives and leadership training, improving economic well-being. On environment, the study showed that NGOs promote climate change awareness and provide resources for sustainable practices. However, challenges like limited parental involvement, low educational attainment and changing leaders can affect sustainability, unpaid debts and policy non-compliance hinder programme effectiveness, and lack of vacant lots hinder their success. Therefore, training in conflict resolution and effective decision-making, collaboration with other organizations and resource mobilization efforts can help to overcome these challenges. To enhance sustainability, NGOs need to engage communities in planning, implementation, and evaluation of development programmes.

Recommendations
Based on the findings of the study, the following recommendations were made:
1. NGOs should enhance parental participation in school lunch cooking by conducting awareness campaigns and sensitization programmes. They should also prioritize training for health leaders with low educational attainment and invest in community members' capacity building. By addressing challenges and implementing educational implications, NGOs can contribute to holistic and sustainable development in communities.
2. NGOs should establish stable leadership transition mechanisms, provide training for new leaders, and ensure smooth handover of responsibilities to maintain service continuity. They should address community members' financial sustainability by offering financial literacy and management training. Efforts to attract more resources and partnerships can enhance the sustainability and impact of ICDPs.
3. NGOs should enhance engagement by setting goals, encouraging active participation, and ensuring clear project policies. They should also provide ongoing training and support to ensure compliance and avoid conflicts.
4. NGOs should explore alternative methods like community gardening and vertical gardening to overcome space limitations in limited lots. Training programmes on

conflict resolution and decision-making skills can also help community leaders address the challenges collaboratively.

5. NGOs should establish a robust monitoring system for ICDPs to track progress, identify challenges, and accurately measure programme impact. Collaboration with government agencies, NGOs, and community leaders can lead to effective solutions and increased resources.

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