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## EFFECTIVENESS OF CENTER BASED MANAGEMENT COMMITTEES IN ADULT LITERACY CENTERS IN YOBE STATE, NIGERIA

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### ABSTRACT

*Centre-Based Management Committees (CBMCs) are an essential link between adult learning/literacy centres and the communities they serve. CBMCs are made up of a range of local people involved with their learning/literacy centres. CBMCs work to increase communities' involvement with education, and to help improve the quality and effectiveness of learning/literacy centres. The objectives of this study were to determine the effectiveness of Centre Based Management Committees in: Resource mobilization, Centre supervision, and Community mobilization for adult literacy centres in Yobe State, Nigeria. Survey was used as a research design for the study. The population of the study covers the Government owned adult literacy centres in Yobe State. Records from the Yobe State Agency for Mass Education put the number of Adult Literacy Centres as 102. A sample of 68 literacy centres were sampled using purposive sampling technique. The research instruments used were questionnaire, records from the adult literacy centres and Focus Group Discussion (FGD). The questionnaire was given to experts for face and content validation. Pretest was used to determine the reliability of the instrument. This was done using split half and a reliability coefficient of .78 was obtained indicating the instrument was highly reliable. A checklist was developed by the researcher to conduct physical observation of what the CBMCs have put in place at their various adult literacy centres. The data was analysed using descriptive statistics of frequency counts, percentages and mean. The findings of the study showed that*

*Community Based Management Committees are not highly effective in resource mobilization for adult literacy centres in Yobe State; their effectiveness in centre supervision of adult literacy centres is very high and their effectiveness in community mobilization for adult literacy centres is high. The study concluded that Community Based Management Committees are highly effective in all areas investigated except resource mobilization for adult literacy centres in Yobe State. Amongst the recommendations made was that the State Agency for Mass Education in collaboration with NGOS operating in Yobe State should organize periodic capacity building workshops for CBMCS on resource mobilization.*

**KEYWORDS:** Adult, Adult Literacy, Management Committee, Center Based Management.

## INTRODUCTION

Centre-Based Management Committees (CBMCs) play a vital role in adult literacy centers, serving as a link between the centers and the communities they serve (Kaduna State Government, 2011). CBMCs comprise local individuals involved with these centers, aiming to increase community involvement in education and enhance the quality and effectiveness of learning/literacy centers (Federal Ministry of Education, 2016). The concept of Centre-Based Management (CBM) emerged from the recognition that collaborative approaches to Basic Education delivery are crucial for success and sustainability (Nigerian Council on Education, n.d.). CBMCs decentralize learning/literacy centers' administration, giving stakeholders greater control over daily activities (Caldwell, 2005; Ayeni & Ibekun, 2013).

In Nigeria, CBMCs are responsible for supporting learning/literacy centers' development, planning, and budgeting; monitoring physical resources; assisting in procurement; reporting to the Local Government Education Authority (LGEA); and transmitting community skills, knowledge, and values (Eboatu, Ezeugbor, & Golu, 2018). CBMCs also collaborate with facilitators, managers, and supervisors to sensitize and mobilize learners, monitor staff, and support center managers in leadership and management (Kaduna State Government, 2011).

The importance of CBMCs in adult literacy education cannot be overstated. Research has shown that community participation in education is critical for improving learning outcomes and promoting sustainability (Akinsolu & Onibon, 2008). CBMCs provide a platform for community members to participate in decision-making processes, ensuring that education programs are relevant and responsive to community needs (Ayeni & Ibekun, 2013).

Despite their importance, CBMCs often face challenges, including inadequate funding, poor learning environments, and negative attitudes towards literacy programs (Akinsolu &

Onibon, 2008). In Yobe State, Nigeria, the effectiveness of CBMCs in adult literacy centers is crucial, given the low funding for adult literacy programs and the poor learning environment (Yobe State Agency for Mass Education, n.d.). Furthermore, the state's adult literacy programs face numerous challenges, including low enrollment rates, high dropout rates, and inadequate infrastructure (Yobe State Agency for Mass Education, n.d.).

This study aims to assess the effectiveness of CBMCs in adult literacy centers in Yobe State, Nigeria. Specifically, the study seeks to investigate the roles and responsibilities of CBMCs, the challenges they face, and the strategies they employ to promote adult literacy education in the state.

### **Statement of the Problem**

The effective utilization of limited resources is a perennial challenge in the education sector, particularly in non-formal education settings. In Nigeria, the National Commission for Mass Literacy, Adult and Nonformal Education Policy Guidelines (2017) emphasize the importance of Centre-Based Management Committees (CBMCs) in promoting community participation, resource mobilization, and quality education. However, a critical challenge persists: some non-formal education centre managers misconceive CBMCs as a threat to their autonomy, rather than a mechanism to enhance their effectiveness. This misconception undermines the potential benefits of CBMCs in improving educational outcomes. Therefore, this study aims to assess the effectiveness of CBMCs in adult literacy centres in Yobe State, Nigeria, and explore strategies for promoting their effective implementation.

### **Objectives of the Study**

The study was guided by the following objectives:

1. Resource mobilization for adult literacy centres in Yobe State, Nigeria.
2. Centre supervision in adult literacy centres in Yobe State, Nigeria.
3. Community mobilization for adult literacy centres in Yobe State, Nigeria.

### **Research Questions**

The study answered the following research questions:

- 1 How effective are Centre Based Management Committees in resource mobilization for adult literacy centres in Yobe State, Nigeria?
- 2 How effective are Centre Based Management Committees in centre supervision of adult literacy centres in Yobe State, Nigeria?

3 How effective are Centre Based Management Committees in community mobilization for adult literacy centres in Yobe State, Nigeria?

## **Literature Review**

### **Effectiveness of Center Based Management Committees in Adult Literacy Centers**

The effectiveness of Centre-Based Management Committees (CBMCs) in adult literacy centers is a critical issue in Nigeria. Previous studies have examined the role of CBMCs in resource mobilization, center supervision, and community mobilization.

In terms of resource mobilization, Olaseni (2019) found that CBMCs in Ondo State, Nigeria, were effective in mobilizing resources, but noted that location played a significant role in their effectiveness. The study employed descriptive survey design and used the Effective Centre-Based Management Index (E-CBM-INDEX) to assess the effectiveness of CBMCs (Olaseni, 2019). Bashiru et al. (2017) also highlighted the importance of youth participation in CBMCs, particularly in revenue generation. Youths played a vital role in Centre-Based Management Committees (CBMCs), particularly in revenue generation, and were responsible for collecting funds from community members and contributing their own share to the fund (Bashiru et al., 2017).

Regarding center supervision, studies have shown that CBMCs play a crucial role in supervising learning centers. Oyewole and Ehinola (2014) defined supervision of instruction as "the process of bringing positive change to the teaching-learning process through supportive activities and democratic relationships" (p. 123). Pushpanadham (2006) emphasized that supervision is necessary for successful CBMC implementation at all levels. The Centre-Based Management Committee focuses on teaching and learning, and instructional supervision is a key criterion for measuring CBMC effectiveness (Pushpanadham, 2006).

In terms of community mobilization, Jatau et al. (2021) found that CBMCs in Kaduna State, Nigeria, were effective in promoting girl-child education through advocacy visits and sensitization campaigns. The study employed a cross-sectional survey design and used the Centre-Based Management Committee Roles Questionnaire (CBMCRQ) to collect data from 759 respondents (Jatau et al., 2021). Bashiru et al. (2017) also highlighted the importance of youth participation in CBMCs, particularly in advocacy visits and sensitization campaigns. Youths participated in visitation teams to commiserate with families and formed part of sensitization campaign teams to mobilize and enlighten the community (Bashiru et al., 2017).

## **METHODOLOGY**

This study adopted descriptive survey design. This study's design is particularly relevant due to its expansive scope, enabling an objective assessment of opinions regarding resource mobilization for adult literacy centres, Centre supervision in adult literacy centres, and Community mobilization for adult literacy centres in Yobe State, Nigeria. The population of the study covers the Government owned adult literacy centres in Yobe State. Records from the Yobe State Agency for Mass Education put the number of Adult Literacy Centres as 102. A sample of 68 literacy centres were sampled from the population. The samples were selected using the purposive sampling technique. This study employed a self-designed questionnaire as the primary data collection tool, developed through a comprehensive review of existing literature. The questionnaire development process involved three stages: a literature review to identify key themes and variables, expert consultation and Centre-Based Management Committees experts to ensure essential aspects were captured. The instrument is a 4-point likert scale with 1= Strongly Disagreed, 2 = Disagreed, 3 Agreed, and 4 = Strongly Agreed. To validate for clarity, relevance, and effectiveness the reliability of the instrument was established with Cronbach's Alpha reliability test result of 0.88'. This indicates a very good internal consistency reliability for the questionnaire. Descriptive statistics of frequency counts and percentage scores as well as mean were used in analyzing the data that answer the research questions formulated.

## **DATA ANALYSIS, RESULTS AND DISCUSSION**

### **Response Rate**

Out of the 612 (100%) questionnaires distributed to the respondents in the libraries included in the study, 610 (99.70%) were completed, returned, and considered valid for analysis, whereas (0.30%) were not returned. To assess the effectiveness of Centre Based Management Committees in adult literacy centres in Yobe State, Nigeria, the results were presented in the tables below:

**Research Question 1:** How effective are Centre Based Management Committees in resource mobilization for adult literacy centres in Yobe State, Nigeria?

**Table 1: Statistical Distribution of Responses on the effectiveness of Centre Based Management Committees in resource mobilization for adult literacy centres in Yobe state, Nigeria.**

| S/N | Items                                                                                    | N   | SA       | A        | D        | SD       | Total  | Mean |
|-----|------------------------------------------------------------------------------------------|-----|----------|----------|----------|----------|--------|------|
| 1   | CBMCs contribute their own quote to fund activities in non-formal learning centres       |     | 403      | 127      | 73       | 7        | 610    | 3.52 |
|     |                                                                                          |     | (66.06%) | (20.82%) | (11.97%) | (1.15%)  | (100%) |      |
| 2   | CBMCs go around the community and beyond soliciting for funds                            |     | 207      | 159      | 98       | 146      | 610    | 2.7  |
|     | Community and beyond soliciting for funds.                                               |     |          |          |          |          |        |      |
| 3.  | CBMCs helps to collect/redeem                                                            |     | 177      | 81       | 301      | 51       | 610    | 2.63 |
|     | Pledges made to non-formal learning centres.                                             |     |          |          |          |          |        |      |
| 4.  | CBMCs help to construct and renovate learning facilities in non-formal learning centres. |     | 209      | 109      | 181      | 111      | 610    | 2.68 |
|     |                                                                                          | 610 | (34.26%) | (17.87%) | (29.67%) | (18.20%) | (100%) |      |
| 5.  | CBMCs help to mobilise volunteer                                                         |     | 403      | 109      | 67       | 31       | 610    | 3.45 |
|     | facilitators in cases where there is shortage.                                           |     | (66.06%) | (17.87%) | (10.98%) | (5.08%)  |        |      |
|     | Grand Total                                                                              |     | 1399     | 585      | 720      | 346      |        | 2.97 |

The data in Table I shows that effectiveness of Centre Based Management Committees in resource mobilization for adult literacy centres. From the data analysed, it could be said that CBMCs contributes their own quote to fund activities in Non-formal learning centres (mean of 3.52); they also help to mobilise volunteer facilitators in cases where there is shortage (mean of 3.45); Next is that they go around the community and beyond soliciting for funds (mean of 2.7) Others include they help to construct and renovate learning facilities in non-formal learning centres (mean of 2.68) and helps to collect/redeem pledges made to non-formal learning centres (mean of 2.63).

In summary, it could be said that CBMAC's are not highly effective in resource mobilization for adult literacy centres in Yobe State. This is because the grand mean obtained was 2.97 which could be said to be barely low, statistically.

**Research Question 2:** How effective are Centre Based Management Committees in centre supervision of adult literacy centres in Yobe State, Nigeria?

**Table 2: Statistical Distribution of Responses on the effectiveness of Centre based Management Committees in centre supervision of adult literacy centres Yobe state, Nigeria.**

| S/N | Items                                                                                                   | N   | SA              | A               | D              | SD              | Total         | Mean        |
|-----|---------------------------------------------------------------------------------------------------------|-----|-----------------|-----------------|----------------|-----------------|---------------|-------------|
| 1.  | CBMCs participate in regular learning visits for Supervision.                                           |     | 411<br>(67.38%) | 107<br>(17.54%) | 23<br>(3.77%)  | 69<br>(11.31%)  | 610<br>(100%) | 3.41        |
| 2.  | CBMCs keep records of learning centre visits for supervision                                            |     | 209<br>(34.26%) | 216<br>(35.41%) | 87<br>(14.26%) | 98<br>(16.06%)  | 610<br>(100%) | 2.87        |
| 3.  | The CBMCs supervision visit reports are used for decision making to improve the learning centres        |     | 311<br>(50.98%) | 205<br>(33.61%) | 67<br>(10.98%) | 27<br>(4.43%)   | 610<br>(100%) | 3.11        |
| 4.  | CBMC listens to complaints from the facilitators and learners.                                          | 610 | 501<br>(82.13%) | 101<br>(16.56%) | 6<br>(0.98%)   | 2<br>(0.33%)    | 610<br>(100%) | 3.80        |
| 5.  | CBMCs check the facilitators' attendance register to see those who are present and those who are absent |     | 301<br>(49.34%) | 109<br>(17.87%) | 87<br>(14.26%) | 113<br>(18.52%) | 610<br>(100%) | 2.98        |
| 6.  | CBMCs go round class by class to see facilitators who are teaching and those who are not.               |     | 403<br>(66.06%) | 107<br>(17.54%) | 62<br>(10.16%) | 38<br>(6.23%)   | 610<br>(100%) | 3.43        |
|     | <b>Grant total</b>                                                                                      |     | <b>2136</b>     | <b>845</b>      | <b>332</b>     | <b>347</b>      |               | <b>3.92</b> |

As for the effectiveness of Centre Based Management Committees in Centre supervision of adult literacy centres, data analysed as contained in table 4 2 shows that CBMC listen to complaints from the facilitators and learners (mean of 3.80). Also, CBMCs go round class by class to see facilitators who are teaching and those who are not (mean of 343) CBMCs do participate in regular learning centre visits for supervision has a mean of 3.41. Others include. CBMCs supervision visit reports are used for decision making to improve the learning centres (mean of 3.11) CBMCs also check the facilitators' attendance register to see those who are present and those who are absent (mean of 2.98) Lastly, CBMCs keep records of learning centre visits for supervision has a mean of 2.87. In summary, it could be said that the Centre Based Management Committees' effectiveness in centre supervision of adult literacy centres is very high. This is because it has a grand mean of 3.92 out of 4.0 statistically.

**Research Question 3:** How effective are Centre Based Management Committees in community mobilization for adult literacy centres in Yobe State, Nigeria?

**Table 3: Statistical Distribution of Responses on the effectiveness of centre-based Management Committees in community mobilization for adult literacy centres in Yobe state, Nigeria.**

| S/N | Items                                                                                                                       | N   | SA              | A               | D               | SD              | Total         | Mean        |
|-----|-----------------------------------------------------------------------------------------------------------------------------|-----|-----------------|-----------------|-----------------|-----------------|---------------|-------------|
| 1.  | CBMCs sensitize the public about the importance of Western Education                                                        |     | 491<br>(80.89%) | 101<br>(16.56%) | 7<br>(1.15%)    | 11<br>(1.80%)   | 610<br>(100%) | 3.76        |
| 2   | CBMCs pay advocacy visits to the community stakeholders to gain support for Adult Literacy Centre                           |     | 378<br>(61.97%) | 203<br>(33.28%) | 21<br>(3.44%)   | 8<br>(1.31%)    | 610<br>(100%) | 3.56        |
| 3.  | CBMCs carry out awareness creation for members on the activities and importance of adult literacy                           |     | 401<br>(65.73%) | 199<br>(32.62%) | 6<br>(0.98%)    | 4<br>(0.66%)    | 610<br>(100%) | 3.63        |
| 4.  | CBMCs carryout regular interaction with religious leaders with a view to do away with misconception about Western Education | 610 | 375<br>(61.47%) | 201<br>(32.95%) | 7<br>(1.15%)    | 27<br>(4.43%)   | 610<br>(100%) | 3.51        |
| 5.  | Community mobilization by CBMCs has yielded positive results in terms of increase of access of Adult Basic Education        |     | 356<br>(58.36%) | 109<br>(17.87%) | 51<br>(8.36%)   | 94<br>(15.41%)  | 610<br>(100%) | 3.19        |
| 6.  | Community mobilization by CBMCs has yielded positive results in the increase in enrolment of Adult Basic Education.         |     | 351<br>(57.54%) | 115<br>(18.87%) | 49<br>(8.03%)   | 95<br>(15.57%)  | 610<br>(100%) | 3.18        |
| 7.  | Community mobilization by CBMCs has yielded positive results in the increase of retention of Adult Basic Education          |     | 207<br>(33.93%) | 67<br>(10.98%)  | 209<br>(34.26%) | 127<br>(20.82%) | 610<br>(100%) | 2.58        |
| 8.  | Community mobilization by CBMCs have yielded positive results in terms of increase of completion of Adult Basic Education   |     | 98<br>(16.07%)  | 88<br>(14.43%)  | 301<br>(49.34%) | 123<br>(20.16%) | 610<br>(100%) | 2.58        |
|     | <b>Grand total</b>                                                                                                          |     | <b>2657</b>     |                 | <b>651</b>      | <b>489</b>      |               | <b>3.21</b> |

On the effectiveness of Centre Based Management Committees in community mobilization for adult literacy centres, the data analysed in Table 4.3 shows that CBMCs sensitize the general public about importance of western education (mean of 3.76). CBMCs carry out

awareness creation for community members on the activities and importance of adult literacy centres (mean of 3.63). CBMCs also pay advocacy visits to community stakeholders to gain support for adult literacy centres (mean of 3.56). Apart from these, CBMCs carry out regular engagement and interaction with religious leaders with a view to do away with misconception about western education (mean of 3.51). Other items and responses include Community mobilization by CBMACs have yielded positive results in terms of increase of access of adult basic education (mean of 3.19), increase in enrolment of adult basic education (mean of 3.18), increase in retention of adult basic education (mean of 2.58); and increase in completion of adult basic education with a mean of 2.26.

In summary, it could be said that Centre Based Management Committees' effectiveness in community mobilization for adult literacy centres could be said to be high. This is because it has a grand mean of 3.21 out of 4.0 statistically.

## **FINDINGS**

The following were the findings:

1. Centre Based Management Committees are not highly effective in resource mobilization for adult literacy centres in Yobe State.
2. Effectiveness in centre supervision of adult literacy centres is very high.
3. Effectiveness in community mobilization for adult literacy centres is high

## **CONCLUSION**

This study investigated the effectiveness of Centre-Based Management Committees (CBMCs) in adult literacy centers in Yobe State, Nigeria, revealing that while CBMCs are not highly effective in resource mobilization, they are very effective in center supervision and highly effective in community mobilization. These findings have implications for policy and practice, highlighting the need for policymakers and educators to develop strategies to enhance the resource mobilization capacity of CBMCs, while building on their strengths in center supervision and community mobilization. By addressing these areas, CBMCs can be more effective in promoting adult literacy education in Yobe State, ultimately contributing to the achievement of Nigeria's educational goals and the Sustainable Development Goals. Therefore, based on the findings of the study, the following recommendations were made:

1. The Yobe State Government should train and build the capacity of CBMC members on resource mobilization.

2. The Yobe State Ministry of Education should provide additional support and resources to CBMCs to enhance their supervision role.
3. The Yobe State Government and Local Government Education Authorities should leverage CBMCs' strengths in community mobilization to promote adult literacy education.

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