

# Transforming Educational Management Monitoring and Evaluation for Sustainable National Development

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## ABSTRACT

This paper examined the position, commitments, willingness and readiness of the Nigerian political juggernauts and managers of the various institutions of the nation's economy in transforming the nation through management practices. Experience was drawn from the past regimes in relation to the policies and agendas as well as their outcome which reveals that, previous regimes and administrations have had strong ambitions and aspirations to ensure effectiveness of policies. Findings showed that, it was a difficult task to be achieved as there was a deviation from the set standard of the United Nations 26% allocation to educational sector. Poor management of educational sector and poor finance cannot allow the transformation agenda of the present government of Nigeria to augur well as analysis of concepts and ideologies or practices revealed vividly how powerful and efficient, management tools can help in achieving goals if the practice and principle is not abused. However, management principles and practices cannot be manipulated, but Nigerian seemed not to have mature enough to understand; explore and benefit from this powerful instrument of goal achieving. Conclusion and recommendations were drawn.

## INTRODUCTION

Management is an inevitable practice of every human society that guarantees qualitative mode of life and-peaceful coexistence among dwellers. Obidile (1987) observed that management is a very old practice which has been an indispensable feature of the human society for as long as one can remember. This fact justify why the judicious utilization of available resources must be the ambition, focus and common practice of any government that stands to serves the masses and ensure the save

guardedness of our resources. At times, it is not how much resources or possession you have at your disposal that matters but, how perfect and efficient you are able to utilize or manage it to achieve goals in the organizations, institutions, groups or societies as the case may be.

Nigeria as a country is known right from her origin to be one of the most blessed countries in terms of natural resources, materials, and highly talented personnel or human resources. The country is blessed with nearly everything one can think of as for human existence. Despite all these attributes, characteristics, and possessions, Nigeria is yet to be counted among the developed nations. Many regimes are on record, each with its policies, agendas as well as ideology that tends to be directed towards national development, the question here is, how real? How committed? How sincere? How ambitious and how judicious are these agenda towards national development. Found among the practices and leadership styles in the various administrations, we have in record, the flexible, the rigid, authoritarian, democratic, etc, system of government whose aimed was for national development, yet, we keep on wallowing in darkness, suffering in the midst of surplus. It continues to recall in our memory as one would imagine how come a country like Nigeria be categorized as developing country. Thus, the cause of all these is poor management and administration of resources. It thus becomes obvious that, proper maintenance culture and care is the key to effective utilization of limited resources. According to Bello (2003) it is unthinkable that mankind can serve in any hostile environment without the knowledge of management; modern society is able to function effectively in spite of its organizational complexity partly because, there is active effort to have some kind of administrative structures. Following the practice among governance, the present Nigerian government's agenda focuses on transformation for national development, going by the agenda, there is the need to ensure transformation in management and administrative activities. Thus, the concept of transformation and management becomes paramount to be examined vividly.

### Concepts of Transformation and the Transformation Agenda in Nigeria

Transformation literally means a complete change usually in to something with an improved appearances or improved usefulness. Transformation can also mean a change or process of changing from one form, one situation, one nature, or from one state of being into another. The above definition emphasized change as the synonym or alternative word for transformation. It is therefore pertinent at this end, to define transformation of educational management to mean the process of introducing new ideas, methods, or ways of carrying out management activities. It is an attempt to deviate from the popular known corrupt practices to a more rational and advanced practices in management activities. If this should be, the transform at ion agenda therefore, implies tailoring efforts to ensure good behavior, proper practices, and clinging to the doctrines of management for national development. According to thierauf (1977), the change that will take place in organizational structures, management practices, work forces composition and other areas affecting educational programmes operate effectively in a democratic society. Oyedeji (1998) observed also that, the revolution which education has been undergoing in the last decade, involve changes in many areas in education; such as; re-examination of educational objectives, restructuring of subject matter, staff utilization and organization, school plant planning and better evaluating methods. Having appreciated the existence of evaluation by previous administrators, the question of strategies and judiciousness emerge. It is from these trends that Alex (2010) postulated objectively that, some nations plan their own failure by not investing in education and building up human capital, Nigerian government have been planning to fail as she continually fail to invest appropriately in education; this is because. year in' year out, the budgetary allocation to education remains constantly low as it does not meet the united nation's standard of 26%. According to his findings, the highest ever approved by the Nigerian government for education sector between 1999 to 2010 was 13% which is 50% of the 26% of the nation's total budgetary allocation yearly. According to Ken, (2012), transformation is hard because it means doing

something that people don't find easy for the most part, it means challenging what we take for granted. He express further that, the greatest problem for transformation is tyranny of common sense, that is, things that people think well about it, can't be done any other way because, that is the way it's done. One should note at this end that; many of our ideas are not directed to meet the circumstance of the present century but to cope with the circumstance of the previous centuries. Plans in Nigeria are created dependably as we explore our talents in relation to the circumstances they help to create for us. The author's emphasis here is the fact that transformation can only come to play when judiciousness, objectivity as Well as efficiency which connote the concept of management need to be properly put in place. Considering the ongoing process of the programme (four years strategic plan for development), emphasis on manpower development, employment issues, security issues as well as facilities, are important tools for the success of the transformation agenda (Faruk Lawal and Goodluck Jonathan, 2012)

### **An Overview of the Concept of Management**

Management in this context emphasizes effectiveness and efficiency in the public service and resources utilization. Ogunsaju (2006) holds that, management is a tool needed within every human association for the attainment of common goal, it is essential for the success of government departments or agency, public enterprise, trade union, college or university. Adesina (1981) defines management to mean "the organization and mobilization of all human and material resources in a particular system for the achievement of identified objectives. Taking a close look into the above definition, it clearly reveals the importance of two key words which are relevant to this study, they include; "human and material resources". It then becomes the responsibility of the forerunners of the transformation programme to organize and mobilize both the human and material resource to ensure maximum utilization as well as achieving goals which the transformation agenda is established

to serve. Examining the rationale behind management as a discipline and practice, it appears that no organization or any human gathering can survive except the ideas and doctrines of management are properly put in place, it is only when organizations are established with some guiding principles, rules and regulations, philosophies as well as goals and objectives, that organizations become what they are, work towards survival and operate to progress. The period in which all these activities are to be carried out is also an important factor to be considered, long—term objectives tend to involve danger when considering goal achievement, this is because, people involved in achieving the objectives are likely to fall aside in the process, as opposed to short term objectives which are by their nature more readily defined and easier to evaluate (Ogunsaju, 2006). Since objectives, philosophy and ideologies are meant to guide the activities of players in the implementation of the transformation agenda, it is necessary that the educational philosophy and management strategies be clearly defined and stated in simple statements so that the prospects for the future can be clearly seen. According to Usman (2000) management is a process by which resources are procured, utilized and maintained for the achievement of organizational goals.

Aransiola (1999) holds that management involves coordination and control of human, infrastructures, materials and finance for the running, sustaining and improving activities of an organization. Adepaju (1998) on his own part defines management to mean a wise utilization of human, materials, finance and time available for development.

### **Monitoring Functions for Sustainable Development**

Educational management is a broad term that covers many functions and activities which monitoring is one, the monitoring of education in Nigeria operates in form of inspection and supervision processes, inspection is carried out to ensure proper implementation strategies, Olagboye (2004) described inspection to mean a key instrument in the

quality control and evaluation of educational and national development. The quality of any education is an indication of its relevance and appropriateness to the need of the community to which it is been offered.

It is therefore, the function of inspectors of the transformation programme to consistently monitor and evaluate the prescribed minimum standard and set objectives, through regular inspection of education programmes. One should note at this juncture that, those meant to implement a programme and those that initiate and sponsor it, are the actual determinants of quality in the system. This is in line with the statement of the president of Nigeria on news line broadcast, 24<sup>th</sup> may, 2012, "the human tool is important for the actualization of the transformation agenda in Nigeria. Ramesh (2005) explained that, an inspector does the work of monitoring, inspects, and report on the provision of education and training, educates and reports on the work of institutions, encourages education and training staff to maintain and improve the learning experiences offered and the standard achieved by the beneficiaries. Monitoring functions therefore, implies the process by which inspectors or leaders of a programme set objectives, goals, philosophy, and targets and take action towards its realization.

Tuoyo (2000) defines it to mean the practice of monitoring the performance of staff, by noting the merits and demerits and using benefiting and amicable techniques to ameliorate the floors while still improving on the merits thereby increasing the standard of schools and achieving goals. Monitoring therefore, implies all efforts of designated officials towards providing leadership to those on field to ensure that policies and programmes are judiciously and effectively implemented which brings about improvement, standard and total transformation of the organization.

## Evaluation and Efficiency in Management Practices

Management as examined somewhere in this write up, radiate at efficiency and satisfaction, the realization of its focus/aim manifests in the process of evaluation and assessment respectively. Evaluation therefore, is an instrument for measuring level of efficiency in the achievement of goals and objectives. Transformation into progress, good practices or procedures in an establishment or institution needs appraisal. It involves the process of collecting data and providing information for adjusting and facilitating progress. "When data is collected, it should be transformed into information for decision making because an evaluation activities that does not contribute to the decision making process is a complete waste of time, energy and money. Haijman & Mapier (1974) remarked that; evaluation provides feedback at any level of the system in which goals are compared to outcomes; this feedback helps to indicate the nature and extent of any discrepancy between what is intended and what actually happens. Summative evaluation should be encouraged as it will enable staff to assess their overall merits or shortcomings (Haris, Bell & Carter, 1984). Segun(2004) in another part expressed that, it is good for evaluation to cut across all levels of the system hierarchy; and be free from ever-present connotations of "good and bad" or "win or loss". Thus, in making professional judgment, it becomes very important that, we are objective and clear about the judgments we make. The reason why some people are reluctant to subject themselves to the process of evaluation is because, evaluation and feedback are usually threatening, it usually probe and exposes wrong deeds and practices, it proves that, someone has not done his job and as such, reward will be influenced (Taylor, 1977).

Evaluation therefore, induces value judgement of the transformation agenda, as at present, comments are on the air, trying to evaluate the transformation programme of the present administration. The success or failure of the agenda therefore, can be measured only when justice, truthfulness and fairness are emphasized on formative and summative

evaluation of activities and programmes. However, the analysis made earlier on percentage of allocation to education in line with the available resources is a sign, a signal, an indicator etc for valuable judgement of the transformation agenda. Considering the transformation of education for sustainable development, evaluation process is an inevitable practice for every manager. Considering the view of Ogunsaju (2004), evaluation is done for professional reasons, it guides managers in identifying and analyzing the problems of the society, with the hope of providing possible solutions; we evaluate for social reasons, because the society is seen as the omnipresent client of evaluation and we also evaluate for economic reasons so that resources are not wasteful.

## RECOMMENDATION

1. For the transformation agenda to be in line with the Nigerian national objective, it has to be directed towards self understanding of individual and national efficiency, effective citizenship and national consciousness as well as social, political, economic, cultural, scientific and technological advancement.
2. Educational management must be flexible in nature and objectively focused in order to fulfill the needs of the society is meant to serve.
3. There is need for the government to ensure access and equity in the system, develop human resources, provision of infrastructures and rehabilitation of the existing materials.
4. Every activist in the political realm, parastatals, boards and institutions and units that are in one way or the other have a role to play in this transformation programme must be ready to spend only from his/her basic salary and all available fund should be for the public benefit.
5. Government should ensure accurate implementation of the 26% United Nation's standard of budgetary allocation to educational sector.

## CONCLUSION

Having examined as appeared in the body of this work, it revealed that, the society is dynamic as there are changes from an individual society towards a new society, education is a tool for social change and reconstruction, it is a centre of the accelerated process of social and cultural changes that help in shaping the feature, support aspirations and enabling transformation in the society. Management practices enable us to ensure effectiveness and efficiency in all our work such that, human resources must be developed to ensure quality in the transformation agenda.

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Transforming Educational Management Monitoring and Evaluation for Sustainable  
National Development

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