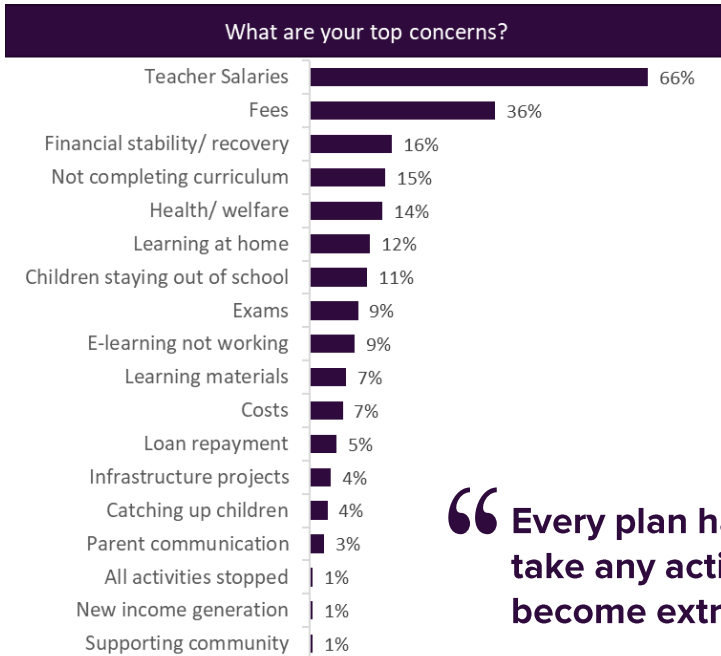


# HOW LEADERS ARE MANAGING SCHOOL CLOSURES

## Key Insight: Schools were unprepared to manage a crisis

School leaders report struggling to balance their concerns about their finances with the welfare of staff and ability for children to learn while at home.



### Key finding #1 Overall Key Concerns

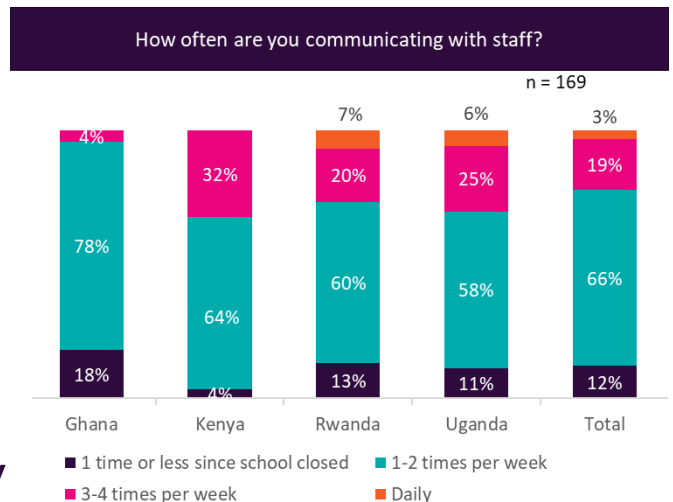
School leaders are most concerned about paying **teacher salaries** and recovering **school fees** during school closures.

“ Every plan has come to a halt. We can't take any action for now. Livelihood has become extremely difficult. ”

### Key finding #2 Communication with Staff

95% of school leaders are communicating with staff at least 1-2 times per week during school closures.

“ Teachers are concerned about getting their remuneration but are actively helping in ensuring students are learning while at home by making homework. ”



**School Leader Phone Surveys.** 169 school leaders were surveyed via phone during early May 2020 while all schools remained closed due to COVID-19 restrictions.

#### Survey Objectives:

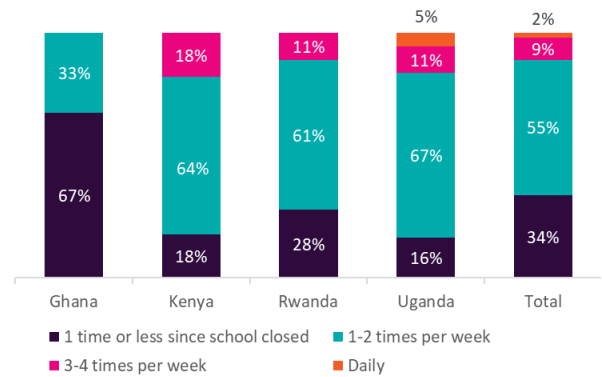
- Better understand school leaders' **overall key concerns**
- Assess frequency and mode of **communication with staff and parents**
- Determine school closure impacts on **school's finances and business planning**
- Understand how equipped schools and parents were for **learning at home**
- Determine what areas schools need help in with **recovery planning**

# HOW LEADERS ARE MANAGING SCHOOL CLOSURES

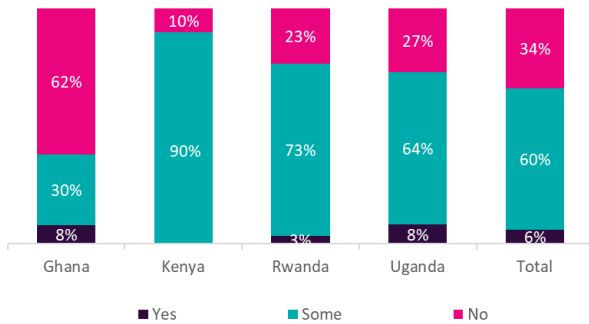
## Key finding #3 Communication with Parents

**89%** of schools are still communicating with parents, though only **66%** are communicating at least one time per week.

How often are you communicating with parents?



Are parents able to teach children at home?



## Key finding #4 - Home Learning

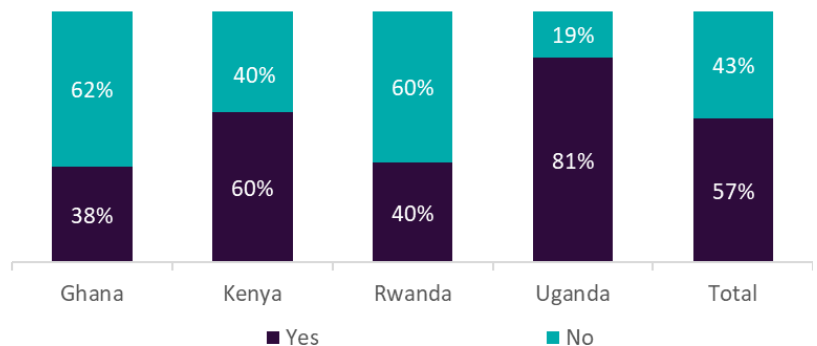
On average, schools believe **34%** of parents cannot teach children at home at all, while assessing that **60%** of parents can do some basic teaching.

“ A very small percentage of parents are able to teach their children, but the majority can’t even interpret the work. ”

## Key finding #5 Home Learning

Despite challenges with parents teaching at home, **57%** of schools say they have given some form of materials or guidance to parents for at-home learning

Have you given any materials, lessons or guidance to parents?



## “Describe the learning materials and support you have provided to parents”

- Textbooks were provided for secondary school with daily WhatsApp assignments, but limited materials for preschool.
- We gave them work materials which most have finished since we anticipated that lockdown would be for a short time.
- We have given learning schedules and materials which parents follow and when they have an issue, they consult their teachers.

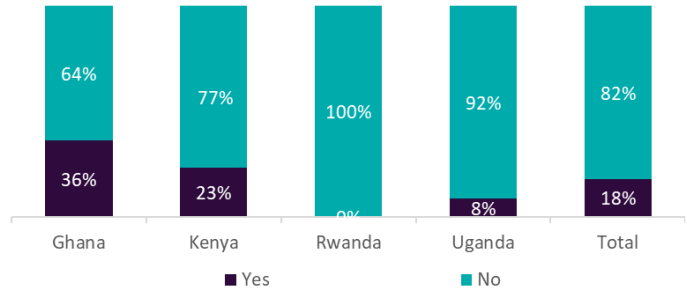
# HOW LEADERS ARE MANAGING SCHOOL CLOSURES

## Key finding #6

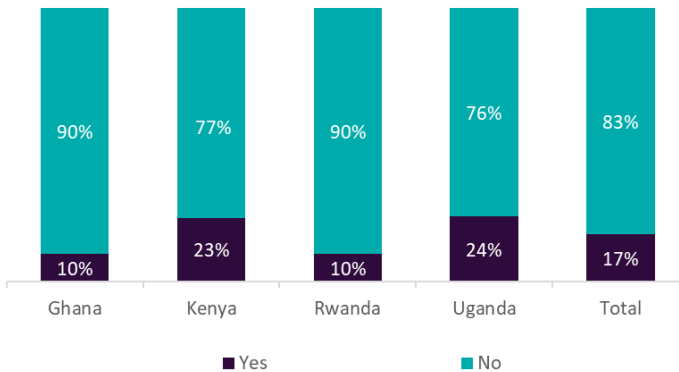
### Income & Expenses

Only **18%** of schools are collecting fees and only **17%** have a strategy for new income generation. More schools have focused on cutting expenses, with **46%** reporting strategies to reduce operating costs.

Are you still collecting school fees or have you communicated with parents about fees?



Are you using any strategies to generate new types of income?



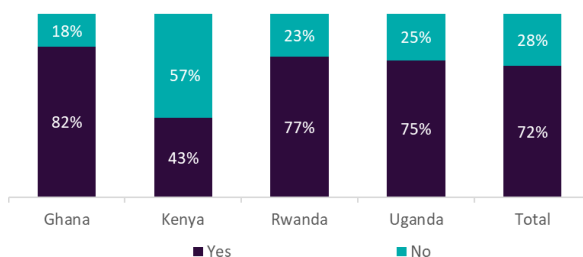
## “What strategies are you using to generate new types of income or reduce expenses?”

- Many schools mentioned some form of **agriculture** initiative
- One school is **supplying water** to the community for a fee
- A school is planning to construct **stalls to lease** out for small businesses
- Owners reported working with landlords to **reduce rent**
- Reduced **teacher transport** costs and **utility bills** during lockdown is saving money.

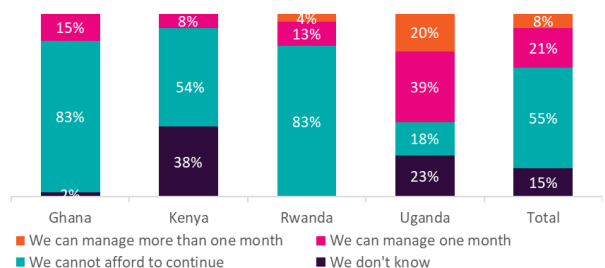
## Key finding #7 – Paying Teachers

**72%** of schools paid teachers for the first month of school closures, but only **8%** say they can manage more than one month of teacher payments while schools are closed. **15%** are unsure how long they can continue to pay teachers.

Did you/ are you planning to pay teachers for the first month of closures?



How long do you expect you can continue to pay teachers?



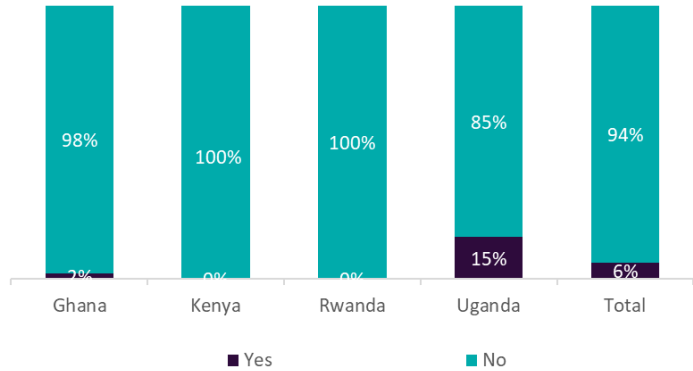
# HOW LEADERS ARE MANAGING SCHOOL CLOSURES

## Key finding #8

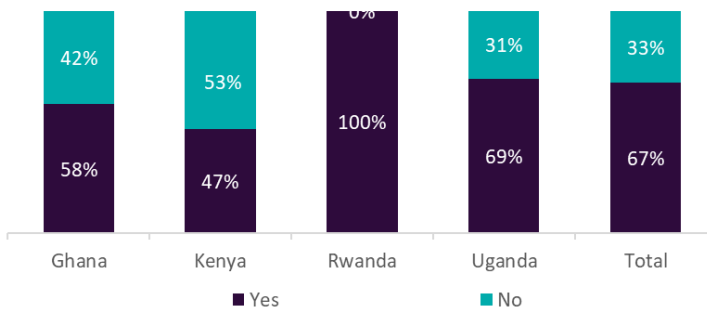
### Planning for a crisis

**94%** say they have never considered what they would do if their school was forced to close temporarily.

Had you ever considered what you would do if your school was forced to close temporarily?



Do you have any plans on how to bring students back and re-enroll them?



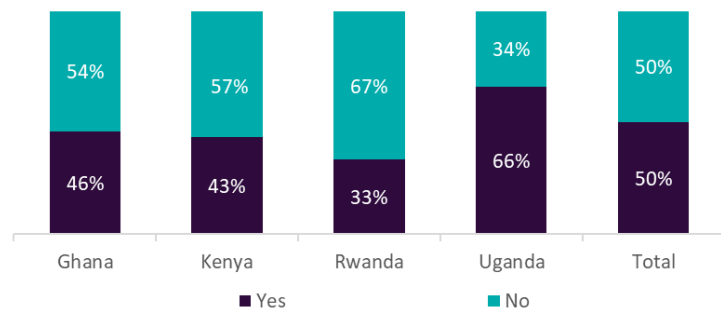
## Key finding #9

### Enrollment & learning

**67%** report having a plan on how to bring students back to re-enroll, while only **50%** currently have plans on how to catch students up on missed learning.

“ We will allow parents to pay what they can at the beginning of school opening. For catching up, we will introduce extra hours of lessons and class days. ”

Do you have any plans on how to bring students back and catch them up?



“ As soon as the lockdown is lifted, management has planned to make direct phone calls to all parents and move door-to-door to alert them about the school opening. ”