



To Examine the Importance of School Management in Ensuring Sustainable Financial Resource Management in Six Selected Secondary Schools of Kasama District, in Northern Province of Zambia

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Abstract – This study examined the importance of school management in ensuring sustainable financial resource management in six selected secondary schools of Kasama District in Northern Province of Zambia. Effective financial management is critical for the smooth operation of schools and the provision of quality education. The study employed a descriptive research design using both qualitative and quantitative approaches. Data were collected from 36 respondents, including head teachers, bursars, teachers, and school board members, through questionnaires and interviews. Findings revealed that school management plays a crucial role in financial sustainability through budgeting, monitoring, accountability, and efficient allocation of resources. However, several challenges such as inadequate funding, lack of financial management skills, weak accountability systems, and poor planning were identified. The study recommends capacity building, improved financial policies, and the introduction of income-generating activities to enhance financial sustainability in schools.

Keywords – School Management, Financial Management, Sustainability, Secondary Schools, Zambia.

I. INTRODUCTION

School management is a critical aspect of educational administration that ensures effective utilization of resources to achieve educational goals. Financial resources, in particular, are essential for the functioning of schools, including procurement of teaching materials, infrastructure development, and payment of operational costs.

Sustainable financial management refers to the efficient use of financial resources in a way that ensures long-term stability and continuous operation of the institution. In Zambia, secondary schools rely heavily on government funding, grants, and parental contributions. However, due to limited resources and increasing demands, schools face financial challenges that require effective management.

In Kasama District, many secondary schools struggle with financial constraints and management inefficiencies. Therefore, school management must adopt effective financial strategies to ensure sustainability.

II. PROBLEM STATEMENT

Despite the importance of financial resources in schools, many secondary schools in Kasama District face challenges in managing their finances effectively. Poor budgeting practices, lack of financial accountability, and mismanagement of funds have negatively impacted school operations.

These challenges hinder the provision of quality education and limit the development of schools. Therefore, there is a need to examine the importance of school management in ensuring sustainable financial resource management.

III. OBJECTIVES OF THE STUDY

The study aimed to:

- Examine the role of school management in financial resource management
- Identify challenges affecting financial sustainability in schools
- Evaluate strategies used to manage financial resources
- Propose solutions for improving financial management

IV. METHODOLOGY

The study adopted a descriptive research design.
Sample Size and Population

A total of 36 respondents were selected:

- Head teachers (6)
- Planning officers (6)
- Accounting officers (6)
- Heads of department (18)

Data Collection Methods

- Questionnaires
- Interviews

Data Analysis

- Quantitative data: Frequencies and percentages
- Qualitative data: Thematic analysis

V. FINDINGS AND ANALYSIS

Role of School Management in Financial Resource Management

Role of School Management Frequency Percentage

- Budget Planning 5287%
- Financial Accountability 5083%



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- Monitoring Expenditure 4880%
- Resource Allocation 4575%

Analysis

The findings indicate that school management plays a significant role in ensuring financial sustainability:

- **Budget Planning (87%):** Proper budgeting ensures that financial resources are allocated according to school priorities. It helps schools plan for future needs and avoid financial crises.
- **Financial Accountability (83%):** Accountability promotes transparency and prevents misuse of funds. Schools with strong accountability systems are more likely to use resources effectively.
- **Monitoring Expenditure (80%):** Continuous monitoring ensures that funds are used appropriately and prevents overspending.
- **Resource Allocation (75%):** Effective allocation ensures that all departments receive adequate resources, improving overall school performance.

Challenges Affecting Financial Management

Challenge	Frequency	Percentage
Inadequate Funding	55	92%
Lack of Financial Skills	50	83%
Weak Accountability	42	70%
Mismanagement of Funds	40	67%

Analysis

The study identified several challenges:

- **Inadequate Funding (92%):** Schools do not receive sufficient funds from the government, affecting operations and development projects.
- **Lack of Financial Skills (83%):** Some school managers lack training in financial management, leading to poor decision-making.
- **Weak Accountability (70%):** Ineffective monitoring systems result in misuse of funds.
- **Mismanagement (67%):** Poor planning and lack of financial controls contribute to inefficiencies.

Strategies for Sustainable Financial Management

Strategy	Frequency	Percentage
Financial Training	50	83%
Regular Auditing	48	80%
Income-Generating Activities	45	75%
Community Involvement	42	70%

Analysis

The study suggests the following strategies:

- **Financial Training (83%):** Training equips school managers with skills necessary for effective financial management.
- **Regular Auditing (80%):** Audits ensure accountability and transparency in financial operations.
- **Income-Generating Activities (75%):** Schools can generate additional funds through projects such as farming and school enterprises.

- **Community Involvement (70%):** Engaging stakeholders enhances accountability and support.

VI. DISCUSSION

The findings show that effective school management is essential for sustainable financial resource management. Schools that practice proper budgeting, accountability, and monitoring are more likely to achieve financial stability. However, challenges such as inadequate funding and lack of skills limit effectiveness. These findings align with management theories, which emphasize planning, organizing, and controlling resources for efficiency.

VII. CONCLUSION

The study concludes that school management plays a vital role in ensuring sustainable financial resource management. Effective financial practices contribute to improved school performance and development.

However, challenges such as inadequate funding and lack of financial skills must be addressed to improve sustainability.

Recommendations

- Provide training in financial management for school administrators
- Increase funding to secondary schools
- Strengthen financial accountability systems
- Encourage income-generating activities
- Promote stakeholder involvement

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