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SUSTAINABLE DEVELOPMENT GOALS IMPLEMENTATION AND ADMINISTRATIVE CAPACITY IN NIGERIA, 2015 - 2024

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Abstract

This study examines the relationship between Sustainable Development Goals (SDGs) implementation and administrative capacity in Nigeria between 2015 and 2024. Since the adoption of the SDGs by the United Nations in 2015, Nigeria has introduced several policies and institutional frameworks aimed at achieving the goals. However, the level of implementation has remained uneven due to challenges associated with weak administrative structures, poor policy coordination, inadequate funding, corruption, and limited institutional efficiency. The study is anchored on Institutional Theory and the Sustainable Development Theory. A quantitative

survey design was adopted, while data were collected through structured questionnaires administered to respondents drawn from government ministries, departments, agencies, and development institutions involved in SDGs implementation in Nigeria. Data obtained were analyzed using descriptive statistics and regression analysis. Findings reveal that administrative capacity has a significant positive influence on the implementation of Sustainable Development Goals in Nigeria ($\beta = 0.437$, $p < 0.05$). The study further shows that effective policy coordination, skilled manpower, institutional accountability, and adequate resource management contribute significantly to successful SDGs implementation. However, weak institutional frameworks, bureaucratic inefficiency, and inadequate monitoring mechanisms continue to hinder progress toward achieving the SDGs in Nigeria. The study concludes that strengthening administrative capacity and improving governance structures are essential for effective implementation of the Sustainable Development Goals in Nigeria. The study recommends increased investment in institutional development, capacity building, transparency, and inter-agency collaboration to enhance sustainable development outcomes in the country.

Keywords: Sustainable Development Goals, Administrative Capacity, Sustainable Development, Nigeria.

Introduction

In contemporary development discourse, sustainable development has become one of the most important priorities for both developed and developing nations. The adoption of the Sustainable Development Goals (SDGs) by the United Nations in 2015 created a global framework aimed at addressing major challenges such as poverty, hunger, unemployment, inequality, poor healthcare, environmental degradation, and weak institutions United Nations, (2015). According to Ojiako, Nwafor & Oju (2024), sustainable development aims to balance our economic, environmental, social needs and universal health, thus, allowing prosperity for both the present and future generations. The SDGs provide a universal agenda for promoting economic growth, social inclusion, environmental sustainability, and good governance across member states. Achieving these goals depends largely on the administrative capacity of governments to formulate policies, coordinate institutions, manage resources, and effectively implement development programmes.

Administrative capacity refers to the ability of government institutions to design, implement, monitor, and evaluate public policies

efficiently. It includes skilled manpower, institutional coordination, financial management, transparency, accountability, and effective service delivery World Bank, (2022). In many developing countries, weak administrative systems have remained a major obstacle to sustainable development implementation. Poor institutional coordination, corruption, policy inconsistency, bureaucratic inefficiency, and inadequate funding often reduce the effectiveness of government programmes. Nigeria, as one of the signatories to the SDGs, has made several efforts toward achieving the goals through policy reforms, national development plans, and institutional frameworks. Since 2015, different administrations in Nigeria have introduced programmes aimed at reducing poverty, improving education and healthcare, promoting gender equality, ensuring food security, and strengthening institutions Federal Government of Nigeria, (2021). However, despite these efforts, progress toward achieving the SDGs has remained slow and uneven in many sectors. Reports by the United Nations Development Programme UNDP, (2023) indicate that Nigeria continues to face major development challenges such as high unemployment, poverty, insecurity, poor infrastructure, weak healthcare systems, and limited institutional efficiency.

Public discussions in Nigeria have increasingly raised concerns about the capacity of government institutions to effectively implement sustainable development policies. Issues such as weak governance structures, poor inter-agency coordination, inadequate monitoring mechanisms, and corruption have continued to hinder development outcomes Transparency International, (2024). In many cases, development projects are either abandoned, poorly executed, or not properly monitored due to administrative weaknesses. This situation has generated debates on whether Nigeria possesses the necessary administrative capacity required for successful implementation of the SDGs. Despite the growing importance of sustainable development in Nigeria, empirical studies examining the relationship between SDGs implementation and administrative

capacity remain limited. Most existing studies focus mainly on funding challenges, poverty reduction, or policy outcomes without critically examining how administrative structures and institutional efficiency influence implementation processes. Consequently, there is insufficient evidence on the extent to which administrative capacity affects the achievement of sustainable development goals in Nigeria between 2015 and 2024. This study therefore seeks to examine the relationship between Sustainable Development Goals implementation and administrative capacity in Nigeria between 2015 and 2024. The study aims to provide empirical evidence on how institutional efficiency, policy coordination, accountability, and administrative effectiveness influence sustainable development outcomes in Nigeria.

Objectives of the Study

The main objective of this study is to examine the relationship between Sustainable Development Goals implementation and administrative capacity in Nigeria between 2015 and 2024. The specific objectives are to:

i. examine the effect of administrative capacity on Sustainable Development Goals implementation in Nigeria.

ii. evaluate the influence of institutional coordination on sustainable development outcomes in Nigeria.

iii. determine the effect of accountability and transparency on the implementation of Sustainable Development Goals in Nigeria.

iv. examine the joint effect of administrative capacity, institutional coordination, and accountability on Sustainable Development Goals implementation in Nigeria.

Research Questions

i. What is the effect of administrative capacity on Sustainable Development Goals implementation in Nigeria?

ii. To what extent does institutional coordination influence sustainable development outcomes in Nigeria?

iii. What is the effect of accountability and transparency on the implementation of Sustainable Development Goals in Nigeria?

iv. What is the joint effect of administrative capacity, institutional coordination, and

accountability on Sustainable Development Goals implementation in Nigeria?

Hypotheses

H_{01}: Administrative capacity has no significant effect on Sustainable Development Goals implementation in Nigeria.

H_{02}: Institutional coordination has no significant influence on sustainable development outcomes in Nigeria.

H_{03}: Accountability and transparency have no significant effect on Sustainable Development Goals implementation in Nigeria.

H_{04}: Administrative capacity, institutional coordination, and accountability jointly have no significant effect on Sustainable Development Goals implementation in Nigeria.

Review of Related Literature

Conceptual Review

Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a global development agenda aimed at addressing major social, economic, and environmental challenges. According to Ojiako and Raphael (2025), sustainable development has become an important concept in development discourse, having been associated with different definitions, meanings and interpretations. United Nations (2015) defines SDGs as a universal call to action to end poverty, protect the planet, and ensure peace and prosperity for all by 2030. This definition emphasizes global inclusiveness and shared responsibility. The researcher agrees because SDGs are indeed universal in nature, but observes that implementation varies across countries due to differences in governance capacity. Ojiako, Nwafor & Oju (2024) pointed out that sustainable economic development is a process in which the exploitation of natural resources, the direction of investment, the orientation of technological development and institutional change or reform are all in coordination and harmony to enhance both the current and future potentials for meeting human needs. Sachs (2015) describes SDGs as an integrated framework of 17 goals designed to balance economic growth, social inclusion, and environmental sustainability. This view highlights the interconnectedness

of development issues. The researcher supports this, noting that poor coordination in Nigeria often affects this integration.

Griggs et al. (2013) define SDGs as a set of measurable global objectives aimed at transforming development pathways toward sustainability. This definition focuses on measurability and transformation. The researcher agrees but notes that measurement alone is insufficient without strong institutional capacity. Kanie and Biermann (2017) explain SDGs as a governance innovation that requires strong institutional coordination at global and national levels. This definition introduces governance as central. The researcher agrees and adds that weak governance structures in Nigeria hinder effective implementation. Costanza et al. (2016) view SDGs as a normative framework for guiding policy decisions toward long-term human and ecological well-being. The researcher agrees but observes that in developing countries like Nigeria, short-term political interests often override long-term sustainability goals.

Administrative Capacity

Administrative capacity refers to the ability of government institutions to effectively implement policies and deliver public services. Grindle (1997) defines administrative capacity as the ability of public institutions to perform their assigned functions efficiently and effectively. The researcher agrees but notes that efficiency in Nigeria is often affected by corruption and bureaucracy. Peters (2010) describes administrative capacity as the organizational and human resource strength required to implement government policies. This highlights manpower and structure. The researcher agrees and emphasizes that lack of skilled personnel remains a challenge in Nigeria. Painter and Pierre (2005) define administrative capacity as the capability of the state to coordinate resources, manage complexity, and deliver public value. The researcher supports this view and observes that coordination problems are common in Nigerian public institutions. Andrews, Pritchett, and Woolcock (2017) explain administrative capacity as the ability of institutions to solve problems effectively in real time rather than just following formal

rules. According to Nwafor, Ojiako, Okonkwo and Onyeulo (2023), effective public service delivery constitutes one of the most crucial roles of a responsible government in any given political entity. The researcher agrees and notes that Nigerian institutions often suffer from rigid bureaucracy that limits problem-solving. World Bank (2022) defines administrative capacity as the combination of systems, skills, and institutions that enable effective public service delivery. The researcher agrees but adds that weak accountability systems reduce effectiveness in Nigeria.

Sustainable Development

Sustainable development refers to development that meets present needs without compromising future generations. Brundtland Commission (1987) defines sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. The researcher agrees as this remains the most widely accepted definition. Redclift (2005) describes sustainable development as a process that integrates economic growth with environmental protection and social justice. The researcher agrees but notes that social justice is often neglected in developing countries. Sachs (2015) views sustainable development as a balance between economic prosperity, social inclusion, and environmental sustainability. The researcher supports this view and emphasizes that imbalance in Nigeria leads to poor outcomes. Daly (1996) defines sustainable development as development that maintains the ecological systems that support life. The researcher agrees and notes that environmental degradation in Nigeria threatens sustainability. Sen (1999) explains sustainable development as expansion of human capabilities and freedoms. The researcher agrees and adds that poverty and unemployment in Nigeria limit these capabilities.

Theoretical Framework

This study is anchored on Institutional Theory and Systems Theory. These theories are relevant because they help to explain how administrative structures, institutional behaviour, and coordination among government agencies influence the

implementation of Sustainable Development Goals (SDGs) and the attainment of sustainable development in Nigeria between 2015 and 2024.

Institutional Theory

The first theory is Institutional Theory. This theory explains how formal and informal rules, structures, and norms shape the behaviour, decisions, and performance of institutions in society. It focuses on how organizations operate within established systems of laws, policies, cultural expectations, and administrative procedures. Institutional Theory is important in this study because it shows that the effectiveness of SDGs implementation does not depend only on the availability of policies, but also on how strong or weak the institutions responsible for implementation are. In many developing countries, institutions often exist in structure but lack the full capacity to implement policies effectively. This situation creates a gap between policy formulation and policy execution. An idea in Institutional Theory is that institutions often adopt structures that make them appear legitimate in the eyes of the public and international community. However, in reality, these structures may not function effectively due to weak enforcement mechanisms, corruption, or lack of accountability. This is evident in many public sector institutions where development policies are adopted but not fully implemented.

Another important aspect of the theory is that institutions are shaped by their environment. This means political pressure, cultural expectations, and economic conditions all influence how institutions behave. In Nigeria, for example, administrative institutions are often influenced by political interests, which affect the neutrality and efficiency of SDGs implementation. Institutional Theory also emphasizes that rules and regulations are only effective when they are properly enforced. Where enforcement is weak, institutions tend to operate informally, leading to inefficiency and poor development outcomes. This helps to explain why despite the existence of development policies in Nigeria, results are often limited. In relation to this study, Institutional Theory helps to explain how weaknesses in administrative structures, poor enforcement of rules, and institutional

inefficiency affect the successful implementation of SDGs and sustainable development outcomes in Nigeria.

Systems Theory

The second theory is Systems Theory. This theory explains that every organization or society functions as a system made up of interconnected parts that work together to achieve a common goal. It emphasizes interaction, coordination, and interdependence among different components of a system. Systems Theory is relevant to this study because SDGs implementation requires cooperation among multiple sectors such as education, health, environment, finance, and governance. When these sectors do not work together effectively, development outcomes become weak or inconsistent. One idea in Systems Theory is that inputs are taken into a system, processed, and then transformed into outputs. In governance terms, inputs include policies, resources, and administrative decisions, while outputs include public services and development results. If the administrative system is weak, the transformation process becomes inefficient, leading to poor outcomes. The theory also highlights the importance of coordination among different parts of a system. In a well-functioning system, all parts communicate and work together smoothly. However, in situations where there is poor coordination, duplication of efforts, delays, and inefficiency occur. This is often the case in many public institutions responsible for implementing SDGs in Nigeria.

Another important aspect of Systems Theory is feedback. Feedback allows a system to adjust, correct errors, and improve performance. Without proper feedback mechanisms, institutions continue to repeat the same mistakes, leading to poor policy outcomes. In many Nigerian administrative systems, feedback mechanisms are weak or not effectively utilized. Systems Theory also explains that external factors such as politics, economy, and social conditions affect how a system functions. This means that even well-designed policies may fail if the surrounding environment is unstable or poorly managed. In relation to this study, Systems Theory helps to explain how poor coordination among

government institutions, weak feedback systems, and environmental challenges affect the implementation of SDGs and sustainable development in Nigeria.

Both Institutional Theory and Systems Theory complement each other in explaining the subject of this study. Institutional Theory focuses on the strength and weakness of rules, structures, and institutions, while Systems Theory focuses on how different parts of government must work together in a coordinated manner. Together, they explain that effective implementation of SDGs depends on strong administrative capacity, proper coordination, accountability, and functional institutions.

Empirical Review

Empirical studies on Sustainable Development Goals (SDGs) implementation and administrative capacity have provided important insights into how governance structures influence development outcomes in different countries, including Nigeria. These studies generally agree that weak institutional capacity, poor coordination, and corruption remain major obstacles to effective development implementation.

Olowu and Ayo (2020) examined governance and development administration in Nigeria and found that weak administrative structures significantly reduce the effectiveness of public policy implementation. They observed that even when policies are well designed, poor institutional coordination and limited technical capacity at implementation levels lead to poor outcomes. The researcher agrees with this finding and notes that similar challenges affect SDGs implementation in Nigeria. Ezeani (2021) studied public sector performance in Nigeria and discovered that administrative inefficiency, especially at the local and state levels, contributes to the slow progress of development programmes. The study emphasized that lack of skilled personnel and poor monitoring systems weaken policy execution. The researcher agrees and adds that SDGs require strong administrative systems for effective delivery.

Akinyemi and Adebayo (2022) investigated the relationship between governance quality and development outcomes in Nigeria. Their

findings revealed that corruption and weak accountability systems significantly hinder sustainable development efforts. They concluded that without transparency in public administration, development goals are unlikely to be achieved. The researcher agrees and observes that corruption continues to be a major barrier to SDGs implementation. Okeke (2023) focused on institutional coordination and development planning in Nigeria and found that lack of collaboration among government ministries and agencies leads to duplication of efforts and wastage of resources. The study further noted that poor inter-agency communication reduces efficiency in policy implementation. The researcher agrees and emphasizes that SDGs require strong coordination across sectors. Uzochukwu (2024) examined monitoring and evaluation systems in Nigerian public administration and discovered that weak feedback mechanisms make it difficult to track progress on development programmes. The study revealed that data inconsistencies and lack of proper evaluation frameworks reduce policy effectiveness. The researcher agrees and notes that SDGs implementation requires strong monitoring systems to ensure accountability and continuous improvement.

From the reviewed empirical studies, it is evident that administrative capacity plays a central role in determining the success of development programmes. The studies consistently show that weak institutions, poor coordination, corruption, and inadequate monitoring systems significantly hinder development outcomes in Nigeria. However, most of these studies have not specifically focused on the SDGs framework between 2015 and 2024 in a unified analysis. This creates a gap that the present study seeks to address by examining how administrative capacity influences SDGs implementation and sustainable development in Nigeria.

Methodology

Research Design

This study adopted a quantitative descriptive research design supported with secondary data to examine the relationship between Sustainable Development Goals (SDGs) implementation and administrative capacity in Nigeria between 2015 and 2024. The choice

of quantitative design was considered appropriate because the study involves the use of numerical data and statistical techniques in analyzing relationships among variables. The design enabled the researcher to systematically investigate how administrative capacity influences the implementation of Sustainable Development Goals in Nigeria. In addition, the descriptive approach provided an opportunity to obtain measurable data from respondents and objectively analyze issues relating to institutional coordination, accountability, resource management, and policy implementation within the Nigerian public sector.

Population of the Study

The population of the study comprised stakeholders directly involved in governance, policy implementation, and sustainable development administration in Nigeria. These included officials from federal ministries, departments and agencies (MDAs), SDGs coordinating offices, development institutions, policy implementation units, and civil society organizations engaged in development programmes. The population was considered suitable for the study because these groups are actively involved in the planning, execution, monitoring, and evaluation of Sustainable Development Goals in Nigeria. Their positions and experiences provided relevant information required for assessing the relationship between administrative capacity and SDGs implementation.

Sample Size Determination

The sample size for the study was determined using the Taro Yamane formula, which is widely used in social science research for selecting representative samples from a known population. The formula is expressed as: n=N1+N(e)2n = \frac{N}{1 + N(e)^2}n=1+N(e)2N

Where: nnn = sample size, NNN = population size, eee = level of significance (0.05)

The formula was adopted to ensure that the selected sample was scientifically representative of the study population while minimizing sampling error. The use of this formula also enhanced the reliability and generalizability of the study findings.

Sampling Technique

The study adopted a multi-stage sampling technique in selecting respondents for the study. At the first stage, the population was grouped into relevant categories based on institutional roles such as government officials, SDGs coordinating bodies, development agency personnel, and civil society organizations. At the second stage, proportional sampling technique was applied to allocate respondents across the identified categories to ensure fair representation. Finally, purposive sampling technique was employed to select respondents with adequate knowledge, experience, and direct involvement in Sustainable Development Goals implementation and administrative processes in Nigeria. The adoption of this technique ensured that only respondents with relevant expertise and understanding of the subject matter participated in the study.

Instrument for Data Collection

The major instrument used for data collection was a structured questionnaire designed by the researcher. The questionnaire was structured in line with the objectives of the study and divided into different sections. The first section focused on demographic characteristics of respondents, while subsequent sections addressed variables relating to administrative capacity, institutional coordination, accountability, transparency, resource management, monitoring mechanisms, and SDGs implementation. The questionnaire adopted a four-point Likert scale ranging from Strongly Agree to Strongly Disagree to measure respondents' opinions and perceptions on the issues under investigation.

Validity and Reliability of the Instrument

To ensure the validity of the instrument, the questionnaire was subjected to expert review by specialists in public administration, development studies, and research methodology. Their observations and corrections helped to confirm that the instrument adequately measured the variables intended for the study. Reliability of the instrument was tested through a pilot study conducted among selected respondents outside the study sample. The responses

obtained were analyzed using Cronbach's Alpha technique to determine internal consistency. The reliability coefficients obtained were above the acceptable threshold of 0.70, indicating that the instrument was reliable, consistent, and suitable for data collection.

Method of Data Analysis

Data collected for the study were analyzed using both descriptive and inferential statistical methods. Descriptive statistics such as frequency distribution tables, percentages, mean scores, and standard deviations were used to summarize and interpret respondents' responses. Inferential statistics, particularly Pearson Product Moment Correlation and Multiple Regression Analysis, were used to examine the relationship between administrative capacity and Sustainable Development Goals implementation in Nigeria. These statistical tools helped to determine the strength, direction, and significance of relationships among the variables under investigation. All hypotheses formulated for the study were tested at a 0.05 level of significance using Statistical Package for Social Sciences (SPSS) version 26.

Model Specification

The study adopted a regression model to examine the influence of administrative capacity on Sustainable Development Goals implementation in Nigeria. The functional relationship between the variables is expressed as: SDG=f(AC)SDG = f(AC)SDG=f(AC)

Where: SDGSDGSDG = Sustainable Development Goals Implementation

ACACAC = Administrative Capacity

The econometric model is therefore specified as: SDG=β0+β1AC+εSDG = \beta_0 + \beta_1AC + \varepsilonSDG=β0+β1AC+ε

Where: β0 = Constant term

β1 = Regression coefficient of administrative capacity

ε = Error term

The model was used to determine the extent to which administrative capacity influences

Sustainable Development Goals implementation in Nigeria between 2015 and 2024

Summary of Findings

This section presents the analysis and interpretation of data collected for the study on Sustainable Development Goals (SDGs) Implementation and Administrative Capacity in Nigeria, 2015–2024. The analysis was carried out using descriptive and inferential statistical techniques in line with the objectives and hypotheses of the study. The chapter also discusses the findings in relation to existing literature and the theoretical framework adopted for the study.

Response Rate

A total of 400 questionnaires were distributed to respondents drawn from federal ministries, departments and agencies (MDAs), development institutions, SDGs coordinating bodies, and civil society organizations involved in development administration in Nigeria. Out of the 400 questionnaires distributed, 372 were properly completed and returned, representing a response rate of 93%. This response rate is considered adequate for statistical analysis and interpretation because it reflects a high level of participation among respondents. The high return rate also indicates that respondents possessed adequate knowledge and understanding of Sustainable Development Goals implementation and administrative processes in Nigeria.

Descriptive Findings

Table 1 presents the descriptive statistics of the major variables examined in the study.

Table 1: Descriptive Statistics of Key Variables

Variable	N	Mean	Std. Deviation	Interpretation
Administrative Capacity	372	2.38	0.64	Low
SDGs Implementation	372	2.21	0.71	Poor
Institutional Coordination	372	2.45	0.59	Low
Resource Manageme	372	2.30	0.66	Low

nt				
Monitoring and Evaluation	372	2.18	0.73	Poor

Scale Interpretation:

1.00–1.74 = Very Low/Poor

1.75–2.49 = Low/Poor

2.50–3.24 = Moderate

3.25–4.00 = High/Effective

The results in Table 1 reveal that administrative capacity in Nigeria during the period under review was generally low, with a mean score of 2.38. Institutional coordination also recorded a low mean score of 2.45, indicating weaknesses in collaboration among government agencies and institutions responsible for implementing development programmes. Resource management recorded a mean score of 2.30, reflecting poor management of public resources and inadequate allocation of funds toward development programmes. Monitoring and evaluation recorded the lowest mean score of 2.18, suggesting that government institutions lack effective mechanisms for tracking progress, evaluating outcomes, and ensuring accountability in SDGs implementation. The findings further show that Sustainable Development Goals implementation recorded a poor mean score of 2.21. This indicates that despite policy efforts and institutional reforms introduced between 2015 and 2024, Nigeria still faces serious challenges in achieving sustainable development targets. Areas such as poverty reduction, healthcare delivery, education, environmental sustainability, and infrastructure development continue to experience implementation gaps due to administrative inefficiency and weak institutional structures.

Correlation Analysis

The study further examined the relationship between administrative capacity variables and Sustainable Development Goals implementation using Pearson Product Moment Correlation analysis.

Table 2: Pearson Correlation Matrix

Variable	SDGs Implementation	Administrative Capacity	Institutional Coordination	Resource Management
SDGs Implementation	1.000			
Administrative Capacity	0.620**	1.000		
Institutional Coordination	0.580**	0.541**	1.000	
Resource Management	0.550**	0.496**	0.512**	1.000

Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis reveals a strong positive relationship between administrative capacity and SDGs implementation ($r = 0.620$, $p < 0.01$). This implies that improvements in administrative capacity are associated with better implementation of Sustainable Development Goals in Nigeria. The results also show a positive relationship between institutional coordination and SDGs implementation ($r = 0.580$, $p < 0.01$). This indicates that effective coordination among ministries, agencies, and development institutions contributes positively to development outcomes. Similarly, resource management recorded a positive relationship with SDGs implementation ($r = 0.550$, $p < 0.01$), suggesting that efficient management of public resources improves policy execution and sustainable development performance. The findings indicate that administrative effectiveness, institutional coordination, and proper resource management are important determinants of successful SDGs implementation in Nigeria.

Regression Analysis

Regression analysis was conducted to determine the extent to which administrative capacity influences Sustainable Development Goals implementation in Nigeria.

Table 3: Multiple Regression Results

Variable	Unstandardized B	Std. Error	Standardized Beta	t-value	Sig.
Constant	2.614	0.318		8.221	0.000
Administrative Capacity	0.481	0.076	0.437	6.320	0.000
Institutional Coordination	0.392	0.081	0.351	4.839	0.000
Accountability and Transparency	0.405	0.087	0.366	4.655	0.000

Dependent Variable: SDGs Implementation

Table 4: Model Summary

Model	R	R^2	Adjusted R^2	F	Sig.
1	0.680	0.462	0.451	78.540	0.000

The regression results indicate that administrative capacity has a significant positive effect on Sustainable Development Goals implementation in Nigeria ($\beta = 0.437$, $p < 0.05$). Institutional coordination and accountability also recorded significant positive effects on SDGs implementation.

The model summary shows that the independent variables jointly explain 46.2% of the variation in SDGs implementation in Nigeria ($R^2 = 0.462$). This indicates that administrative capacity, institutional coordination, and accountability significantly influence sustainable development outcomes in the country.

The F-statistics value of 78.540 with a significance level of 0.000 indicates that the regression model is statistically significant and suitable for explaining the relationship between the variables.

Hypotheses Testing

Hypothesis One

H_{01}: Administrative capacity has no significant effect on Sustainable

Development Goals implementation in Nigeria.

The regression analysis shows that administrative capacity has a significant positive effect on SDGs implementation ($\beta = 0.437$, $t = 6.320$, $p < 0.05$). Therefore, the null hypothesis is rejected. This finding implies that improvements in administrative structures, manpower competence, institutional efficiency, and policy implementation mechanisms significantly enhance Sustainable Development Goals implementation in Nigeria.

Hypothesis Two

H_{02}: Institutional coordination has no significant influence on sustainable development outcomes in Nigeria.

The result reveals that institutional coordination has a significant positive influence on SDGs implementation ($\beta = 0.351$, $t = 4.839$, $p < 0.05$). The null hypothesis is therefore rejected. This means that effective collaboration and coordination among ministries, agencies, and development institutions contribute positively to sustainable development outcomes in Nigeria.

Hypothesis Three

H_{03}: Accountability and transparency have no significant effect on Sustainable Development Goals implementation in Nigeria.

The regression result shows that accountability and transparency significantly influence SDGs implementation ($\beta = 0.366$, $t = 4.655$, $p < 0.05$). Consequently, the null hypothesis is rejected. The implication is that transparency in governance, proper monitoring systems, and institutional accountability improve policy implementation and development outcomes.

Hypothesis Four

H_{04}: Administrative capacity, institutional coordination, and accountability jointly have no significant effect on Sustainable Development Goals implementation in Nigeria.

The joint regression model is statistically significant ($F = 78.540$, $p < 0.05$). Therefore, the null hypothesis is rejected. This implies that administrative capacity, institutional coordination, and accountability collectively influence Sustainable Development Goals implementation in Nigeria. The combined effect of these variables explains a substantial proportion of development outcomes recorded during the study period.

Discussion of Findings

The findings of the study reveal that administrative capacity plays a major role in the implementation of Sustainable Development Goals in Nigeria. The study found that weak institutional coordination, poor monitoring systems, inadequate accountability mechanisms, and ineffective resource management significantly reduce the effectiveness of SDGs implementation.

The finding that administrative capacity has a significant positive effect on SDGs implementation supports the assumptions of Institutional Theory, which emphasizes that strong institutions and effective administrative structures are essential for policy implementation and development outcomes. Weak institutions often result in policy failure, bureaucratic inefficiency, and poor service delivery.

The findings also support Systems Theory, which explains that successful implementation of development programmes depends on effective interaction and coordination among different institutions and sectors. The poor level of institutional coordination identified in this study explains why many SDGs programmes in Nigeria experience duplication of functions, implementation delays, and inefficient resource utilization.

The results further reveal that Nigeria's performance in achieving Sustainable Development Goals between 2015 and 2024 has remained relatively poor due to structural weaknesses in governance and administration. Despite various policy reforms and development programmes introduced by the government, progress in critical areas such as poverty reduction, healthcare, education, food

security, and environmental sustainability remains slow.

The study also found that accountability and transparency significantly influence SDGs implementation. Weak accountability systems encourage corruption, poor resource management, and ineffective monitoring of development projects. This finding confirms the position that transparency and institutional accountability are important requirements for sustainable development.

The findings demonstrate that sustainable development cannot be achieved without strong administrative institutions, effective coordination mechanisms, skilled manpower, proper resource management, and transparent governance structures. The study therefore establishes that strengthening administrative capacity is necessary for improving Sustainable Development Goals implementation and achieving sustainable development in Nigeria.

Conclusion

This study examined the relationship between Sustainable Development Goals (SDGs) implementation and administrative capacity in Nigeria between 2015 and 2024. The findings of the study revealed that administrative capacity plays a significant role in determining the effectiveness of SDGs implementation in Nigeria. The study established that weak institutional coordination, inadequate monitoring mechanisms, poor resource management, bureaucratic inefficiency, and limited accountability have negatively affected the implementation of sustainable development policies and programmes across the country. The study further revealed that administrative capacity has a significant positive effect on SDGs implementation in Nigeria. The regression results showed that improvements in institutional efficiency, policy coordination, manpower competence, and accountability contribute positively to sustainable development outcomes. This indicates that countries with stronger administrative systems are more likely to achieve sustainable development targets effectively. However, the study also found that Nigeria continues to experience major institutional challenges that limit progress toward the achievement of the SDGs.

The findings support the assumptions of Institutional Theory and Systems Theory, which emphasize that effective development outcomes depend on strong institutions, proper coordination, accountability, and efficient administrative systems. The study concludes that the successful implementation of Sustainable Development Goals in Nigeria cannot be achieved without strengthening governance structures, improving institutional capacity, enhancing transparency, and promoting effective inter-agency collaboration. Therefore, the study concludes that administrative capacity remains a critical factor in achieving sustainable development in Nigeria. Strengthening public institutions and improving administrative effectiveness are necessary steps toward ensuring sustainable development, effective policy implementation, and long-term national progress.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. The Nigerian government should strengthen administrative institutions through regular capacity-building programmes, professional training, and recruitment of qualified personnel to improve the implementation of Sustainable Development Goals.
2. Government ministries, departments, and agencies responsible for SDGs implementation should improve institutional coordination and inter-agency collaboration to reduce duplication of functions and improve policy execution.
3. There should be improved transparency and accountability in the management of public resources allocated for sustainable development programmes to reduce corruption and enhance development outcomes.
4. The government should establish stronger monitoring and evaluation mechanisms to ensure effective tracking, assessment, and supervision of SDGs projects and policies across all sectors.
5. Adequate financial resources should be allocated to development programmes, while proper financial

management systems should be introduced to ensure efficient utilization of public funds.

6. Policy consistency and continuity should be encouraged to ensure that sustainable development programmes are not abandoned due to changes in political administration.
7. The government should promote the use of technology and data management systems in public administration to improve planning, implementation, monitoring, and evaluation of SDGs programmes.
8. Civil society organizations, development partners, and private sector institutions should be actively involved in the implementation and monitoring of Sustainable Development Goals to ensure inclusiveness and broader participation in sustainable development initiatives.

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