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**Management of Sport Council for National Sports Festival: Issues, Challenges and Way Forward**

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**Abstract**

This paper is a critical review on management of sports council for National sports festival, with focus on the issues, challenges and way forward. It is a common knowledge that effective management is a panacea for any successful organization like sports council. Hence, the lack of effective and proper management breed inconsistencies and issue of not producing an erudite athletes with its attendant consequences which includes but not limited to issue of failure on competition, and issue of not winning any medal and prizes. Also, without proper management, the sports council may experience challenges of launching out for machinery athletes during national sports festival, selection of an athletes through godfatherism, bribery and corruption. Therefore, the only way forward for the sports council to achieve its loft aim and objectives during national sports festival are through effective planning, budgeting organizing, directing, reporting, co-ordinating, staffing, motivation and evaluation which must be transparent and devoid of any form of unmerited favouritism.

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**Introduction**

Sports includes all types of competitive games and recreational activities which through normal or un-normal organized participation, objective to use, maintain or improve physical ability and skills while providing enjoyment to participants and in some cases, entertainment for sports consumers. Hundreds of sports exist, from those between individual and team games. In certain sports such as racing, many contestants may compete, simultaneously or consecutively, with a winner, while in others, the contest (a match) is between two sides, each attempting to exceed the other. Some sports allow a tie game, while others provide tie-breaking methods to ensure one winner and a loser. Consequently, a number of contest may be arranged in a tournament producing a champion. Thus, many sports leagues make an annual champion by arranging games in a regular sports season.

### **Concept of management**

Every human endeavour requires proper and adequate management if any meaningful result is expected to be achieved. Therefore, the resources available for such endeavour must be properly harnessed to avoid wastage, ensure maximal utilization and attainment of stated objectives. Sports council should be properly managed in order to produce athletes, checking of issues, challenges and way forward. Management is an integral part of any organization and the survival of such an organization is largely dependent on the quality of management services provided for such organization. According to Olajide (2017) management may be used interchangeably with administration, it frequently relates more to the technical functions. He opined that management sometimes refers to top administrative staff of an organisation. It is also the guidance, leadership and control of the effort on a group of people toward some common goals. Olajide (2017) stress that management is also the organization and mobilization of all human and material resources in a particular system for the achievement of identified objectives in the system. He described it as the guiding of human and material resources into a dynamic hard-hitting organization unit that attains its objectives to the satisfaction of those served and with a degree of moral and sense of attainment on the part of those serving. Therefore, management is the act of running and control of group or an organization to achieved specific objective.

### **Concept of Sports Council**

Quirk & Fort (2012) described the organizational structure as the pattern of roles and functions within an organization. The way and manner, roles and functions are outlined is essential if the organization is to fulfill its purpose. However, the way in which the organization are patterned or structured is to some extent a matter of choice and convenience. The conservative traditions of many sporting bodies are manifested in their organizational structure and personnel management. Most sports clubs and associations are organized around the conventional roles of president, secretary and treasurer, supported by committees which implement executive decisions.

Pinchot & Pinchot (2013), explained that the tasks or responsibilities that need to be undertaken and the relationship between those performing such task are displayed on organizational charts. On the chart, the number of people reporting directly to a particular manager or supervisor constitute that individual's span of control. Example, the Head Coach in a football department is responsible for supervising the activities of Assistant Coaches while the fitness coordinator has a span of control of some Assistants. The span of control depends upon the jobs being done and how much responsibility has been given to each person. Bureaucratic structures are quite weak in sports councils and any rigid hierarchy should be replaced by an underlying operational philosophy that emphasized information flow and freedom of communication.

According to the National Sports Commission (2009), organizational charts in Nigeria are known as "organograms". The National Sports Commission (NSC) presently has the Honourable Minister of Sports as its political head and Chief Executive, while the Permanent Secretary is the administrative head and accounting officer. The commission is currently structured into six departments as follows:

- a) National Sports Federations and Elite Athletes Department (FEAD) comprised of Sports Federations Division, Coaching Division and Elite Athletes Division.

- b) Grassroots Sports Department is made up of international, Military/Para-Military Sports Division, Schools/Collegiate Division and Zonal Officers Affairs Division.
- c) Sports Planning, Research and Documentation Department has Sports Planning, Research and Documentation, Marketing and Procurement Divisions.
- d) Sports Medicine Department which comprises of Clinical Service, Psychology and Physiology, Doping Control and Pharmacy Divisions.
- e) Facilities and Stadia Management Department is in charge of Utilization, Management and Maintenance Division as well as Engineering Services Division.
- f) Human Resources Management and Finance Department controls Appointment, Promotion and Discipline, Training and Staff Welfare, Finance/Accounts and Budgeting Division.

The commission also has the following six units.

- i. Internal Audit
- ii. Legal
- iii. Protocol
- iv. Reforms
- v. Security
- vi. ICT

Each department is headed by a director, each division is headed by a Deputy Director and each unit is headed by an Assistant Director. Each of these Departments, Divisions and Units has its statutory functions.

### **Concept of National Sports Festival**

The Nigeria National Sports Festival is a biennial multi-sports event organized by the Federal Government of Nigeria through the National Sports Commission for athletes from the 36 state of Nigeria and the FCT. The said National Sports Festival started and staged in 1973 at the National Stadium, Surulere in Lagos. The game was originally conceived as a “unifying tool” with the main purpose of promoting peace and cross-cultural affiliation in Nigeria after the Nigerian civil war in 1970. The game also serves as a development and training event to aid athletes preparation for continental and international competitions with the following objectives:

- 1) To build a robust talent pool of athletes
- 2) To enhance and elevate sports at grassroots level.
- 3) To establish a standard programme for athletes succession.
- 4) To curb age cheating in participation in sports
- 5) To encourage early participation in sports
- 6) To engage young athletes in the Olympic movement, skill development and social responsibility.
- 7) To promote National Unity.

According to Mshelia (2016) the National Sport Festival does not only play the role of sports in the unification of a nation, but the bi-annual sports festival serves as an avenue for talent hunting. The aim is to enable the country discover new talent as a first step towards building a massive reservoir of potential athletes to represent the country. He also stated that, sports festival encourages and promotes mass participation in armature sports competition at all levels. It is expected that before any state participates in the national sports festival, it is supposed to organize its own mini state sport festival in order to maximize its talent hunt in preparation for the National Sport Festival.

The Olympic, which was the most celebrated national festival among the Greek, was conducted every four years at Olympia. This festival started in 776BC and the game lasted five days. The Olympic Games include foot races, pentathlon, wrestling, boxing, discuss throws, and throwing the javelin which is like the Nigerian National Sports Festival. Omeregie (2012) stated that the National Sports Festival proper is not supposed to be the ground to search for new talents or serve as a kind of catch them young festival. The individuals sporting associations are expected to organize close or open competition in the states either close or open depending on the direction they want their sports to move towards. For close competitions, the goal would be to discover new talents, while for the open competitions, improvement and maintenance of standard would be the priority. The National Sports Festival is now a close one. The idea here is that most of the nation athletes come from state. Therefore, states should come to the festivals to expose young but promising athletes who can be trained over time by national coaches. In the past, the Akwa Ibom State Sports Council did fulfill its role in establishing Youth Sports Festival in the state at Uyo, but its started from Local government to the state level, but funds were not provided at the local government level to run these programme. All these have virtually stopped with cessation of this function. The discovery and nurturing of athletic talents in the local government areas by the state sports council have stopped because the championships that could be used to discover them are no longer being organized. The result is that, the number of athletes is fast diminishing and the ones existing are not skilful. The state have now fallen into the practice known in sports circle as “POACHING”, which involves enticing of athletes from other states with the promise of offering them employment and scholarship.

### **Hosting of the National Sports Festival**

Information available at ([www.nigeriasportsfestival.org](http://www.nigeriasportsfestival.org)) revealed that the National Sports festival was conceived as a socio-psychological strategy to bond the decimated psyche of the Nigerian nation which was traumatised by the civil war. Until the end of the Nigerian civil war in 1970, conscious efforts had not been made to have an all inclusive national multi-sports competition by way of a festival. Rather, since the days of the Empire Day celebrations, that is children days celebration today in Nigeria, what transpired then was that athletics and other games were selected and organized in some competition by schools and organizations.

According to the National sports commission (2009), in order to arrest the drift towards inter-tribal crises occasioned by the civil war from 1967 to 1970 and most essentially to checkmate the declining standard of sports in the country, the Federal Government introduced a biennial multi-sports competition involving all state of the federation, referred to as the National sports festival. This sports fiesta was one of the bye-products of the 3RS (Reconstruction, Rehabilitation, Reconciliation) enunciated as a way of re-uniting the country. There was emphasis on national integration especially among the Nigerian youths from all parts of the country. The founding fathers of the national sports festival had some objectives which follow:

- i) Promoting mass participation in amateur sports from the grass-root level throughout the country with a view to discovering hidden talents from the youths.
- ii) Promoting healthy and keen competition among the participants from all the states of the federation under a climate of sportsmanship and friendly interaction, for enhancing and strengthening unity among the different ethnic groups.

Based on these objectives in mind, the committee saddled with the responsibility of actualizing this national policy under Dr. Jerry Engeazu, the then National Director of Sports in Nigeria, got working and came up with the flame work of organizing the first national sport festival which took place in Lagos in 1973. Case studies of similar programmes in some countries like East Germany and others were undertaken with a view of adopting relevant and acceptable modalities to the Nigerian situation. Indeed, the festival was said to have been modelled after the Germans ‘Spalakiad Games’ where youths gathered every 2 years to compete among themselves in various sports. In the record of 18 edition of the national sports festival have been staged with each contributing to the promotion of the interest of the games toward nation growth? The national sports festival has been hosted by different cities and states since inception of the festival.

The following are presentation of hosts of National Sports Festival: Lagos – 1973, Lagos – 1975, Kaduna – 1977, Ibadan – 1979, Benin – 1981, Ilorin – 1985, Port Harcourt – 1988, Lagos – 1989, Bauchi – 1991, Benue – 1996, Imo – 1998, Bauchi – 2000, Edo – 2002, Abuja – 2004, Ogun – 2006, Kaduna – 2009, Port Harcourt – 2011, Lagos – 2012 etc. Therefore, the researcher has observed that, hosting of sports competitions has become a key index for sports development in Nigeria, also, source of economic development in any state that host the said national sports festival. It is because, the national sports festival is a competition that emphasizes identification of talents and national unity among Nigerian youths. The hosting to win syndrome is observed to be one of the main factors behind sharp practices like purchase of medals, poaching of athletes and match fixing scandals by host states in any competition. This ugly trend has been rearing its head in the National Sports Festival and if it is not checked, the objective of discovery of talents in the national sports festival would be defeated and this will hamper or retard sports development in the nation. The winning syndrome has force Akwa Ibom State sports council to launch for machineries not interested for youths talents.

### **Issues and Current Trends in the Sports Council for National Sports Festival**

Issues is an important topic that people are discuss or arguing about while trend is a general direction in which a situation is changing or developing. Also, issues are matters, or phenomenon or practice which may or not cause serious problem in an organization. Therefore, issues and current trend that affected sports council for National Sports Festival are lack of planning, poor budgeting, ineffective organizing, negative directing, disruptive reporting, poor coordinating, non-professional staffing, lacking of motivation and ineffective evaluation.

### **Challenges in the Sports Council Management for National Sport Festival**

Since human endeavour required proper and adequate management if any meaningful results are expected to be achieved. Therefore sports as highly professionalize discipline that is governed by the rules and regulation also require proper and adequate management so to have a meaningful result and expected achievement. Therefore, sports council should be properly manage for the achievement during National Sports Festival so as to avoid the following challenges;

- i) Lack of producing of athletes on the accepted categories of sports.
- ii) Use of machinery during National sports festival
- iii) Non-winning of medals on the accepted categories of sports
- iv) Non-winning of trophies and prizes on the National Sports Festival
- v) Selection through godfatherism, bribery and corruption.

## **Way forward for the Sports Council on National Sports Festival**

The following are way forward for sports council on National Sport Festival

### **1. Planning**

Planning is the act of listing or outlining the task to be done in a sequential manner together with the techniques of accomplishing that task. It is a process of deciding what one intends to do and how to do it. It requires stating objectives to be achieved over a period of time and necessary steps to achieve the set objectives. How be it, planning should be in line with the purposes for which an organization is established. Planning has three characteristics and it involves, future, action and element of personal and organizational identity, which could be short term plan or long term plan. Planning is a deliberate and systematic process of deciding in advance, the strategies, policies, programmes, politics and standards through which a set objective(s) can be achieved (Olajide, 2017).

According to Adesina (2010) defines planning as a way of projecting our intention, that is a method of deciding what we want to accomplish. Ejiogu (2016) holds that to plan, means to project, forecast, design or make or chart out a course. According to Igwe & Nwikina (2012) planning is the process of determine in advance, what is to be done including clarification of goals, establishment of policies, mapping out of programmes and campaigns and defining specific method of procedures and fixing day to day schedules. He also stated that, the essential qualities of a good planning are unity, flexibility and precision. Therefore, planning refers to the act of deciding in advance what is to be done, how and when to do it, where and who is to do it in order to achieve the goals or objectives of the system.

### **2. Budgeting**

Budgeting is the monetary implication of the programme, a sports council intends to implement. In other words, it is the financial planning and accounting. It is the statement of plans and the cost of executing such plans. According to Ikhioy (2017), budgeting is target-oriented, portraying an approved activity, plan, expenditure and income for actualizing objective outcome, within a period of time.

According to Adesanya (2016), it is the duty of the sports manager to allocate to various subdivision the funds allocated to the organization as a whole. This allocation of funds should be in line with the objectives of the organization. Budgeting according to Akintunde (2016), is the formulation or statement of financial plan in terms of projected work and services to be performed.

Budgeting is a household word, it is part of personal management of individual time and needs. It means a plan for financing an organization system for a given period, it requires advance planning before actually spending funds on time required. Budgeting is an organizational programme expressed in fiscal terms. Roe (2010) defined budgeting as the translation of organizational needs into financial plan which is interpreted to the public in such a way that when formally adopted, it expresses the kind of organizational programme the people is willing to support financially and morally for a one year period. Musaaazi (2010) defined budget as a financial plan through which organizational objectives are implemented and translated into reality.

With the above definition, we can said budgeting is a mirror of organizational programme. That is, the reason for the preparation of the budget is to backed up with clearly defined organizational objectives. This will show that the budget is a reflection of past performances especially in the areas of success and failure. Also, budget is economic plan aimed at implementing the stated programmes

of an organization. As described by Musaazi (2016), the budget becomes a reflection of resource allocated with programme objectives structured by the amount of resources available. Since the budget is a reflection of the organizational programme, it then means that the organizational budget can determine the overall planning of the organizational programme.

According to Adesirna (2016), budgeting has many purposes to serve both in defining the programmes and activities of the organizational system in terms of the amount of money to be spent and in terms of money to be derived from diverse sources. He went further to consider five of these function of the organizational budget which are:

- i) The organizational budgeting forecasts the activities services and programmes for the organization for a given period usually one year period.
- ii) The organizational budgeting shows what revenue is to be anticipated and from what sources this is to be derived.
- iii) The organizational budgeting shows in detail, statements of estimates of expenditure for the various items for the organizational system as whole.
- iv) The organizational budgeting shows what other contributions and pressures on the budget that are anticipated during the fiscal year.
- v) The organization budgeting aid the administration of the organization programme in accordance with the accepted financial plan.

### **3. Organizing**

Organizing according to Akintunde (2017) has to do with formal structuring of the organization in which works are subdivided and place under various integrated administrative coordinating centres with designated duties and authority, it is important to see all the subdivisions or units as distinct but functional, relevant and capable of being integrated into working whole. The purpose of this structuring of the organization into units or subdivisions is to ensure effective accomplishment of established objectives. Consequently, responsibilities must be assigned to the units in a logical manner since a manager cannot perform all functions in an organization. Also, the organizing role/duty of the sports council involves division of responsibilities among the personnel available and setting largest to be achieved by those assigned these responsibilities so that the over all objectives of an organization may be collectively achieved in the most efficient manner possible.

Therefore, organizing is the process of arrange systematically. It is the process of making arrangements or preparation for an event or activity. According to Faith (2012) organizing is the establishment of effective authority relationships among selected works, persons and work places in order for the group to work together efficiently, or the process of dividing work into sections and department. Also according to him organizing is that managerial process which seeks to define the role of each individual towards the attainment of enterprise objective with due regard to establishing authority responsibility relationships among all and providing of coordination in the enterprise as an in build device for obtaining harmonious groups action.

According to Ihejiamazu (2013) organizing involves the deployment of human and materials resources available to an institution to the accomplishment of its purpose. It has to do more with the formal structure and less with informal relationships, but the latter must not be ignored. Members need to know what is expected of them. They need to feel that the job is demanding the best of them; that their abilities are not under used; that they have responsibility to match their capability; that they

are being stretched, challenged, enabled to grow in stature psychologically. They need to feel that they belong to the team, that they are accepted and valued members and that they count. It is the leadership that must organize for these need to be met failing which many members may withdraw from the group; they may be at work but not working.

According to Igwe and Nwikina (2012) organizing involves both human and material resources. It was more concerned with the human elements. To him the most important instrument was the organization chart which should include, the whole of the staff, the constitution and limits of each department, the man occupying each position, the man whom an employee must obey and the subordinates whom he commands. Therefore sports council must organize camping and training of their athletes before or during national sports festival

#### **4. Directing**

Directing is an act of giving command or signal to people to perform certain tasks. After planning and organizing, it is necessary for a sports manager or sports council to direct those assigned to carryout one assignment or the other to commence action in order to carryout the plan that has been drawn. Directing is sometimes referred to as commanding or stimulating or issuing directives and it involves decision-making. The sports manager or sports council however, should direct the work in an interpersonal manner avoiding being involved in too many details. According to Ikioya (2017) directing involves telling people what to do and ensuring that they do it to the best of their abilities. It includes giving assignment explaining procedures, ensuring that mistakes are corrected, providing on the job instruction and also issuing out order.

According to Nkang (2012) who stated that directing involves effective leadership and guidance at all times to ensure that the decision are taken in the organization. It exposes us to the difficulties the manager passes through in order to get the subordinates to do their expected jobs willingly and effectively. To achieve the goals of the organization, adequate instructions need to be given at appropriate time to ensure proper conduct of activities. According to Igwe and Nwikina (2012) saw directing as involved more than the enforcement of obedience. It is concerned more with getting the best out of every employee in the overall interest of the enterprise as a whole. To achieve this, the manager or the chiefe executive (administrator) should have thorough and intimate knowledge of the personnel in the establishment, be able to identify and illuminate the incompetent. They further stated that directing may also be seen as giving instruction to ensure that the decisions and policies of the establishment are effectively and efficiently carried. This is one of the managerial indices of the sports council should make good use of it.

Therefore, directing is a process or technique of instruction, guiding, inspiring, counselling, overseeing and leading people towards the accomplishment of organizational goals.

#### **5. Reporting**

Reporting is the supplying of information to administrators or executives higher up on the line of authority or to other groups to whom one is responsible. According to Akintunde (2011) reporting as the duty of a sports manager requires that he/she relays information to the higher authority or other groups whom he is responsible to. There should be an easy flow of communication in both ascending and descending orders. This implies that the sports manager is in-between the higher authority and his subordinates. His/her subordinates get all information through coordinating the organization from him, and the higher authority get feed back from the subordinate through

him/her. This go between role is very vitall to the survival of any organization, where there is no flow of information, mumours gain ground and this kills the operations of an organization very fast.

According to Nkang (2016) reporting involves all the avenues of communication and information dissemination within the organization in order to keep the subordinate thoroughly informed about the goings on in the establishment. The reporting exercise must not be based on rumours or hearsay, rather, it should be rooted on valid and factual data obtained from either research study, inspection or other records. According to Igwe & Nwikina (2012) reporting is the sub mission or rendering of task completed orally or written to an officer to whom the order was received. There is usually a person whom you report in the organization. It is also carried out in ascending hierarchical order.

## **6. Coordinating**

This simply describes the responsibility of a sports manager in ensuring that every unit in his care functions in unison as one. It is the ac of synchronizing, harnessing and uniting actions of group of people. According to Akinfunde (2017) coordinating means integrating all the various phases of work within an organization in a mutual way. To carry out the duty of coordinating properly, a sports administrator needs to hold regular meetings with all the heeds of each department and the executive must be frequently arranged or organized. Coordinating means integrating and incorporating different units and the responsibilities performed by various individuals into a functional whole, aimed at achieving target ends (Ikiayo, 2017).

According to Igwe and Nwikina (2012) coordinating is principally concerned with harmonizing and unifying all the operations of an establishment. To achieve this, there must be an up-to-date programme of work for each department and definite instructions as to how the various units are to combine nd unify their efforts and activities. They also stated that, to ensure as well co-ordinated establishment, the heads of department must meet regularly to discuss the individual activities and how they relate to those of the sub-unite and the overall objectives of the enterprise. Co-ordinating is briefly the unification of effort and the ensuring that all activities of business are in pursuance of the same politics.

According to Nkang (2012) co-ordinating is the aspect deals with the systematic integration and harmonization of various parts or units within the organization. This is often regarded as the most difficult and frustrating aspect of administration which involves the physical presence and vigilance of administrator when this important function is lacking, there will be no unity, coherence and cohesiveness within the organization.

## **7. Staffing**

According to Olajide (2016) described staffing as the act of recruiting personnel that will implement a programme. According to Ikhioya (2017) staffing goes beyond recruiting personnel. It entails the personnel functions of recruiting, selecting, assigning, training, promoting, discipline, staff welfare and development. It is the duty of a manager to perform the functions highlights above for the objectives of an organization to be fully realized. The quality of employees recruited to work in an organization to a large extent determines the survival or otherwise of that organization.

Therefore, staffing on this study focuses on selection and training of the athlete as one of managerial indices. According to Hornby (2015) define selection as the process of choosing somebody from a group of people, usually according to a system. Watt, (2013) define selection as

the process of choosing the most suitable candidate, who is most suitable for a vacant position in an organization. In sports organization selection is the process where coaches are choosing the most suitable or right candidate or athletes to participate in the competition. It may be done during training base on the coach observation. Leeds (2018) reported that, selection and specialization in sports, refers to the exclusion participation in one sports by young athletes. That means, selection of athletes during competition should not be politically and godfatherism. All the athlete should be selected pending the stamina through intensive training so that he/her can fit in a particular sports competition. It is obvious that winning and loosing depends on selection that means to choose or select the right one not the wrong one.

## **8. Motivation**

Motivation is derived from a latin word “mover” which means, to move. In today’s context, motivation looks at those psychological processes that influence the arousal direction and persistence of voluntary actions that one goal oriented. Motivation is the drive to satisfy a want. Motivation represents a person’s desire to fulfil certain needs. Motivation could be defined as the willingness to exert high levels of effort toward organizational goals, conditioned by the efforts ability to satisfy some individual need. Also motivation concerns itself with the entire class of drives, desires needs wishes and other related forces to satisfy a want or goal. Human motives are influenced by felt needs. Some of these need are primary which include physiological needs like shelter, water, clothing, food etc. then the secondary needs which include. Safety needs, social needs, self-esteem, and actualization. Managers must therefore understand all these physiological process for them to successfully accomplish the organizational goal.

Therefore, a crucial factor in achieving group objective is the ability to motivate all involved, motivation is what makes people to do things and put real effort and energy into what they do. This may vary in intensity and nature from group to group and from individual to individual, depending on the mixture of influences at a given time. The human factor in organization is the most critical resource and motivation or lack of it will enable an organization to perform efficiently and effectively or not. The signs of motivation are evident in high performance and result being consistently achieved, the energy, enthusiasm, and determination to succeed exhibited by individuals or groups, the unflinching cooperation they give to overcome obstacles, their willingness to accept responsibility, and their willingness to accommodate necessary charge. On the contrary, those demotivated or not motivated will display apathy and indifference, a poor record of time-making and high absenteeism, an exaggeration of the effects or difficulties encountered in dealing with problems or duties or difficulties and unjustified resistance to charge.

When staff turns their excess energies and talents to hobbies and merely tolerate their jobs as a way of earning a living, the work for them has become drudgery. To get them to do willingly and well what has to be done involves recognizing the element of challenge and interest in them that have been destroyed which turns primarily on recognizing human need and motivation. The need to motivate athletes particularly in sports festival has become a common phenomenon. The word motivation is therefore said to be derived from the Latin word “Muovere” meaning to move, to push, to drive, or to pull.

According to Mayer (2017) motivation is considered to be an internal state that initiates and maintains goals directed behaviour. Johnson & Johnson (2013) defined motivation as the degree they

perceive as being meaningful and worthwhile in the same vein Ogunlade (2012), noted that motivation is a fundamental or basic factor in learning and performance. He further maintain that motivation is an internally generated need or an externally stimulated need which gives rise to a drive that compels the organism to engage in activities that would satisfy set goals. In the word of Ladeni (2017), claimed that when an individual is motivated, he is to have talent energy or drives that are potentially available for an effective performance effort. When such a drive state is oriented in a specific direction or toward a specific goal, it is said to be a motive for behaviour. He stated further that this energy is in a dominant state and will remain so until a means is found to release and direction of the energy are the jobs of management and are accomplished to the sound use of incentives.

According to Ogunjimi (2017), motivation is one of the most popular topics in educational, psychological, sports organization and other business circles. Psychologists use motivation research to find out how people make choices and the techniques employed. These are designed to reach to unconscious and subconscious mind because preferences generally are determined by factors of which the individual is not conscious. Motivation is the sole determinant of behaviour. Ogunjimi (2017), he further said that, by motivating an individual, you release great hidden potentials and by controlling this release you control his behaviour. Motivation actually refers to those factors which increase and decrease the vigour of our individual's activity. By strengthening an individual's motivation will increase the likelihood of his making the responses he learned. MC Query (2016) defined motivation as incentives. He described motive as anything concerned with the initiation, the beginning and incentive as that which in cities and encourages one to action.

## **9. Evaluation**

This is another crucial managerial indices, according to Olajide (2016) evaluation is the process of examining a programme to ascertain the extent to which its objectives have been accomplished with a view to detecting the impediment(s) to the achievement of the set goal and how to overcome such impediment(s). in the words of Ikhioya (2017) evaluation is the process of assessing operation input and output effectiveness based on set objectives and feed-back control processes adopted there after. Nwankwo, (2016) define evaluation as the measurement and judgement of the processes ad outcomes of a particular organizational activities. Therefore, evaluation is the development and use of systematic and defensible procedure to determine the values, appropriateness of goals, policies, functions, procedures and relationships of a social system, its sub-systems or the components. Also it is a tool that should be used by any administrators in making decisions about his/her organizational programmes.

## **Conclusion**

This paper is a critical review on management of sports council for National sports festival, with focus on the issues, challenges and way forward. It is a common knowledge that effective management is a panacea for any successful organization like sports council. Hence, the lack of effective and proper management breed inconsistencies and issue of not producing an erudite athletes with its attendant consequences which includes but not limited to issue of failure on competition, and issue of not winning any medal and prices. Also, without proper management, the sports council may experience challenges of launching out for machinary athletes during national sports festival, selection of an athletes through godfatherism, bribery and corruption. Therefore, the only way forward for the sports council to achieve its loft aim and objectives during national sports festival are

through effective planning, budgeting organizing, directing, reporting, co-ordinating, staffing, motivation and evaluation which must be transparent and devoid of any form of unmerited favouritism.

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