

# **A Summary report**

**Functionality of Health Units Management Committees, School Management Committees, Parents Teachers associations and School Finance committees in the Rwenzori Region**



**Rwenzori Anti-corruption Coalition**

# **Functionality of Health Units Management Committees, School Management Committees, Parents Teachers associations and School Finance committees in the Rwenzori Region**

Rwenzori Anti-corruption Coalition



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Functionality of Health Units Management Committees, School Management Committees, Parents Teachers associations and School Finance committees in the Rwenzori Region

By Rwenzori Ant-corruption Coalition (RAC)

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## **OVERVIEW**

This research was conducted to 1) find out the nature and composition of the Health Units Management Committees, School Management Committees, Parents Teachers associations and School Finance committees, 2) find out frequency of meetings and the issues deliberated by the Health Units Management Committees (SMCs), School Management Committees, Parents Teachers associations and School Finance committees, 3) find out the actual actions taken by Health Units Management Committees, School Management Committees, Parents Teachers associations and School Finance committees to enhance service delivery.

The research was conducted by the RAC monitors in the respective districts over a period of 3 months. Each of the RAC monitors would visit schools, and health units and interview the selected respondents.

It was found that all the sampled schools and health units had the respective committees under investigation established.

Findings on the functionality of the SMC show that the highest percentage (44.2%) of the SMC were established more than five years ago. Also 95% had composition of more than 6 members of the committee. Majority of the members (53.5%) had O'Level certificate. Additionally, 34.9% (15) met last one month, 32.6%(14) met last two months. The majority 55.8 % meet to discuss issues concerning finances. Overall, 44.2 %( 19) rate the functionality of the SMC as fully functional, 39.5 %( 17) rate the SMC as Functional, 7 %( 3) rate the SMC as

moderately functional and one respondent rate the SMC as not functional.

Findings on the functionality of the PTA show that 48.8% (21) of the PTA were established more than five years ago. Also 53.5% (23) of the members of PTA had O'Level certificates, and 51%(22) had completed primary Level. Additionally, 48.8 %( 21) rate the functionality of the PTA as fully functional, 30 %( 13) rate the PTA as Functional, and 20.9 %( 9) rate the PTA as moderately functional.

Findings on the school finance management committee show that 55.6% (15) say the FMC was established More than 5 years ago. Also 67% of the FMC members are above 6 members, 29% are between 4-6 members and 4% of FMC members are between 1-3 members. Additionally, 63 %( 17) FMC meet three times a year. The majority 81.5 %( 22) deliberate on issues concerning Budget and accountability. Furthermore, 59.3 %( 16) rate the functionality as fully functional, 29.6 %( 8) rate as functional 11 %( 3) rate as moderately functional.

Findings on the HUMC show that 33 %( 10) Health Unit Management Committee were established more than 5 years ago. It was found that 83 %( 25) HUMC meet four times a year, 60% (18) have fully functional of the HUMC, 26.7 %( 8) have functional HUMC, and 10 %( 3) have moderate functional of HUMC. It was also found that 80% (24) Deliberate on issues of community or School development, and 60% (18) deliberate on Administration issues. The committees however do not act on many of the issues resolved in the meetings due to lack of

funding. The implications of these findings on service delivery are discussed

This information is useful as evidence based information to strengthen the advocacy, engagements with leaders and also influence policy making for implementation and realization of the mission of RAC.

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## OUTLINE OF THE METHODS USED

The research was conducted through qualitative and quantitative methodologies as described in this section. By the nature of the study, it focused on in-depth understanding of issues of functionality of the committees rather than generating statistical generalizable results.

### Geographical scope

The study was conducted from eight of the 9 districts of the Rwenzori region. The eight districts include: Kabarole, Kamwenge, Kasese, Kyenjojo, Bundibugyo, Ntoroko, Bunyangabu and Kyegegwa. The 9 ninth district of Kitangwenda was not yet fully established at the time conducting the study.

### Sampling

Purposive sampling: This shall be used in selecting respondents associated with particular offices in schools (such the head teacher and the Chairperson of PTA and finance committes), in Health Units (the in charge) purposely for information deemed necessary for answering the objectives of the study.

Stratified random sampling: This shall be used in selecting the specific individuals who are members of the committees.

The sampled respondents included 43 people of the School Management Committes (SMC) and the monitoring was done between the months of July to September 2019.

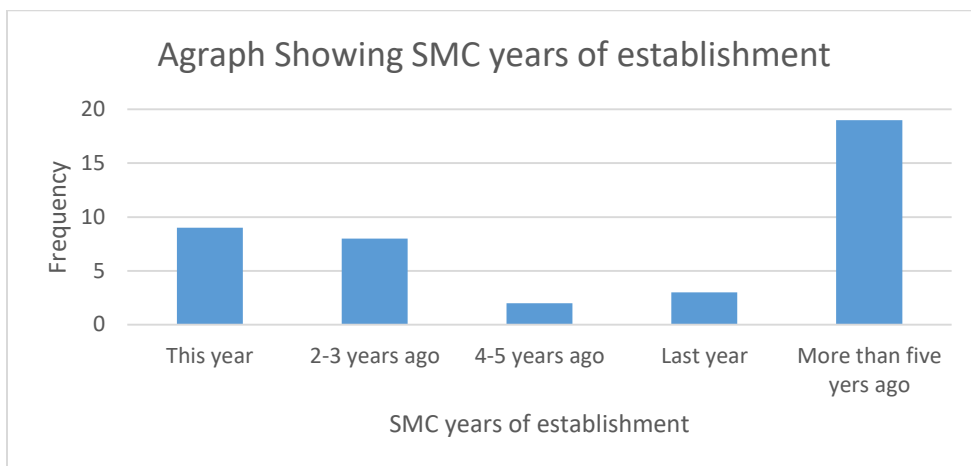


Over all 43 Primary Schools SMC, PTA and Finance committees were Monitored out of 43 Primary Schools 2.3% are Mixed day and boarding, 97.7% are Mixed day. The sample of Primary schools was selected from 8 Districts of Bundibugyo, Bunyangabu, Kabarole, Kamwenge, Kyenjojo, Ntoroko, Kyegegwa and Kasese. Out of 43 Primary Schools Monitored, 23.3% primary schools monitored came from Kasese, 20.9% came from Kamwenge, 18.6% from Bundibugyo, 14% from Kabarole, 9.3% Bunyangabu, 4.7% from Kyegegwa and Kyenjojo respectively. Also 25 out of 43 primary schools heads responded and had worked for those primary schools for at least four months to 10 years and above. Where one head teacher head worked for 39 years in one school primary school.

The sampled health units, 33 % (10) are Health Centre III, 13 % (4) Health Centre II, 6.7 % (2) Health Centre IV, and one district hospital. Also 30% (9) Health Units were selected from Kasese, 20% (6) from Kabarole and Kamwenge each, 10% (3) from Bundibugyo, 6.7% (2) from Kyenjojo and Kyegegwa each, and one Health Unit was selected from Bunyangabu District

## FINDINGS

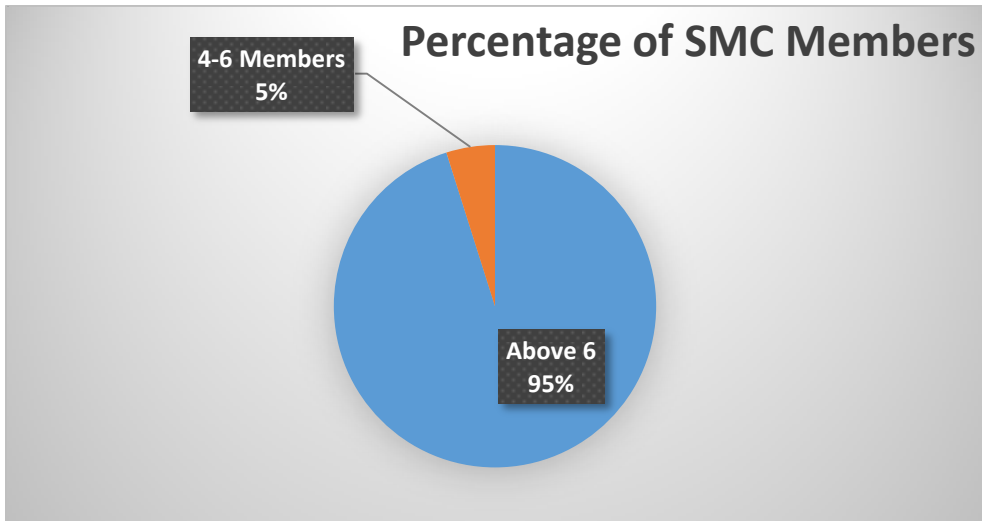
### Functionality of the school management committee



*Note 4.7 %( 2) did not indicate the SMC year of establishment*

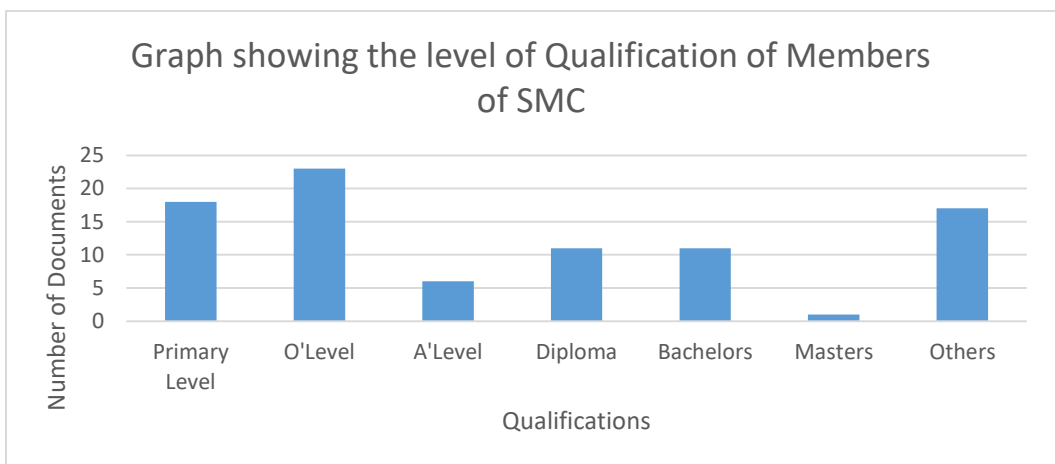
41 out of 43 respondents responded to this, 44.2%(19) established their SMC more than five years ago, 20.9%(9) established their SMC this year, 18.6%(8) established their SMC between 2-3 years ago, 6.98%(3) established their SMC this year and 4.7%(2) established their SMC between 4-5 years ago.

## Who are the SMC Members? Number



*Note 41 out of 43, 4.7 % ( 2) did not indicate Number of Members*

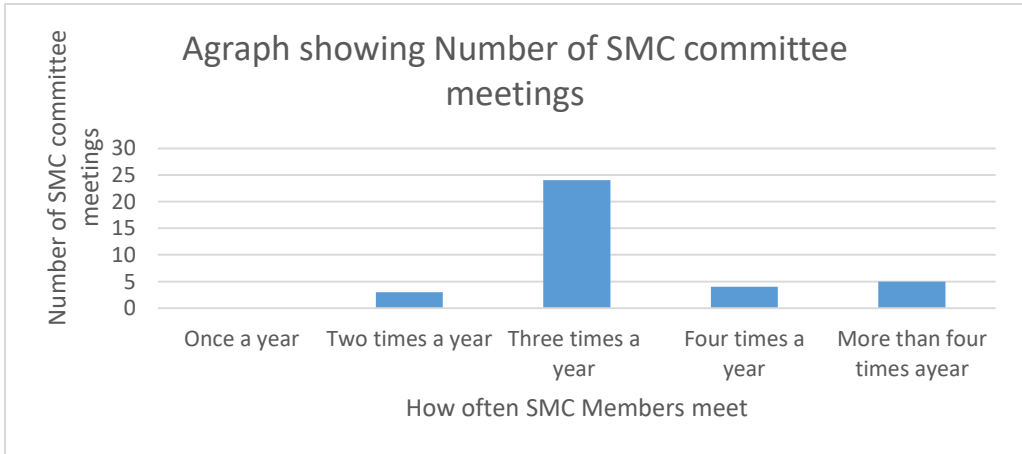
## Qualification of SMC Members



31 out of 43 respondents responded to this. The graph above shows the level of Qualification of members of SMC and some of the members gave more than one document. 53.5%(23) had O'Level certificates, 41.9%(18) had completed primary Level, 39.5%(17) indicated other forms of qualifications,

25.6%(11) each indicated Diploma or Bachelors respectively, 14%(6) had A Level certificates and one member of the SMC had Master qualification.

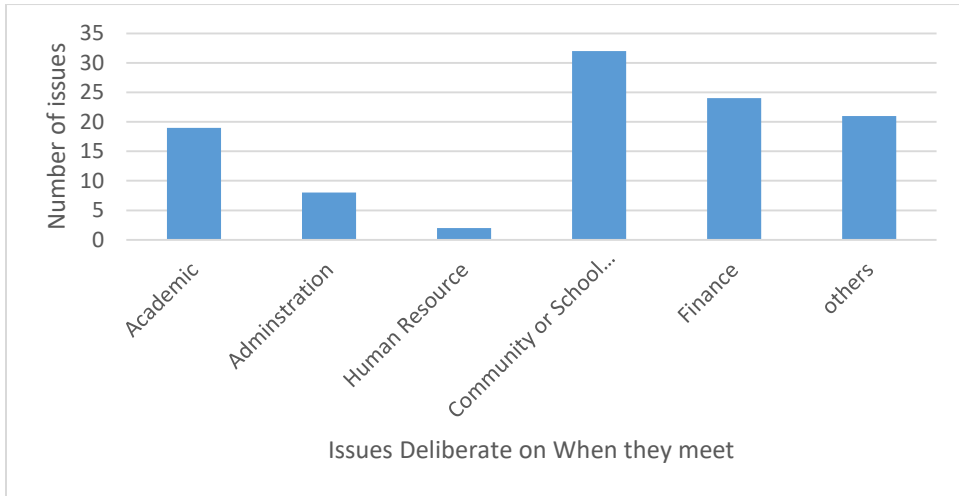
How often do the members of the SMC committee meet? When did the committee last meet?



*Note 40 out of 43 responded*

At least members of SMC committee meet two times a year and more. 34.9%(15) met last one month, 32.6%(14) met last two months, 11.6%(5) met last three months, 11.6%(5) met last four months and one respondent said they last met 5 months ago.

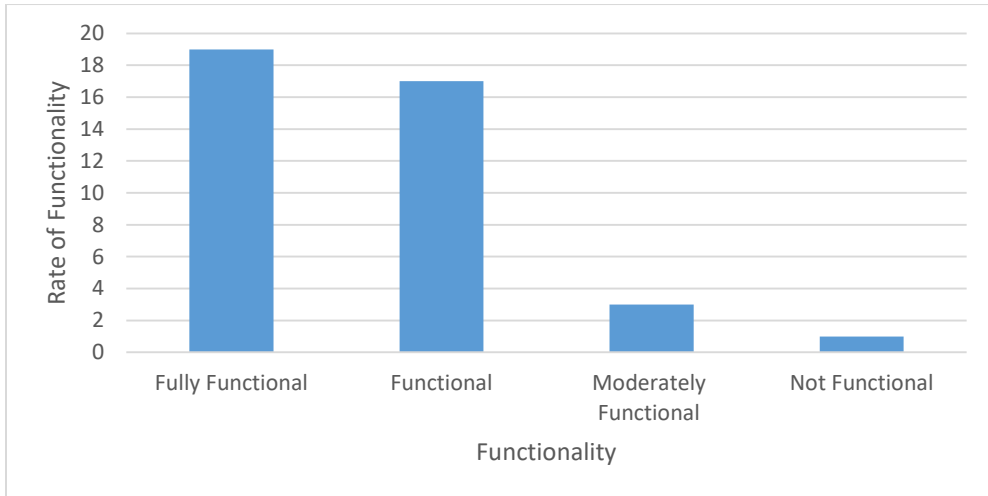
Which issues does the committee members deliberate on when they meet? Do you have Evidence of the meeting of the committee?



*Note 39 out of 43 responded*

The committee members deliberate on the following issues whenever they meet, 74 %( 32) on issues concerning Community/School development, 55.8 %( 24) issues concerning Finances, 48.8 %( 21) other issues, 44.2 %( 19) on issues concerning Academics, 18.6 %( 8) issues concerning Administration, 4.7 %( 2) issues concerning Human resource.76.7 %( 34) say yes with minutes of the meeting available, 69.8%(30) say yes with a file of records, 55.8%(24) say Any other evidence of meeting available, One respondent say No any records as evidence of meeting is available.

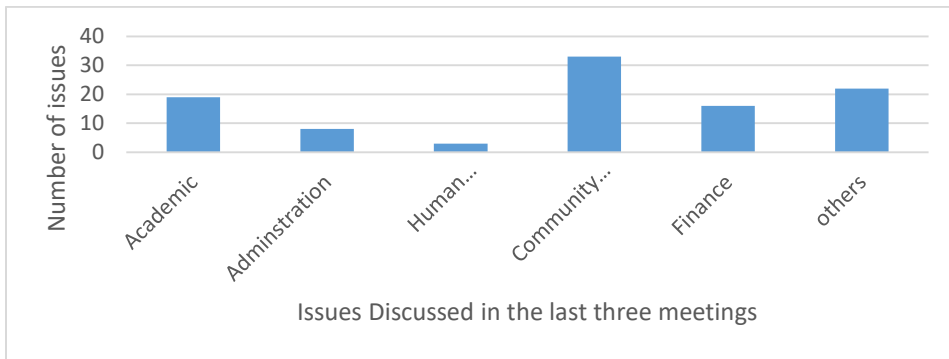
How would you rate the functionality of the SMC? Select most correct option below.



**Note 40 out of 43 responded**

44.2 %( 19) rate the functionality of the SMC as fully functional, 39.5 %( 17) rate the SMC as Functional, 7 %( 3) rate the SMC as moderately functional and one respondent rate the SMC as not functional. 19 out of 43 respondents said the find gaps in the functionality of SMC, 23.3 %( 10) say No commitment from members, 16.3 %( 7) say there other gaps, 11.6 %( 5) said Members are not aware of their roles, 9.3 %( 4) Financial support and one respondent said No follow-up on deliberations of previous meetings.

What issues were discussed in the last three meetings? What important issues were acted on? Issues acted on by who?



*Note 39 out of 43 responded*

The committee members discussed in the last three meetings on the following issues, 76.7 %( 33) on issues concerning Community/School development, 37 %( 16) issues concerning Finances, 51.2 %( 22) other issues, 44.2 %( 19) on issues concerning Academics, 18.6 %( 8) issues concerning Administration, 7 %( 3) issues concerning Human resource. 35 out of 43 respondents acted on the important issues, 62.8 %( 27) Community or School development was acted upon, 41.9%(18) of other issues was acted upon, 25.6%(11) of finance issues was acted upon, 20.9(9) of academic issues was acted upon, 9.3%(4) of administration issues was acted upon and 4.7%(2) issues of Human resource was acted upon. 36 out of 43 respondents responded, 55.8(11) acted upon by SMC, 18.6 %( 8) acted upon by Parents, 16.3 %( 7) acted upon by teachers, 11.6 %( 5) acted upon by other individuals or groups.

Summary: Reasons for not acting on the issue (30 out of 43 respondents gave reasons for not acting)

Low payments made by parents

Limited funding

Financial limitations

No Follow-up

Conservativeness of the parents"

N/A

Some parents have negative attitude towards education

In Planting season some don't attend"

Parents are not Packing food for their children

Delayed response from the district authority on inadequate staffing"

The SMC was not prepared

No buildings to accommodate primary seven"

Ignorance

Head teacher hides minutes

Lack of co-operation"

Parents were not ready to pay PTA funds

Parents were not providing the school necessities"

Delaying to agree on the construction fee

Not known

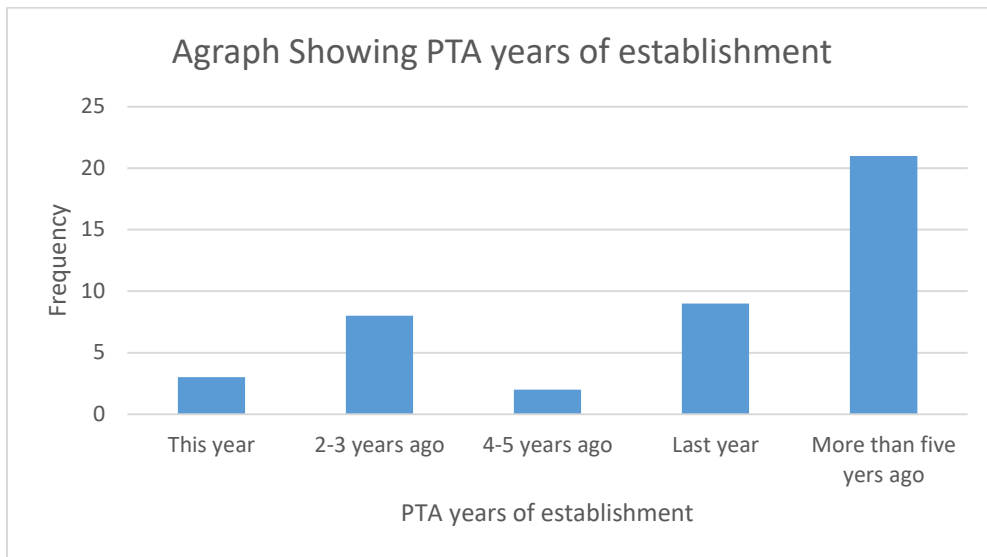


## Functionality of the Parents, Teachers Association (PTA)

Does the School have PTA?

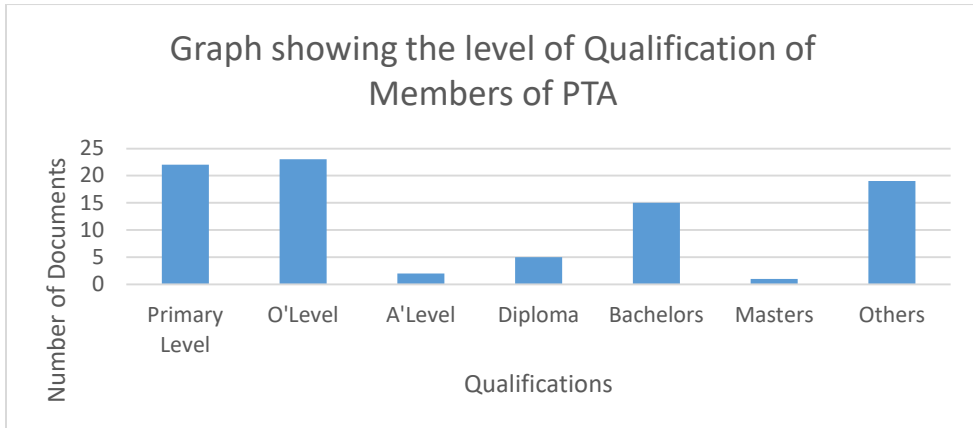
100 % ( 43) of the Schools monitored say they have PTA in place.

When was PTA established?



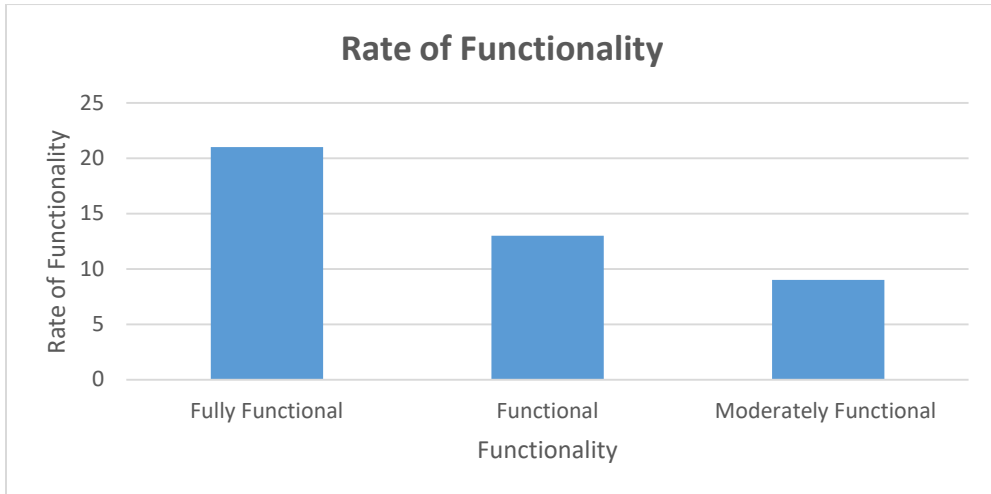
43 out of 43 respondents responded to this, 48.8%(21) established their PTA more than five years ago, 20.9%(9) established their PTA last year, 18.6%(8) established their PTA between 2-3 years ago, 7%(3) established their PTA this year and 4.7%(2) established their PTA between 4-5 years ago. 41 out of 43 responded that 69.8% PTA members were above six, 23.3 % ( 10) PTA members between 4-6 members and One PTA was between 1-3 members.

Qualification of PTA members



34 out of 43 respondents responded to this. The graph above shows the level of Qualification of members of PTA and some of the members gave more than one document. 53.5%(23) had O'Level certificates, 51%(22) had completed primary Level, 44%(19) indicated other forms of qualifications, 11.6%(5) had Diploma, 34.9%(15) had Bachelors, 4.7%(2) had A 'Level certificates and one member of the PTA had Master qualification.

How would you rate the functionality of the PTA? Select most correct option below what gaps do you find in the functionality of the PTA?



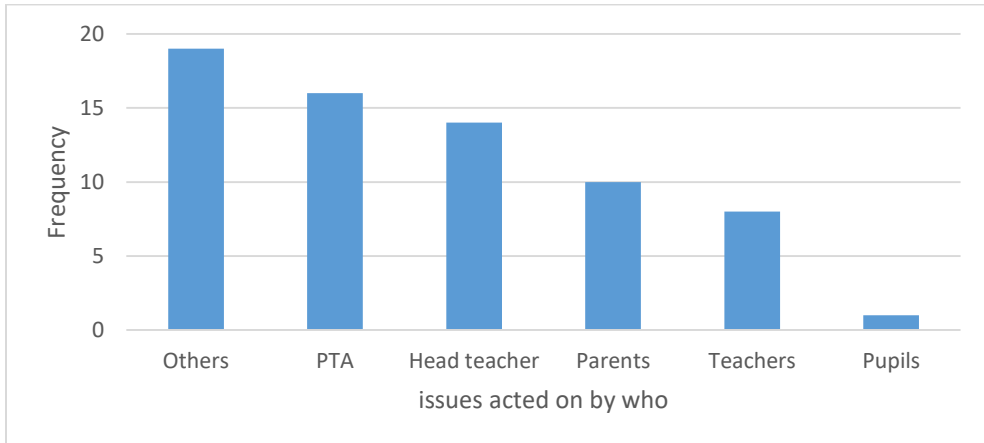
48.8 %( 21) rate the functionality of the PTA as fully functional, 30 %( 13) rate the PTA as Functional, and 20.9 %( 9) rate the PTA as moderately functional. 30 out of 43 respondents said the find gaps in the functionality of SMC, 37 %( 16) say No commitment from members, 41.9 %( 18) say there other gaps, 4.7 %( 2) said Members are not aware of their roles, 9.3 %( 4) Financial support and 23 %( 10) said No follow-up on deliberations of previous meetings.

What issues were discussed in the last three meetings? What important issues were acted on?

The committee members discussed in the last three meetings on the following issues, 72.1 %( 31) on issues concerning Community/School development, 18.6 %( 8) issues concerning Finances, 51.2 %( 22) other issues, 37 %( 16) on issues concerning Academics, and 14 %( 6) issues concerning Administration. 42 out of 43 respondents acted on the important issues, 72.1 %( 31) Community or School development was acted upon, 51.2 %( 22) of other issues was acted upon, 18.6 %( 8) of finance issues was acted upon, 37%(16) of academic issues was acted upon, 14%(6) of

administration issues was acted upon and No issues of Human resource was acted upon.

### Issues acted on by who?



40 out of 43 respondents responded, 37(16) acted upon by PTA, 23.3 %( 10) acted upon by Parents, 18.6 %( 8) acted upon by teachers, 44.2 %( 19) acted upon by other individuals or groups, One issue was acted by pupils, 32.6% issues acted by head teacher.

Summary: Reasons for not acting on the issue (30 out of 43 respondents gave reasons for not acting).

Some parents did not pay as agreed on

Lack of funds

Limited space for expansion

Not providing food for children

Parents not knowing their roles

Lack of enough by-laws

Weak enforcement of the existing by-laws

To be resolved in the general meeting

Limited Resources

Poor crop yields that led to insufficient food in families.

Poor crop harvest causing shortage of food in families

Parents engaging their children in gainful work during school days

Teachers failure to monitor pupils properly"

Late coming of teachers

Lack of co-operation between parents and teachers

District Education Officer holds the blame

Poor response to payment of PTA funds by parents

Inadequate funds to support the development programs of the school

## Functionality of the school finance management committee

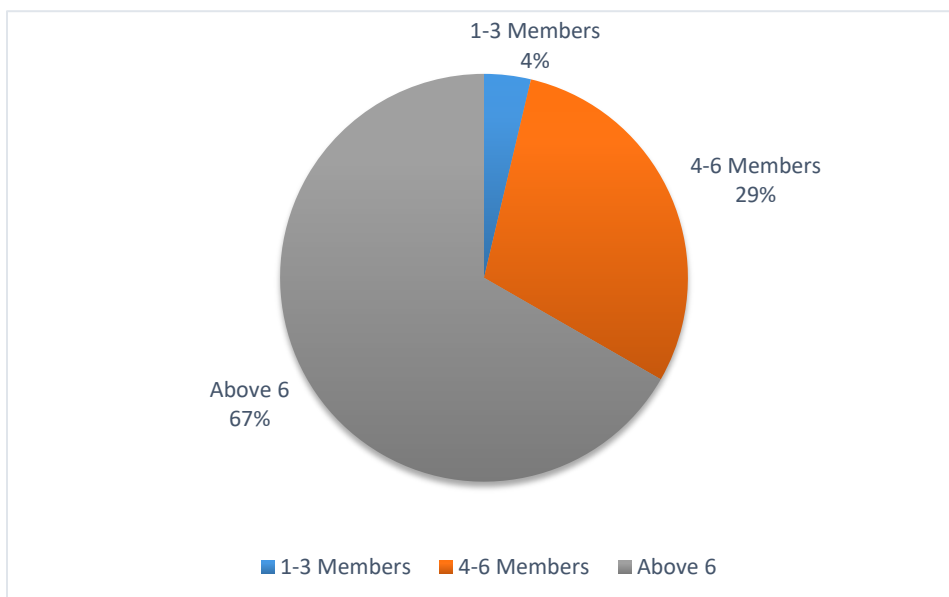
Does the school have a FMC?

27 Out of 27 head teachers that is 100% say that they have Finance Management Committee in place to finances of the school.

## When was the FMC established?

27 out of 27 Head teachers, 55.6% (15) say the FMC was established More than 5 years ago, 14.8 %(4) say FMC was established between 2-3 years ago, 14.8%(4) say the FMC was established last year, 7.4%(2) say FMC was established between 4-5 years ago and 7.4%(2) say FMC was established this year.

## Who are the FMC Members Number



27 Out of 27 Head teachers responded, 67% of the FMC

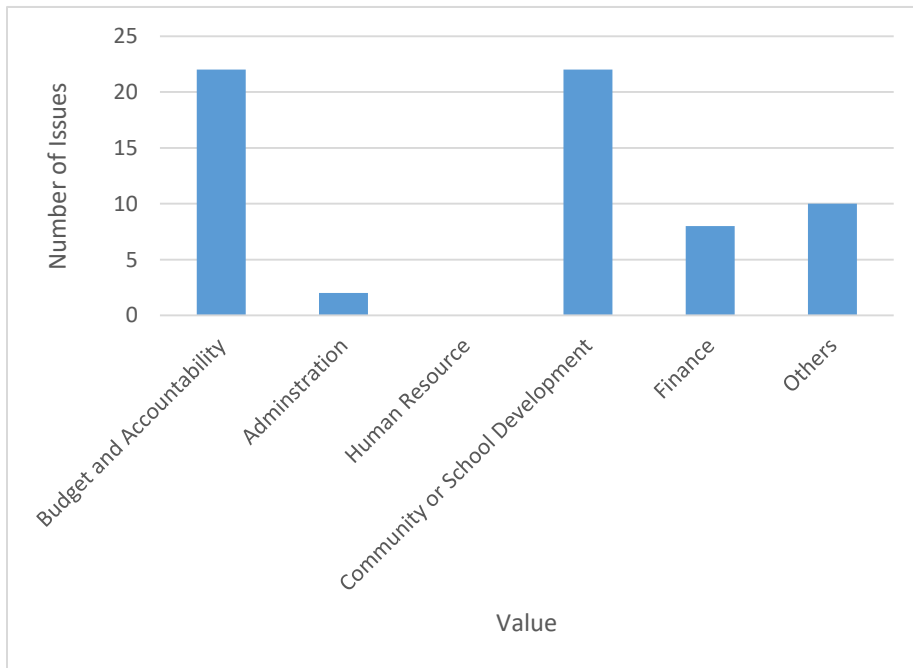
members are above 6 members, 29% are between 4-6 members and 4% of FMC members are between 1-3 members. In terms of qualification of those members, 88.9 %( 24) had other qualifications, 40.7 %( 11) had Bachelors, 22 %( 6) had diploma's and one person on the FMC had a Masters. 21 out of 27 members of FMC, 77.8 %( 21) are Public Government Workers.

*Note some members provided more than one document*

How often do the members of the FMC committee meet? When did the committee last meet?

26 out of 27 respondents, 63 %( 17) FMC meet three times a year, 22 %( 6) FMC meet More than four times a year, 3.7%, 3.7%, and 3.7% FMC Meet Four times a year, Once a year, and Two times a year respectively. 26 Out of 27 respondents, 48.2% last met last two months ago, and 14.8 %( 4) last met last three months ago, 14.8%(4) last met last one month ago, 11% last met four months ago, two respondents last met for FMC meetings in the last five and six months ago.

Which Issues does the committee members deliberate on when they meet?



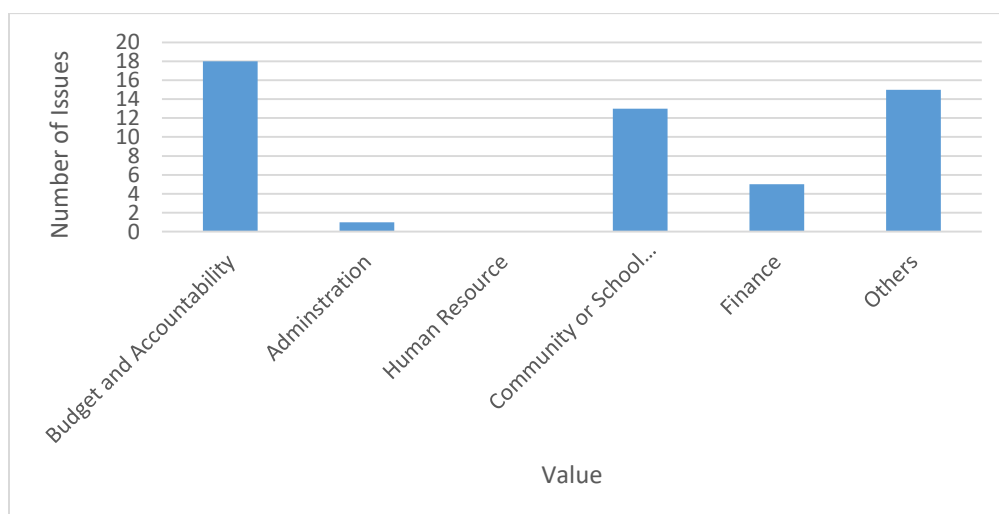
27 out of 27 committee members deliberate issues on when they meet, 81.5 % ( 22) deliberate on issues concerning Budget and Accountability, 40.75(11) deliberate on issues of Community or school development, 37%(10) deliberate on other issues, 29.6% deliberate on issues concerning Finance, 7.4%(2) deliberate on issues of administration and none of the FMC deliberated on Human resource issues.

**How would you rate the functionality of the FMC? Select most correct option below.**

27 out of 27 rate the functionality of the FMC, 59.3 % ( 16) rate the functionality as fully functional, 29.6 % ( 8) rate as functional 11 % ( 3) rate as moderately functional.



What issues were discussed in the last three meetings? What important issues were acted on?



25 out of 27 the committee members discussed in the last three meetings on the following issues, 66.7 %( 18) issues concerning budget and accountability, 48.2 %( 13) on issues concerning Community/School development, 18.5 %( 5) issues concerning Finances, 55.6 %( 15) other issues, and 3.7 %( 1) issues concerning Administration. 24 out of 27 respondents acted on the important issues, 37 %( 10) Community or School development was acted upon, 63 %( 17) of other issues was acted upon, 11 %( 3) of finance issues was acted upon, 7.4 %( 2) of administration issues was acted upon, 29.6% budget and accountability, and No issues of Human resource was acted upon.

24 out of 27 issues was acted by, 51.9 %( 14) issues was acted by the head teachers, 29.6 %( 8) issues was acted by others like Old boys and Old girls etc., 22 %( 6) issues acted by FMC, 7.4 %( 2) issues acted by teachers and one issue was acted by pupils.

Summary: Reasons for not acting on the issue (17 out of 27 respondents gave reasons for not acting)

Inadequate funds

N/A

Government policy

Not known

Parents are poor

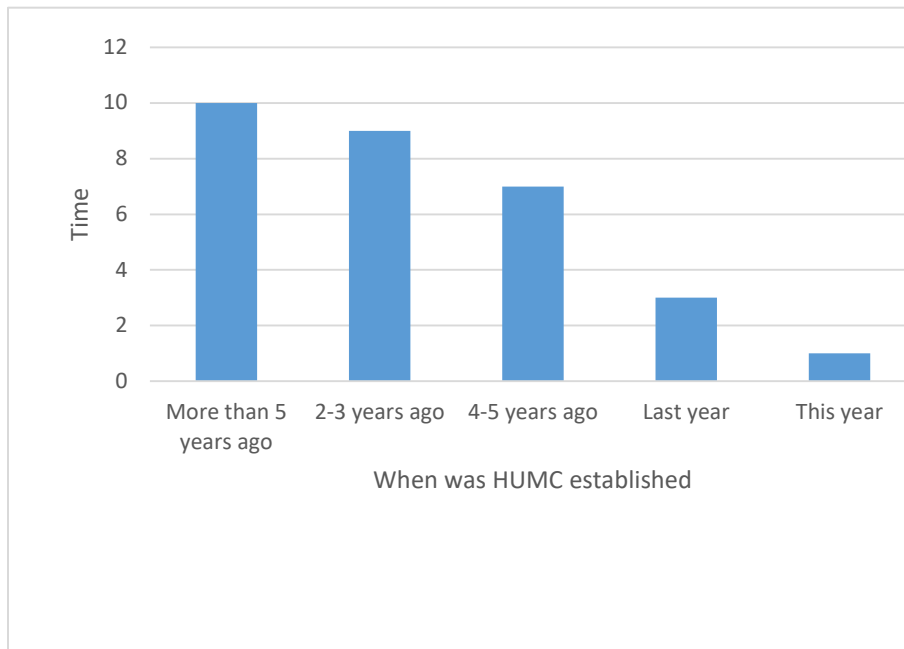
Inadequate funds

Parents failure to meet their financial obligations"

## Functionality of the health unit management committee

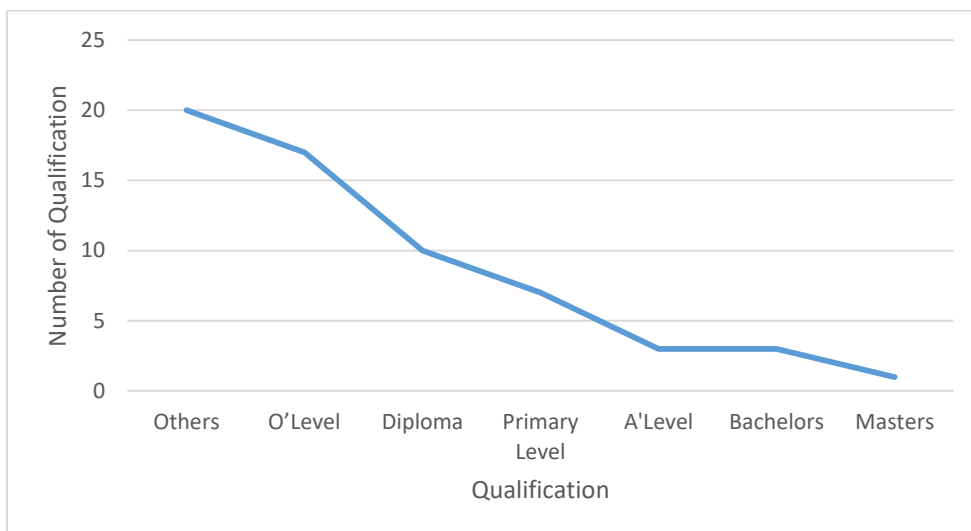
Does this health unit have a health unit management committee established?

100% of the Health Unit from the above districts have Health Unit management committee (HUMC) in place.



When was the Health Unit Management committee established? Who are the HUMC members? Number 33 %( 10) Health Unit Management Committee were established more than 5 years ago, 30%(9) HUMC were established between 2-3 years ago, 23%(7) HUMC were established between 4-5 years ago, 10%(3) HUMC were established last year, and one HUMC was established this year. 56.7 %( 17) HUMC have above 6 members, 36.7 %( 11) HUMC have 4-6 members, and one HUMC has 1-3 members.

## Qualification of HUMC Committee members



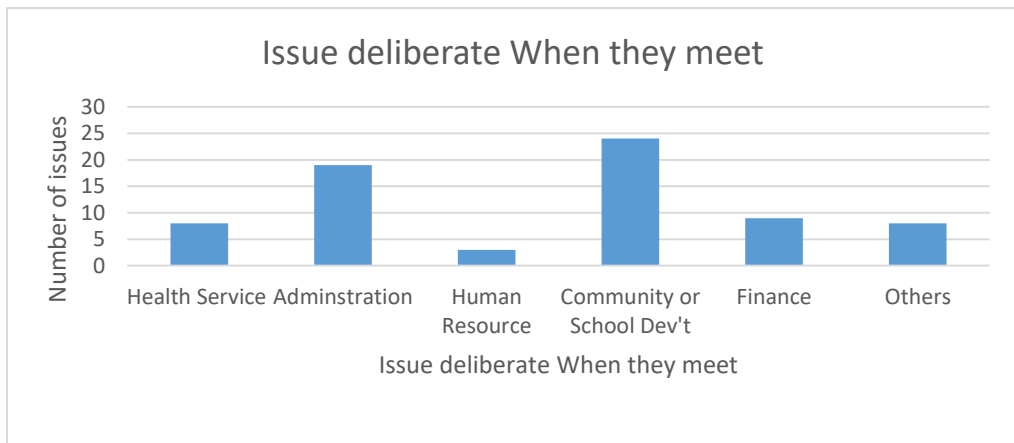
24 out of 30 HUMC, 66.7%(20) HUMC members had other qualifications, 56.7%(17) HUMC members had O'Level, 33%(10) HUMC members had Diploma, 23%(7) HUMC members had Primary level, 10%(3) HUMC members had A 'Level, 10%(3) HUMC members had Bachelors and one HUMC member had masters. 17 out of 30 HUMC members, 50%(15) are Public government workers, 43%(13) are farmers, 20%(6) are in private sector, 13%(4) are business persons, 6.7%(2) are doing none of the occupation, and one HUMC member is a retired civil servant.

How often do the members of the HUMC Committee meet?

30 out of 30 HUMC Committee meet, 83 %( 25) HUMC meet four times a year, 10%(3) meet Three times a year, 3.3% and 3.3% HUMC members meet More than four times a year and Two times a year respectively. 28 out of 30 HUMU members, 53%(16) last met two months ago, 30%(9) last met one month ago, 6.7%(2) last met Three months ago, and one HUMC last

met four months ago.

Which issues does the committee members deliberate on when they meet? Do you have any evidence of the meeting of the committee?



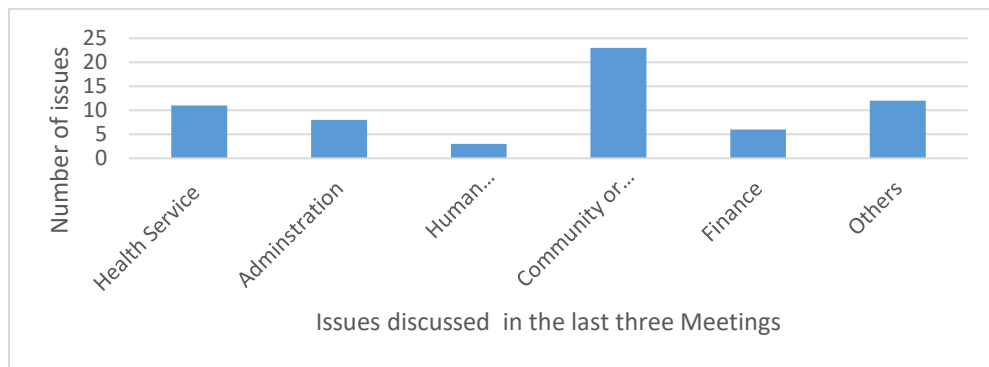
80 %(24) Deliberate on issues of community or School development, 60%(18) deliberate on Administration issues, 30%(9) deliberate on finance issues, 26.7%(8) deliberate on Health service issues, 26.7%(8) deliberate on other issues, and 10%(3) deliberate issues on Human resources. 29 out of 30 HUMC members, 86.7 %( 27) say yes with minutes of the meeting available, 63 %( 19) say yes with a file of records, 43 %( 13) with any other evidence of meeting available, 6.7%(2) have no any records as evidence of meeting is available.

How would you rate the functionality of the HUMC? Select most correct option below what gaps do you find in the functionality of the HUMC?

60 %( 18) have fully functional of the HUMC, 26.7 %( 8) have functional HUMC, and 10 %( 3) have moderate functional of HUMC. 40%(12) I identified other gaps than those given to

choose from, 16.7%(5) say no commitment from members, 16.7%(5) say members are not aware of their role, 6.7%(2) gaps of Financial support, and one member identified a gap of no follow-up on deliberations of previous meetings.

What issues were discussed in the last three meetings? Issue acted on by who?



73%(22) issues discussed in the last three meetings were on Community or School development, 40%(12) issues are on other issues not listed, 36.7%(11) issues discussed was about health services, 26.7%(8) issues discussed was about Administration, 20%(6) issues discussed was about Finance, 10%(3) issues discussed was about Human resources. 53 % ( 16) issues was acted by others, 43 % ( 13) issues was acted on by the in charge, 20 % ( 6) issues was acted by HUMC, and one issue was acted upon by the community.

Summary: Reasons for not acting on the issue (19 out of 30 respondents gave reasons for not acting).

Inadequate funding

Inadequate funding from the government

Reason not known

The in charge did not display the information

The sub county authority has delayed to respond

Not yet budgeted for the district

Still in process

The Health facility is still considered a Health Centre II

Time factor

A few staff

Lack of mobilization

## CONCLUSIONS AND RECOMMENDATIONS

Learning and teaching resources form one of the potent factors that contribute to academic achievement in the school system. They include the school buildings, classroom, accommodation, libraries, laboratories, furniture, recreational equipment, apparatus and other instructional materials. Their availability, relevance and adequacy contribute to academic achievement. However, unattractive school buildings and overcrowded classrooms among others contribute to poor academic attainment.

Parental involvement in schools through BOG and PTA has been widely acknowledged in both developing and developed countries. The parental involvement is associated with school effectiveness and children performance in general. Parental involvement in schools takes different kinds and forms or aspects.

Finance is the art and the science of managing money and is concerned with the process, institutions, markets and instruments involved in the transfer of money among individuals, institutions (including schools) and governments.

Internal communication on financial school management matters is important to ensure that all internal stakeholders know when to make their submissions and how to spend funds allocated to them. The budget, in conjunction with the financial policy of the school, is the most important medium for carrying messages relating to financial school management to the internal stakeholders



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This reports constitutes a research that was conducted to find out the nature and composition of the Health Units Management Committees, School Management Committees, Parents Teachers associations and School Finance committees, find out frequency of meetings and the issues deliberated by the Health Units Management Committees (SMCs), School Management Committees, Parents Teachers associations and School Finance committees, and find out the actual actions taken by Health Units Management Committees, School Management Committees, Parents Teachers associations and School Finance committees to enhance service delivery.



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