

**ASSESSMENT OF MANAGEMENT ON FINANCIAL PERFORMANCE OF INCOME  
GENERATING ACTIVITIES IN PUBLIC SECONDARY  
SCHOOLS IN MATUGA DISTRICT, KWALE COUNTY**

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## ABSTRACT

The purpose of this study was to assess management on financial performance of income generating activities in public secondary school in Matuga District in Kwale County. The specific objectives of this study were to assess influence of delegation, supervision and marketing on financial performance of income generating activities in public secondary schools in Matuga District Kwale County. The study design was descriptive survey. The target population was 22 public schools in Matuga District, in Kwale County, 22 principals, 154 heads of department (HOD), 262 Parent Teachers' Association class representatives (PTA class reps), 304 non-teaching staff and 3 Education Officers. The study sample included 7 schools, 7 principals and 26 PTA class representatives, 30 Non-teaching staff and 2 Educational Officers sampled using simple random sampling technique. It also included 15 HODs sampled using systematic approach. Data collection was done using questionnaires for heads of departments and non teaching staff and interview guides for principals, PTA class representatives and Education Officers. Data obtained was analyzed using the Statistical Package for Social Sciences (SPSS). Study findings were presented using descriptive statistics that involved use of frequency tables, percentages and bar graphs. The conclusions and recommendations were made based on the study. The findings of the study were that a few school managers delegated and involved the non teaching staff, teachers and other stakeholders in management of IGAs in schools. Findings from 66.7% HODs showed they were not involved in supervision of the IGAs in schools. Decisions are made in consultation with the teachers, non teaching staff, PTA and BOM. Most of the employees lack requisite skills to handle the existing IGAs projects in schools, rendering them less viable and profitable. Majority of the schools had no marketing strategies in place, contributing to poor financial performance of IGAs. IGAs have minimal influence on school income as reported by 50.0% of the HODs. Most (46.7%) HOD's said good management can help enhance financial performance of IGAs. Based on the findings, delegation of tasks and duties should be enhanced, however managers must not delegate overall responsibility. Financial performance of IGAs is not satisfactory as most of the projects were not viable and profitable. The management must seek to involve all the stakeholders in IGAs management to make employees own the projects. There is need for training of the non teaching staff, teachers and other individuals involved in IGAs to equip them with requisite knowledge and skills. The study recommends that school managers must take a mandatory financial management course, and should take their supervisory roles seriously. Those involved in management of IGAs must be appropriately trained and placement on merit in various capacities. An assessment of the training needs be carried out in all schools. Further studies should be undertaken to find out the influence of other management facets.