

IMPACT OF ALTERNATIVE SOURCES OF FUNDING ON MANAGEMENT EFFECTIVENESS OF PUBLIC SECONDARY SCHOOLS IN BENUE NORTH EAST SENATORIAL DISTRICT, NIGERIA

Philemon Mamfe Orya¹; Prof. Adejo Okwori² & Chiangi Iorfa Mbam³

Benue State University Faculty of Education, Department of Educational Foundations
Benue State University, Makurdi

ABSTRACT

This study investigated the impact of alternative sources of funding on management effectiveness of public secondary schools in Benue North East Senatorial District, Nigeria. Descriptive survey design was adopted for the study. The population of the study was 971 teachers from 115 public secondary schools in Benue North East Senatorial District. A sample of 324 respondents from 38 public secondary schools was used. The instrument used for data collection was a questionnaire titled "Alternative Sources of Funding and Management Effectiveness Questionnaire (ASFMEQ)". The reliability of the instrument yielded a coefficient of 0.87. The data collected were analyzed using Mean Scores and Standard Deviation to answer the research questions and chi-square (χ^2) test of goodness of fit to test the hypotheses at 0.05 level of significance. The findings of the study revealed that Parent Teacher Association and Non-Governmental Organisation have significant positive impact on management effectiveness in public secondary schools in Benue North East Senatorial District. It was concluded that alternative sources of funding have significant positive impact on management effectiveness of public secondary schools. From the findings, it was recommended among others that Parent Teacher Association should strengthen their participation through regular accountability which could ignite collaborative projects.

Keyword: Funding, management effectiveness, PTA, NGO

Introduction

Effective and efficient school management globally seems to be challenged by inadequacy of resources and support system which seems to be beyond dependence on government funding. This has raised the concern of educational stakeholders such as the parents, teachers, philanthropists, non-governmental organisations among others as to how schools could cope with funding to achieve management effectiveness. In Nigeria, it has been observed by the researcher that the management of secondary schools in Benue North East Senatorial District seem to be faced with challenges in the areas of funding, which question the effective management of secondary schools.

Secondary School is the level of education children enrol after primary school and before the tertiary institutions. The broad aims of secondary education within Nigeria's overall national objectives are preparation of students for useful living within the society and for higher education (FRN, 2014). Okwori and Ede (2012) asserted that secondary education is of six-year duration and is given in two stages, the junior secondary school (JSS) and the senior secondary school (SSS), each stage being of three-year duration. The achievement of secondary school objectives is attainable with effective management.

Management according to Oluwole (2017) means to control, to organize, to handle, to make or keep submissive, to carry out for a good reason, to change by manipulation. Management effectiveness implies judicious use of resources available to achieve educational objectives (Bua, 2020). Management effectiveness of secondary school refers to the notable changes in growth identified in some aspects of secondary schools in Nigeria over a given period (Bua and Adzongo, 2014). Management effectiveness involves ensuring efficiency in the use of the available human and physical resources together with the ability to combat any constraints that might hamper the achievement of the objectives. Okwori and Ede (2012) believes that management effectiveness of secondary education leads to new changes in teaching and learning and that most of the positive changes result from the alternative sources of funding. Bua and Ada (2018) stress that the management effectiveness of secondary schools has put in place many ways of running the secondary schools which can be done through the alternative sources of funding.

Alternative sources of funding are the avenue for raising monies needed for the management of a school other than the provisions from the government (Adzongo, 2022). Funding of secondary schools in Nigeria is the responsibility of the government. But due to inadequacy of funds released for management of schools, there is increasing need for alternative sources of funding schools. Alternative funding sources serve as a means of providing financial resources to support the delivery of educational services (Kingi, 2018). This implies that provision of fund is very critical in executing educational programmes and policies for the achievement of predetermined objectives. According to Bua (2016), alternative sources of funding have to do with means and sources in which monies to be dispensed for programmes and activities of secondary schools are gotten. Oluwole (2017) also views alternative sources of funding as the process by which revenue through levies and donations are derived for the establishment and operation of educational institutions as well as the process by which these resources are allocated to the institutions for educational use. The implication of these definitions is that alternative sources of funding are monies generated through levies, fines and donations used to achieve school objectives. Some of the alternative sources of funding secondary schools according to Adzongo (2022:132) “include donations from wealthy individuals, businesses and Non-Governmental Organisations, Parent-Teacher Association (PTA) contributions, Tertiary Education Fund (TETFUND), Voluntary Teachers System, international assistance, old students association, and schools’ businesses among others”. Alternative sources of funding seem to be instrumental in the provision of financial assistance needed for the management of secondary schools.

In some communities according to Research clue (2014), it is known that parents, old students and corporate bodies voluntarily subscribe to the provision of funds used for construction of classrooms, dormitories, laboratories, making available instructional materials and school facilities among others. Often there are school buildings, school buses with the inscription donated by PTA and NGO. Alternative sources of funding according to Kochhar (2018), are used for the execution of capital projects such as the construction of administrative block or classroom, the library of a school, the provision of accommodation for staff, laboratories, among others. Although scholars have highlighted various alternative sources of funding for schools, this study specifically focuses on Parent-Teacher Associations (PTA) and Non-Governmental Organizations (NGOs). This is because these areas have been observed by the researcher to be alternative sources of financing public secondary schools in Benue North East Senatorial District.

The Parent Teacher Association (PTA) is one of the associations that seem to strongly participate in the management of schools, especially in secondary schools. Parent Teacher Association is an association comprising of parents/guardians of students or pupils and the management of the school who meet annually or quarterly to discuss matters on the educational, moral and spiritual well-being of the pupils at the nursery, primary or at the secondary school level (Akpakwu, 2012). To ensure coordinated management of schools in the country, PTA seems to actively participate in achieving the goals of secondary school. Yawe and Ivagher (2016) posit that school management and PTA must constantly explore options of sourcing funds such as levies, fines and fees for the school system. The funding through PTA may likely not be enough for effective management hence, the school could result to Non-Governmental Organisation (NGO) as an alternative source.

Non-Governmental Organisation (NGO) is an organization that operate without government control and aim to address social and economic issues (Idoko, 2023). In Nigeria, they play an important role in funding the provision of educational opportunities to the underprivileged. NGO have filled the gaps in the education system by providing scholarships, building schools and libraries, and training teachers to enhance management effectiveness of schools. According to Fawzia (2022), these organizations also focus on promoting education for girls, children with disabilities, and other marginalized groups. The importance of NGO in the Nigerian secondary school system cannot be overstated. They seem to address the issues of inadequate funding and infrastructural deficiencies, which are capable of affecting the management effectiveness of schools. These organizations seem to help ensure that more students receive a quality education, which could be essential for the development of the country (Idris, 2019). Some of these NGOs include the Bridge International Academies Nigeria, Afterschool Centre for Career Development. In essence, the funding by NGOs in Nigerian education is not an easy one, but their impact on the sector cannot be ignored. They liaise with international organisations to provide much-needed support and resources, creating a more accessible and valuable educational experience for students.

Statement of the Problem

Secondary school system is vital for every country in the world including Nigeria. Over the years, management of school in Nigeria especially at the secondary school level seems to have received considerable attention as it is one of the indicators of quality and effectiveness of education system. In recent years in Benue North East Senatorial District, there has been concern about management ineffectiveness of secondary schools by various stakeholders such as students, NGOs, teachers and parents. The researcher observed a number of incidents in public secondary schools in Benue North East Senatorial District such as, shortage of teachers, poor state of school buildings, defaced chalk boards, inadequate sports facilities and instructional materials. Although government of Nigeria and Benue State seems to have made efforts in supporting schools to enhance management effectiveness by funding, supervising and inspecting secondary schools to enhance their performance in school management effectiveness, there is still likelihood of management ineffectiveness in the schools.

Despite the support by government, the researchers observed that management of secondary schools in Benue North East Senatorial District seems to be faced with challenge of poor state of laboratory and library equipment, inadequate Information and Communication Technology (ICT) gadgets and inadequate school infrastructural facilities. The current trend in many secondary schools tends to make one to wonder if alternative sources of funding have meaningful contribution to school management effectiveness. Uzochina and Obidike (2018), opine that the alternative sources of funding have not been very useful in the funding of

secondary schools and raising the capital projects in schools in recent time which is affecting management effectiveness of secondary schools. The extent to which such alternative sources of funding would contribute to school management is doubtful. As a result, the researchers are interested in investigating the impact of alternative sources of funding on management effectiveness of secondary schools in Benue North East Senatorial District, Nigeria in areas of PTA and NGO.

Purpose of the Study

The main purpose of this study was to investigate the impact of alternative sources of funding on management effectiveness of public secondary schools in Benue North East Senatorial District, Nigeria. Specifically, the study sought to:

1. Determine the impact of PTA contributions on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria.
2. Examine the impact of NGO contributions on management effectiveness in public secondary schools.

Research Questions

The following research questions guided the study.

1. What is the impact of Alternative source of funds from PTA on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria?
2. What is the impact of Alternative source of funds from NGO on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria?

Hypotheses

The following null hypotheses were formulated and tested at 0.05 level of significance:

1. There is no significant impact of Alternative source of funds from PTA on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria?
2. What is the impact of Alternative source of funds from NGO on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria?

Research Methodology

The study adopted a descriptive survey design. According to Emaikwu (2022), descriptive survey design collects detailed descriptions of existing phenomena with the aim of using the data to justify current conditions and practices or to make better plans for improving a phenomenon. This method is therefore appropriate for this study because the research was carried out in a natural setting without manipulation of variables. The population of the study was 971 teachers from 115 public secondary schools in Benue North East Senatorial District, Nigeria. A sample of 324 respondents from 38 public secondary schools was drawn using multi-stage sampling procedure. The instrument used for data collection was a questionnaire structured by the researchers titled "Alternative Sources of Funding and Management Effectiveness Questionnaire (ASFMEQ)". Three experts in Educational Management from Benue State University Makurdi validated the instrument and the reliability of the instrument was ascertained through a trial-test which yielded a Cronbach Alpha reliability coefficient of 0.87. The data collected was analyzed using Mean Scores and Standard Deviation to answer the research questions and chi-square (χ^2) test of goodness of fit to test the hypotheses at 0.05 level of significance. Chi-square (χ^2) was appropriate for this study because it is a non-

parametric statistic for treating data as it permits the researchers to determine whether or not a significant influence exists between the observed number of cases falling into each category and the expected number of cases based on the null hypotheses. The decision rule for rejection or otherwise of the hypotheses was based on p value and alpha value. Hypotheses of no significant influence was not rejected for any hypothesis whose p value was equal to or greater than alpha value of 0.05 ($p \geq 0.05$). While any hypothesis whose p value was less than alpha value of 0.05 ($p < 0.05$) was rejected.

Results

Question One: What is the impact of Alternative source of funds from PTA on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria

Table 1: Mean and Standard Deviation for Impact of Alternative source of funds from PTA on Management Effectiveness in Public Secondary Schools.

S/N	Item Description	N	SA	A	D	SD	\bar{x}	SD	Decision
1	PTA provides monies for construction of spacious classrooms.	316	83	107	94	32	2.76	0.96	Agree
2	PTA supports the school to meet financial needs.	316	44	149	50	73	2.52	0.99	Agree
3	PTA levies are used for recruitment of PTA teachers.	316	95	104	38	79	2.68	1.15	Agree
4	PTA does not finance the provision of whiteboards.	316	30	63	117	106	2.05	0.95	Disagree
5	PTA levies are used to provide instructional materials.	316	45	141	69	61	2.54	0.96	Agree
Cluster Mean and Standard Deviation							2.51	1.00	Agree

Source: Researcher’s Field Survey Results (2024)

Table 1 shows that the Mean ratings of items 1-5 are 2.76, 2.52, 2.68, 2.05 and 2.54 with the corresponding Standard Deviations of 0.96, 0.99, 1.15, 0.95 and 0.96 respectively. Based on the decision rule, item 1, 2, 3 and 5 were above the cut-off mark of 2.50, while item 4 was below the cut-off mark. This indicates that Parent-Teacher Association (PTA) plays a crucial role in supporting schools by providing assistance for various needs. The respondents agreed that PTA provides funds for construction of spacious classrooms and that PTA supports the school to meet financial needs. The respondents also agreed that PTA levies are used for recruitment of PTA teachers. Respondents however, disagreed that PTA does not finance the provision of whiteboards, and that PTA levies are not used to provide instructional materials. The cluster mean of 2.51 was above the cut-off point of 2.50 and the cluster standard deviation of 1.00 which indicated a low value that tend to be close to the mean. This means that PTA have positive impact on management effectiveness in public secondary schools in Benue North West Senatorial District of Nigeria.

Question Two: What is the impact of Alternative source of funds from NGO on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria?

Table 2: Mean and Standard Deviation for Impact of Alternative source of funds from NGO on Management Effectiveness in Public Secondary Schools.

S/N	Item Description	N	SA	A	D	SD	\bar{x}	SD	Decision
6	Agencies enhance the provision of laboratory test tubes.	316	77	142	05	92	2.65	1.14	Agree
7	Foundations support the availability of instructional materials.	316	45	176	07	88	2.56	1.05	Agree
8	Philanthropist’s contributions do not boost teachers’ morale.	316	30	100	89	97	2.20	0.98	Disagree
9	Wealthy individuals facilitate the supply of school facilities.	316	59	173	51	33	2.82	0.86	Agree
10	Corporate bodies provide approved library materials.	316	46	166	15	89	2.53	1.05	Agree
Cluster Mean and Standard Deviation							2.55	1.02	Agree

Source: *Researcher’s Field Survey Results (2024)*

Table 2 shows that the Mean ratings of items 6-10 are 2.65, 2.56, 2.20, 2.82 and 2.53 with the corresponding Standard Deviations of 1.14, 1.05, 0.98, 0.86 and 1.05 respectively. Based on the decision rule, items 6, 7, 9 and 10 were above the cut-off mark of 2.50, while item 8 was below the cut-off mark. Item by item analysis showed that respondents were of the opinion that non-governmental agencies enhance the provision of laboratory test tubes. Respondents agreed unanimously that non-governmental organisations through their foundations support the availability of instructional materials. The respondents disagreed with the item that philanthropist contributions do not boost teachers’ morale. On the other hand, the respondents agreed with the item which states that wealthy individuals facilitate the supply of school facilities. In addition, the respondents opined that corporate bodies provide approved library materials. The cluster mean of 2.55 is above the cut-off point of 2.50 and the cluster standard deviation of 1.02 which indicated a low value that tend to be close to the mean. This means that non-governmental organizations have positive impact on management effectiveness in public secondary schools.

Hypothesis 1: There is no significant impact of Alternative source of funds from PTA on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria.

Table 3: Chi-square Analysis of the Significant Impact of Alternative source of funds from PTA on Management Effectiveness in Public Secondary Schools in Benue North East Senatorial District of Nigeria.

Responses	SA	A	D	SD	Df	χ^2	P	Decision
Observed Frequency	59	113	74	70				
					3	386.886 ^a	0.003	Reject the Null H ₀

Expected Frequency 79 79 79 79

$P=.003 < 0.05$; $DF=3$; and $\chi^2 = 386.886^a$

Table 3 shows that $P < .05$ and $\chi^2_{cal} > \chi^2_{crit}$. with 3 degree of freedom. This shows that the null hypothesis which states that PTA has no significant impact on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria was therefore, rejected. This result clearly shows that PTA has significant positive impact on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria.

Hypothesis 2: There is no significant impact of Alternative source of funds from NGO on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria.

Table 4: Chi-square Analysis of the Significant Impact of Alternative source of funds from NGO on Management Effectiveness in Public Secondary Schools in Benue North East Senatorial District of Nigeria.

Responses	SA	A	D	SD	Df	χ^2	P	Decision
Observed Frequency	52	151	33	80				
Expected Frequency	79	79	79	79	3	392.703 ^a	0.000	Reject the Null H ₀

$P=.000 < 0.05$; $DF=3$; and $\chi^2 = 392.703^a$

Table 4 shows that $P < .05$ and $\chi^2_{cal} > \chi^2_{crit}$. with 3 degree of freedom. Thus, the null hypothesis which states that NGO has no significant impact on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria was rejected. This implies that NGO has significant positive impact on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria.

Discussion of Findings

Table one revealed that PTA has significant impact on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria. Parent-Teacher Association (PTA) plays a crucial role in supporting schools by providing financial assistance for various needs. Their contributions include funding the construction of spacious classrooms, helping the school to meet its financial requirements. This finding agrees with the finding of Kingi (2018) who found that PTA contributed significantly in the employment of teachers to assist in the areas where teachers are lacking and that PTA contributes in the security of the school. This study also revealed that PTA provides monies for construction of adequate classrooms and that PTA support the school to meet financial needs. The findings agree with the findings of Kingi (2018) which showed that PTA contributed greatly in the provision of fund for the development of capital projects. This study also revealed that the quality of discipline is assured through PTA involvement. Invariably, PTA funds are often allocated to supply instructional materials essential for effective teaching and learning. Moreover, the PTA finance the provision of whiteboards, indicating a strength in the scope of their financial support. Overall, the PTA’s involvement significantly enhances the educational environment by addressing key infrastructure and staffing needs. Therefore, PTA have significant positive

impact on management effectiveness of Public secondary schools Benue North East Senatorial District of Nigeria.

The second finding revealed that NGO has significant positive impact on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria. This finding indicates that specific governmental agencies or specialized educational support bodies, play a critical role in the provision of essential school resources such as test tubes. This suggests that these agencies are contributing to the enhancement of education by providing critical tools needed for practical experiments. As a result, students can have hands-on learning experiences that improve their understanding of scientific concepts, thus enhancing the overall quality of education in these schools. This finding is consistent with Fawzia (2022) who found that financial support, scholarship and internship from non-governmental organisations have significant positive relationship with wellbeing of students. It was also found out that non-governmental foundations support the availability of instructional materials and that philanthropist contributions boost teachers' morale. The role of foundations in providing instructional materials indicates their commitment to educational development, especially in under-resourced areas. By supplying textbooks, teaching aids, and other learning materials, these foundations bridge gaps that may exist due to limited government funding or internal school budget constraints. This support helps create a more conducive learning environment and enables teachers to deliver lessons effectively. Similarly, Idris (2019) who found that non-governmental organisations' recruitment of teachers, provision of financial assistance, infrastructural facilities and instructional materials have significance impact on the management of secondary schools in North Central Zone.

The finding further reviewed those wealthy individuals facilitate the supply of school facilities. Wealthy individuals contributing to the supply of school facilities show that the affluent members of the community are taking responsibility for enhancing the educational environment. It has been found again that corporate bodies provide approved library materials. Corporate bodies providing approved library materials highlight the involvement of the business sector in educational development. Their contribution of books, journals, and digital learning resources ensures that students have access to up-to-date information and a variety of learning resources. This support can enhance students' research skills, promote reading culture, and improve academic performance. The researcher observed that non-governmental organisations have significant positive impact on management effectiveness in public secondary schools in Benue North East Senatorial District, Nigeria.

Conclusion

This study established that alternative sources of funding have significant impact on management effectiveness of secondary schools in Benue North East Senatorial District, Nigeria. Therefore, alternative sources of funding in the areas of PTA and NGOs have significant positive impact on management effectiveness of secondary schools in Benue North East Senatorial District, Nigeria.

Recommendations

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

1. Parent Teacher Association (PTA) should strengthen their participation in sourcing for alternative funds through regular accountability which could ignite collaborative projects aimed at improving school infrastructure, student welfare and academic programmes.
2. The government should actively seek partnerships with NGOs to provide resources, expertise and external funding for school improvement programmes. This could encourage

NGOs to support teacher training, curriculum development, and provision of educational materials to enhance overall management effectiveness.

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