



ASHESI UNIVERSITY

**CONSULTING PROJECT FOR RISING SUN ACADEMY: FINANCIAL
MANAGEMENT AND HUMAN RESOURCE MANAGEMENT**

UNDERGRADUATE APPLIED PROJECT

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Declaration

I hereby declare that this Applied Project Report is the result of our own work and that no part of it has been presented for another degree in this university or elsewhere.

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I hereby declare that the preparation and presentation of the Applied Project Report were supervised in accordance with the guidelines on supervision of applied projects laid down by Ashesi University.

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Abstract

The financial management and human resource management of low fee-paying private schools is often neglected because the focus is mostly on government and high fee-paying private schools. Rising Sun Academy is a low fee-paying private school, and the school's goal is to cross the chasm by moving from an ineffective to an effective human resource and financial management system. The sampling method used to obtain respondents for one-on-one and focus group interviews is the snowballing technique. The outcome of the research study demonstrates the main human resource and financial management problems of Rising Sun Academy. The paper discusses the solutions touching on their viability, desirability and feasibility, the implementation plan and the key success factors and indicators. The research depicts the high employee turnover rate and the late payment and non-payment of school fees as the problems of Rising Sun Academy. The research outcome suggests an employee motivation plan handbook and instalment plan system for both problems.

Keywords: low fee-paying private schools, snowballing technique, high employee turnover rate, delay in fee payment

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Executive Summary

The purpose of this report is to present findings and propose solutions to Rising Sun Academy's human resource management and financial management problems. Rising Sun Academy is located in Jisonayili in the Northern Region of Ghana. The school offers services covering preschool, basic school, and Junior High Education. The school has a good reputation in the community and works hard to ensure that everyone is happy and respected.

After conducting a SWOT and PESTEL analysis, it was revealed that the school provides quality education despite its problem of a high employee turnover rate (Human Resource Management issue) and non-payment or late payment of school fees (Financial Management issue). In analysing the industry, the team found that there are many competitors in Jisonayili. This could cause the school to lose its customers—the students, as well as its trained teachers.

In conducting a needs and situational analysis to gain a better understanding of the problems facing Rising Sun Academy, the team used the snowballing method of sampling, and semi-structured interviews were used to gather information. The team interviewed stakeholders such as the proprietor, accountant, teachers, and parents. Relevant literature was also reviewed to shed light on how the non-payment or late payment of school fees could negatively impact the school. The literature explored different methods for effectively collecting school fees in low-income communities and low-cost methods to motivate staff.

A comprehensive fee payment instalment plan was developed to tackle the school's main financial management issue. An employee motivation and engagement handbook was developed to tackle the main human resource management issue. The report contains an implementation plan developed to achieve the project goal of ensuring that Rising Sun Academy continues with its mission of providing quality education in a low-income community.

1.0 INTRODUCTION

1.1 The Project

Over the last decade, there has been an increase in low fee-paying private schools (LFPS) in regions like Ghana to address its educational needs. As per an estimate by The International Finance Corporation, “40% of Ghana’s basic education schools are private, of which 40% are low-fee paying” (Reasons for Development, n.d.). Low fee-paying private schools typically operate in low-income areas, have limited funding, and have little training in financial management (Reasons for Development, n.d.). This project aims to work towards the improvement of Rising Sun Academy’s financial management and human resource management systems. The project also aims to enable the school to compete in the growing low fee-paying private school space.

The hypotheses the team is working with are:

1. If the financial management system of Rising Sun Academy is improved, the organisation will be able to improve school fees collection.
- 2 . If the human resource strategy of Rising Sun Academy is improved, the organisation will be able to retain more employees.

The team of three undertaking the project are final year Business Administration students of Ashesi University. Abigail Kobia is functioning as the lead junior consultant and the finance lead for the team. Naa Amanua Quarshie is the research lead, and quality assurance manager while Maame Esi Parker is the Human Resource Management lead, and the communications lead for the team.

1.2 The Task

Over the past decade, Rising Sun Academy has successfully collaborated with its stakeholders to achieve its goal of providing quality education. However, their journey has not been easy. The school faces obstacles due to high personnel turnover, which occurs every 2 years on average, and the nonpayment or late payment of school fees by parents.

Considering the identified challenges listed, the main areas where consulting services were considered to be needed are:

- Financial Management

- Human Resource Management

The goal of this consulting project was to use digital means to guide Rising Sun Academy to build more effective financial management methods by establishing more successful school fee collection systems. The team also aimed to improve the school's ability to retain employees for a long term.

2.0 ORGANISATION PROFILE

2.1 Company Profile

Rising Sun Academy, located in Jisonayili in the Northern Region of Ghana, is a privately-owned, low-fee private school established in 2011. The school is looking to facilitate the proper upbringing of children, hence the motto, “Building Tomorrow Today.” Parents play an active role in the school and show great interest in the education of their wards, which has resulted in a strong parent-teacher relationship. Rising Sun Academy currently has 340 pupils and a staff population of 27, with an approximate student-to-teacher ratio of 14:1.

The Academy’s services cover preschool, primary school, and Junior High School (JHS). The average class size at the school is 40, 40, and 35 for preschool, primary school, and JHS respectively. The school is a member of the Ghana National Association of Private Schools (GNAPS). Teaching and learning at Rising Sun Academy is structured in a way that conforms to the rules and standards of the Ghana Education Service (GES). Aside from offering academic services to students, the school also offers some extracurricular activities such as sports and community work which involves cleaning exercises. Currently, the school depends on the fees from students as its primary source of financing. To aid in effective teaching and learning at Rising Sun Academy, the school has computer laboratories and offices where each department resides. Each student pays an average of GHS230 per term (A. Abubakari, personal communication, October 12, 2021).

2.2 Internal analysis

Culture: Rising Sun Academy’s stakeholders, such as students and teachers, come from a variety of backgrounds. In this regard, the school works hard to ensure that everyone is happy and respected. Since the school has developed a peaceful setting for people from all walks of

life to adapt to its surroundings, there is no prejudice when it comes to an individual's status. There is a cordial relationship with the teachers and students (A. Abubakari, personal communication, October 12, 2021).

Due to Rising Sun Academy's education ethos, new teachers go through an orientation programme in which they are introduced to the school and how it operates. The school guarantees that new staff members learn about the school's culture and adapt rapidly so that they can comply with the school's vision. Teachers are also taught about classroom management and etiquette (A. Abubakari, personal communication, October 12, 2021).

3.0 INDUSTRY ANALYSIS

3.1 PESTEL ANALYSIS

A PESTEL analysis examines the important external elements that influence an organization (political, economic, social, technological, environmental and legal). It can be applied to a variety of settings and can assist professionals and senior managers in making strategic decisions (Chartered Institute of Personnel and Development, 2021).

Political: Ghana has been regarded as one of West Africa's most stable democracies since its transition to multi-party democracy in 1992 (Ghana Country Profile, 2020). The educational industry in the country has been able to operate in a peaceful atmosphere as a result of the relatively stable political situation in the country. Both the government and private institutions are responsible for providing education in Ghana.

Economic: According to the African Development Bank (2021), the COVID-19 pandemic slowed down Ghana's real GDP growth from 6.5% in 2019 to 1.7% in 2020. The constraints placed on the Ghanaian economy by the COVID-19 pandemic and the closure of schools due to the pandemic have placed a financial burden on Rising Sun Academy. The school could only pay personnel for 2.5 months until it closed in March 2020. Because of the low salary, some staff members left the school, and the school had to pay for the training of new employees.

Technological: Ghana's government created plans in 2008 to assist the country's economy to grow through the use of technology. The use of Information and Communication Technology (ICT) in education is an element of the GES strategy in the educational industry. In order to maintain the integration of ICT into education, the "One laptop per pupil" program was implemented. Despite the fact that some elementary schools have profited from the program, many more schools and pupils lack proper ICT tools and equipment (Kankam-Boadu, 2020).

According to the founder of Rising Sun Academy, the school places great value on technology. A computer facility with six computers is available in the school. The school is unable to purchase more technology due to financial constraints. While schools were closed because of the COVID-19 outbreak, Rising Sun Academy attempted to instruct its pupils through technological means. However, because a large majority of parents are illiterate, they were unable to use the technical tools supplied. Furthermore, the proprietor stated that approximately 50% of the parents are anti-technology.

Social and Environmental: Ghana's population is rising at a pace of 2.2% each year, with 36.9% of the population between the ages of 0 and 14 (United Nations Population Fund, 2021). As a result, both private and public schools are under significant pressure to handle the enormous number of school-aged children in the country. To meet these educational demands, low-fee private schools (LFPS) have grown in popularity in regions like Ghana over the last decade, with the International Finance Corporation estimating that "40% of Ghana's basic education institutions are private, of which 40% are low-fee paying" (Reasons for Development, n.d.).

The school is situated in an indigenous community where a large number of the population are illiterate. This illiteracy extends to their low understanding of technology. This poses problems for Rising Sun Academy when they need to apply specific solutions, such as technological solutions (A. Abubakari, personal communication, October 12, 2021).

Ghana's educational gains have resulted in a larger percentage of young people attending school than is observable in other African countries.

Legal: In Ghana, education is supervised by the Ministry of Education, which oversees organizations such as the GES. Since the GES is in charge of ensuring that Ghanaians of schooling age receive a good education, the policies of GES have an impact on Rising Sun Academy. An example is the compulsory closure of schools as a result of the COVID-19

pandemic. One of the rules of GES is that children's health and safety must be guaranteed in schools (Ghana Education Service, 2020). One of the measures to ensure health and safety was to close down schools because of the pandemic.

3.2 Porter's Five Forces

Porter's Five Forces is a basic framework for assessing and evaluating a business organization's competitive strength and position. This hypothesis is based on the idea that a market's competitive intensity and attractiveness are determined by five forces. Porter's five forces can assist you figure out who has the most power in a business issue. This is beneficial for determining the strength of an organization's existing competitive position as well as the strength of a position that an organization may wish to pursue in the future (Chartered Global Management Accountant, 2013).

Competition in the industry: In 2017, over 84% of Ghanaian children attended primary school (World Education News and Reviews, 2019). This number is an increase over that of the previous years. As a result, there has been an expansion in educational institutions to meet the demands caused by the increment. In the industry, there are numerous schools; some of these schools are low-fee-paying; some are charge lower prices, and others charge higher rates. This creates high competition in the industry both in terms of lower fees being charged to parents and higher pay being given to teachers. To gain a competitive advantage, rivals benchmark against the school fees parents are being charged and the salaries teachers are being paid at competing institutions.

Potential of new entrants into the industry: The demand for educational institutions will only increase as Ghana's population is growing at a fast rate as indicated under the analysis of PESTLE's "social" force. This means that there is a growing number of school-aged children

in need of access to educational institutions. This increase in the demand for educational institutions indicates that new entrants into the industry can expect to earn lucrative profits, making the industry attractive to new entrants. Since the industry is attractive, new entrants will be encouraged to join the industry and the industry players will ensure that they operate to gain a competitive advantage.

Bargaining Power of Suppliers: There are numerous educational institution suppliers in the educational industry. This greatly reduces each supplier's power. This power is weakened even further by the fact that low-fee private schools are more likely to be located in low-income areas, have little funding, and lack financial management training (Reasons for Development, n.d.). In these low-income communities, parents are more likely to select the free educational option for their children.

Rising Sun Academy offers the advantage of providing a safe and quiet environment for pupils, making parents feel comfortable bringing their children there. It is also a good place for teaching and learning.

Bargaining Power of Customers: Both the public and private sectors of Ghana's education industry have seen remarkable expansion. In Ghana, basic education is a legal obligation; thus, guardians must ensure that their children receive it. Given that financial constraints may make this difficult, there is a heavy reliance on low-fee-paying schools. Some of Rising Sun Academy's competitors charge school fees as low as GHS5 or GHS10 each month (A. Abubakari, personal communication, October 12, 2021). Some guardians prefer these low payments. Guardians might choose to move their children to a cheaper or free school if the costs of attending one school become too expensive. Some parents prefer schools run by foreigners because they believe the education they get will be of higher quality. Generally,

parents who enroll their children in low fee-paying schools do so due to financial constraints, making them price sensitive. This emphasizes the reliance on low fee-paying schools.

Threat of Substitute Products: There are several substitutes in Ghana's education industry. According to estimates, 40% of Ghana's basic education private schools charge low fees, which reflects the numerous low-cost schools that continue to be established (Reasons for Development, n.d.). Numerous schools in the neighbourhood offer low-cost education to kids, including Aweco School Complex, Bethel International, Greater Heights, Olive International, and many others. These schools are alternatives that guardians can choose for their children to attend.

3.3 Organisational SWOT

SWOT Analysis is a tool used to evaluate a company's internal and external environment as part of its strategic planning process. A SWOT analysis can also be performed on a product, location, industry, or individual. A SWOT analysis aids strategic planning and decision-making by introducing opportunities to the organization and serving as a forward-looking bridge to creating strategic options. SWOT is an abbreviation for Strengths, Weaknesses, Opportunities, and Threats (Corporate Finance Institute, n.d.).

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ● Offers quality basic school education to individuals in a low-income area. ● Provides a conducive environment for teaching and learning. ● Ensures the safety and security of its students. ● Teaching staff are trained regularly. ● Has a good reputation in the community. ● Has a good academic track record. 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● Has a high turnover rate for employees. ● Unable to collect school fees effectively. ● Lacks an efficient Human Resource Management System. ● Lacks an efficient Finance Management System.
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● By making education accessible to individuals within the area, the school has the potential to enrol more pupils. ● Can receive support from Non-Governmental Organisations. ● Can expand the school premises and facilities in the future. ● Can expand to other geographic locations in Ghana in the future. 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ● Competitors within the area. ● Competition from other new entrants into the Ghanaian education industry, especially other private schools emerging within Tamale.

4.0 SITUATIONAL ANALYSIS AND NEEDS ASSESSMENT

4.1 Methodology

The target population for the study consisted of residents of Jisonayili in Tamale, Ghana. In sampling the respondents and to arrive at the initial participant group, the proprietor of Rising Sun Academy, provided the team with a list of willing participants. (Parents, Staff and Students). In order to reach more people, the Snowballing technique was used as it was faster to execute and allowed the team to gain access to hard-to-reach respondents. These respondents were to hard reach as they were located in a remote area, with little to no access to the internet and were particular about their privacy. According to Raworth *et al.* (2012), as a way of identifying the right people to interview, it is important to widen your contacts; as such, the Snowballing technique which involves asking interviewees to suggest others for interview is one good approach to use. It was important to pick from a pool of diverse respondents; thus, the team paid particular attention to varying demographics within the sample population. This included individuals within different income brackets and across different genders and age ranges. This method involved a primary data source and was based on referrals to generate the sample.

This research was conducted using the qualitative research approach. This approach was used as it allowed the team to obtain valuable insights specific to the industry and local residents, as well as to discern underlying opinions and unique experiences. The specific qualitative method used was the semi-structured approach to interviews. Quoting Raworth *et al.*:

Semi-structured interviews focus on specific themes but cover them in a conversational style...they are often the best way for learning about the motivations behind people's

choices and behaviour, their attitudes and beliefs, and they often provide valuable information that was not anticipated by the researcher (Raworth *et al.*, 2012.).

The research being open-ended allowed the team to probe further and properly understand all the details of the study. This helped the team to arrive at a meaningful conclusion to the study.

Preliminary interviews were conducted early on in the project, and further interviews were conducted over a span of two days. These interviews were conducted via phone calls because of the remote location of the respondents. The team ensured that lean research was conducted, and the privacy and confidentiality of respondents was assured throughout. According to the Massachusetts Institute of Technology Design Lab (n.d.), lean research seeks to increase the quality and accuracy of information gathered through field research, improve the usefulness of research findings for stakeholders, and enable the research process to benefit study subjects and their communities, as well as donors and decision-makers. As such, the team was intentional throughout the process to maintain a respectful, relevant and enjoyable experience for research participants.

The informed consent was done verbally before questions were posed. The interviews were recorded in audio format. These were later transcribed, and the pieces of information obtained were collated. The team employed the thematic analysis method, which was used to identify recurring themes and patterns regarding the problems facing the school. According to Braun & Clarke (2012, p.2):

Thematic analysis (TA) is a method for systematically identifying, organizing, and offering insights into patterns of meaning (themes) across a dataset. Through focusing on themes across a dataset, TA allows the researcher to see and make sense of collective or shared meanings and experience.

Thematic analysis was used for this study as it offered specific shared insights and allowed flexibility. All the information gathered was checked for accuracy by confirming with respondents during the interview process. The team also made it clear to respondents that the outcomes of the research would not only be beneficial to the team, but to Rising Sun Academy as a school and the community as a whole.

Literature reviews were a core part of the situational and needs assessment. As such, the team set out to find more relevant and timely academic papers to properly understand the challenges faced by Rising Sun Academy.

The stakeholders engaged in the research were the Think Education team (an institution which supports low fee-paying schools in low-income communities within Ghana and serves as an intermediary between the consulting team and Rising Sun Academy), the proprietor, the headmaster, teachers, the PTA Chairman, the accountant, and parents of Rising Sun Academy.

4.2 Situational Analysis

To conduct the situational analysis, the team gathered relevant information on the industry, the school, and the problem. This was done using literature reviews and semi-structured interviews with stakeholders. Gathering all this information, the team came to understand the situation at Rising Sun Academy clearly. This led us to the problem statement:

Rising Sun Academy has ineffective human resource management and financial management systems, leading to a high employee turnover rate and low percentage of school fees collected.

Reviewing the gathered information closely helped us gain a sense of the precise details of the problem. These are as follows:

Current State of Financial Management System

- The school relies on a simple Microsoft Excel workbook and accounts book for school fees collection.
- There is no action plan or manual for school fees collection system.
- Neither is there internal control for the fee collection system.

Current State of Human Resource Management System

- The school does not have an HR system or policies in place. It relies on a logbook and a staff book to keep track of employees.
- Recruited employees are trained in the methodology of classroom management.
- The turnover rate of teachers in the school is two years on average.
- Staff of the school are inadequately motivated or incentivized

4.3 Needs Assessment/Analysis:

For the needs assessment, several stakeholders played pivotal roles to help the team understand the needs of Rising Sun Academy. The value of all these stakeholders to the project cannot be downplayed at all. Think Education gave the team guidance on the research approach and was the primary link to Rising Sun Academy. On the other side of the spectrum, management, staff, and parents provided insights into the gap and helped the team to identify the root of some aspects of the Financial and Human Resource problems of the school. To conduct the study, the team was also referred to other respondents. All the stakeholders brought a different perspective to help understand the true nature of the industry, institution, and their specific needs.

This analysis was based on primary and secondary data which were collected from the situational analysis as well as various respondents and literature reviews. The team gathered

much valuable data on the Human Resource and Financial Management needs of the school.

The gaps identified in Rising Sun Academy are as follows:

- The school currently lacks an effective Financial Management system. It desires an effective and advanced school fees collection method.
- The school currently has an ineffective Human Resource Management system. It desires a Human Resource Management System which would motivate, engage and retain staff for longer than the 2-year average.

To further understand the financial management and human resource management needs of the school, the team conducted a series of literature reviews. According to the findings of a study by Owusu Acheaw and Bakker-Edoh (2020), the Ghana Education Service's Yilo Krobo Municipal Directorate motivates teachers by giving enough supervision, recognition, and appreciation to basic school teachers in the Circuit.

Another study we found to be relevant is a paper by Brenyah and Tetteh (2016) which discussed employee retention in the tertiary education sector in Ghana. The paper discovered that elements of corporate culture such as achievement and support culture, as facilitated by human resource management, are significant in employee retention in an institution.

These pieces of literature provided key insights to the team on employee retention. Understanding the factors that affect employee retention in an organisation helped in analysing the situation faced by Rising Sun Academy, with its low employee retention rate. We identified that employee retention can be greatly spurred on by support and school culture. We see a linkage to our work, from interviews with the stakeholders who revealed that the unity between teachers motivates some of them to stay. Quoting one respondent, “Staff is all united and the leaders don’t lord over everyone. Management consult staff first, get ideas and make decisions

together.” This means we should not only focus on the impact of the monetary factors but consider other retention factors such as supervision and recognition.

Also, a study by Saksonova *et al.* (2016) describes the importance of financial management. It helps a firm achieve stable growth and long-term stability. Regarding financial management, the review of articles helped us to understand how the use of proper financial management is essential for institutional growth. This paper links to the project, as one of the hypotheses discusses the fact that with an improved finance management system, Rising Sun Academy will be able to efficiently collect school fees.

From the interviews conducted, findings from the data the team gathered include:

- Employees are generally happy because of the unity that exists between them. However, the lack of some incentives seems to be hindering them from staying for long periods of time.
- With regard to Human Resources, the team also identified that more attractive opportunities in other schools and industries also attract teachers to leave (two teachers interviewed revealed that they wish to leave; one of them, to further their education, the other, to explore and experience other job areas): “I plan on leaving. I have been teaching for 4 years. I want to work in a new environment to get different experiences and skills.” -Teacher A. This reveals that the issue of retention is multifaceted; that is, it is not just because of pay, there are other factors to consider.
- The team gathered that the school offers scholarship packages to its students. This may be another factor putting a strain on the financial situation of Rising Sun Academy, since they are a low-income school.
- The team also identified from most of the interviews with parents that they are motivated to bring their wards to Rising Sun Academy because of the great reading and

writing culture included in teaching. This means the junior consultants have to greatly consider the issue of retaining qualified teachers.

Coupled with the literature reviews, this helped the team to analyse the various factors contributing to the needs of the school, as well as how Rising Sun Academy may arrive at their desired state.

4.4 Business case

The business case for Rising Sun Academy is as follows:

Project Objectives

- Provide Rising Sun Academy with a method of obtaining an employee turnover rate that is lower than two years on average by December 2023.
- Provide Rising Sun Academy with a framework for collecting school fees that will result in the collection of over 60% of school fees by December 2023.

Impact of Objectives

- If the financial management system of Rising Sun Academy is improved, the organisation will be able to effectively collect school fees-to improve the operations of the school and make them more financially stable.
- If the human resource strategy of Rising Sun Academy is improved, the organisation will be able to retain qualified employees to continuously help Rising Sun Academy to deliver on its promise of quality education.

5.0 SOLUTION AND IMPLEMENTATION PLAN

5.1 Problems

Human Resource Management Problem

High Employee Turnover Rate: Employee turnover is now at a two-year average for Rising Sun Academy. This problem is mainly caused by job insecurity and the inability to incentivize and motivate staff effectively. According to Ayeremusah and Chapirah (2018), it has been established that employee motivation plays a role in reducing employee turnover. In fact, the demotivation of a single key person might result in a reduction in output (Ghandhi, 2010). Being deeply rooted, high employee turnover leads to several consequences for the school. The poor retention rate of staff also means the school has to pay for recruitment, onboarding, and training new workers, which causes the school to incur extra costs, given Rising Sun Academy's low-income level. As a result of high turnover, Rising Sun Academy will not only incur additional fees for publishing the job vacancy, but they face the issue of remuneration overlapping between outgoing and incoming staff. Finally, due to the high turnover rate plaguing the school, students are forced to adapt to new teaching styles of teachers who replace the departed ones during the ongoing school term. Rising Sun Academy is also forced to take in part-time teachers, who often turn out to be unreliable. These developments impede the smooth teaching and learning process and negatively impact the Human Resource function of the school.

Finance Management Problem

Non-Payment and Late Payment of School Fees: As far as financial management is concerned, Rising Sun Academy is plagued with the non-payment and late payment of fees. The major cause identified was that some parents refuse to pay due to familiarity built with school

authorities or out of nonchalance. On the other side of the spectrum, as Rising Sun Academy is based within a low-income community, some parents are unable to pay as they have low levels of income or live 'hand to mouth'. Without income from school fees, the school lacks the adequate finances needed to run efficiently. This issue leads to the inability to mobilise capital for funds and feeds into the failure of the school to compensate teachers adequately. It also causes the school to default on paying taxes, and the school has become reliant on loans and personal income sources to pay off the debts of the school. From conversations with the accountant, he remarked, "The proprietor sometimes has to augment teacher salaries with his own salary in order to pay employees and run the school. Capital expenditure and running costs of the school need to be footed as well" (I. Suleman, personal communication, March 19, 2022). The school has dealt with this for a long time and still has debts accumulated from previous years.

5.2 Solutions

Based on literature reviews and continuous interactions with stakeholders, the team identified the following solutions:

Financial Management – Comprehensive Instalment Plan and Microsoft Excel Workbook for School Fees

Rising Sun Academy has had a long history of difficulty when it comes to collecting school tuition fees. Some parents pay school fees late, and some refuse to pay at all. As a result, some students have defaulted on their tuition fees, significantly impacting the institution. The proposed solution to address the problem of non-payment and late payment of school fees is that Rising Sun Academy should implement a comprehensive instalment plan payment system and Microsoft Excel Workbook for school fees collection.

Since the parents and guardians of Rising Sun Academy are of different financial means, four instalment plans will be developed. The four instalment plans are: plans for monthly payments for students paying full school fees, monthly payments for students paying discounted school fees, weekly payments for students paying full school fees and weekly payments for students paying discounted school fees.

The payment plan will also include a debt repayment policy and a discount policy for early fee payers. The debt repayment policy will help the school to retrieve funds in the eventuality that debts have accumulated, serving as a deterrent, while the discount policy for early fee payers will motivate parents to pay fees on time. The instalment plan would include terms and conditions for guardians to take notice of and penalties that apply in the case of late payments and due dates for payment. This solution was also lauded by some stakeholders of Rising Sun, who expressed interest in the idea thus: “This is something we had not considered, and we believe it may work well” (A. Abubakari, personal communication, March 19, 2022).

To make this a tremendous success, implementing these instalment plans will involve introducing the instalment plan system to the parents and guardians of students at a PTA meeting. Introducing the plans while parents and guardians are present will allow them to ask questions, express concerns and receive guidance on which methods are best suited for them and how they can sign up for an instalment plan. In an examination of how some historically underprivileged schools in the Pietermaritzburg education district in South Africa deal with the widespread non-payment of school fees, Mseleku (2003), found that all five schools invite parents to budget meetings. At these meetings, school needs were addressed, and the importance of paying fees are presented and discussed. Quarterly financial income and spending reports were also provided to ensure openness and that funds were not being misappropriated.

When such a transparent system is employed by Rising Sun Academy, it could help to strengthen the trust between the parents and the school, especially in terms of financial matters. Quarterly meetings would be organised so that parents will be made aware of the general financial position of the school and what it intends to achieve. This is important to Rising Sun Academy because the school aims to ensure that parents are involved and show a keen interest in their children's education, resulting in a positive parent-teacher interaction.

Rising Sun Academy can provide this plan to parents and guardians for whom paying the total tuition fee amount at the beginning of the school term might present a burden. Currently, Rising Sun Academy does not have such a plan in place for the collection of fees.

Rising Sun Academy aims to improve its financial health, settle debts and improve its infrastructure, all towards offering quality education. As such, this solution provides the school with a steady stream of income to support operations within the school.

5.2.1 Justification of Solution

The aim of developing these instalment plans is also to enable the school to have more of an assurance of a specific amount of funds coming in at a particular period during the school term. Currently, the school does not have this assurance, and when presented with the unforeseen need for funds, the school's proprietor takes bank loans. A report by USAID (2021) states that the failure to follow essential financial management practices is a significant risk to these schools' financial viability. It could result in difficulties obtaining loans, among other things, because many surveyed financial institutions stated that they examine small businesses' cash flow when determining the viability of a loan. This is another reason why having regular, reliable income in the form of instalment payments will prove beneficial to Rising Sun Academy.

For Rising Sun Academy, the collection of school fees has been a long-standing issue with some guardians even fleeing from the school without paying. According to Ngwenya (2016), parents who enroll their children in high-fee schools with the intent of defaulting and then suing the institutions when their children are excluded are common (Mashadu, 2015). In the context of the Ghanaian society, since several individuals live “hand to mouth,” the instalment plan policy is likely to ease the burden of parents. To buttress this point, according to Ravenna Solutions (2022), “For many parents, the best option is to make smaller payments in instalments. Families are more likely to have the cash flow for monthly payments rather than large lump-sum payments.”.

Research by PAL Network (2014) also seems to support the observation that Low-Cost Private Schools (LCPS) have a flexible pricing policy, which reflects their business strategy to increase enrolment in their schools. In rural locations, income fluctuation is thought to be non-conducive to regular payments for education due to the seasonal nature of rural and agricultural jobs. Jisonayili, being a rural area, has several people within the low-income brackets and so based on this, the instalment policies would make it simpler to pay their wards' fees, which would, in the long run, encourage fee payment and deter defaulters.

The reasoning behind providing different plans is that parents and guardians can subscribe to the one that poses the least financial risk to them and the one with the deadlines they believe they will be able to meet. According to Unison (2017), some low-fee private schools charge parents a weekly or monthly fee. According to their research, this allows those schools to keep expenses low and earn a profit for investors by operating at scale.

In evaluation, this solution satisfies all the metrics under feasibility, viability, and desirability. Under desirability, the stakeholders of Rising Sun Academy want the proposed solution and it appeals to them. The proposed solution is truly tackling the major financial management issues

faced by Rising Sun. The solution is supported by stakeholders and positively impacts the community. For feasibility, the solution can be executed, given the assets and capabilities of Rising Sun Academy. The school has accounting tools such as laptops, Microsoft Excel software and accounting records that make the implementation of the solution feasible. The accountant is also knowledgeable about accounting and keeping financial records. The solution is legal and does not infringe on the rights of any direct or indirect stakeholders. The costs for execution of the solution can be catered for, the solution can be executed within a reasonable time frame, and the solution poses low risks to the institution and external stakeholders, including the industry.

Finally, under viability, the solution will result in increased profitability to the school. In the event that the instalment plan is adhered to, the school would have a more consistent revenue stream. The solution can also still be applied to new staff and changes in the institution (continuity in the long run), since the Excel Workbook has past student records that can be revisited. The solution takes into consideration the environment within which the school is located. One aspect of the financial management solution is that the instalment plan is explained to parents in person at PTA meetings in easily comprehensible ways. This provision serves the relevant stakeholders well, given that they live in a low-income community where many people are illiterate.

5.2.2 Risks Associated with the Solution:

If parents miss an instalment payment, a late payment charge will be incurred. This may discourage parents and guardians from subscribing to the instalment plan since these charges could increase the financial burden on them.

Additional risks associated with the instalment payment of fees is that if the student's or family's financial situation changes, the monthly bill can become untenable (Education Planet Online, 2021). This uncertainty about the future financial situation could dissuade people from subscribing to an instalment plan. If a subscription to the plan has already been done, the family will not be able to meet the financial obligation.

A clear and equitable enrolment policy and enrolment contract for the instalment plan is one approach to reduce the risks and costs connected with probable late or non-payers of school fees. Schools sometimes include terms or clauses stating that the parents are liable for the school fees payments. If this condition is not included, or if the parents do not sign the contract of enrolment (acceptance form), the school may have trouble collecting overdue costs (D'cruz, 2017).

5.2.3 Instalment Plan

Monthly Instalment Plan for full fee-paying students for the school term, beginning September 2022 and ending December 2022, as shown in the tables below:

Full-Time Tuition and Fees (GHC)	Due Date	Kindergarten (GHC)	Primary (GHC)	Junior High (GHC)
Tuition and Fees		250	250	260
1st Instalment Payment	01/09/2022	62.5	62.5	65
2nd Instalment Payment	01/10/2022	62.5	62.5	65
3rd Instalment Payment	01/11/2022	62.5	62.5	65
4th Instalment Payment	01/12/2022	62.5	62.5	65

Weekly Instalment Plan for students receiving a 50% discount for the school term, beginning September 2022 and ending December 2022.

Discounted Tuition and Fees	Due Date (GHC)	Kindergarten (GHC)	Primary (GHC)	Junior High (GHC)
Tuition and Fees		125	125	130
1st Instalment Payment	01/09/2022	20	20	20
2nd Instalment Payment	05/09/2022	7	7	7.3
3rd Instalment Payment	12/09/2022	7	7	7.3
4th Instalment Payment	19/09/2022	7	7	7.3
5th Instalment Payment	26/09/2022	7	7	7.3
6th Instalment Payment	03/10/2022	7	7	7.3
7th Instalment Payment	10/10/2022	7	7	7.3
8th Instalment Payment	17/10/2022	7	7	7.3
9th Instalment Payment	24/10/2022	7	7	7.3
10th Instalment Payment	31/10/2022	7	7	7.3
11th Instalment Payment	07/11/2022	7	7	7.3
12th Instalment Payment	14/11/2022	7	7	7.3

A GHC 20 late payment fee will be attributed to each instalment paid after the due date.

A 3% discount will be attributed to the first instalment payment if it is made 1 week prior to the commencement of the school term.

This plan was developed by referencing a tuition and fee instalment payment plan from Humboldt State University (2022).

Instalment Plan Microsoft Excel Tracker

The team has developed an Excel Workbook template to be incorporated into the school's existing Excel system. This is to aid the school to track the instalment payments. Since Rising Sun Academy is a small school, it would be feasible to have an Excel Workbook, with a sheet for each person who has signed up for the instalment payment plan, that tracks their payments. A sample sheet was developed to keep track of each student's weekly or monthly payments, as shown in Figure 1 and Figure 2 respectively.

Figure 1

Rising Sun Academy Weekly Installment Payment Schedule							
Student Name							
Address							
Contact No.							
Amount Due							
Amount Outstanding	GHC 0.00						
Bill Received On	Due date	Late Fee (if any)	Bill For	Total Amount	Paid by	Payment Date	
	1-Sep-22		Tuition Fees				
	5-Sep-22		Tuition Fees				
	12-Sep-22		Tuition Fees				
	19-Sep-22		Tuition Fees				
	26-Sep-22		Tuition Fees				
	3-Oct-22		Tuition Fees				
	10-Oct-22		Tuition Fees				
	17-Oct-22		Tuition Fees				
	24-Oct-22		Tuition Fees				
	31-Oct-22		Tuition Fees				
	7-Nov-22		Tuition Fees				
	14-Nov-22		Tuition Fees				
	21-Nov-22		Tuition Fees				
	28-Nov-22		Tuition Fees				
	5-Dec-22		Tuition Fees				
	12-Dec-22		Tuition Fees				
				GHC 0.00			

Figure 2

Rising Sun Academy Monthly Installment Payment Schedule							
Student Name							
Address							
Contact No.							
Amount Due							
Amount Outstanding	GHC 0.00						
Bill Received On	Due date	Late Fee (if any)	Bill For	Total Amount	Paid by	Payment Date	
	1-Sep-2022		Tuition Fees				
	1-Oct-2022		Tuition Fees				
	1-Nov-2022		Tuition Fees				
	1-Dec-2022		Tuition Fees				
				GHC 0.00			

Instalment Plan Agreement

Rising Sun Academy is allowing for instalment payments of tuition fees.

I agree to pay the sum of GHC _____.

I understand that the first payment of GHC _____ is due on _____.

Subsequent payments of GHC _____ will be made on the same day each _____ until the total balance is paid in its entirety.

I also accept that if I do not pay as promised, a GHC 20 late payment fee will be attributed to each instalment paid after the due date.

I declare that I completely understand the terms and conditions of this agreement.

Name: _____

Signature: _____

Date: _____

5.2.4 Employee Engagement and Motivation Handbook

To address the problem of a high employee turnover rate, the tea an employee engagement and motivation plan.

The employee engagement and motivation plan will be a comprehensive document detailing each strategy intended to motivate and keep employees engaged in Rising Sun Academy. These strategies will take both monetary and non-monetary forms. For monetary, additions to the compensation package for employees of Rising Sun will be included (e.g., bonus pay). For non-monetary motivation, this will be characterized by the encouragement of open communication, fun bonding activities for staff with refreshments, as well as award schemes to congratulate the hard-working staff of Rising Sun Academy. According to George and Jones (2005), as cited in a paper by Ayeremusah and Chapirah (2018), in Mobley's model of the turnover process, the entire turnover process is triggered by a lack of job satisfaction. Thus, employees who are satisfied with their jobs may never consider quitting, whereas those who are dissatisfied will begin to consider quitting as a result of their dissatisfaction. Based on

conversations with relevant stakeholders, there is a strong belief that these strategies would help combat the high turnover rates, and administrative staff lauded the suggestion.

One of Rising Sun Academy's objectives is to work hard to ensure that everyone is happy and respected. Since the school has developed a peaceful setting for people from all walks of life to adapt to its surroundings, there is no prejudice regarding an individual's standing as part of the school's culture. Between students and teachers, there is a friendly relationship (A. Abubakari, personal communication, October 12, 2021). Therefore, the school would like to do its best to assure its employees that their work is appreciated.

Teachers of Rising Sun Academy tend to leave the school for either the public or private sector in search of higher pay and job security. Since Rising Sun Academy is currently not in the financial position to offer its employees higher pay, an employee motivation plan will provide alternate means to encourage employees to keep working at the school.

5.2.5 Justification of Employee Motivation Handbook

Adu-Baffoe and Bonney (2019) posit that to promote high-quality teaching and learning, teachers must be supported and motivated. It is critical to understand what drives teachers to be retained, what keeps them in the profession and creates successful teaching and learning environments at the school level. To buttress this point, Ayeremusah and Chapirah (2018) reveal that the most important incentive packages supplied were money, promotional opportunities, work environment, and security. Furthermore, among these motivating packages, salary was found to have the greatest influence on retention. According to Sandhya and Kumar (2011), employee retention may be improved by engaging employees in open communication, employee rewards, career growth, performance-based bonuses, and recreational amenities.

Rising Sun Academy can implement these suggestions into its action plan for motivating its employees. Based on this paper, in developing the solution, major components such as an enhanced remuneration package, including open communication will be included in the employee and engagement plan. Finally, according to Senyamator *et al.* (2019), job satisfaction is rooted in motivation, which is undeniably a powerful force that drives individuals to improve productivity and maintain the life and continuity of all organizations, including the Ghana Education Service (Lussier & Achua, 2001).

One notable theory of employee motivation is Maslow's Hierarchy of Needs. Where human needs are ordered, according to their relevance and priority, into a pyramid of five tiers. Maslow claims that once a need is met, it no longer serves as a motivator. The following set of needs in the hierarchical sequence takes its position once this occurs.

Physiological, safety, social/belongingness, self-esteem, and self-actualization are the five categories into which the needs are divided. Physiological needs are at the bottom of the pyramid, and self-actualization is at the top (Vantage Circle, 2021).

For this and all reasons stated above, the angle of motivating employees and engaging them actively is considered.

In evaluation, this solution satisfies all the metrics under feasibility, viability, and desirability. Under desirability, the stakeholders of Rising Sun Academy want the proposed solution and it appeals to them. The proposed solution is truly tackling the major human resource management issues faced by Rising Sun Academy. The solution is supported by stakeholders and it positively impacts the community. For feasibility, the solution can be executed given the assets and capabilities of Rising Sun Academy such as the already existing unity that is present among staff. The solution is legal and does not infringe on the rights of any direct or indirect stakeholders. The costs for execution of the solution can be catered for, the solution can be

executed within a reasonable time frame and the solution poses low risks to the institution and external stakeholders including the industry.

Finally, under viability, the solution will result in increased profitability to the school as the school would no longer have to spend large sums on the frequent onboarding and training of new employees. The solution can also still be applied to new staff and changes that occur in the institution (continuity in the long run) since the handbook being developed will provide a documented, detailed plan for employee motivation and engagement that can be referenced. The solution takes into consideration the environment within which the school is located. One aspect of the human resource management solution is that the employee motivation and engagement handbook takes into consideration the fact that the school is located in a low-income community and has limited funding sources. As such, the handbook contains non-monetary means of motivating and engaging staff.

5.5.6 Risks Associated with the Employee motivation handbook

One significant risk to addressing the motivation needs of employees is the financial cost of organizing the needed activities. There is also the risk of employees leaving to other institutions that pay better and offer better job security, especially after they have received proper training (A. Abubakari, personal communication, March 19, 2022).

The Solution

Relating Maslow's theory to Rising Sun Academy, the basic physiological needs of employees are met since they have regular pay, a secure working atmosphere and lunch breaks. The financial constraints that the school faces prevent it from fully addressing the safety needs of the school in terms of insurance policies and assured job security. The team, therefore, proposes health and wellness initiatives such as organizing sports days and health walks that

will address both the safety needs and the social needs for group initiatives and social gatherings.

To address self-esteem needs, the team proposes the organizing of a workers' appreciation day where the students and senior management of the school acknowledge and celebrate the employees of the school. Employees can also receive acknowledgement for achievements in teaching; for example, acknowledgement for a certain minimum number of students achieving high marks. This acknowledgement can be given in the form of verbal acknowledgement, gifts, or some money.

The self-actualization needs of the employees can be addressed by providing the employees with training programmes that would help them to improve their skills. Employees can also be included in the decision-making in the organization to make them feel like their opinions are just as valued as that of senior management.

To motivate the employees, an employee motivation and engagement handbook has been developed.

Summary of Employee Motivation and Engagement Handbook
(A more detailed document will be submitted to the client)

Rising Sun Academy

The Employee Motivation and Engagement Handbook

Developed by:

Junior Consultants

Ashesi University

April 7, 2022

Introduction to Employee Motivation

Employee motivation is associated with the enthusiasm, energy level, passion, and the commitment that the employees of an organization demonstrate towards work. The enthusiasm, energy level and commitment demonstrated are dependent on some factors that would either make an employee's commitment either a positive or negative one. There is a positive correlation between the factors of employee motivation and the way employees work in an organization.

An employee would exit an organization based on various reasons. In the case where an employee would leave an organization to seek for greener pastures, it means the strategy the organization is using is not competitive enough to motivate the employees to stay. The tactics that a company would adopt in an employee motivation plan must be such that it compels employees to stay in an organization without looking elsewhere.

[Exit interviews](#)

Exit interview is the conversation that an organization has with an employee who has the intention of resigning. Mostly, employees who leave an organization have reasons for their final decision. It would not be best if the organization lacks an understanding of why an employee wants to leave. These conversations help the organization to know where they went wrong so that they can improve on what they do or make amendments.

[Sending out questionnaires](#)

Questionnaire is one of the tools that the organization can use to get feedback on their current strategy of motivating the employees. The organization can send the questions via online means, but in the case where online would be costly, they can resort to paper-based

questionnaires that would be sent to all teachers by the headmaster. The questionnaire must be centered on employee motivation.

In order to ensure the sustainability of the solution provided, an annual survey would be conducted. This will track employee motivation and engagement and help determine in which areas more effort is needed in the long term. This may be kept anonymous to provide a more comfortable medium to air views since some employees may be uncomfortable sharing their opinions in an open forum. This would also feed into ensuring open communication in the school.

Annual Employee Motivation and Engagement Survey				
Questions	Strongly Disagree	Disagree	Agree	Strongly Agree
I am motivated towards my work.				
I am satisfied with my job.				
My organisation is open to suggestions about how I can be motivated.				
I have learned new skills on my job.				
I am satisfied with my chances for promotion.				
I feel encouraged by my supervisor to offer suggestions.				
My co-workers and I work well together.				
I have a well-defined job description.				
I am sufficiently recognised when I perform my work well.				
Final Comments (e.g.: What you enjoyed/disliked during the school year)				

Employee Motivation and Engagement Factors

Reward and Recognition

All employees at Rising Sun Academy must be rewarded and recognized for the work or role they play in the school. As a way of appreciating the staff at Rising Sun Academy, there must

be a monthly schedule of rewarding the teachers by taking them to places that the teachers would agree on to meet.

What management can also put in place is to have a week dedicated to the recognition of teachers' efforts at the school. In the week of recognition, there would be various activities from Monday to Thursday, and these activities include games, parties, health walks and the last day, which is a Friday, would be crowned with the awards session. The awards session would be done so that all teachers would receive an award for their dedication and service, after which there will be an award for the outstanding teacher. The award would be either in cash or kind and must be conducted on a monthly and yearly basis. Below are some award categories that must be considered: the star teacher, teacher of the month, long-serving teacher, the student-centric teacher.

Open Communication

How employees' voices matter in decision making goes a long way in making them feel needed in the organization.

Compensations

In compensating the teachers, Rising Sun Academy must either increase the teachers' salary or offer bonuses to the teachers, provided the school has the finances to do so.

Research

Rising Sun Academy must embark on a quarterly research on how their competitors or other schools do well regarding employee motivation and see how best to do better than their competitors.

A template like the one below has been developed to track the motivation of employees.

Motivational Action Plan for Employees

Name of Employee	Motivational Needs/Issues	Motivational Plans	Deadline	Employee Response to Motivation	Follow-up Activity
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This action plan template was developed with reference to Dave Garrett (n.d.).

5.3.1 Project Goal

The goal of this project is to ensure that Rising Sun Academy has a smooth and effective financial management and human resource management system.

5.3.2 Project Objectives

- Provide Rising Sun Academy with an action plan for lowering its employee turnover rate through employee motivation and engagement.
- Provide Rising Sun Academy with a framework for collecting school fees that will result in a higher percentage of fees being collected.
- Develop an implementation plan that details how Rising Sun Academy can implement the solutions the team comes up with.

5.3.3 Project Scope

Scope 1: Develop the most effective school fee collection system capable of:

- Ensuring that Rising Sun Academy effectively collects fees from parents without difficulties.

- Helping to generate adequate revenue needed to improve infrastructure, run the operational activities of the school, and provide the incentives to motivate the teachers at Rising Sun Academy.
- Helping to generate revenue from school fees to settle taxes.

Scope 2: Discover and implement strategies for retaining staff to aid in:

- Motivating the staff at Rising Sun Academy so that they will stay for a period more than two years.
- Reducing or eliminating training costs and any cost associated with it.
- Enabling the smooth, uninterrupted teaching and learning process.

5.3.4 Success Criteria

Business Value	Criteria for Project Success	Measurement
The value this success places on the school is the monetary value that Rising Sun Academy would have in being able to perform its operational activities.	80% of the school children should fully pay their fees by the end of the first half of the term.	This success would be measured by how much revenue the school generates. The school will meet this success if they generate 80% of revenue from school fees by the end of the first half of the term.
Monetary value – the value this would create is how this success would make an impact on the effective way of collecting fees. There would be money available given the condition that the instalment plan is adhered to; hence, ensuring that Rising Sun Academy has the incentives to run the school and being able to make up for unforeseen challenges.	Parents cooperate with the instalment plan system by committing to the plan that they choose.	All parents pay their ward's fees on the stated date following the instalment plan without being late in making fee payments.
Competitive advantage – Rising Sun Academy having teachers who are loyal and committed to the vision would mean that their	Having teachers who are loyal and committed to the vision of Rising Sun Academy.	Teachers who would continue teaching at Rising Sun Academy for more than two years (employee retention and satisfaction).

<p>cost of recruitment would be reduced or eliminated compared to other schools since they would not have to incur cost when recruiting new teachers.</p>		
<p>Recognition – With teachers who are motivated, the school would not have to incur extra costs on awareness as the teachers would sell the school’s brand to people based on how motivated they are.</p>	<p>Teachers who are motivated to continue working at Rising Sun Academy.</p>	<p>Teachers would continue teaching at Rising Sun Academy for more than two years (employee retention and satisfaction).</p>

5.3.5 Human and other Resources Needed for the Project

1. All team members – The role of all team members in the project are as follows:
 - Discover and develop an instalment plan that is specifically tailored to the situation at Rising Sun Academy.
 - Walk through the developed instalment plan system with the client; that is, with Rising Sun Academy.
 - Look out for models and select the model which would help Rising Sun Academy with employee motivation and engagement.
 - Offer help to the client if they need further explanations with regard to the solution.
 - Receive feedback in the project timeframe to find out from the client if there is anything that can be improved about the solution.
 - Make available all findings of the solution to the client.

2. Proprietor at Rising Sun Academy - The roles of the proprietor in the project are as follows:
 - Serves as a bridge in getting the other stakeholders such as the headmaster, teachers, and parents to be interested in the solution and work with it.

- Executes the solution developed by involving all stakeholders and making known to them new ways of doing things.

3. Microsoft Excel

- Serves as the primary tool to help in tracking fee collection and the instalment plan.
- Serves as the primary tool to help Rising Sun Academy with the recording of all expenses either weekly, monthly, or annually.
- Serves as a database system for Rising Sun Academy to keep track of both past and present records.

5.3.6 Risk Analysis

Financial Management - Risk Analysis

Risk	Effect	Chance of occurrence	Impact	Action trigger	Responsibility	Response
Lack of financial management knowledge	Unable to collect fees effectively	Medium	High	Ineffective and poor tracking of instalment plan system	All team members	Eliminate risk by informing the management at Rising Sun Academy about the need to be updated with financial management knowledge
The reluctance of parents to buy into the instalment plan system	Unable to generate revenue	High	High	Failure of parents to comply with the instalment plan system	Rising Sun Academy's management	Reduce risk by having sensitization sessions on the importance of paying school fees during PTA meetings

Human Resource Management - Risk Analysis

Risk	Effect	Chance of occurrence	Impact	Action trigger	Responsibility	Response
The emergence of an atmosphere fuelled by jealousy and envy	Creates tension, hence, a disruption of the organizational culture	Medium	High	Division within the employees	Proprietor at Rising Sun Academy	Reduce risk by rewarding best performing teachers privately

5.3.7 Implementation Plan: HR

Activity	Duration	Resource	Milestone
Administer Employee Motivation Plan Survey/ Interview	15/03/22-18/03/33	All team members, Internet Advisor, Staff, Administration, Souvenirs	Survey/Interview Successfully Administered
Review and Assess Employee Motivation Plan Results	19/03/22-24/03/22	All team members, Internet Advisor, Staff, Administration	Results Reviewed and Assessed
Prioritize and Develop Employee Engagement and Motivation Plan	25/03/22-7/04/22	All team members, Internet Advisor, Staff, Administration	Engagement and Motivation Plan Developed
Introductory Session with Staff of Rising Sun Academy on Newly Developed Engagement and Motivation Plan	8/04/22-9/04/22	All team members, Staff, Administration, Refreshments	All employees have an in-depth understanding of the plan with all questions adequately answered
Set up reward and recognition programs: <ul style="list-style-type: none"> i. Employee Awards Event (Appreciate all teachers) ii. Informal Performance-based Bonuses for Well-Performing Teachers iii. Rewarding employees in the form of novelty experiences (e.g., restaurants and tourist sites) 	18/04/22-31/12/22	All team members, Staff, Administration, Transportation (Vehicle), Monetary Compensation, Audio and Video Equipment, Decor, Furniture	Programs successfully executed
Organise a series of team building events and health and wellness initiatives <ul style="list-style-type: none"> i. Regular staff games and sports days ii. Staff Health Walks iii. Open Forum Sessions to Strengthen Open Communication 	18/04/22-31/12/22	Staff, Administration Transportation (Vehicle), Monetary Compensation, Audio and Video Equipment, Decor, Furniture, First Aid Box	Team building and wellness events successfully executed; Increased Number of Staff Contributing Ideas to Management and Increased Team Bonding
Revamp and Institute Employee Compensation Package	1/07/22-2/07/22	Staff, Administration	Successful modifications made to the compensation package and successful employee buy-in
Evaluate Activities <ul style="list-style-type: none"> i. Administer Employee Satisfaction Questionnaires 	31/12/22-9/01/23	All team members, Staff, Administration, Refreshments	Feedback from surveys/interviews successfully collected and evaluated

ii. Quarterly research study to evaluate employee motivation			
iii. Conduct Exit Interviews			
Improve or Revamp Activities based on feedback	12/01/23-18/01/23	All team members, Staff, Administration	Successful modification of activities based on feedback

5.3.8 Implementation Plan: Finance

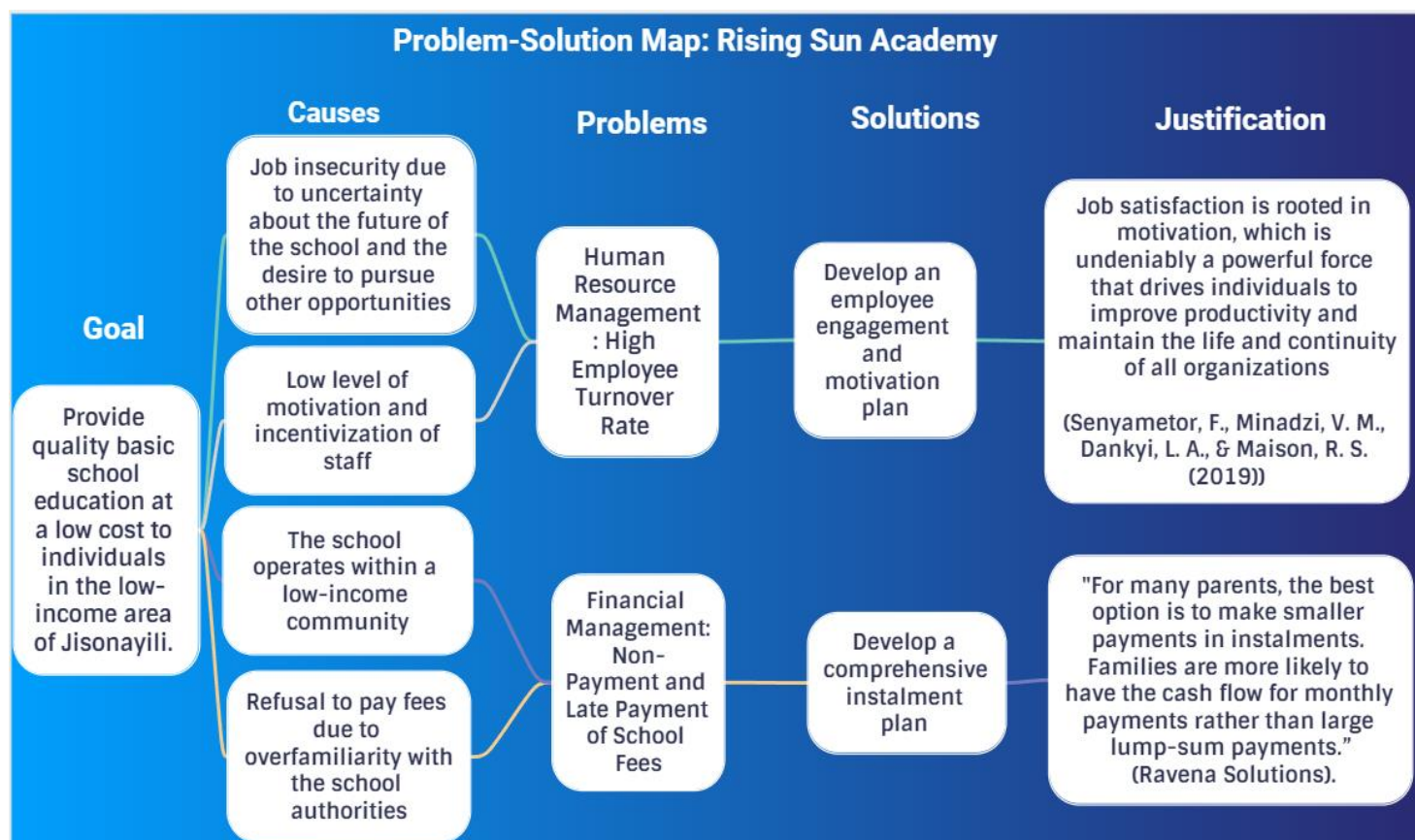
A Comprehensive instalment plan payment system for school fees (With an improved Excel system for tracking payments)

Activity	Duration	Resource	Milestone
Develop Comprehensive Instalment Plan Payment System	15/03/22-7/04/22	All team members, Internet Advisor, Staff, Administration	Comprehensive Instalment Plan Payment System Developed
Introductory Session with Staff and PTA Executives of Rising Sun Academy on Newly Developed Instalment Plan Payment System	8/04/22-9/04/22	All team members, Internet Advisor, Staff, Administration, Audio and Video Equipment	All guardians have an in-depth understanding of the instalment plan with all questions adequately answered
Administrative staff workshop on executing the installment plan system with a focus on training the accountant	18/04/22-22/04/22	All team members, Internet Advisor, Administration, Laptop, Refreshments Workshop Personnel	Accountant successfully trained and educated on executing the instalment plan; All employees have an in-depth understanding of the plan with all questions adequately answered
Introducing and Educating Guardians on the instalment plan system at first PTA meeting of the month	1/05/22-7/05/22	Administration, Guardians, Staff, Refreshments, Audio and Video Equipment	All guardians have an in depth understanding of the plan with all questions adequately answered
Publicly announce and institute commencement of newly developed instalment plan system to guardians, staff and students	9/05/22-9/05/22	Administration	Instalment plan successfully instituted
Bi-weekly Checks on each student's payment progress	9/05/22-	Accountant	Checks successfully conducted
Bi-weekly/ Monthly notices sent out to guardians on instalment plan	9/05/22-	Administration, Accountant	Notices successfully sent out and adhered to
Organise quarterly segments during PTA meetings detailing general financial atmosphere of the school and Rising Sun's financial goals	1/06/22-	Staff, Administration, Guardians, Audio and Video Equipment, Refreshments	Successful quarterly segments and successful guardian buy-in
Evaluate Activities i. Assess instalment plan records and compare revenue to expenditure on a monthly basis	31/12/22-9/01/23	All team members, Staff, Administration, Accountant	Data from instalment plan records successfully collected and evaluated
Improve or Revamp Instalment Plan System based on feedback	12/01/23-18/01/23	All team members, Staff, Administration	Successful modification of instalment plan system based on feedback

5.3.9 Implementation Plan Metrics

KSFs	KPIs
A High percentage of fees collected per term	Collection rate of school fees by the end of the term exceeds 80%
Develop an effective system for school fees collection (with an action plan and internal controls)	Time spent in collecting school fees
High employee satisfaction ratings	Employees' satisfaction ratings and percentage of staff retained for more than two years.

5.3.10 Problem Solution Map



6.0 Conclusion

In conclusion, the main problems that Rising Sun Academy faces are the high employee turnover and the non-payment and late payment of school fees due to parents' inability to pay the fees of their wards. To overcome these problems, Rising Sun Academy must implement an instalment plan system that rules out the package that would be suitable for parents as they plan out how they would pay their ward's tuition. Furthermore, the school must implement an employee motivation and engagement plan that encourages recognition and open communication, which would facilitate the motivation of employees, thereby motivating them not to leave Rising Sun Academy. With these changes, there is the likelihood of some of the parents not following the instalment plan. Still, the school must put measures in place that would not tolerate parents breaching the instalment plan agreement. The financial risk of not being able to compensate the teachers as a way of motivation can be prevented by implementing the non-monetary ways of motivating the teachers. To sustain these changes, Rising Sun Academy must ensure that the people that would be employed have the needed expertise in managing the instalment plan system and constantly reviewing the employee motivation and engagement plan document.

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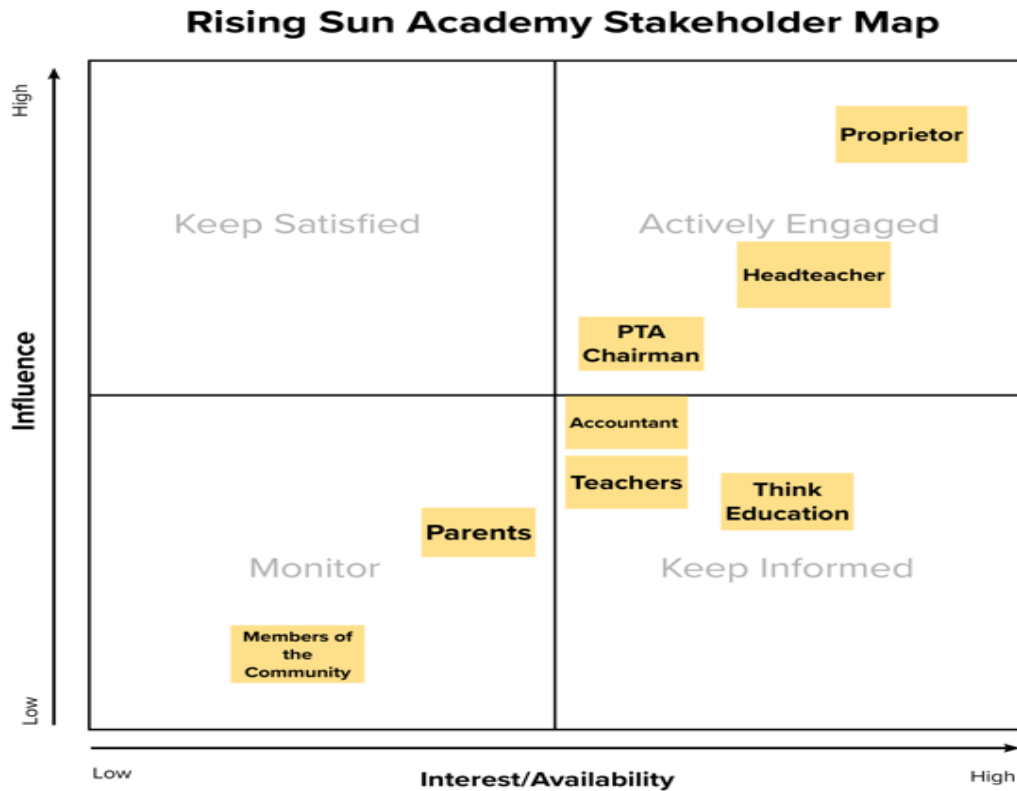
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Appendix

Stakeholder map



Evidence of Client Agreement

PARTIES

- This Consulting Agreement is entered into on 14/04/2022 , by and between Rising Sun Academy, and the Rising Sun Academy Junior Consultants (Maame Esi Parker, Naa Amanua Quarshie and Abigail Kobia)

CONSIDERATION

- The consultants will offer the services listed below, as agreed by the parties.

SERVICES

- The Consultant's services are summarized down below:
 1. Conduct a situational analysis and needs assessment of the current state of Rising Sun Academy's financial management and human resource management systems. .
 2. Develop an instalment plan for the school that enables the effective collection of over 60% of school fees owed.
 3. Develop an employee motivation and engagement handbook that will detail strategies to lower employee turnover rates from its current two year average.
 4. Develop an implementation plan that details how Rising Sun Academy can implement the solutions.
 5. Provide a report detailing the findings of the consulting project to Rising Academy.

SIGNATURE AND DATE

- The client, thus, agrees to the terms of service set out in this agreement, as evidenced by the signature in the subsequent section:

CLIENT

Name: Rising Sun Academy (Proprietor: Mr Abass)

Signature: MABS

Date: 14th April, 2022