

**CHALLENGES THAT HEAD TEACHERS FACE IN IMPLEMENTING
STRATEGIC MANAGEMENT PLANS IN PUBLIC SECONDARY SCHOOLS
IN NYERI SOUTH SUB COUNTY, NYERI COUNTY, KENYA**

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ABSTRACT

Many are the times head teachers do not follow the appropriate steps when making strategic decisions in their institutions. The end result is uncompleted projects in many institutions, a clear indication of poor management. Education managers are therefore faced with a great challenge today than ever before because the government and even the Kenyans expect them to fully help in achieving vision 2030. The purpose of this study was to determine the challenges that head teachers of public secondary schools face as they implement strategic management plans in their administrative roles. The objectives of the study were to examine the challenges that head teachers encounter in recruiting and maintaining competent staff, improving and maintaining high academic performance, putting up new infrastructure and finally maintaining high levels of discipline in their schools. The study adopted the descriptive research design and targeted head teachers, deputy head teachers, heads of departments (HODs) and teachers in public secondary schools in Nyeri South Sub County. Proportionate Stratified random sampling was used to draw a sample of 10 schools where 120 respondents comprising 10 head teachers, 10 deputy head teachers, 30 HODs and 70 teachers participated. Two types of research instruments were used for the study namely questionnaires and structured interview schedules. Descriptive statistics such as frequencies and percentages were used in the analysis of data with the help of SPSS software. Findings were presented in form of tables and charts. The study found that head teachers faced a number of challenges in implement strategic management plans. On recruiting and maintaining competent staff, the findings showed that challenges such as some recruitment candidates expect special favors, corruption and bribery and low qualifications existed. The major challenges identified in improving and maintaining high academic performance were indiscipline, teachers' attitude, poor infrastructure, failure to do assignments by students and uncooperative parents. Lack of support from local leaders, lack of support by parents and poor leadership in schools were the main challenges head teachers face when putting up new infrastructure for their schools. The most widely mentioned problems encountered by head teachers in maintaining high levels of discipline in their schools were high enrollment of pupils, drug abuse and high exposure to televisions and videos. The study concluded that head teachers in Nyeri South Sub County are facing serious challenges when they want to implement strategic management plans in the areas of recruitment of new staff, improving academic performance, putting up new infrastructure and maintaining high levels of discipline in their schools. The study recommended that there should be a set minimum qualification for one to be a B.O.M. member. The study also recommended that there is need for all stakeholders in the education sector to have a common forum where they address the causes of indiscipline among students and come up with possible remedies.