

PODIUM

Journal of Science and Technology in Physical Culture

Volume 19
Issue 3

2024

University of Pinar del Río "Hermanos Saíz Montes de Oca"



Original article

*Strategic planning concerted and online assessment of learning
through inquiry, in the Sub-directorate of Education, Sports and
Health*

*Planificación estratégica concertada y evaluación on-line de aprendizajes por indagación, en
la Subgerencia de Educación, Deporte y Salud*

*Planeamento estratégico concertado e avaliação online da aprendizagem baseada em
investigação na Direção Adjunta de Educação e Desporto*

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Received: 03/01/2024

Approved: 05/09/2024

ABSTRACT

On-line management and evaluation of inquiry-based learning is prominent in the public management of local governments, and contains several dimensions that make it up, but it



is generally unknown which one should be emphasized to achieve better results in the areas of education and sport. The objective of this research was to determine the dimension with the greatest impact on the management and on-line evaluation of inquiry-based learning in the Deputy Managers of Education, Sport and Health, for emotional well-being. Observations, surveys, interviews and expert judgement were applied in the research. Four dimensions of the variable management and on-line evaluation of inquiry-based learning, used in similar research in Peru, were compared. It was concluded that strategic planning is decisive for achieving the objective set, planning and developing sport and cultural activities and ensuring the emotional well-being of the population; as a tool it helps municipalities to improve their management and evaluation of inquiry-based learning, and by focusing on the and by focusing on the results, municipalities can identify areas that need to be reformed and identify areas in need of reform and development, thus emphasizing the need for concerted strategic planning.

Keywords: learning; sports; education; management; strategic planning

RESUMEN

La gestión y evaluación on-line de aprendizajes por indagación es prominente en la gestión pública de los gobiernos locales, contienen diversas dimensiones que la conforman, pero generalmente se desconoce en cuál se debe enfatizar para lograr mejores resultados en las áreas de educación y deporte. El objetivo de esta investigación fue determinar la dimensión de mayor incidencia en la gestión y evaluación on-line de aprendizajes por indagación en la Subgerencias de Educación, Deporte y Salud, para el bienestar emocional. En la investigación se aplicaron observaciones, encuestas y entrevistas y el criterio de expertos. Se compararon cuatro dimensiones de la variable gestión y evaluación on-line de aprendizajes por indagación, empleadas en investigaciones semejantes en Perú. Se concluyó que la planificación estratégica es decisiva para lograr el objetivo trazado, planificar y desarrollar actividades deportivas y culturales y procurar el bienestar emocional de la población; como herramienta ayuda a las municipalidades a mejorar su gestión y evaluación on-line de aprendizajes por indagación, y al centrarse en los resultados, las municipalidades pueden identificar las áreas que necesita reformar y desarrollar, por lo que se enfatizó en la necesidad de la planificación estratégica concertada, para mejorar los servicios.



Palabras clave: aprendizajes, deporte, educación, gestión, planificación estratégica

RESUMO

A gestão e avaliação online da aprendizagem por investigação é proeminente na gestão pública dos governos locais; contêm diversas dimensões que o compõem, mas geralmente não sabem quais devem ser enfatizadas para alcançar cada vez mais resultados nas áreas de educação e esporte. O objetivo desta investigação é: determinar a dimensão com maior impacto na gestão e avaliação online da aprendizagem por investigação nas Subgestões de Educação e Desporto para o bem-estar emocional. Para a pesquisa foram aplicadas observações, pesquisas e entrevistas e também foi disponibilizada a opinião de especialistas. Foram comparadas quatro dimensões da gestão de variáveis e avaliação on-line da aprendizagem baseada em investigação, utilizadas em pesquisas semelhantes no Peru. Concluiu-se que o planejamento estratégico é decisivo para alcançar a gestão e avaliação on-line do aprendizado indagador nas Subgestões de Educação e Esporte para planejar e desenvolver atividades em busca do bem-estar emocional da população por meio de atividades esportivas e culturais. A gestão e avaliação online da aprendizagem por inquérito é uma ferramenta que ajuda os municípios a melhorar a gestão das atividades relacionadas com o desporto e a cultura. Ao concentrarem-se nos resultados, os municípios podem identificar áreas onde precisam melhorar e desenvolver-se; É necessário enfatizar o planejamento estratégico concertado para melhorar os serviços em benefício da saúde emocional dos residentes.

Palavras-chave: Planejamento estratégico, gestão, aprendizagem, educação, esporte

INTRODUCTION

Sport management is important aspect for the development of citizenship and the promotion of physical activity. However, this management is in a state of delay, due to a series of factors, among which the lack of the relevance of sports management in development plans agreed upon by local governments, and the lack or poor design of sports management tools and regulations.



According to a study carried out by Quispe and Rivera (2017), some district municipalities establish basic strategic actions such as the promotion of sports activities with social and political approaches, but these actions are temporary and have no sustainability; another problem is the lack of support and desire for improvement and innovation in the work of social and sports projection from the sub-managements or sports offices of the district municipalities.

With regard to the online management and assessment of inquiry-based learning among the workers of the Education, Sports and Health Sub-directorates, many of them work and study, either in postgraduate courses or in short-term training, with content related to public management, education and sports.

Andrade (2019) conducted a critical review on student self-assessment and argued that self-assessment can be a powerful tool for learning but must be implemented effectively; furthermore, he suggests strategies to overcome these challenges, such as creating a positive learning culture and providing opportunities for students to practice self-assessment to improve their skills and practice in public management, education and sport.

Meanwhile, Barba-Martín et al. (2020) propose a formative assessment model to reduce the gap between theory and practice in initial teacher training. The model is based on self-, co- and hetero-assessment and argues for the development of a deeper understanding of theoretical concepts and their effective application in practice; as a result of a pilot study, it is shown that the model is effective in improving student learning in the areas of education and sport.

In the research of Cañadas et al. (2018) and (2020), teaching skills are developed in the initial training of Physical Education teachers, related to evaluation instruments and assessment in professional practice, respectively; which is prominent for the training of municipal workers and the systematization of previous studies.

In the context of education, health and sports activities in a municipality, these problems can have repercussions in the field of education, such as poor resource planning, which can



limit the capacity of municipalities to provide quality education to all citizens, and result in inadequate educational infrastructure, lack of trained teaching staff or sufficient educational materials.

In the health sector, poor resource planning can also limit the capacity of municipalities to provide timely and quality care to all citizens. This can lead to inadequate health infrastructure, a lack of trained health personnel, or sufficient medicines. Likewise, in sports, poor resource planning limits the capacity of municipalities to promote physical activity among the population, and leads to a lack of sports infrastructure, trained personnel, or attractive sports programs.

The implementation of concerted strategic planning is essential for municipalities to achieve their objectives in education, health and sports. According to Angulo (2017), results-based management depends on knowledge, the process of creation, capture, storage, distribution and use of knowledge. Organizational learning is necessary to adapt to changes in the environment and improve performance; therefore, he considers the importance of knowledge for results-based management. In turn, knowledge allows organizations to identify their objectives, develop strategies to achieve them and measure their progress, since organizational learning is essential to acquire and apply new knowledge.

Bailey et al. (2017) argue that education in the knowledge society must be inclusive, participatory and sustainable, it must prepare students for the challenges of the 21st century, including technological change, globalization and complexity; therefore, they identify the challenges that prepare students for success in today's world.

Documentary recording, searching and organizing scientific information are considered essential for organizational learning. These processes allow organizations to collect, store, access and use information efficiently and effectively and can help them improve their learning capacity (CIFE, 2017).

For Lazos and Olivé (2016), the knowledge society must be intercultural, participatory and sustainable. These principles must guide the development of the knowledge society and,



consequently, the implementation of concerted strategic planning is essential for municipalities to achieve their objectives in education, health and sports; even more so when management by results is directly linked to the execution of works (Administrator, et al., 2023).

According to Vaicilla et al. (2020), in a research on strategic planning for results-based management in public procurement, it should consider aspects such as the definition of objectives and goals aligned with the general objectives and goals of the entity; the analysis of the environment, to identify the internal and external factors that may affect public procurement; the identification of the necessary resources such as human, financial and technological resources to achieve the objectives and goals; the design of the efficient, effective and transparent contracting process; monitoring and evaluation, which guarantee the objectives and goals, and the concerted strategic planning for results-based management.

In this regard, some efforts have been made in Peru to improve strategic planning for results-based management in public procurement. For example, the Ministry of Economy and Finance (MEF) has developed a tool called the public procurement planner that helps public entities plan their procurement processes.

The aim of this study was to determine the dimension with the greatest impact on the online management and assessment of inquiry-based learning in the Sub-directorates of Education, Sports and Health for emotional well-being.

MATERIALS AND METHODS

To verify this problem, a diagnosis was established based on a survey of 12 public servants from the Education, Sports and Health Sub-directorate of a municipality in Peru. The sample consisted of 150 public servants who planned strategies for results-based management; an interview was conducted with the Sub-Manager of the Institution.

In scientific observation mediated by a guide, the need to obtain results-based management was assessed through the strategic planning of sports activities that involved the



participation of the population organized by clubs, for the strategic and systematic use of sports slabs, where sports training was carried out with a view to official competitions.

The survey was directed at public servants, through which it was possible to know the state of opinion that citizens have about the organization and development of soccer sports championships; which must be planned strategically, so that all clubs compete, and the population can enjoy them.

Once the population's need for sports activities with adequate planning was determined, it was considered that such planning is essential to achieve good results.

The research had a quantitative approach, analytical type and non-experimental design in the same group; 150 public servants from a municipality in Peru participated who had time to answer the questionnaires, and were selected through a non-probabilistic sampling during August 2023. The questions about the four dimensions of the variable Management by results were validated by expert approval with an average of 97% for the instrument, already used in similar research in Peru.

After collecting the scores from the questionnaires, a weight was assigned for each level: Low = 1, Medium = 2, High = 3; the dimension that had the greatest influence on the dimensions Management and Online Assessment of Inquiry-Based Learning was considered for the results whose weights were considered to constitute the scores in the results table. For its application, validity was determined with an average approval of 97% by four validators for each instrument. The information obtained was processed in an Excel database; the results were presented in tables.

The study was descriptive in scope, and the predominance of the dimension was considered based on the highest score achieved in one of the summations corresponding to results-based management. Informed consent was the procedure applied in line with the principle of autonomy, based on the voluntary participation of the responsible personnel. This information was collected and processed in a coded manner to preserve the principle of confidentiality and privacy. The results were reported and archived.



RESULTS

Description of initial diagnosis results

Scientific observation: In the 12 observations to public servants, it was perceived that the strategic planning for the management by results in the Sub-directorate of Education, Sports and Health was not carried out, it was limited only to planning visits for the verification of sports activities in the community courts, the requirement of population growth and the proximity of school vacation days that demand more strategically planned activities so that said courts are taken advantage of by the population, in an organized manner, was ignored, and for the emotional well-being of users. Consequently, to determine the reasons why the agreed strategic planning was not carried out in the short or medium term, an interview with these public servants was considered.

Interview: This method showed that public servants did not consider the systematic use of sports courts in their strategic planning activities. This demonstrated the need for more work on public management and results-based management issues, so that the budget can be aligned with such management, for the benefit of the population.

Survey: with using this method, it was possible to determine that public servants were unaware of the processes of strategic planning, given that they determine the strategic position, prioritize objectives, develop a strategic plan, and execute, manage, review and modify the plan; in this regard, they stated that they knew planning superficially. In this sense, they had difficulties organizing sports activities, although they considered that the survey had a formative character in mentioning the processes for strategic planning and its future consideration.

Methodological triangulation: after analyzing the results of these methods, the following preliminary conclusions were reached.

- All methods agreed that there was a superficial knowledge of results-based management and strategic planning was considered an important element for designing sports activities for the benefit of the population.



- The interview agreed on the need for knowledge of strategic planning processes such as determining the strategic position, prioritizing objectives, developing a strategic plan, executing, managing, reviewing and modifying the plan.

Descriptive information on the scores for each dimension of Results-Based Management is presented below in Table 1.

Table 1. Scores on each dimension of the online assessment of inquiry-based learning in education and sports topics through planning for Sub-directorates

Levels	Strategic planning		Performance budgeting		Program Management		Monitoring and evaluation	
	Frecuencie s	Weighin g	Frecuencie s	Weighin g	Frecuencie s	Weighin g	Frecuencias	Weighing
Low	54	54	55	55	60	60	63	63
Medium	57	114	56	112	47	94	48	96
High	39	117	39	117	43	129	39	117
Summatio n	150	285	150	284	150	283	150	276

Interpretation of Table 1. Higher scores were obtained in the summations for the Strategic Planning dimension (285 points), according to the perception of public servants, this was decisive in achieving results-based management in the Sub-directorates of Education, Sports and Health, and in planning and developing activities in favor of the emotional well-being of the population through sports and cultural activities.

In second place, and with almost the same score as Strategic Planning, is the Budget by Results with 284 points, because if the activities do not have a budget, they cannot be executed; even through the efforts of said municipal area, funds are managed for sports and cultural competitions that are more convenient for the well-being of the population.

DISCUSSION



In contrast to the concerted strategic planning in results-based management in sport in the Culture, Sports and Health Department, Andrade's (2019) research focuses on self-assessment and argues that it can be a powerful tool for learning, but that it must be implemented effectively.

Thus, Barba-Martín et al. (2020) propose a formative assessment model that can help students bridge the gap between theory and practice. Together, these authors offer a comprehensive view of assessment and its role in learning that suggests it as a powerful tool to promote deep learning, but one that must be implemented carefully and thoughtfully.

Promoting participation in sports activities, through online management and assessment of inquiry-based learning in the Departments of Education, Sports and Health, can help municipalities to set specific objectives to increase participation in sports activities among different age groups, genders and socioeconomic levels. For example, a municipality can set a goal of increasing participation in sports activities among children and young people by 20%; to achieve this goal, it develops strategies such as offering free or low-cost sports classes, building or renovating sports facilities and promoting sports in schools and in the community.

To improve the quality of sports facilities, the topic addressed helps municipalities to identify the needs of sports facilities and to develop strategies to improve their quality, as it establishes security improvements for sports facilities and develops strategies such as installing new security measures, carrying out regular inspections of facilities and educating users about safety in sports facilities.

Similarly, by promoting physical activity, results-based management aims to increase the number of people who participate in moderate-intensity physical activities for at least 30 minutes a day by designing strategies that organize walks, runs and other community physical activities.



Compared with the results of Lazos and Olivé (2016), this research proposes a model of knowledge society for Mexico that is based on principles and helps to take advantage of the opportunities of the knowledge society and overcome the challenges it poses.

The studies cited in Administrator et al. (2023) show that results-based management, organizational learning, and the knowledge society are interrelated concepts. Knowledge is essential for results-based management, and organizational learning is necessary for organizations to adapt to the changes in the knowledge society of organizations that want to be successful in society, and must focus on aspects such as:

- Developing a learning culture: Organizations must create an environment in which people feel motivated to learn and share their knowledge.
- Constant innovation: Organizations must be willing to experiment and adopt new ideas.
- Inclusion and respect for diversity: Organizations must be aware of cultural diversity and promote the participation of all citizens.

By following these recommendations, organizations can improve their ability to achieve their objectives and contribute to the development of the knowledge society.

CONCLUSIONS

The lowest sum obtained corresponded to the Monitoring and Evaluation dimension, because the public servants of this municipal sub directorate consider that both Monitoring and Evaluation are of lesser importance for results-based management. These workers argue that they are aware of their activities and responsibilities and it is not necessary to be monitored.

The research carried out highlighted the need to improve the quality of sports facilities, help municipalities identify their priorities, develop strategies to improve their quality, establish safety improvements in the facilities, carry out regular inspections of the facilities and educate users about safety in sports facilities; therefore, it is necessary to emphasize



concerted strategic planning to improve services for the benefit of the emotional health of the population.

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Conflict of interest statement:

The author declares that there are no conflicts of interest.

Author's contribution:

The author is responsible for writing the work and analyzing the documents.



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