

KEY INSIGHT: More partner schools are demonstrating an increase in **effective school management practices**

Survey data collected from **affordable non-state school leaders** in the Education Quality program shows early evidence of **more schools beginning to use effective school management practices**, which are critical for a school to remain operating as a sustainable business providing education access to students.

Summary of Findings | School Management Practices

SCHOOL LEADERSHIP

6 out of 10 seek others' opinions in **decision-making** on an ongoing basis



4 out of 10 have an **organization structure** in place (organigram)



FINANCIAL & BUSINESS MANAGEMENT

3 out of 10 create **annual budgets**



4 out of 10 review school budgets **more than once per year**



4 out of 10 maintain a school **profit & loss statement**



6 out of 10 engage **leadership and/or staff support** to maintain the budget



MARKETING & BRANDING

7 out of 10 can identify their **target market** for students



8 out of 10 are working towards implementing a **marketing strategy**



7 out of 10 have a **value proposition** in place for the school



School Leadership | Best Practices

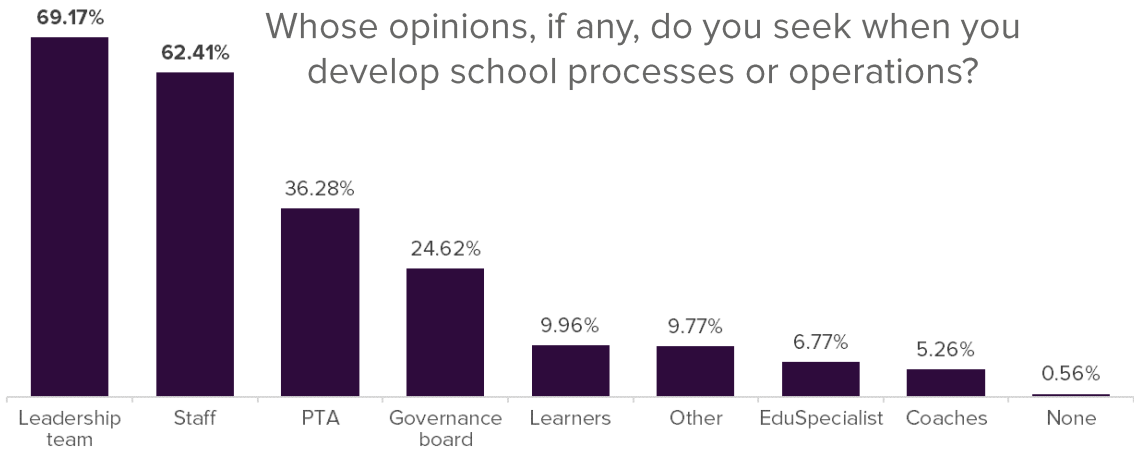


Leader seeks multiple stakeholder opinions when developing school operations, fostering collaboration, benefiting from other perspectives and creating accountability in leaders' decision-making.

Leader develops & shares a clear school organization structure, clarifying reporting relationships across school operations.

KEY FINDING #1

6 out of 10 school leaders report seeking others' opinions on an ongoing basis. Leaders usually consult the Leadership Team and school staff, but consult the PTA & Governance Board less often.

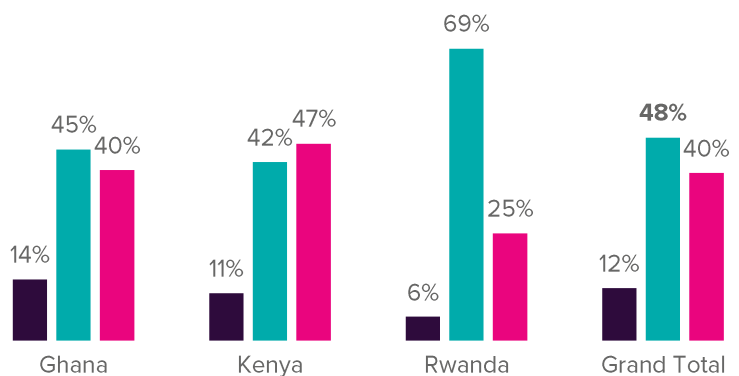


Source: EduQuality School Leadership Survey

KEY FINDING #2

4 out of 10 school leaders have developed an organizational structure generally depicted in an organigram (48%), while an additional 40% report working towards creating this structure.

Do you have an organization structure in place for your school?



■ It does not exist ■ It is completely in place ■ We are working towards it

Source: School Leadership Professional Development Self-Assessment Survey: School Admin, Marketing & Branding

Finance & Business Management | Best Practices



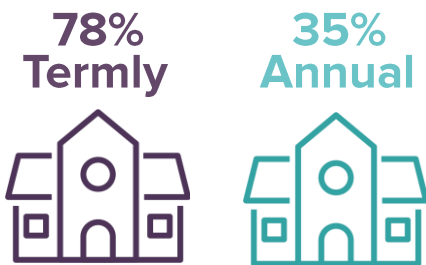
Annual budgets are used as measure of advance planning, ensuring the school has sufficient funds to cover school operations and grow over time.

Clear financial records provide full visibility of the school's financial position, which informs operational planning and is essential when applying for a school improvement loan.

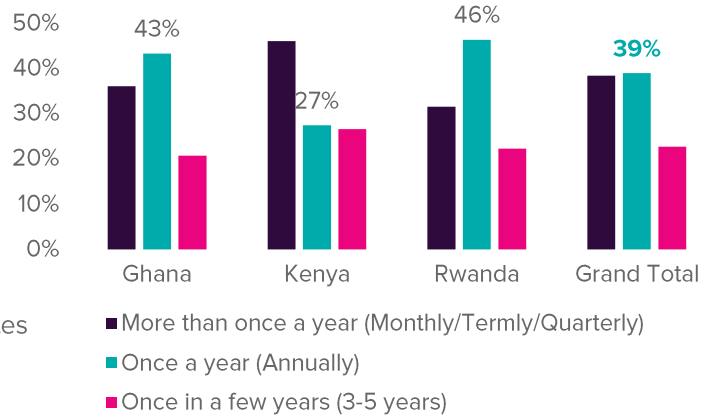
KEY FINDING #3 – 3 out of 10 of school leaders report creating annual budgets

- In a School Leadership survey, 78% of schools report making termly budgets, while only **35% report making an annual budget**.
- In a survey completed during EduQuality School Leadership Workshops on *Budgeting for a School Year*, **39% of school leaders** reported creating an annual budget.

School Budgets Periods



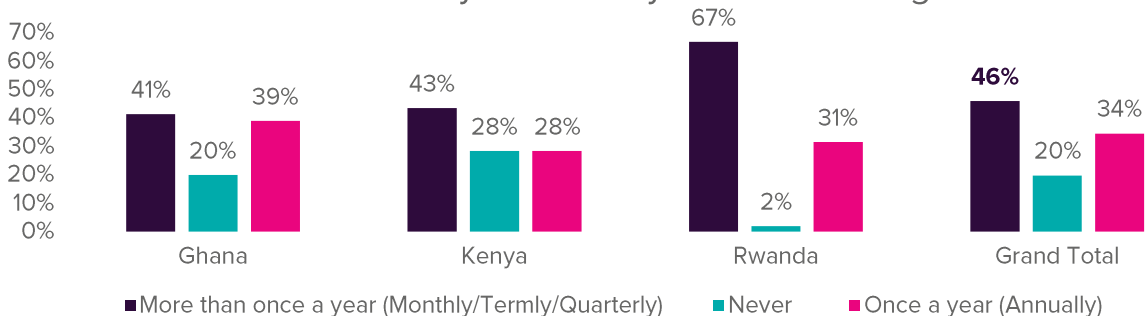
How often do you create & follow a budget?



Note. When possible, EduFinance triangulates data across survey tools to further validate analysis and findings.

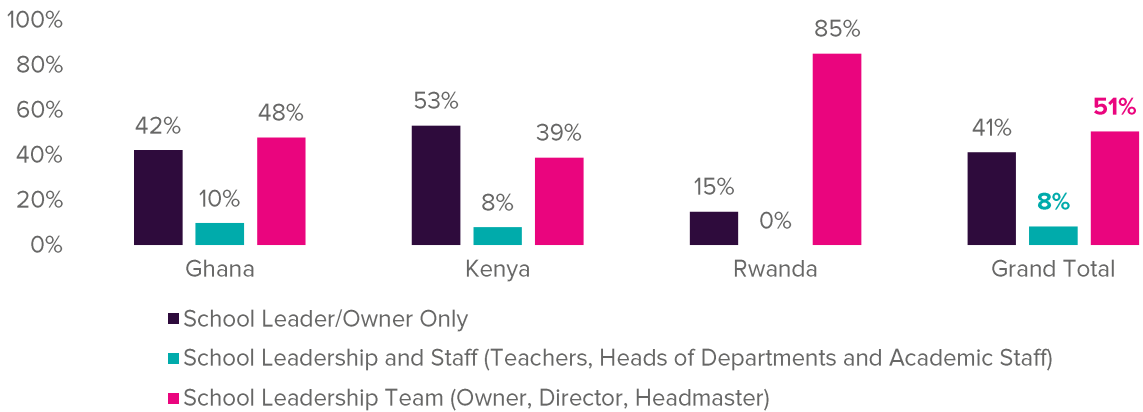
KEY FINDING #4 – 4 out of 10 leaders review school budgets more than once a year (46%), while 20% never review their budget, and 34% only review it annually.

How often to you review your school budget?



KEY FINDING #5 – 6 out of 10 leaders engage the Leadership Team and/or staff support to maintain the school budget. However, 41% of leaders still retain sole responsibility to maintain the school budget, limiting their ability to benefit from support and accountability.

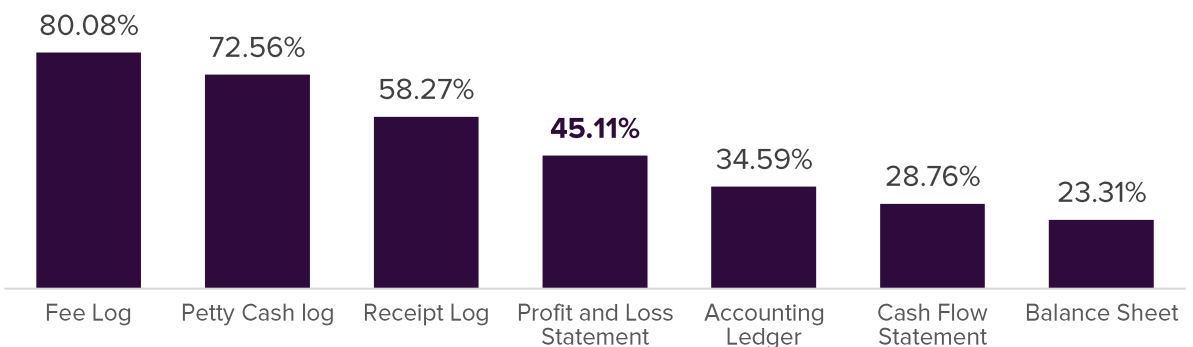
In your school, who is responsible to follow and maintain the school budget?



KEY FINDING #6 – 4 out of 10 leaders maintain a school profit and loss statement, which is important for both school financial management and school improvement loan applications with financial institutions.

Student fee logs (80%) and petty cash logs (73%) are the most common types of financial records reported, while profit & loss statements (45%), cash flow statements (29%) and balance sheets (23%) are not yet as common.

What types of financial records does your school currently keep, if any?



Marketing & Branding | Best Practices



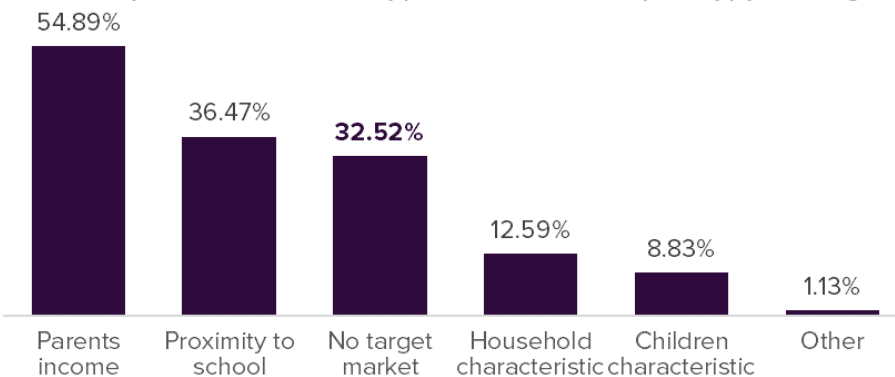
School has identified a clear target market, reaches out via marketing, and tailors school offerings to this group's needs and preferences for their children's education.

School articulates a concise value proposition that helps ensure the school is competitive, has a clear message to the community, and stays on track in terms of its educational offerings.

KEY FINDING #7 – 7 out of 10 leaders can identify their target market for students.

The most common types of target markets consider parents' level of income (55%), and proximity to the school (36%). **However, 33% of leaders have not yet identified a target market**, limiting their ability to effectively market and grow their school.

Could you describe the type of customers (family) you target

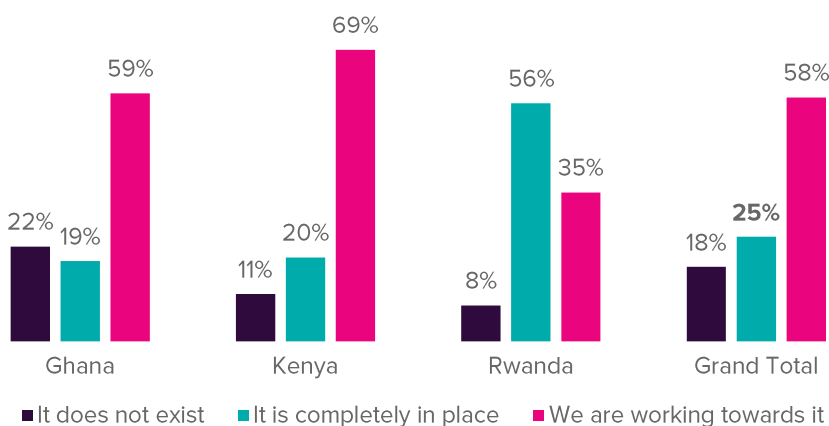


KEY FINDING #8

8 out of 10 leaders have or are working towards implementing a marketing strategy.

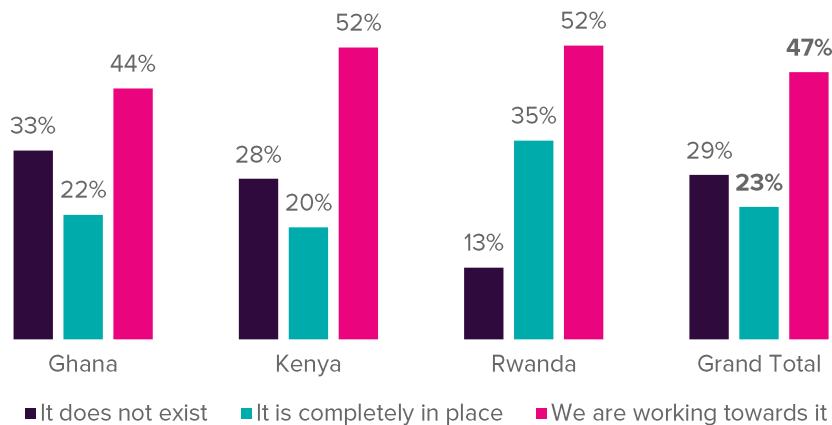
25% of leaders report a marketing strategy already in place, with an additional 58% indicating they are working towards this goal. Only 18% reported that no marketing strategy exists for their school.

Does your school have a marketing strategy in place?



KEY FINDING #9 – 7 out of 10 leaders have or are working towards implementing a value proposition for the school. While 23% indicated a value proposition statement is already in place, an additional 47% indicated they are working towards this goal. The remaining 29% of leaders reported a value proposition does not exist for their school.

Do you have a value proposition statement in place for your school?



METHODOLOGY

In line with EduFinance’s commitment to use data to continually inform and adapt our program model, in 2020 additional monitoring and evaluation survey tools were developed to better understand **school operations, school leader and teacher perceptions and behaviors, and classroom instruction**. These tools will enable EduFinance to track a wider range of changed perceptions, behaviors and practices over time, **which are key to an enabling environment for successful student learning**.

Training and guidance on **school management** is provided through EduQuality School Leadership Professional Development workshops and the Pathways to Excellence (P2E) guide and P2E Resource Library.

School Leadership Survey

Timeline: December 2020 – March 2021
Markets: Ghana, Kenya, Rwanda, Uganda
Data Collection: 11 M&E Specialists

School Leadership Professional Development

Self-Assessment Surveys | Budgeting for a School Year (1) & Admin, Marketing & Branding (2)
Timeline: May 2021 - September 2021
Markets: Ghana, Kenya, Rwanda
Submissions: Varied by survey & question; ranged between 375-400 respondents total
Data Collection: School leaders self-reported in digital survey on Chalkboard Education application

Respondents present at interview	% of interviews
Director	61.9%
Headteacher	47.4%
Other Academic Leader	13.9%
Other Finance Leader	6.8%
Other	2.1%
Total	100%
Market	# of submissions
Ghana	67
Kenya	129
Rwanda	60
Uganda	195
Zambia	76
Total	527