

**AN ANALYSIS OF THE ROLE OF A STRATEGIC PLAN AS A TOOL ON  
PERFORMANCE MANAGEMENT IN SECONDARY SCHOOLS IN NAKURU  
COUNTY, KENYA**

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## ABSTRACT

In 2012 the Ministry of Education mandated secondary schools to submit strategic plans as part of the revised statutory requirements. Comprehensive needs assessment conducted by MOE with support from USAID in 2008 found out that 42% of districts did not use performance management and that Strategic planning was not focused on institutional outcomes which indicated poor prioritization. Performance management includes activities that ensure that goals are consistently being met in an effective and efficient manner in a school set up. This study sought to determine the role of a strategic plan as a tool to enhance performance management in secondary schools in of Nakuru County. The objective of the study was to analyze the role of a strategic plan geared towards promoting academic progress, parents involvement and satisfaction, staff involvement and satisfaction and prudent financial management. The theoretical backing is from strategic management theory by John Dewey and corporate social responsibility by Edward. Under the literature review, the study looked at the Concepts of strategic planning and performance management in schools. The study employed descriptive survey research design which utilized questionnaire, interview techniques and document analysis. The target population of the study was 730 staff comprising of 706 secondary school teachers and 24 headteachers in the 315 secondary schools within Nakuru County. The study adopted purposive sampling technique of the 24 schools that had used strategic plans for the last three years; 86 staff comprising of 24 headteachers and 62 teachers. A Piloting study to determine reliability and validity of the research tools was done in schools within Nakuru Municipality that were not subject of the study and found Cronbach alpha reliability co-efficient of 0.7 which was acceptable. The study used descriptive statistics to analyze the data and the results presented using tables. The study established that a strategic plan according to the teachers respondents who participated did not play an important role in the following aspects of management; promoting academic progress in secondary schools, enhancing parental involvement and satisfaction, promoting staff involvement and satisfaction and in prudent financial management in secondary schools. On the contrary, 94% of the headteachers demonstrated high levels of confidence that the strategic plans played a vital role in the success of the parameters under investigation. The study established that the headteachers were endowed with a lot of knowledge on strategic plans and had internalized them well but the same did not trickle down to the teaching staff that formed the bulk of the respondents. From the literature review, Strategic planning has had great success in other business worlds and cannot be dismissed as a sham. The study therefore recommends that secondary schools' strategic planning process should be developed in a very consultative approach and implemented by all the key stakeholders and that performance contract should be taken positively as a way to realize success in strategic planning. The study also recommends that all the key stakeholders should be enticed to internalize the concept before implementing and the management to carry out regular monitoring and evaluation in the implementation process. This can be achieved through aligning all the institution's resources towards the set goals and objective in the strategic plan which offers a bench mark against which actual performance can be measured and reviewed.