

Strategies Applied by the Board of Management to Enhance Students Academic Performance in National Examinations in Secondary Schools in Mandera County, Kenya

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Abstract

The thrust of the study was to examine the strategies applied by Board of Management to enhance students' academic performance in National Examinations in secondary schools in Mandera County. The study was premised on the Goal Path Leadership Theory propounded by Martin Evans and Robert House (1970) which contends that people are satisfied by their work if they believe that their work will lead to things that are highly valued. A descriptive survey research design was adopted. The study was conducted in all five public secondary schools in Mandera County of North Eastern Province. The study involved a survey design of the five secondary schools in the district. Purposive sampling technique was used to draw 5 principals and 30 members of the Board of Management in the selected schools to yield a sample size of 35 subjects to participate in the study. Focus group guideline for members of Board of Management was the main research instrument used to collect data. The qualitative approach involving thematic analysis was used to manage data. The study established that most of the members of the Board of Management lacked requisite knowledge and skills to manage these institutions as a result of their low level of formal education. As a result, there were challenges including: lack of monitoring of most decisions made by the Board; frequent political interference especially from powerful politicians and members of the provincial administration; general school mismanagement; amongst others. These challenges impacted negatively on students' academic performance in the study locale. It was recommended that members of the Board of Management should be appointed on merit and provided with appropriate managerial training; proper communication and monitoring of crucial decisions made by the Board ; and optimal utilization of available physical and human resources geared towards enhancing students' academic performance in the study locale of Mandera County.

Keywords: Managerial skill, Board of Management, Challenges, Secondary education, Academic Performance; Mandera County, Kenya

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