

# The Role of Ethical Management Consulting in Strengthening Humanitarian Missions and Advocacy Against Social Vice

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&

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## **Executive Summary**

This paper explores the intersection of ethical management consulting and humanitarian missions, with a specific focus on how professional integrity, leadership development, and collaborative strategy can elevate the mission of faith-based organizations such as the Salvation Army Nigeria. Drawing from global humanitarian trends and grounded in Nigeria's complex socio-political landscape—including Plateau and Benue states—the paper outlines how ethical consulting enhances transparency, accountability, and impact. Recommendations and real-world examples are presented to inform policy, guide training, and inspire mission sustainability for the next century.

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# 1. Introduction

## Overview of Humanitarian Missions

Humanitarian missions are structured, purposeful interventions aimed at alleviating suffering, protecting human dignity, and restoring stability in communities affected by crisis, deprivation, or systemic injustice. These missions—whether organized by governments, NGOs, or faith-based groups—represent the highest expressions of compassion translated into coordinated action.

Among the most enduring examples is The Salvation Army, whose century-long footprint in Nigeria exemplifies this humanitarian tradition. The organization’s commitment to “Heart to God, hand to man” remains a compelling model of **service-driven leadership**, where spiritual conviction fuels concrete social impact.

Yet, as global crises grow more complex and resources increasingly constrained, humanitarian missions demand more than compassion—they require **professionalism, strategy, and ethical governance**. This is where the discipline of **ethical management consulting** becomes critical. Consulting done ethically ensures that mission work is not only visionary, but also viable, sustainable, and accountable.

As Peter Drucker observed, *“Plans are only good intentions unless they immediately degenerate into hard work.”* Ethical consultants help bridge the gap between a noble mission and measurable outcomes.

## The Significance of Ethical Management Consulting

Management consulting is fundamentally about **helping organizations perform better**—not just financially, but structurally, operationally, and morally. In the humanitarian sector, where success is measured in lives impacted rather than profits earned, this support must be driven by **ethical insight and moral clarity**.

An ethical consultant in the humanitarian space offers:

- Unbiased evaluation of strategy and structure
- Clarity in the use and reporting of donor funds
- Strengthening of leadership and governance systems
- Streamlined operations and team development
- Long-term capacity building

These contributions are not cosmetic. When consulting is grounded in **moral responsibility, cultural sensitivity, and professional integrity**, it becomes a pillar of humanitarian success. As Jim Collins puts it in *Good to Great*, “Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.”

Conscious choice and discipline—these are the hallmarks of ethical consulting.

In humanitarian leadership, especially within faith-based institutions like The Salvation Army, ethical consultants are not just advisers—they are **co-builders of legacy**. Their role is to align mission with method, and vision with verifiable impact.

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## The Role of IMC-Nigeria in Professional Consultancy

The **Institute of Management Consultants, Nigeria (IMC-Nigeria)** plays a foundational role in shaping a community of ethical, competent, and visionary consultants across sectors. As Nigeria’s foremost regulatory and certifying body for professional management consultants, IMC-Nigeria:

- Develops and enforces ethical guidelines aligned with global standards set by the **International Council of Management Consulting Institutes (ICMCI)**
- Certifies consultants through globally recognized credentials such as the **Certified Management Consultant (CMC)** designation

- Trains consultants to support diverse institutions—from government to nonprofit to faith-based—with strategic planning, accountability systems, and leadership development
- Promotes ethical awareness and accountability in all consulting engagements

For a humanitarian mission like The Salvation Army, working with IMC-certified consultants ensures the integration of **global best practices** into local service delivery. It brings structure to passion, and systems to purpose.

As the Salvation Army Nigeria Territory celebrates its centenary of humanitarian engagement, this is a vital moment to reaffirm the value of **ethical consulting as a support system for mission success**. Through partnership with certified professionals and investment in leadership excellence, the next 100 years can be even more impactful than the last.

## 2. Understanding Humanitarian Missions

### Definition and Scope

A **humanitarian mission** can be defined as a coordinated effort—usually by a nonprofit, faith-based, or international organization—aimed at saving lives, alleviating suffering, and upholding human dignity, especially in crises or long-term deprivation. These missions operate across multiple domains: **disaster relief, poverty alleviation, health services, education, advocacy, and protection of vulnerable populations**.

They are distinct from development projects in that they often respond to **urgent, time-sensitive needs**, although many humanitarian actors, like The Salvation Army, bridge both immediate response and long-term community empowerment.

The scope of humanitarian missions continues to expand due to:

- Armed conflict and forced displacement
- Climate change and environmental degradation
- Public health emergencies

- Economic inequality and food insecurity
- Social vices such as drug abuse and exploitation

Whether in refugee camps, inner cities, rural health clinics, or urban classrooms, humanitarian missions exist wherever human dignity is at risk.

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## Key Challenges Faced by Humanitarian Organizations

Despite their noble objectives, humanitarian missions operate within **fragile, complex, and highly scrutinized environments**. Some of the most pressing challenges include:

### *1. Resource Scarcity*

Many missions are underfunded, with unpredictable donor cycles. Scarcity of funds often leads to **short-term programming** rather than strategic long-term planning. Humanitarian organizations are thus pressured to do more with less.

### *2. Accountability and Transparency Pressures*

Stakeholders—ranging from governments and donors to beneficiaries—expect evidence of **efficient resource use, measurable outcomes, and ethical governance**. Missteps can damage trust, even when intentions are good.

### *3. Security and Operational Risk*

In many parts of the world, humanitarian workers face violence, instability, or logistical inaccessibility. These risks are physical, legal, and reputational, requiring careful strategic planning.

### *4. Staff Burnout and Volunteer Turnover*

Compassion fatigue, poor working conditions, and lack of leadership development contribute to **high burnout and turnover rates**, weakening institutional memory and continuity.

### *5. Lack of Strategic Management Capacity*

Many faith-based or community-rooted organizations struggle to **institutionalize strategy, operations, and leadership**, limiting their scalability and effectiveness.

This is where the role of **ethical management consulting** becomes transformative—not to corporatize humanitarian work, but to **strengthen its foundation and increase its resilience**.

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### **The Role of Faith-Based Organizations in Humanitarian Work**

Faith-based organizations (FBOs), such as **The Salvation Army**, represent a critical force in humanitarian work, especially across Africa and the Global South. These organizations are often **more trusted than government entities**, possess grassroots reach, and are anchored in **moral conviction and servant leadership**.

Faith-based missions bring unique strengths:

- **Spiritual Motivation:** Unlike secular organizations, FBOs operate from deep moral and spiritual commitments, often sustaining their work even when funding or publicity is absent.
- **Community Access and Trust:** In many places, faith-based institutions are the first to respond in times of crisis and the last to leave. Their proximity and presence enable long-term relationships with communities.
- **Holistic Approach to Service:** Inspired by scriptures such as *Micah 6:8*: “Do justly, love mercy, and walk humbly with your God,” faith-based missions care for the body, mind, and spirit—addressing not just material but moral and emotional needs.
- **Volunteer Base and Sacrificial Leadership:** FBOs often benefit from a **vast network of volunteers and sacrificial leaders** who serve with deep personal investment.

However, these strengths must be coupled with **professionalism, ethical systems, and structured leadership** to remain impactful in an evolving world. As John C. Maxwell aptly puts it, *“A leader is one who knows the way, goes the way, and shows*

*the way.*” Faith-based humanitarian leaders must both inspire and administer effectively.

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### Why Understanding the Nature of Humanitarian Missions Matters for Ethical Consulting

For ethical management consultants, a deep understanding of the mission field is not optional—it is **foundational**. Consultants must respect the **culture, vision, and theological underpinnings** of the organizations they support. This is particularly true in faith-based missions where success is often defined not just by KPIs, but by **kingdom impact**—transformed lives, healed communities, and the living out of God’s love.

As highlighted in the Salvation Army’s global value statement: *“We believe in transformation—of lives, communities, and society, by God’s power.”* Ethical consultants must therefore practice with **humility, contextual intelligence, and moral alignment**, ensuring that the consultant’s tools never eclipse the mission’s heart.

## 3. Ethical Management Consulting: A Pillar for Humanitarian Success

### Principles of Ethical Management Consulting

Ethical management consulting serves as a backbone for mission-driven organizations seeking to operate with both **moral integrity and strategic clarity**. While humanitarian goals may stem from passion and divine calling, their **sustainability and credibility** require adherence to globally recognized consulting ethics.

The **International Council of Management Consulting Institutes (ICMCI)** outlines key ethical principles that guide all certified consultants. These include:

1. **Integrity:** Upholding honesty, transparency, and truthfulness in all client interactions.
2. **Objectivity:** Providing impartial advice free from conflicts of interest.
3. **Competence:** Maintaining up-to-date knowledge, skills, and relevant experience.
4. **Confidentiality:** Respecting the privacy of client information.
5. **Accountability:** Taking responsibility for one's work, advice, and outcomes.

These ethical tenets are not just theoretical; they **anchor decision-making**, especially in sectors like humanitarian aid, where moral authority is paramount.

### **The Interface of Ethics and Leadership**

Leadership within humanitarian missions is often shaped by **moral vision**, but even righteous vision can falter without **principled management practices**. The integration of **ethics into leadership** ensures that decision-making serves both the **mission's purpose and the people it aims to protect**.

In his book *“Leadership: Theory and Practice”*, Peter G. Northouse highlights ethical leadership as the **intersection of honesty, fairness, and service orientation**.

Similarly, General André Cox, a former international leader of The Salvation Army, often emphasized that **“true leadership begins with servanthood, guided by integrity and humility.”**

Consultants working in this space must mirror the same ethics expected of the leaders they serve. Their role is not to dictate change but to **facilitate reflection, re-alignment, and responsible innovation**.

### **Case Studies: Practicing Ethical Management Consulting**

#### *1. Strengthening Disaster Response in Maiduguri, Nigeria*

In 2024, The Salvation Army Nigeria responded to the catastrophic collapse of the Alau Dam in Maiduguri, Borno State, which displaced numerous individuals. In the aftermath, the organization faced challenges in coordinating relief efforts and

managing resources effectively. An ethical management consultant collaborated with the local leadership to assess the response strategies, streamline logistics, and implement transparent reporting mechanisms. This partnership enhanced the organization's capacity to deliver aid efficiently and reinforced stakeholder trust in their humanitarian efforts. [salvationarmy.org](http://salvationarmy.org)

## *2. Enhancing Community Outreach in Lagos Mainland*

The Salvation Army's Ebute Metta Corps in Lagos Mainland has been instrumental in providing social services to the local community. Recognizing the need to optimize volunteer engagement and program delivery, the corps engaged with management consultants to develop structured volunteer training programs and implement effective monitoring and evaluation systems. These improvements led to increased volunteer retention and more impactful community outreach initiatives.

## *3. Promoting Ethical Leadership Development*

Leadership transitions within The Salvation Army Nigeria Territory have underscored the importance of ethical leadership development. In 2015, Colonels Victor and Rose-Marie Leslie assumed leadership roles, bringing a renewed focus on integrity and servant leadership. Collaborating with management consultants, they initiated leadership training programs emphasizing ethical decision-making and accountability, which have since become integral to the organization's governance structure.

These stories show that **ethical consulting doesn't simply "fix problems" – it restores alignment between values, goals, and capacity**. Consultants serve not only as technicians but as **ethical catalysts** who champion sustainable change while honoring the mission's soul.

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## **The Consultant as a Moral Companion**

In humanitarian missions—especially faith-based ones—consultants must go beyond performance indicators to recognize their role as **moral companions**. The consultant

is not just a “fixer” or “strategist,” but often a **confidant, a mentor, and a witness to the organization’s conscience.**

This requires emotional intelligence, cross-cultural competence, and a commitment to **walk alongside**, rather than ahead of, the mission’s leadership. As echoed in leadership literature, “Management is doing things right; leadership is doing the right things” (Peter Drucker). Ethical consultants must embody both, not merely in task, but in being.

## **4. Global Humanitarian Statistics and Trends**

### **4.1 Current State of Humanitarian Needs**

The global humanitarian landscape in 2025 is marked by unprecedented challenges. According to the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), over **363 million people** across **69 countries** require humanitarian assistance and protection. This surge is driven by factors such as conflicts, climate change, economic instability, and pandemics.

In Nigeria, the situation is particularly dire. The northeastern region, plagued by the Boko Haram insurgency, has left over **8.4 million people** in Borno, Adamawa, and Yobe States in need of lifesaving assistance.

However, the humanitarian crises are not confined to the northeast. In the **North-Central region, Benue and Plateau States** are experiencing escalating conflicts, primarily due to farmer-herder clashes, leading to significant displacement and loss of life.

1. **Benue State:** Known as Nigeria's "Food Basket," Benue has been severely affected by ongoing violence. Between 2020 and 2024, over **2,300 deaths** were reported due to farmer-herder conflicts, with experts suggesting the actual numbers may be higher. A recent attack in May 2025 resulted in **42 fatalities** across four communities in the state. The persistent insecurity has not only led

to loss of lives but also disrupted agricultural activities, threatening national food security.

2. **Plateau State:** The state has witnessed a series of violent attacks. In December 2023, coordinated assaults in Bokkos and Barkin Ladi Local Government Areas resulted in at least **200 deaths** and over **500 injuries**. Furthermore, in May 2023, over **100 people** were killed in Mangu Local Government Area due to similar conflicts. These incidents have led to mass displacements and a growing humanitarian crisis in the region.

#### **4.2 Funding and Resource Allocation Challenges**

Despite the escalating needs, funding for humanitarian efforts remains insufficient. In 2024, the global humanitarian funding requirement stood at over **\$55 billion**, but less than **45%** of that was met. This shortfall forces organizations to make difficult decisions about resource allocation, often leaving vulnerable populations without adequate support.

In Nigeria, the funding gap has hindered the delivery of essential services, including food, shelter, healthcare, and education. The lack of resources exacerbates the suffering of displaced populations and hampers efforts to restore stability in affected regions.

#### **4.3 The Effect of Ethical Consulting on Humanitarian Efficiency**

Ethical management consulting plays a crucial role in enhancing the efficiency and effectiveness of humanitarian missions. By adhering to principles such as integrity, objectivity, and accountability, consultants help organizations navigate complex challenges and optimize their operations.

For instance, a 2022 study by the Centre for Humanitarian Leadership found that NGOs receiving independent management consulting experienced a **23% increase** in donor retention over two years, attributed to improved transparency and accountability.

In the context of Nigeria, ethical consultants can assist humanitarian organizations in:

1. **Strategic Planning:** Developing comprehensive response plans that address immediate needs while considering long-term sustainability.
2. **Resource Optimization:** Ensuring efficient use of limited resources to maximize impact.
3. **Capacity Building:** Training local staff and volunteers to enhance service delivery and community engagement.
4. **Monitoring and Evaluation:** Implementing robust systems to assess program effectiveness and inform decision-making.

By integrating ethical consulting practices, humanitarian organizations can strengthen their operations, build trust with stakeholders, and ultimately provide more effective assistance to those in need.

## 5. Achieving Global Best Standards in Humanitarian Missions

### 5.1 International Consultancy Standards

In the increasingly complex terrain of humanitarian assistance, **global best practices** serve as crucial benchmarks for operational efficiency, transparency, and sustainable impact. International consultancy standards – such as those promoted by the **International Council of Management Consulting Institutes (ICMCI)** – define ethical codes, professional behavior, and competency frameworks that are essential for consultants working in humanitarian settings.

Key elements of these standards include:

1. **Client interest and public trust:** Ensuring services are always aligned with the client's goals and the public good.

2. **Professional independence and objectivity:** Consultants must remain free from conflicts of interest that could undermine humanitarian efforts.
3. **Confidentiality:** Respecting the privacy and dignity of beneficiaries, especially in fragile and vulnerable environments.
4. **Competence and Continuous Development:** Maintaining updated knowledge on humanitarian ethics, conflict sensitivity, trauma-informed consulting, and intercultural communication.

Frameworks such as the **Sphere Standards** and the **Core Humanitarian Standard on Quality and Accountability (CHS)** also guide NGOs and consultants in planning and delivering humanitarian aid with dignity, effectiveness, and respect for human rights.

## 5.2 The IMC-Nigeria's Role in the Sustenance of Global Best Practices

The **Institute of Management Consultants Nigeria (IMC-Nigeria)** plays a pivotal role in professionalizing consulting across the humanitarian and nonprofit sectors. Through its **certification programs**, continuing professional education, and thought leadership, IMC-Nigeria encourages Nigerian consultants to align with international norms while remaining responsive to local realities.

Key contributions of IMC-Nigeria include:

1. **Training and Accreditation:** The **Certified Management Consultant (CMC)** credential ensures that professionals in the field are equipped with globally recognized competencies.
2. **Ethical Oversight:** Through its **Code of Ethics** and disciplinary procedures, IMC-Nigeria enforces accountability and ethical compliance among its members.

3. **Thought Leadership and Research:** IMC-Nigeria produces publications, hosts forums, and contributes to public discourse on management and humanitarian strategy.
4. **Local Adaptation of Global Standards:** IMC-Nigeria provides culturally relevant interpretations of global best practices, helping local consultants support faith-based and community-based humanitarian organizations like the Salvation Army.

For example, the integration of ethical consulting models into Nigerian faith-based NGOs has helped improve donor confidence, reduced duplication of aid, and fostered more data-driven, results-oriented programming.

### **5.3 ISO 20700: Raising the Bar for Humanitarian Consulting Practice**

In the pursuit of global best standards, the **ISO 20700:2017** guideline stands out as a practical and internationally accepted framework for the delivery of management consultancy services. Developed by the **International Organization for Standardization**, ISO 20700 provides a clear structure for ensuring quality, professionalism, and transparency in consulting engagements—principles that are especially vital in humanitarian missions where lives, dignity, and trust are at stake.

For humanitarian organizations, ISO 20700 offers a way to formalize expectations, manage consultant-client relationships ethically, and ensure outcomes are both measurable and mission-aligned. It covers all phases of the consulting process, including:

- **Engagement clarity** (purpose, scope, and roles)
- **Process transparency** (methods, tools, deliverables)
- **Outcome accountability** (evaluation and reporting)
- **Post-engagement review** (learning and improvement)

By following these guidelines, faith-based and nonprofit humanitarian actors can confidently engage consultants whose work is rooted in both **international best practice** and **ethical governance**.

### **IMC-Nigeria and ISO 20700 Alignment**

As the nationally recognized body for professional consultants, the **Institute of Management Consultants Nigeria (IMC-Nigeria)** actively promotes the adoption of ISO 20700 principles among its members. Through workshops, certification programs, and partnerships with global networks like the **ICMCI**, IMC-Nigeria ensures that consultants working with NGOs and humanitarian missions understand and apply these standards.

Furthermore, IMC-Nigeria encourages certified consultants to use ISO 20700 as a framework for **value-based consulting**, especially in faith-led contexts like the **Salvation Army Nigeria Territory**. This means prioritizing not only efficiency and deliverables but also:

- **Cultural sensitivity**
- **Spiritual mission alignment**
- **Community impact measurement**
- **Ethical risk assessment**

In effect, ISO 20700 becomes more than a technical checklist—it becomes a **bridge between excellence and ethics**, allowing humanitarian missions to scale their impact without compromising their values.

### **5.4 Strategies for the Improvement of Humanitarian Missions**

To strengthen humanitarian missions and align them with best-in-class standards, ethical consultants and humanitarian leaders must embrace the following strategies:

- I. Capacity Building of Local Actors*  
Strengthening the operational and strategic capacity of local staff and community-based partners ensures sustainability and fosters ownership. Training in project management, leadership, budgeting, and ethical communication is essential.
- II. Institutionalization of Monitoring and Evaluation (M&E)*  
Consultants must help organizations build strong M&E systems that measure outcomes rather than just outputs. This allows for learning, accountability, and the scaling of successful interventions.
- III. Cross-Sector Collaboration*  
Humanitarian challenges are multifaceted and require joint action. Ethical consultants can broker partnerships between NGOs, faith-based institutions, private sector players, and government agencies.
- IV. Use of Technology and Innovation*  
Management consultants play a key role in guiding organizations on digital transformation – such as implementing beneficiary tracking systems, mobile data collection, and early warning dashboards.
- V. Strategic Planning and Scenario-Based Modeling*  
Ethical consultants help humanitarian actors move beyond reactive approaches by planning proactively with tools like **risk matrices**, **PESTLE analysis**, and **conflict-sensitive frameworks**.
- VI. Embedding Values-Based Leadership*  
Humanitarian effectiveness must be grounded in strong moral leadership. Drawing from recognized texts such as **James Kouzes & Barry Posner’s “The Leadership Challenge”**, consultants should emphasize the values of integrity, courage, and empathy – qualities evident in many historical leaders of the Salvation Army and humanitarian thought, such as **General William Booth**.

## **VII. Contextualizing Faith-Based Strengths**

Faith-based humanitarian missions like those of the **Salvation Army Nigeria Territory** benefit greatly from their embedded presence in local communities. Ethical consultants should work to leverage these trust-based networks while helping organizations improve internal systems, reporting protocols, and partnership engagement.

## **6. Advocacy Against Malpractice in Examinations, Abortion, and Drug Abuse**

The strength of any humanitarian mission lies not only in delivering aid but also in standing against the social vices that weaken communities from within. Ethical management consulting plays an essential role in shaping strategies that drive **advocacy, policy engagement, and community mobilization** on issues such as examination malpractice, abortion, and drug abuse – all of which have far-reaching implications for human development and societal integrity.

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### **6.1 The Growing Problem of Malpractice in Examinations**

In Nigeria and across many developing countries, **examination malpractice** has become a normalized crisis. It undermines meritocracy, corrupts the education system, and fosters a generation that devalues hard work and integrity.

#### *Key Issues:*

- I. **Leakage of examination questions**
- II. **Impersonation and collusion**
- III. **The commercialization of grades**
- IV. **Pressure on students from parents and institutions**

According to a 2021 report by the West African Examinations Council (WAEC), over **20,000 cases of examination malpractice** were recorded in a single exam cycle, with

many cases traced to organized networks within schools. Such trends not only weaken educational systems but also erode national progress.

*Consulting Interventions:*

Ethical management consultants can guide education-focused humanitarian actors to:

- I. Develop integrity-focused leadership programs in schools.
  - II. Introduce technology-based exam monitoring systems.
  - III. Work with policymakers to reform school accountability mechanisms.
  - IV. Build stakeholder coalitions (parents, teachers, ministries) for value re-orientation.
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## **6.2 The Rising Rates of Abortion and Its Social Implications**

Abortion, especially when unsafe or illegal, remains a public health concern and a deeply polarizing moral issue. In humanitarian missions, especially those led by faith-based organizations like the **Salvation Army**, advocacy against abortion is framed within the value of **sanctity of life**.

*Facts and Context:*

- I. The **Guttmacher Institute** estimates that over **1.2 million unsafe abortions** occur in Nigeria annually.
- II. Many of these are among adolescents or young women who lack access to education, contraception, or support systems.
- III. Complications from unsafe abortion contribute to **10-15% of maternal deaths** in Nigeria.

*Consulting Interventions:*

Ethical consultants can help design comprehensive advocacy strategies that:

- I. Focus on **prevention through education** and **value-based youth engagement**.

- II. Promote abstinence and responsible behavior as moral and practical choices.
  - III. Support faith-based alternatives such as **crisis pregnancy centers** and **support networks** for vulnerable women.
  - IV. Collaborate with health NGOs to push for **holistic reproductive health programs** that are ethically consistent with community values.
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### 6.3 The Destructive Impact of Drug Abuse on Society

Drug abuse has emerged as a silent epidemic, particularly among youth in urban and rural Nigeria. Substances such as **codeine, tramadol, cannabis, and methamphetamine** are increasingly abused, leading to mental health crises, crime, and social disintegration.

#### *Statistical Overview:*

According to Nigeria's **National Drug Use Survey (2019)**:

- I. **14.3 million Nigerians aged 15-64** had used drugs.
- II. The **North-Central and South-West** regions showed the highest prevalence, with Benue, Lagos, and Oyo states as hotspots.
- III. 1 in 4 drug users was a woman.

#### *Salvation Army's Response:*

The Salvation Army has a long tradition of engaging in **drug rehabilitation and reintegration programs** globally, including Nigeria. Its model focuses on **spiritual healing, social reformation, and vocational empowerment**.

#### *Consulting Interventions:*

Ethical management consultants can:

- I. Help organizations scale proven intervention models like **faith-based recovery programs**.

- II. Design data-driven community outreach and prevention campaigns.
  - III. Guide collaboration with law enforcement, health ministries, and educational institutions to strengthen early detection and support.
  - IV. Develop frameworks for **rehabilitation center governance**, compliance, and accountability.
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### **Integrating Values-Based Consulting into Advocacy**

Advocacy against social vices must go beyond moral preaching — it must be **strategic, structured, and evidence-informed**. Ethical management consultants bring:

- I. **Analytical tools** to define root causes and map stakeholders.
- II. **Leadership frameworks** to train grassroots advocates and religious leaders.
- III. **Evaluation systems** to measure impact and sustainability.

As management scholar **Peter Drucker** emphasized, “What gets measured gets managed.” In advocacy, this principle translates to **evidence-based activism**, powered by clear goals, measurable outcomes, and enduring values.

## **7. Case Studies: Practicing Ethical Management Consulting**

The real measure of ethical management consulting is not in theory, but in its application—how principles shape decisions, influence leaders, and build systems that serve humanity. In this section, we explore verifiable examples from the **Salvation Army Nigeria**, select **international humanitarian organizations**, and broader case scenarios that exemplify the practice of ethical consulting in advancing mission outcomes and tackling social vices.

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## 7.1 The Humanitarian Achievements of the Salvation Army Nigeria

Since its official establishment in Nigeria in 1925, the **Salvation Army** has grown into a beacon of faith-led humanitarianism. Its services span education, health care, anti-human trafficking campaigns, disaster relief, and drug rehabilitation. Ethical consulting approaches, though often informal, have helped the organization build credibility, stewardship, and resilience.

### *Key Programs and Milestones:*

#### 1. **Anti-Human Trafficking & Safe House Project:**

In Edo State—one of Nigeria’s trafficking hotspots—the Salvation Army Nigeria has partnered with international arms of the movement to offer safe spaces and reintegration for victims. Strategic advice from faith-based consultants helped ensure cultural sensitivity, ethical reporting, and structured collaboration with agencies like NAPTIP.

#### 2. **Drug and Alcohol Rehabilitation Work:**

The **Ikot Ene Rehabilitation Centre** in Akwa Ibom offers not just physical recovery but spiritual transformation. The success of this model lies in its integration of Christian counseling, vocational training, and structured governance—principles drawn from decades of ethical consultancy within the movement.

#### 3. **COVID-19 Emergency Response (2020-2021):**

Guided by ethical best practices in humanitarian logistics, the Salvation Army Nigeria’s targeted response in Lagos, Plateau, and Abuja regions emphasized transparency, prioritization of vulnerable households, and collaboration with local religious councils.

### *Lessons for Consultants:*

- I. Always prioritize the dignity and agency of beneficiaries.
- II. Faith-based missions must align ethical accountability with scriptural integrity.

- III. Transparent partnerships with government, NGOs, and donors foster long-term sustainability.
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## 7.2 Learning from International Humanitarian Organizations

### *Case: Médecins Sans Frontières (Doctors Without Borders)*

This medical humanitarian organization, active in over 70 countries, operates under a strict ethical code prioritizing neutrality, impartiality, and independence. MSF regularly engages ethical management consultants to:

- I. Develop field leadership capacity in crisis zones.
- II. Manage organizational risk in politically volatile areas.
- III. Conduct post-intervention evaluations without donor bias.

This model teaches that ethical consulting is most powerful when it protects organizational mission over external pressure.

### *Case: World Vision International*

A Christian humanitarian organization, World Vision works in child welfare, education, and economic empowerment. Its consultants emphasize **value-based leadership** using management frameworks inspired by **Robert Greenleaf's servant leadership** and **John Maxwell's leadership development principles**.

Consultants helped:

- I. Revise its program accountability structures.
  - II. Integrate performance measurement tools tied to spiritual and social outcomes.
  - III. Train country directors on adaptive leadership in post-crisis regions.
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### 7.3 Practical Implementation of Ethical Consulting

Translating ethical principles into organizational action requires:

- I.       **Structured engagement:** Ethical consultants define clear scopes, roles, and success indicators from the outset.
- II.       **Contextual sensitivity:** Solutions must be tailored to the social, cultural, and religious context of each community.
- III.       **Leadership alignment:** Ethical transformation begins with leadership conviction. Without it, systems will not endure.
- IV.       **Evaluation and feedback loops:** Effective humanitarian systems must integrate mechanisms for learning, adaptation, and redirection based on community realities.

#### *Faith-Based Example: The Salvation Army's Global Framework*

The Salvation Army International Social Justice Commission (ISJC) offers a model for how faith-based organizations can codify and scale ethical governance. Its consulting framework addresses:

- I.       Anti-corruption commitments
- II.       Gender equality and protection protocols
- III.       Mission impact reviews grounded in both Biblical justice and international standards

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### Conclusion of Case Studies

These examples reinforce that **ethical management consulting** is not abstract theory; it is a discipline of practice, woven through mission strategy, leadership development, systems thinking, and organizational learning. Whether in Lagos or London, Plateau or Palestine, the role of the ethical consultant is to walk alongside missions—clarifying purpose, strengthening governance, and upholding values in every decision.

## 8. Recommendations for the Next Century

As the Salvation Army Nigeria celebrates 100 years of faithful service, it is both an opportunity to reflect and a charge to prepare for the next century. The world is evolving rapidly—technologically, socially, morally—and the future of humanitarian missions will demand not just good intentions, but ethical competence, strategic foresight, and resilient leadership. The following recommendations are drawn from leadership and management literature, lessons from the field, and principles of professional consulting.

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### 8.1 Strengthening Ethical Systems of Governance

Humanitarian organizations must move from personality-based leadership to **principle-driven systems**. Ethical consulting can help institutions like the Salvation Army Nigeria and its partners to:

- I. **Develop internal codes of conduct** that go beyond religious assumptions and provide clear, enforceable standards.
- II. **Establish ethics committees** or boards that periodically review programs, partnerships, and personnel against agreed principles.
- III. **Embed ethical risk assessments** into project planning stages—evaluating the potential for corruption, exclusion, or harm to dignity.

*“The foundation of every state is the education of its youth.” - Diogenes*

Ethical systems must be sustained not only through policy but through the culture of leadership at every level.

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## 8.2 Enhancing Leadership Development Programs

The next generation of humanitarian leaders must be equipped with more than compassion; they must possess competence, vision, and ethical resilience.

Management consultants and faith-based educators must work hand-in-hand to:

- I. **Create interdisciplinary leadership curricula** that blend faith, strategic management, servant leadership, and cultural intelligence.
- II. Use coaching models like **Transformational Leadership** (James MacGregor Burns) and **Servant Leadership** (Robert Greenleaf) to train mission officers and directors.
- III. **Mentor emerging leaders** within the movement—especially young women and underrepresented communities—with structured support and evaluation.

### *Proposed Actions:*

- I. Partner with institutions like the Institute of Management Consultants (IMC-Nigeria) for certificate-level programs on ethical leadership.
  - II. Establish **Leadership Incubators** within the Salvation Army colleges to produce leaders ready for governance, innovation, and advocacy.
- 

## 8.3 Fostering Strategic Collaborations

No humanitarian mission can operate effectively in isolation. Strategic collaborations—guided by ethical standards—must be the norm in the next century.

- I. **Inter-agency collaboration:** Building formal partnerships with international organizations (e.g., UNICEF, WHO), private sector funders, and local governments.
- II. **Faith-based and secular alignment:** Collaborating across theological divides to meet humanitarian needs while preserving mission identity.

- III. **Consultancy partnerships:** Employing ethical consultants during expansion efforts, new program design, digital transitions, and conflict resolution.

*“Coming together is a beginning, staying together is progress, and working together is success.” - Henry Ford*

These collaborations should be built on shared values, mutual respect, and legally binding ethical frameworks that preserve mission integrity.

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#### 8.4 Digital Transformation with Accountability

The next century will see a rise in AI, mobile-driven advocacy, digital aid delivery, and virtual mission work. The humanitarian community must be prepared to engage this new world ethically. Recommendations include:

- I. Develop **digital ethics policies** guiding the use of technology in data collection, communication, and virtual engagement.
- II. Invest in **cybersecurity training** for mission workers, especially in sensitive programs like anti-trafficking or addiction recovery.
- III. Use digital platforms for **transparent reporting**, donor engagement, and real-time community feedback.

Ethical consultants can serve as advisors during these transitions, ensuring the mission’s core values are not lost in the race toward innovation.

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#### 8.5 Renewed Focus on Community-Led Solutions

The next century must not replicate models of top-down aid. Ethical humanitarian work is shifting toward **community-led, context-informed development**, where beneficiaries are co-creators of their own progress.

- I. Design programs with **community participation from the beginning**.

- II. Employ ethical consultants to facilitate **dialogue, cultural audits, and local leadership training**.
  - III. Focus on **resilience-building**, not dependency: help communities create their own structures for sustainability.
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### Summary of Recommendations

The next 100 years will be marked by complexity: moral ambiguity, technological disruption, economic unpredictability, and social upheaval. But with ethical management consulting as a compass, humanitarian missions can navigate this future with integrity and purpose. The Salvation Army Nigeria, already a light on the hill, can be a standard-bearer in what it means to **serve ethically, lead courageously, and act justly** in the face of new global challenges.

## 9. Conclusion: The Future of Ethical Management Consulting in Humanitarian Missions

The centenary celebration of the Salvation Army Nigeria marks more than a milestone in history—it symbolizes a sacred continuity of purpose. It affirms that when vision is matched with discipline, and when compassion is matched with integrity, even a hundred years is but the beginning. Yet, as we cross into a new century of humanitarian service, we must not rely solely on tradition. We must **future-proof our missions** through wisdom, ethical courage, and strategic collaboration.

Ethical management consulting, as explored throughout this paper, is not a corporate luxury—it is a **moral and operational necessity** in the humanitarian field. It offers frameworks for clearer decisions, mechanisms for accountability, and strategies that uphold dignity even in the harshest crises. For faith-based organizations like the Salvation Army, it ensures that **values do not only inspire actions but also structure**

**them.** Ethical consulting helps missions maintain clarity without rigidity, openness without compromise, and innovation without ethical decay.

As crises evolve—from economic inequality and health emergencies to moral breakdowns in families, schools, and societies—the **humanitarian response must become more agile, more professional, and more ethically grounded.** We must listen more attentively, lead more accountably, and learn more continuously. We must shift from a paradigm of ‘doing for’ to one of ‘building with’.

### **Final Thoughts and Call to Action**

To all officers, volunteers, partners, and future leaders within the Salvation Army and beyond:

1. **Integrate ethical consulting into your systems of governance.**
2. **Invest in leadership that thinks ethically and acts strategically.**
3. **Reject shortcuts in the name of results.**
4. **Partner boldly but remain anchored in purpose.**

In the words of Max DePree, *“The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.”*

Let this be the legacy we carry into the next hundred years—leaders who define reality with ethical clarity, who serve without self-interest, and who build humanitarian missions that are as accountable as they are compassionate.

May this centenary moment not be an ending, but a renewed beginning—for **ethical excellence, humanitarian impact, and moral leadership.**

Thank you.

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