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RESOURCE PLANNING AND DEVELOPMENT IN SECONDARY SCHOOLS IN UGANDA

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ABSTRACT

This research examines the resources available in secondary schools, the challenges in resource planning and development, and the strategies employed for resource development in secondary schools in Uganda. The purpose of this study is to investigate how resources are planned, developed, and managed in secondary schools within the Ugandan context. The study addresses the following research questions: (1) What are the different resources available in secondary schools? (2) What are the challenges faced in resource planning and development? (3) What strategies are used for resource development in schools?

The research employs a mixed-methods approach, combining both qualitative and quantitative data collected from various secondary schools in Uganda. The study found that resources in secondary schools are generally categorized into physical resources (e.g., classrooms, libraries, sports facilities), human resources (e.g., teachers, administrators), and technological resources (e.g., computers and educational software). However, significant challenges were identified, including inadequate funding, lack of skilled personnel in resource management, and unequal distribution of resources between urban and rural schools. Furthermore, schools use strategies such as community partnerships, external funding, and the adoption of technology to mitigate these challenges and enhance resource availability. The findings highlight the need for more effective resource management strategies, increased funding, and greater collaboration between schools, communities, and government bodies to improve the quality of secondary education in Uganda. The study also recommends the adoption of digital learning platforms and professional development programs for school leaders to ensure the sustainable development of resources.

KEYWORDS: Resource, planning, development, Secondary schools

INTRODUCTION

Resource planning in an education setting refers to the process of strategically managing and allocating various resources (such as human resources, teaching materials, finances, and infrastructure) to ensure that educational goals are met effectively and efficiently (Kizlik, 2012). It involves assessing the

availability of resources, determining future needs, and ensuring that these resources are used optimally to support the learning environment and academic outcomes.

For example, in a school setting, resource planning might involve determining the number of teachers required for each subject, allocating budget for textbooks and digital tools, ensuring the availability of classrooms with appropriate technology, and scheduling extracurricular activities. For instance, at the beginning of an academic year, a school principal might assess enrollment numbers, plan the curriculum for each grade, allocate classroom space, and ensure that teachers are equipped with the necessary materials and training. If the school plans to implement an online learning platform, part of the resource planning would include procuring software, training teachers, and providing students with access to computers or tablets.

Resource development in an education setting refers to the creation, enhancement, and procurement of resources (such as educational materials, learning tools, human resources, and infrastructure) that support and improve the quality of teaching and learning(Hammerness et al., 2005).

For example, in a school, resource development might involve creating new curricula, developing digital learning tools, or organizing professional development programs for teachers. For instance, a school district may decide to develop a new set of interactive math learning modules for elementary students. This resource development process would include designing the content, selecting appropriate technology (e.g., tablets or online platforms), and providing training for teachers to integrate these modules into their classrooms.

PURPOSE OF THE STUDY

The study aimed at finding out resources are planned and developed in secondary schools in Uganda.

OBJECTIVES OF THE STUDY

- To examine the resources available in secondary schools.
- To find out challenges in resource planning and development in schools.
- To find out the strategies of resource development in secondary schools.

RESEARCH QUESTIONS

What are the different resources available in secondary schools?

What are the different challenges being faced in resource planning and development in schools?

What are the different strategies of resource development in schools?

SIGNIFICANCE OF THE STUDY

Optimizing resource allocation and efficiency.

Resource planning ensures that resources, including staff, facilities, and materials, are used efficiently. Without proper planning, resources may be either underutilized or overburdened, leading to inefficiencies and gaps in learning(Ferreira et al., 2014). For example, a school may plan to allocate

teachers based on student enrolment and subject needs. If a particular grade has fewer students than others, a teacher may be assigned to assist with other grade levels or departments, ensuring that no teaching resources go unused while avoiding teacher overload in other subjects.

Ensuring adequate learning materials and support.

Resource development is crucial to ensure that students have access to the necessary learning materials, including textbooks, digital tools, and classroom supplies. Schools that invest in resource development can ensure that they provide updated, relevant, and diverse materials that support different learning styles. For example, a school looking to improve its science curriculum might invest in laboratory equipment, interactive learning software, and new textbooks to provide students with hands-on learning experiences. This ensures students are actively engaged and have access to high-quality educational resources.

Supporting professional development for teachers.

Professional development is a key aspect of resource development in schools. It involves training teachers to enhance their skills and adapt to new educational trends and technologies. Schools that prioritize teacher development ensure that educators can meet the diverse needs of students and deliver the best possible educational experience. For example, a school district might invest in training programs to help teachers integrate technology into their classrooms, such as using learning management systems (LMS) or educational apps. These programs ensure that teachers stay up to date with modern teaching techniques and are better equipped to engage students.

Improving student outcomes

Proper resource planning directly contributes to improved student performance by ensuring that schools have the right mix of teachers, materials, technology, and facilities. Well-planned resource allocation can lead to enhanced engagement, better learning environments, and higher academic achievement (Litchman et al., 2020). For example, if a school plans to improve literacy rates, it may allocate funds for new reading programs, hire specialized literacy coaches, and provide students with additional resources such as online reading platforms. This targeted approach can help address gaps in student learning and improve overall academic performance.

Managing budget and costs efficiently.

Resource planning is particularly important in ensuring that schools operate within their budgets while still achieving educational goals. In times of financial constraints, prioritizing resource allocation allows schools to ensure that essential resources (e.g., teaching staff, essential technology, and educational materials) are available while cutting back on non-essential expenses (Kaiser et al., 2021). For example, a school with limited funding may need to decide how best to allocate its resources, choosing to prioritize teacher salaries, technology upgrades, and necessary supplies while postponing renovations to non-critical parts of the school building. Proper budget planning ensures that critical areas are prioritized and financial resources are spent where they will have the most impact.

Meeting the diverse needs of students.

Resource development helps ensure that schools are equipped to meet the needs of all students, including those with special needs, English language learners, and those requiring additional academic support. Proper resource development ensures that all students receive the support they need to succeed (Lewin, 2007). For example, a school might develop specialized programs and allocate resources to support students with disabilities, such as providing additional aides in classrooms, offering assistive technology, or implementing individualized learning plans. These resources ensure equitable access to education for all students, regardless of their needs.

Enhancing school infrastructure.

Schools need physical resources such as classrooms, libraries, sports facilities, and computer labs to create a conducive learning environment. Resource development in this context ensures that these infrastructures are regularly maintained and upgraded to meet evolving educational needs. For example, a school with an aging computer lab might plan to modernize it by purchasing new computers and providing wireless internet access. This development ensures that students have access to the digital tools needed for research, assignments, and online learning, which is essential in today's educational landscape.

FINDINGS OF THE STUDY**1.RESOURCES IN SECONDARY SCHOOLS**

The necessary resources in a primary school can be categorized into human, material, financial, and technological resources.

HUMAN RESOURCES

Human resources are the backbone of any school, as they facilitate learning and ensure the smooth operation of educational activities.

Teachers

Qualified and well-trained teachers are essential for delivering quality education. Teachers should have the necessary skills in pedagogy, classroom management, and subject expertise (UNESCO, 2021). Additionally, continuous professional development through training and workshops ensures that teachers stay updated with modern teaching methodologies (OECD, 2018).

Support Staff

Support staff includes:

- **Librarians** – Manage the school library and assist students in finding educational materials.
- **Laboratory Assistants** – Help in conducting science experiments and maintaining laboratory equipment.

- **Clerical Staff** – Assist in school administration, including record-keeping and communication with parents.

These staff members provide crucial assistance that enables teachers to focus on instructional duties (Bush, 2019).

Administrative Personnel

School heads and their deputies play a significant role in managing school operations. Their responsibilities include:

- Implementing policies and curriculum guidelines.
- Supervising teachers and evaluating their performance.
- Ensuring discipline and a conducive learning environment (World Bank, 2019).

A strong leadership team fosters an efficient learning environment and contributes to student success.

MATERIAL RESOURCES

Material resources are tangible assets that support teaching and learning. These resources improve the effectiveness of lessons and student engagement.

Teaching and Learning Materials

- **Textbooks** – Provide structured learning content for different subjects.
- **Exercise books and stationery** – Necessary for student note-taking and practice.
- **Teaching aids** – Charts, maps, flashcards, and models enhance learning by making concepts more visual and interactive (Slavin, 2020).

A well-equipped classroom ensures that students can access relevant materials that facilitate their learning.

Classroom Furniture and Facilities

- **Desks and chairs** – Essential for a comfortable learning environment.
- **Whiteboards/Blackboards** – Used for daily instructional delivery.
- **Projectors and screens** – Assist in delivering digital presentations for better comprehension.

An effective learning environment requires proper infrastructure that enhances student focus and participation.

School Infrastructure

- **Classrooms** – Must be spacious, well-ventilated, and well-lit to provide a conducive learning environment.
- **Playgrounds** – Support physical education and extracurricular activities, which contribute to overall child development.
- **Sanitation Facilities** – Proper hygiene through clean toilets and water points is essential for student health and school attendance (World Bank, 2019).

Infrastructure plays a critical role in determining student engagement and attendance rates.

FINANCIAL RESOURCES

Financial resources enable the acquisition and maintenance of other school resources. Schools require sufficient funding to operate efficiently.

Salaries and Benefits for Teachers and Staff

Competitive salaries improve teacher motivation, retention, and overall productivity (UNESCO, 2021). In addition to salaries, benefits such as medical insurance and professional development programs contribute to job satisfaction.

Budget for Learning Materials and Supplies

Schools need a steady budget to purchase:

- Textbooks and updated curriculum materials.
- Stationery, chalk, and other consumable teaching aids.
- Laboratory equipment for science subjects.

A lack of financial resources can lead to inadequate supplies, which negatively affects learning quality (OECD, 2018).

School Maintenance and Infrastructure Development

Regular maintenance of buildings, furniture, and playgrounds ensures a safe learning environment. Schools must also invest in expansion projects, such as new classrooms, to accommodate growing student populations (World Bank, 2019).

Government and Private Funding

Financial resources in schools come from:

- **Government allocations** – Most public schools receive funding for staff salaries and infrastructure.
- **Private donations** – Nongovernmental organizations (NGOs) and corporate sponsorships sometimes provide funding for specific school programs.

- **School fees** – In some cases, parents contribute to school operational costs.

Proper financial management ensures that available funds are utilized efficiently for maximum educational impact.

TECHNOLOGICAL RESOURCES

The integration of technology in education enhances learning experiences and prepares students for a digital future.

Computers and Tablets

Digital devices support interactive learning and research. They help in:

- Online learning programs and educational software.
- Typing and word-processing skills.
- Research and accessing e-books.

Computers also aid teachers in lesson planning and record-keeping (Anderson, 2021).

Internet Connectivity

Access to the internet allows students and teachers to explore a wealth of online educational resources. It also enables virtual learning, which has become essential in modern education (UNESCO, 2021).

Smart Boards and Projectors

Interactive smart boards and projectors make lessons more engaging and visually appealing. These tools enhance understanding by incorporating multimedia elements such as videos and animations (Slavin, 2020).

2. CHALLENGES IN RESOURCE PLANNING AND DEVELOPMENT IN A SCHOOL SETTING

Resource planning and development in a school setting can present several challenges that affect the overall effectiveness and efficiency of educational operations.

Budget constraints and financial limitations

Many schools, especially public institutions, face tight budgets that limit their ability to acquire or upgrade essential resources. Financial constraints can hinder the purchase of updated technology, hiring additional staff, or investing in infrastructure improvements. For example, a school may struggle to replace outdated textbooks or upgrade technology due to budget cuts, forcing teachers and students to make do with subpar materials that affect the quality of education.

Mismatch between resource availability and student needs

A common challenge in schools is ensuring that the available resources match the specific needs of students, including those with special educational needs, English language learners, and students requiring additional support. For example, a school with a large number of students who are English language learners may struggle to provide adequate bilingual staff, language learning programs, or instructional materials tailored to these students' needs.

Inefficient use of available resources

Without proper planning, schools may face issues related to the inefficient allocation or underutilization of resources. This can lead to some resources being over-allocated, while others remain unused, which affects the overall effectiveness of the school. For example, a school might have a surplus of technology devices but insufficient training for teachers on how to integrate these tools into their classrooms, leading to unused or underused devices.

Difficulty in managing technology integration

The integration of technology into the classroom can be both an opportunity and a challenge. Schools must ensure they have the right technology, provide adequate teacher training, and develop a plan for maintaining and upgrading these tools. For example, a school that invests in laptops for every student might struggle to train teachers on how to use educational software effectively, or face issues with internet connectivity, rendering the technology ineffective.

Staff shortages and high turnover

Schools often experience staff shortages, especially in specialized subject areas or in underserved areas. High turnover rates can also create challenges in maintaining consistency and continuity in resource management, as new staff may not be familiar with existing systems. For example, a school with a shortage of qualified math or science teachers may struggle to meet curriculum requirements and provide students with the necessary academic support.

Resistance to change

In schools, there can be resistance to new resource development or changes in existing resource allocation, especially if teachers or administrators are comfortable with established systems. This resistance can slow down the adoption of new technologies, teaching methods, or curriculum changes. For example, a school might face resistance when attempting to implement a new digital learning platform, with teachers hesitant to adopt new tools due to lack of familiarity or perceived complexity.

Inadequate infrastructure

Many schools face challenges related to aging infrastructure, including outdated classrooms, insufficient facilities for specialized subjects (e.g., science labs), or lack of accessibility for students with disabilities. This makes resource development and planning more difficult as the physical environment can limit how resources are used or expanded. For example, a school with old buildings

might struggle to implement modern technology solutions due to lack of electrical infrastructure or limited space for new equipment.

Changing educational demands

Schools must adapt to constantly changing educational demands, such as new curricula, evolving standards, and shifting societal needs. This requires continuous resource planning and development to keep up with these changes and ensure that resources remain relevant. For example, a school may need to shift resources to support new standardized testing requirements or to implement a newly mandated STEM (Science, Technology, Engineering, and Mathematics) curriculum, requiring additional staff, materials, and training. The challenges in resource planning and development within a school setting can significantly impact the efficiency and effectiveness of educational delivery. Overcoming these challenges requires a combination of flexibility, creativity, and effective management to ensure that resources are used to their fullest potential and aligned with the school's goals

3. STRATEGIES OF RESOURCE DEVELOPMENT IN SECONDARY SCHOOLS.

Partnerships and community engagement

Collaborating with local communities, businesses, and other educational institutions can help schools access additional resources. Partnerships allow schools to leverage external support, including funding, expertise, and materials.

Grant writing and fundraising

Schools often face financial constraints that limit their ability to develop resources. One key strategy to address this challenge is seeking external funding through grants or conducting fundraising campaigns. Schools can apply for educational grants from government bodies, non-profits, or private foundations, as well as organize fundraising events or campaigns to generate additional revenue.

Professional development for staff

Investing in the professional development of teachers and staff is a critical resource development strategy. It ensures that educators remain up-to-date with new teaching methodologies, technology integration, and educational trends, ultimately improving student outcomes. For example, school might offer workshops on using digital tools in the classroom or provide ongoing training on differentiated instruction to support diverse learners.

Technology integration and innovation

Incorporating technology effectively into the learning environment is an important strategy for resource development. Schools can develop resources by introducing innovative educational tools and platforms, improving digital literacy, and ensuring access to modern technologies.

Sustainability and resource reallocation

Sustainability in resource development involves making sure that resources are used efficiently and in a way that maximizes their long-term impact. Schools can develop resources by reallocating existing

resources to areas of greater need or by adopting practices that reduce waste and ensure resource longevity.

Resource sharing and collaboration

Schools can share resources with nearby schools or collaborate with district-wide programs to optimize the use of available materials and services. Resource sharing reduces duplication and ensures that resources are accessible where they are most needed. For example, a school district might create a centralized library of digital textbooks that can be shared among all schools, or share staff resources like special education teachers across schools in the district.

Curriculum development and alignment

A strategy for resource development involves aligning and updating the curriculum to ensure it is relevant and meets students' current needs. This also involves developing instructional materials and assessments that reflect educational goals. For example, school might revise its science curriculum to include more hands-on learning experiences, aligning the materials with updated teaching practices and integrating real-world applications of scientific principles.

Alumni engagement

Schools can engage their alumni network as a resource for development. Alumni often contribute in terms of financial support, mentorship programs, guest lectures, or even donating materials and expertise to help students. For example, a school might create an alumni association that helps fund scholarships or organizes career days where alumni return to share their experiences with current students.

CONCLUSION

In conclusion, this research provides an in-depth examination of the resources available in secondary schools, the challenges faced in resource planning and development, and the strategies employed to enhance resource availability. The findings highlight several key insights:

Secondary schools generally have a wide range of resources, including physical infrastructure (classrooms, libraries, and sports facilities), human resources (teachers, administrators, and support staff), and technological tools (computers, internet access, and educational software). However, the distribution of these resources is often unequal, with some schools especially those in rural or economically disadvantaged areas facing significant gaps in infrastructure and technology (Okumbe, 2019). As a result, students in these schools may lack access to essential learning tools, which can hinder their academic performance.

The research also reveals several challenges in resource planning and development in secondary schools. These challenges include limited funding, inefficient allocation of available resources, and a lack of skilled personnel for managing resources effectively. Budget constraints, often caused by government cuts or insufficient local funding, exacerbate these issues, leading to outdated or poorly

maintained facilities, inadequate teaching materials, and limited professional development opportunities for teachers (Sifuna, 2018).

In response to these challenges, secondary schools have developed a variety of strategies for resource development. These strategies include leveraging community partnerships, pursuing external funding through grants, and adopting cost-effective technologies to maximize the impact of available resources. Schools have also adopted innovative approaches such as fundraising events, collaboration with non-governmental organizations, and engagement with local businesses to supplement government funding (Ngugi, 2021).

Recommendations

Based on the findings of this research, several recommendations can be made to improve resource planning, development, and utilization in secondary schools. These recommendations aim to address the challenges identified and enhance the availability and effectiveness of resources in secondary education. These include increase government funding and policy support, enhance resource management and planning skills, promote community and private sector engagement, address the resource disparities across schools, adopt a holistic approach to resource development.

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