Improving School Quality in Junior High Schools in Ghana: Teachers' Myth and Reality of a Decentralization Policy

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Christopher Yaw Kwaah ond Mikako Nishimuko²

Abstract

In the education decentralization processes, community participation in education governance has been argued to be essential for improving accountability to service beneficiaries. Therefore, this paper examined the perspectives of key actors on the impact of an educational decentralization policy on improving school quality education in Junior High Schools in Ghana. Participants in the study were 54 School Management Committee (5MC)/Parent-Teacher Association (PTA) members, 106 teachers, and 11 head teachers in 11 schools drawn from two districts in the Central Region of Ghana. Teachers filled out questionnaires and interviews were conducted with SMC/PTA members using a semi-structured interview guide and with 11 head teachers. The paper reveals that the education decentralization policy, with community participation at its heart, has given schools some autonomy in their decision-making process. However, the involvement of community members in school activities has been limited mainly to financing, with little emphasis on the decision-making process in school governance. The study recommends that there should be adequate support for communities to become more involved in the decision-making process, especially in implementing the School Performance Improvement Plan for Ghana to achieve Sustainable Development Goal (SDG) 4.

Keywords

capitation grant, school performance and improvement plan, basic schools, teachers, headteachers, school management committee, parent-teacher association

Introduction

The decentralization of education has been accepted by stakeholders in many countries as one of the best solutions to improve education (Kamanda et al., 2016). Consequently, despite the surge in access to basic school, many countries in Sub-Saharan Africa (SSA) continue to have concerns with basic school completion rates (dropout rates) and low attainment in national standardized examinations as persistent challenges (UNESCO, 2014). The Global Monitoring Report argues that devolving authority from the central government toward communities and schools provides an excellent platform to hold providers accountable and increase participation (UNESCO, 2014). Policy-makers and international development partners have advocated decentralization as a vehicle for improving the enrolment and retention of pupils, maintenance of school facilities, the learning environment, and the overall quality of education (Davies et al., 2003; World Bank, 2009). In the decentralization processes, community participation in education governance has been argued as essential for improving accountability to service beneficiaries. People in marginalized communities or rural areas stand a better chance of their concerns being heard if decision-making shifts to the community level (World Bank, 2009). However, the literature (Jeong et al., 2017; Walton, 2019) argues that the expectation that education decentralization would improve education quality has had many setbacks due to the various ways in which it has been implemented. Many countries have encouraged community participation through education

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