

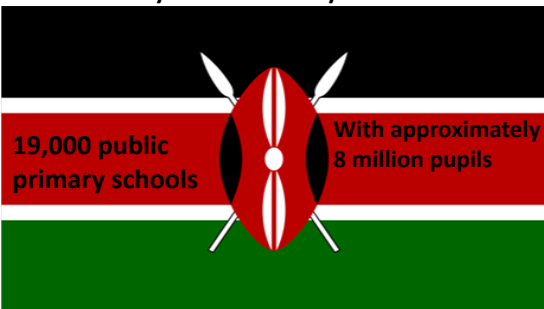
Raising the level of morale in primary school Headteachers

Through a Teacher
enhancement programme



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Kenyan Primary Schools



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**Teacher and student
morale is directly affected
by the environment**



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Teachers make decisions on whether or not to come to work based on the facilities and environment offered them.



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Staff room and classroom conditions in public primary schools are often very uncomfortable for the teachers and children



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2002

- Strathmore University (SU) started to offer a one week rapid response programme to primary school Headteachers.
- The Art of School leadership (AOSL).
- To boost morale and bring about a change of attitude .
- And hopefully impact on the way facilities were managed.

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January 2003

- The newly elected Government of Kenya declared free primary education.
- In a very short time 1.5 million children came into the primary schools.

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Free Primary Education

- In essence a laudable idea




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Large numbers of children in the inner cities were able to come to school




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It brought in children from remote areas




2006/07/20 16:03



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It was catastrophic for public primary schools

- No planning had been done.
- No new facilities, no recruitment of teachers on a large scale.
- The already low teacher morale was worsened.



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Schools were overcrowded and ill equipped



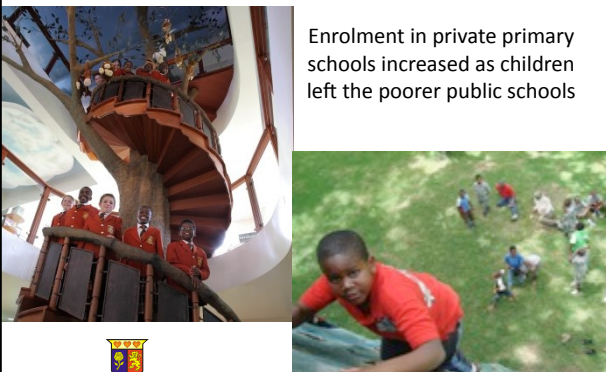
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Over age children joined the early classes



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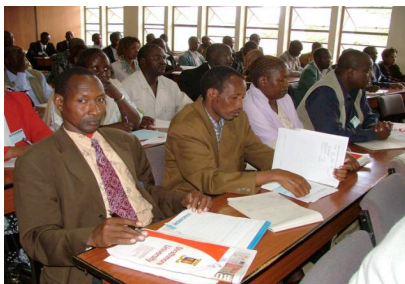
Enrolment in private primary schools increased as children left the poorer public schools



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By 2008 Strathmore University had trained over 2000 Headteachers.



With gradually decreasing donor funding.


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 The AOSL needed to be evaluated
Given the situation was there any point in continuing with it?




Evaluation was difficult because participants came from all over the republic and SU did not have the funds to reach them.

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 **PAR designed**

- 28 Headteachers invited to a follow up AOSL
- Given some sessions on Action Research.
- Helped to design a participatory action research project called a Work Based Assignment (WBA).
- Team from SU visited over a period of 12 months.

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 **Research questions**

- Does the AOSL raise participants' morale?
- Does it equip participants with basic educational management skills?
- Do participants change management at the level of
 - Improving their people management
 - Improving their management of finances
 - Improvement of facilities?

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Outcomes

- 18 submitted projects and made some visits to SU
- 4 submitted a PAR document showing completion of the project

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Evelyne

Found scholarships for 18 children to go to secondary school

Raised the level of reading and writing in English

Reduced hygiene related illnesses by 50%





Got funding to plaster the floors and walls , to put in doors windows and new desks.

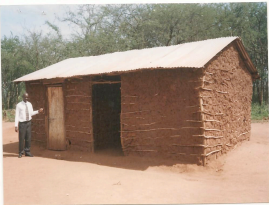
Is looking for funding to do the ceilings.

Was transferred but faced the District Education Officer and managed to get a 2 year extension.

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David

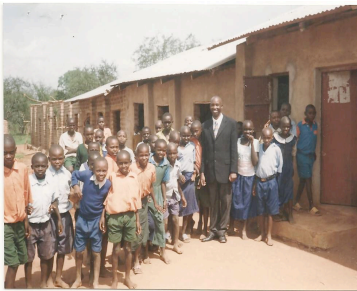
Posted to a school with no stone buildings.



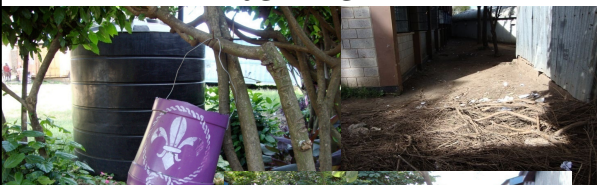
Used a local kiln to make bricks

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With the help of the entire school community and with funds from the local education office, put up offices and classrooms




Jennifer




Homemade dustbins and plant seedlings donated by parents is uplifting the compound



Florence



With great courage in the face of very real obstacles planted grass in the entire school.



Findings

- AOSL with the WBA raises morale
- The Headteachers as a consequence can overcome great obstacles.
- And make a difference in the lives of their teachers and students in the school setting
- They also improve the environment for the entire community surrounding the school.
- Continue AOSL with the WBA

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