

A Report Card from Managers, Entrepreneurs & Employees

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This research report is a result of an exploratory survey of the respondents to help generate human resource and business management practices as we respond to COVID-19 related work closures. Being a quick exercises, we did not undertake deep analysis of all the issues. We accept responsibility for noticeable inadequacies. We hope you learn from the insights generated here to be able to plan and ensure continued work and productivity where possible.

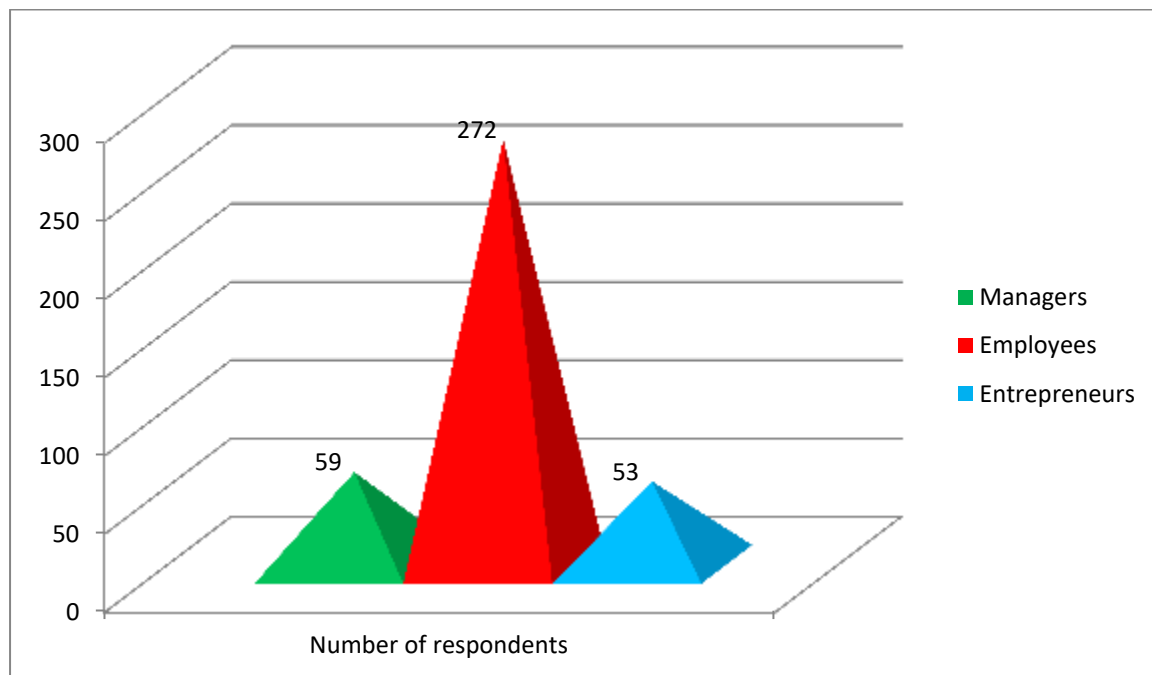
EXECUTIVE SUMMARY

A study on Adaptability and Readiness to work from home by organisations and businesses in Uganda has underscored the importance of adequate planning for crisis times before they happen if organisations and employees are to continue to be productive and relevant.

The study which surveyed entrepreneurs, managers and employees from different public and private sectors has shown that the CODIV-19 pandemic and the resultant shutdown has adversely affected the operations and productivity of organisations and employees.

Success Africa and Ultimate Multimedia Consult surveyed 384 entrepreneurs, managers and leaders of organisations as well as employees in April 2020 to find out the experiences of working from home that many workers in Uganda have found themselves doing.

The survey results show that **100%** of the respondents said their enterprises have been directly affected by COVID-19 pandemic, with the majority (**84.9%**) indicating that their businesses were greatly affected.



The study findings show that **56.6%** of business performance is not being achieved while **15.1%** of the entrepreneurs noted that business performance remained the same.

Of the **59** Managers we interviewed, **57%** are continuing with some organization activities, **32%** are fully operational while **11%** are completely closed.

Majority of the Managers (**49%**) were finding it difficult adjusting to work from home, (**37%**) found it easy while **6%** found it very difficult.

Twenty one (**21**) said their team performance dropped by half, **18** said it remained the same while **two (02)** said it had doubled.

Of the 272 employees interviewed, 64% said they were not adequately oriented to work from home. The study finds that most of the employees were not familiar with collaborative work tools that are used by many organisations engaging in remote work.

We found that **56.6%** of the employees needed technology tools to successfully work from home while others needed technical tools (**16.9%**) and training (**10.7%**).

Responses were sought across the different genders and age brackets regarding the impacts of COVID-19. Out of the **384** respondents, **50.8%** were females while **48.7%** were males as seen in the table below:

Gender of respondents	Males	Females
Entrepreneurs	28	25
Managers	31	26
Employees	128	144
TOTAL	187	195

The majority (**47.3%**) of the respondents were aged **25-35**. Respondents aged **36-45** followed with **23.4%** as the table below shows:

NO	Age bracket	Entrepreneurs	Managers	Employees	Total
1	20-24	4	1	19	24
2	25-35	14	10	172	182
3	36-45	12	22	56	90
4	46-55	16	20	23	59
5	56-65	5	2	2	09
6	Above 66	1	1	0	02
	TOTAL	53	59	272	384

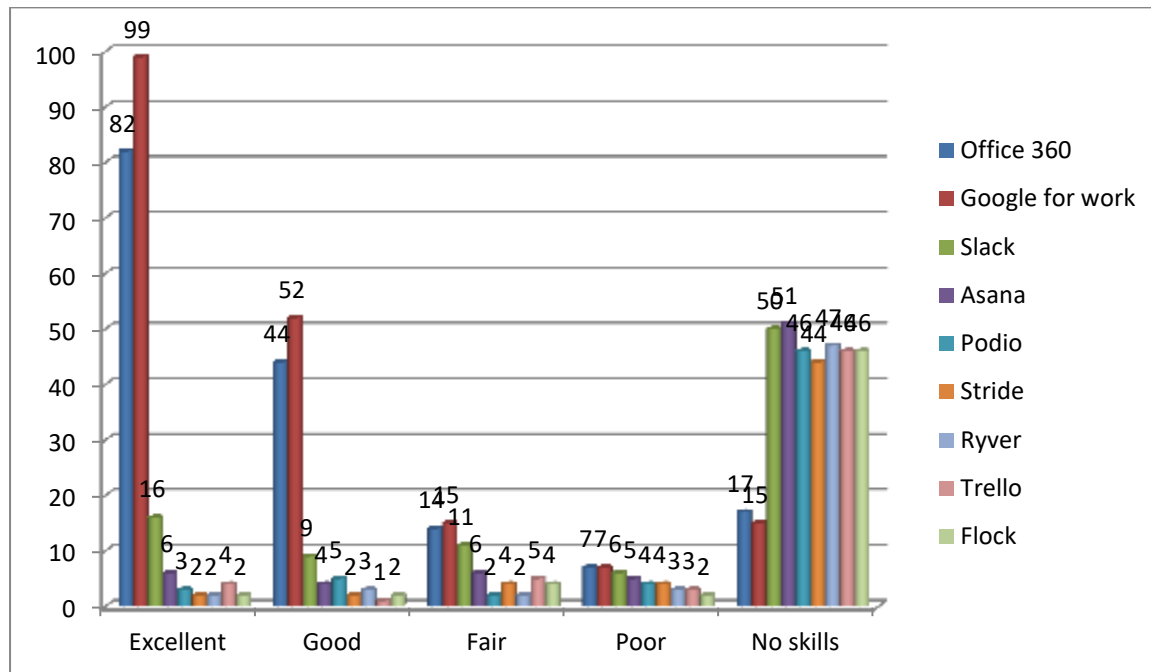
We also captured the level of education as shown in the table below.

NO	Highest Level of education	Entrepreneurs	Managers	Employees	Total
1	Certificate	2	2	4	8
2	O'level	1	1	2	4
3	A'level	2	1	4	7
4	Diploma	7	4	18	29
5	Bachelor's Degree	1	13	84	98
6	Masters Degree	14	34	164	212
7	PhD	3	0	2	5

The findings show that the majority of respondents from public service, travel and tourism, media, entertainment, civil society, technology among other sectors, reported not being able to meet the market demand during the crisis times. Others reported businesses had closed due to "limited market" as they were focused on physical contact with customers.

Entrepreneurs and managers reported that they are using social media, door to door deliveries, technology, online bookings, websites, phone calls and online work tools to meet the market demand and engage with employees.

But a considerable number of employees said they had no skills in most of the technology tools like Asana, Flock, Trello, Ryver, Podio, Office 360 to support working at home



Without good knowledge and organisational culture in use of such remote work tools, it will be difficult for organisations to meet the urgent needs of their employees. As normal business is being interrupted, managers noted their employees highest need is financial security (**77%**) followed by food security at **44%** and Job security reported by **25%** of the respondents.

The majority of the employees also indicated that they need their employers to provide data (internet), guidance, approvals, financial support, clear set targets, follow up on activities from their immediate supervisors as key ingredients to consistently work well from home.

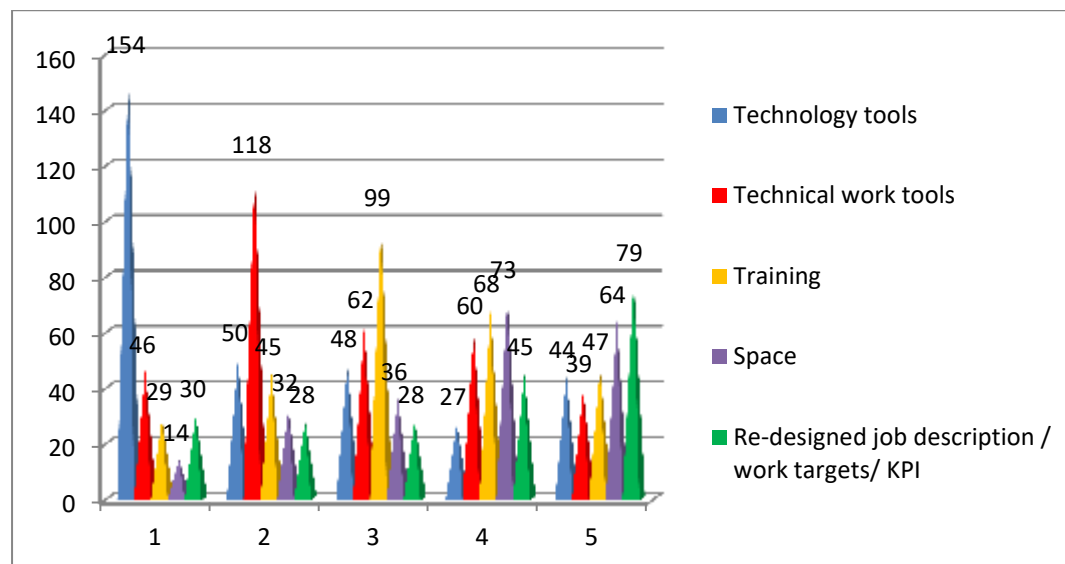
The study findings show that **56.6%** of business performance is not being achieved according to entrepreneurs while **15.1%** noted that business performance remained the same. The majority of managers interviewed (40%) said their team performance dropped by half, though two of them whose organisations had trained staff and equipped them in advance for working at home reported that team performance had doubled.

What was surprising is the fact that the majority of entrepreneurs (20%) were not concerned about their business survival post COVID-19. The majority did not have an idea of what to do in future in case a similar crisis appears. Yet the managers mentioned performance and funding/revenue as the two top issues of consideration they are

facing during the Coronavirus pandemic. With this kind of unpreparedness and paucity of foresightedness in some organisations, you can understand why the majority (65.6%) of the employees interviewed are concerned about their job security during and after the corona virus lockdown.

Moreover, the majority of the Managers (49%) were finding it difficult adjusting to work from home, 37% found it easy while 6% found it very difficult. While majority of the employees are willing to consider working from home after the pandemic, the managers are not ready to let employees work from home, 44.1% said “Not at all” while only 20% ranked their willingness to let employees work from home for at least two days a week at 60%.

The graphic below shows what employees said the need to work effectively at home.



The study has clearly demonstrated the negative impact on organisational, business and employees' performance due to the COVID-19 lockdown and the urgent need to plan and organise themselves for possibilities of working from home when need arises.

CHAPTER ONE: OVERVIEW OF THE RESEARCH

1.0 Introduction and Objectives

As the coronavirus crisis¹ continues to affect most of our daily life including work operations, organizations across the world are now testing their crisis management preparedness, especially readiness to work remotely (or having employees work from home).

Many employers and managers have found they need to adjust where possible to be able to continue delivering their goods and or services, as well as prevent damages by ensuring safety and productivity of their employees and those they serve.

But how many employers or employees in Uganda are adequately prepared and ready to continue delivering on their promises and expectations from customers? What kind of readiness is there for whom? What tools and new practices are being employed by organisations and employees to remain active and relevant while offices are closed?

These are some of the key questions we sought to answer in this research survey by Success Africa and Ultimate Multimedia Consult while many organisations “were closed” due to the Corona virus response directives from the government of Uganda.

The research carried out in April 2020 sought responses from leaders/ managers of organisations, employees and entrepreneurs in different sectors. The study was aimed at understanding the readiness and current strategies by managers, entrepreneurs and employees to continue to deliver on their products and services in the new normal of working remotely.

Specifically, the study sought to address the following objectives:

- To establish the preparedness of employees, managers and entrepreneurs to working from home
- To appreciate the tools and strategies being used by entrepreneurs, managers and employees to work from home and to ensure sustained or improved productivity and safety
- To understand how well the home environment supports working from home by employees
- To establish the level of engagement and support employees receive while working from home
- To find out the impact of work from home on the morale of employees and job security in general

1.1 Overview of Remote work considerations

Recent global events have forced many organisations to close workplaces and some are asking their employees to work from home. But even without a major crisis as we are seeing

¹ Corona virus crisis is used here generally to refer to the impacts of the novel Corona Virus Disease 2019 that has affected the health and all life spheres of many people across the world. See details <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>

with the corona virus, the ability to work effectively with distributed teams has been mentioned as integral to business success² in the 21st century.

Yet the message from national leaders in many countries has been consistent: #StayHomeStaySafe. Everyone who can work from home has been encouraged to work from home, not just by their employer, but the state too. Studies in some countries have shown that millions of employees are doing so for the first time³.

For example, in a 2019 survey of 15,000 professionals across 30 nations, 70% of respondents⁴ indicated that flexible work options are a key factor when evaluating new career opportunities. Therefore, a well-executed remote-work plan can help an organisation attract and retain top talent, and also provide critical business resilience in the face of crises, from weather events to pandemics like we are facing with COVID-19.

A plan for remote work can calm confusion in turbulent times and reduce the costs associated with business interruptions. Gartner⁵ analysts have noted that in the face of the COVID-19 outbreak, many organisations have essentially been forced into a huge distributed teams (work home) experiment. Many organisations were just not ready. A 2019 webinar snap poll of Asia/Pacific HR leaders by Gartner indicated that the biggest challenge has been lack of technology infrastructure and employee discomfort with new ways of working.

United States, top companies like Twitter, Apple, Microsoft, Amazon and JP Morgan announced several activities immediately after the outbreak of the pandemic - readying staff to work remotely.

In early March 2020, Google sent 8,000 workers in the Dublin office, home for a day to test an extended remote-work scenario after one employee came down with flu-like symptoms⁶. Around the same time, top companies like Clayton Utz, Cisco and Vodafone in Australia temporarily closed offices as a precautionary measure.

Not so long after that, the majority of organisations in Uganda were closed following a preventive directive by the government that has seen the banning of public transport, personal vehicles and motorcycles beyond 5pm⁷. Many agree that health and safety considerations should come before thinking of work and earning income.

1.2 Justification of the Study

But how many Ugandans were ready for this business closure. How are managers, employees and business owners adjusting? What are the plans for work in the immediate future? This is what we set out to find out in this study.

² <https://hbr.org/2018/02/how-to-collaborate-effectively-if-your-team-is-remote>

³ <https://www.bbc.com/worklife/article/20200309-coronavirus-covid-19-advice-chinas-work-at-home-experiment>

⁴ <http://assets.regus.com/pdfs/iwg-workplace-survey/iwg-workplace-survey-2019.pdf>

⁵ <https://www.gartner.com/smarterwithgartner/with-coronavirus-in-mind-are-you-ready-for-remote-work/>

⁶ <https://9to5google.com/2020/03/02/google-dublin-coronavirus/>

⁷ <https://www.monitor.co.ug/News/National/Museveni-orders-two-week-lockdown-COVID-19-cases-rise/688334-5509496-acowouz/index.html>

Needless to say, the experiences of COVID-19 have shown us that the likelihood of extended workplace shutdowns seems increasingly likely. Moreover, we cannot rule out future crisis which may force organisations and their employees to break the traditional work routine, and embrace working from home.

Therefore, understanding what working from home means and whether employees are well prepared is crucial for many businesses in the current situation as well as for future similar crises. Indeed, as many have pointed out, it is easier to do a job from home if all you need is an internet connection and a telephone line.

Even then you have to afford the internet data costs, and the airtime. You need to have the right technical equipment and software to enable you work. As an employee, you need to have the right knowledge and skills to utilise collaborative or remote work software that can ensure continued team correspondence and delivery. That is assuming your employee has procured such tools and software, and that your colleagues including supervisors or supervisees are well prepared and ready to work from home.

1.3 Work productivity and efficiency concerns

Working from home presents benefits and challenges for manager, entrepreneurs and employees. Increased commuting times, caring responsibilities and the stress of modern workplaces⁸, have been cited by most employees who highly value being able to work from home. Research has also highlighted benefits including increased productivity, rated by both the employees and supervisors. One study⁹ showed a 13% increase in performance for employees working from home. Part of this was attributed to an increased ability to focus and less distraction.

Working from home usually means employees have greater autonomy over how they do their work¹⁰, including the hours and conditions of their work, and how they manage their lives and other responsibilities. These benefits of teleworking have been shown to lead to greater job satisfaction¹¹, lower absenteeism and turnover¹², increased commitment¹³ to the organisation and, importantly, reductions in stress¹⁴ associated with work. Work-from-home arrangements have also been known to give organisations access to a greater talent pool¹⁵.

What organisation must know is there are many reasons why having a casual work-from-home capability does not equate with having a robust work-from-home plan. The main reason is the two work situations are very different. Working from home during an emergency presents many stresses, loads, and challenges not seen during a more casual, routine situation.

⁸ <https://jeffreypfeffer.com/wp-content/uploads/2019/11/McKinsey-EmployeeHealth.pdf>

⁹ <https://academic.oup.com/qje/article/130/1/165/2337855>

¹⁰ <https://journals.sagepub.com/doi/abs/10.1177/030630709702300202?journalCode=gema>

¹¹ <https://search.proquest.com/openview/5923d0360e8c070313a33a3bae60a7f2/1?pq-origsite=gscholar&cbl=31895>

¹² <https://journals.sagepub.com/doi/abs/10.1177/107179190200800407>

¹³ <https://www.emerald.com/insight/content/doi/10.1108/14754390910937530/full/html?queryID=22%2F5406560>

¹⁴ <https://psycnet.apa.org/doiLanding?doi=10.1037%2F0021-9010.92.6.1524>

¹⁵ <https://www.aeaweb.org/articles?id=10.1257/mac.20170403>

Some Studies¹⁶ have shown working from home for extended periods can leave employees feeling socially and professionally isolated.

Some remote workers have been known to feel less confident than their office-based counterparts. This has been attributed to work from home employees having fewer opportunities to interact and acquire information¹⁷

According to a meta-analysis of 46 studies¹⁸ involving more than 12,000 employees, working from home more than 2.5 days a week could negatively affect relationships with co-workers as well as knowledge transfer. Moreover, out of sight can sometimes be out of mind.

A recent Study by Consumer Insights Africa in Kenya¹⁹ found that 80% of those interviewed reported reduction in productivity as a result of working from home during Covid-19 lockdown. However, the study did not say whether the poor performance outlook by respondents was more an issue of working at home as it is an issue of working from home during crisis.

Another significant issue is maintaining boundaries with home life²⁰. It can be hard to switch off children, partners, siblings or parents one stays with, particularly when the employee doesn't have a dedicated home office. Some studies have shown that those working from home sometimes report working longer hours. One such study, found 48% of employees reporting increasing their work hours²¹.

Therefore, working from home (also referred to as telecommuting, remote work) can only be beneficial to organisations and employees if a suitable work plan and supporting cultures are developed to help employees and managers in their work away from office. What is the reality of remote work in Uganda? How are businesses adapting to the current realities?

We hope the findings from this research will help to inform best practices for organizations and employees to best prepare for remote working experiences that produce the best results.

¹⁶ <https://www.emerald.com/insight/content/doi/10.1108/00483481211229375/full/html>

¹⁷ <https://psycnet.apa.org/record/2008-16251-016>

¹⁸ <https://psycnet.apa.org/doiLanding?doi=10.1037%2F0021-9010.92.6.1524>

¹⁹ <https://www.monitor.co.ug/News/World/80--of-staff-working-from-home-unproductive-survey/688340-5519766-hcwf8o/index.html>

²⁰ <https://psycnet.apa.org/buy/1999-11425-008>

²¹ <https://onlinelibrary.wiley.com/doi/abs/10.1111/1468-005X.00063>

CHAPTER TWO: METHODOLOGY

2.0 Study Methodological Focus

In deciding research methodologies to use, Success Africa and Ultimate Multimedia Consult usually consider the overall goals of the study, the target audience for the results, what issues are to be measured, the scope, the issues being studied and for what purpose.

For this particular study, we intended to capture the situation and thinking of managers/leaders, entrepreneurs and employees in Uganda on the readiness to work at home and their adaptability during the corona virus lock down.

The three categories selected for the study are all crucial to understanding the readiness of organisations and the adaptability measures in place to ensure continuity of work, productivity, service and ultimately business survival and sustained organisational relevance.

The issues the study aimed to establish and the research questions are summarised below.

No.	Issue	Key research questions/considerations
1	The preparedness of employees, managers and entrepreneurs to work from home	What kind of training did employees get to ready them to work from home? What kind of resources (equipment and software) do employees have? how well can they operate such tools/resources?
2	The tools and strategies being used by entrepreneurs, managers and employees to work from home and to ensure sustained or improved productivity and safety	What exact work and performance tools are being used in organisations to ensure continued smooth work and delivery? How many staff are able to work at home? How is supervision being done? What is the impact on productivity? What kind of support is available to employees from managers?
3	How well the home environment supports working from home by employees	How well does the employees home situation support work from home? What is the level of access and availability of internet and electricity? How do employees balance home responsibilities with work? What are the key concerns?
4	The level of engagement and support employees receive while working from home	How have managers kept in touch and supervised employees? What kind of support have employees received from their managers? How often do employees communicate and engage with fellow employees working from home?
5	The impact of work from home on the morale of employees and job security in general	How has working home impacted on employees? Are there concerns on job security as a result of the lock down? How are employees ensuring they keep performing at their level best?

These issues were handled using interviews with the managers, entrepreneurs and employees using a different questionnaire for each group.

2.1 Study Design

To best understand adaptability and readiness to work from work, the study was focused on getting responses from employees, entrepreneurs and managers/leaders at organisations. The study was done between April 7th and April 22nd 2020.

The study employed an exploratory research design- whose major purpose is the discovery of ideas and insights, in this case on work from home. We employed quantitative and qualitative approaches. The quantitative approaches involved analysis of numerical data while the qualitative involved subjective assessment of opinions, ideas, measure of readiness and adaptability as presented by respondents.



We developed research tools (guides) for each of the groups above with questions aimed at eliciting the responses that would help understand the adaptability and readiness to work at home from each group of respondents. The tools can be accessed below

- Managers and leader questionnaire: <https://ee.kobotoolbox.org/x/#FlypDB53>
- Entrepreneur questionnaire: <https://ee.kobotoolbox.org/x/#2QtuX4Rz>
- Employee questionnaire: <https://forms.gle/n4puefgGfpD6dQox8>

Teams were constituted to discuss each of the tools as well as the mode of data collection. Specifically, three teams were deployed: one to study employees, another Entrepreneurs and the other Managers. The teams held several meetings to review and refine the tools and indicators, as well as to identify the respondents.

2.2 Data Collection Procedures

The study was mainly based on **three Surveys**, one for each of the three groups i.e. Managers/leaders, Entrepreneurs and Employees. The study also employed **content analysis** to place the issues of adaptability and readiness to work from home in order to help in categorising data into different themes as observed.

Two hundred three (203) managers were contacted by phone calls and of these, we were able to get **59** responses. **One hundred three (103)** entrepreneurs were contacted by phone calls. Of these, we were able to get **53** responses. The managers were identified by Success Africa from lists of managers they have serviced or interacted with as a human capital development firm. Though based on **random sampling**, it was important to ensure those interviewed were active in managerial or leadership positions and from different sectors.

The managers and employees were interviewed by our researchers through phone calls and responses recorded in the research tool on kobocollect. Phone call method was used for these two groups because we could not reach them for physical interviews being that the country is currently under lockdown. The results were also needed in a timely manner that could not support other means of distributing questionnaires like email.

Direct phone calls with entrepreneurs and managers helped get more qualified answers as our researchers were able to ask further probing questions and seek clarifications that might not have been possible with a self-administered survey.

We also deployed a comprehensive survey questionnaire on google forms and invited thousands of employees by email and social media sharing to answer. **Two hundred sixty (272)** employees responded to and submitted responses within 10days. While our target was to have at least 500 employees responding, follow up emails and calls to those with whom the survey was shared indicated difficulties on internet and limited motivation in answering the survey questions. Some complained the survey was long with many questions.

The survey tools were designed with both close ended and open ended questions to establish both the quantitative indicators as well as the individual views on some of the key issues.

2.3 Data Analysis

The data got from interviews with Entrepreneurs and Managers was entered by our research assistants into a Kobocollect that also does primary statistical analysis of responses per question. The responses from the employee survey were also auto analysed by the survey software used. The software helped us generate total metrics for each of the questions as well as some of the graphs and tables presented in the findings.

The responses were further analysed for correlations between groups and work sectors, relevance and comparison to the research questions we set out to answer. These were collated and synthesised with keen interest on all demographics to inform the qualitative analysis of the study findings presented in the next chapters.

CHAPTER THREE: FINDINGS

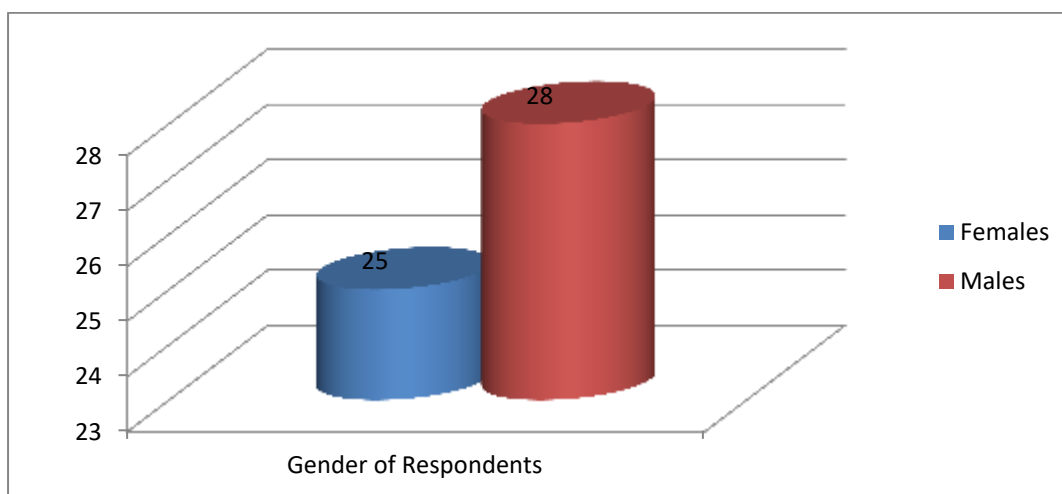
The study was conducted to find out readiness and strategies by the three groups i.e leaders/managers of organisations, entrepreneurs and employees. The findings are presented below separately for each group.

3.0 Entrepreneurs

We contacted **103** entrepreneurs and got responses from **53** on how they are running businesses amidst the lockdown announced by the government due to the Coronavirus crisis.

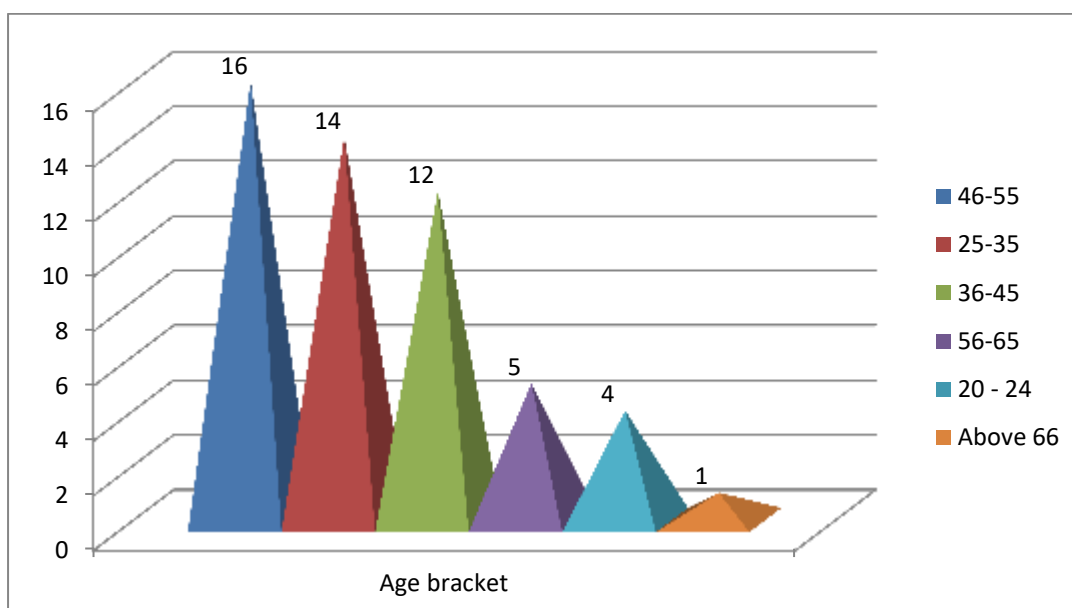
3.0.1 Gender of respondents

We made attempts to achieve gender balance in the respondents. Out of the **53** respondents, **52.8%** were males while **47.2%** were females as seen in the chart below:



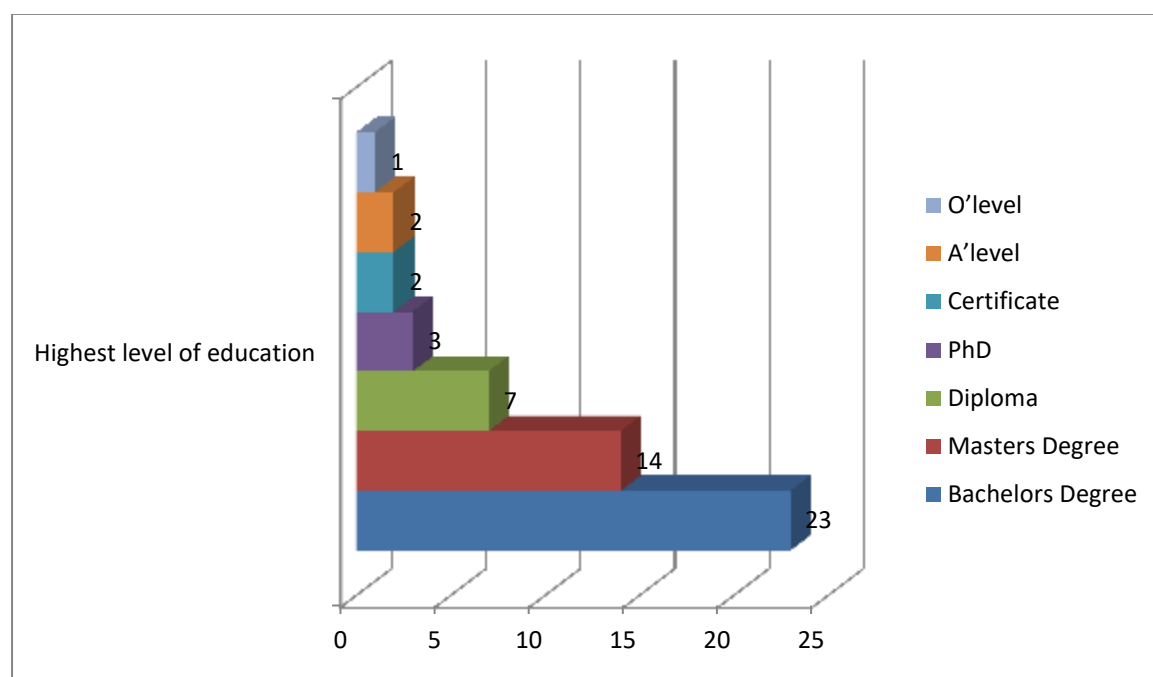
3.0.2 Age bracket

The majority (**30.2%**) of the respondents were aged **46-55**. Entrepreneurs aged 25-35 followed with **26.4%** as the graph below shows:



3.0.3 Highest level of education

Results show that **43.4%** of the entrepreneurs we talked to had a Bachelor's degree as their highest level of education. Those with master's degree followed with **26.42%**.



3.0.4 Sector

The majority of the entrepreneurs we talked to were involved in NGO/ humanitarian work. These accounted for **15.1%** as the table below shows:

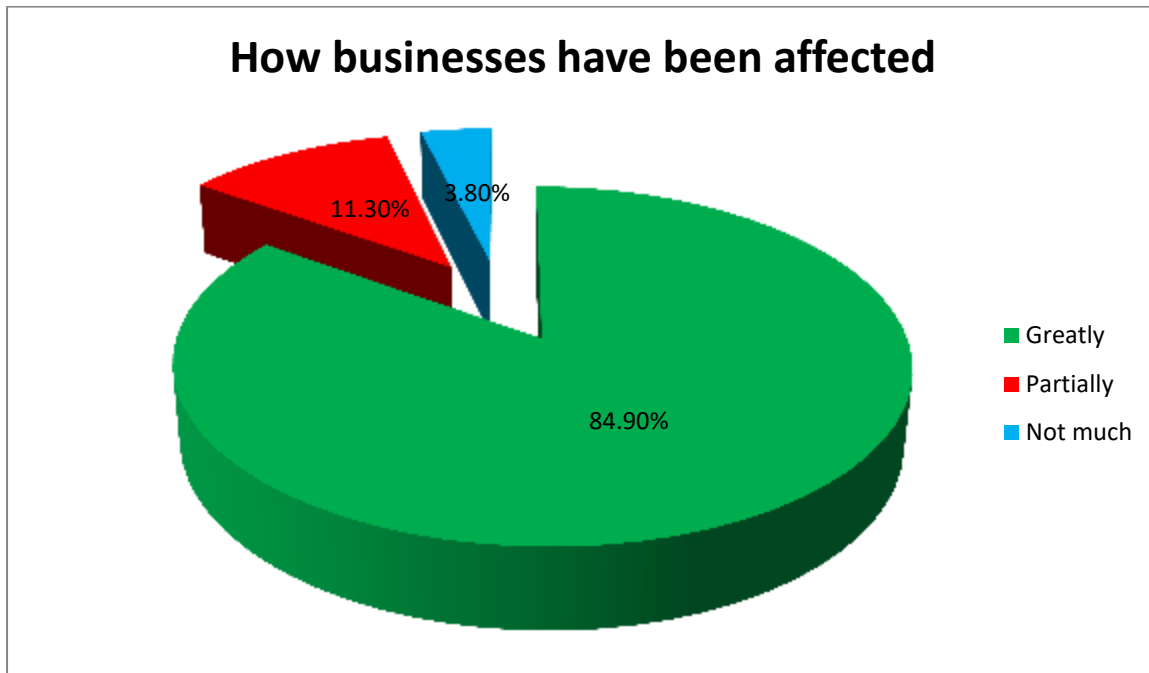
NO	Sector	Frequency	Percentage
1	NGO/Humanitarian work	8	15.09
2	Trade and business	7	13.21
3	Education	7	13.21
4	Hotels and hospitality	5	9.43
5	Others (specify) - Note it	5	9.43
6	Media	4	7.55
7	Government	4	7.55
8	Tourism	4	7.55
9	Entertainment	3	5.66
10	Technology	3	5.66
11	Construction	2	3.77
12	Transport	2	3.77

TOTAL	53	100%
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3.0.5 How businesses have been affected

Notably, **100%** of the entrepreneurs noted that their enterprises have been directly affected by COVID-19 pandemic, with the majority (**84.9%**) indicating that their businesses were greatly affected.

The graph below shows how businesses have been affected by COVID-19 Pandemic



3.0.6 How they have been able to meet market demand

We asked entrepreneurs how they have been able to continue offering their services and products to meet the market demand during such challenging times when majority of the people are locked in their homes. The findings show that the majority were not able to meet the market demand and others said they closed business due to limited market for their services and products.

Majority of the entrepreneurs noted that they are using social media, door to door deliveries, technology, online bookings, websites and phone calls to meet the market demand.

How they have been able to meet market demand	Frequency
We closed	8
Door to door deliveries	6
Social media	7

They still come to the hospital	2
We are Using technology, websites	5
We do online bookings	2
Using phone calls and social to address their issues	3
We produce online videos	1
We had to downscale to close to 95% of our operations	1
We are working from home	1
Am just home	1
work partially	1
We are preparing to resume as schools were completely locked down	1
A few people come to eat	1
We are still working as we are among the essential people. Though there are few customers	1
We upload picture of nice tourism sites and places so that people can visit when the situation is calm.	1
We now give covid19 information and guidance	1
We have done nothing since we can't trace all the children to give them notes or do online studying	1

3.0.7 What would you consider the highest need of your target market at the moment?

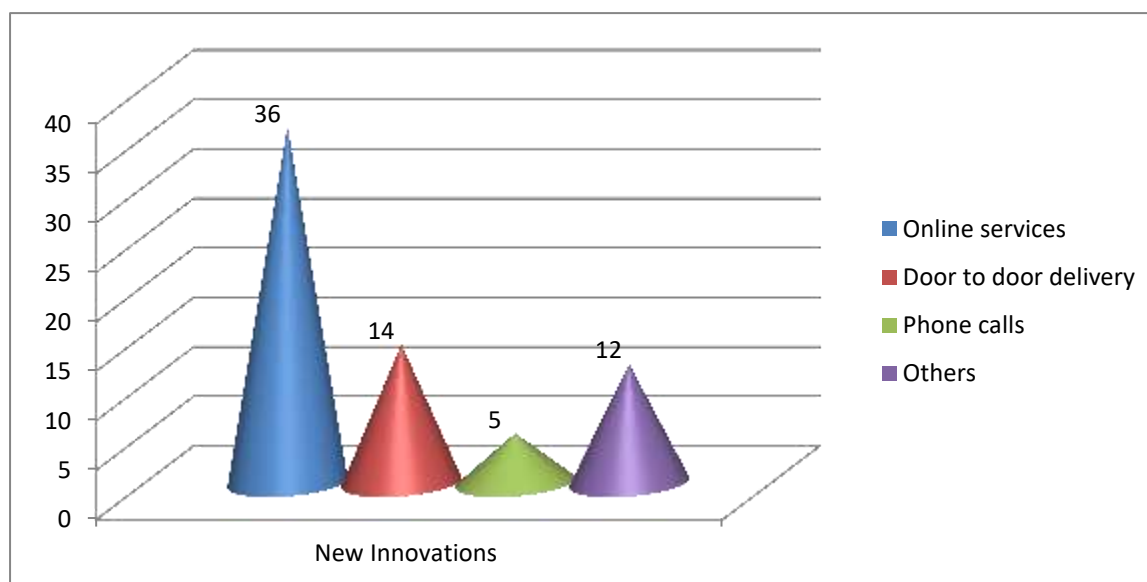
The study shows that food tops the list of things considered the highest need of the target market at the moment, followed by Information on COVID19 and Health as shown in the table below.

The highest need of your target market	Frequency
Food	20
Information	11
Health	11
Education/Notes/ Studying	3
Started online services	1
Technological know-how, at least basics	1

Hope	1
Package delivery	1
Sensitization about safety of our products	1
Motivation	1
Services	1
safety and music to take them through the tough times	1
(kill stress) people are very scared now	2
Open communication lines to share progress and challenges	1
People are holding on to the money for home use.	1
Deliveries	1
Time and more capital	1

3.0.9 What new innovations are deemed necessary to meet the needs of your target market at such a time when movement of people is restricted?

The majority (**67.9%**) are using online services followed by door to door delivery (**26.2%**) as some of the new interventions deemed necessary to meet the needs of the market.



3.1 Productivity of Employees

We also asked entrepreneurs some of the provision they have put in place to ensure employees remain productive. Findings show that most of them are using electronic communication channels to meet their employees to set targets and review their work. These include online meetings, phone calls. Others said their employees have camped at the workplaces. Other responses are listed in the table below:

Provision	Frequency
None	3
We have daily targets	2
We hold an online meeting once a week	1
Through daily targets	1
I am the one working, I make sure I have an online presence all the time	1
Online meetings and daily targets	1
We hold online meetings and give them tasks.	1
I do it my self	1
We all have to report according to work schedule	1
All staff who are working have laptops, phones, adequate airtime and internet connectivity and continuous communication to keep teams in one loop	1
We are off	1
We have set weekly targets	1
We have online meetings every morning	1
Laptops	1
We hold meetings	1
I monitor them	1
Electronic communication channels	1
We have online meetings on Zoom, calls and update our work every morning	1
Nothing	1
We have told them to come back with a teaching scheme for the whole year. We also hold online meeting	1
We are in one place	1
They camp at the hotel	1
We camped at work	1
We have online meetings and weekly targets	1
Normal work	1

Daily meetings	1
We are preparing for when students return	1
Support with resources and tools needed	1
Stay on site	1
Weekly target, we have teams and sub team.	1
Online meetings and daily targets.	1
We have daily and weekly targets	1
We talk daily by phone call	1
We have daily target	1
We keep in touch and since we use Apps, I am able to know where they are.	1
We have created an online shop	1
We always had online meetings, is going on	1
I do research and read widely	1
We carry out online meetings for those working from home, and regulate those at work station	1
Provision of data and links for online training	1
We have daily meetings and target.	1
Office and vehicles have to be opened and run respectively	1
They report to work every morning	1
They all come the hospital	1
They stay at the hotel	1
We have targets	1

3.0.11 What strategies have you put in place to remain in business irrespective of the current challenges affecting business performance?

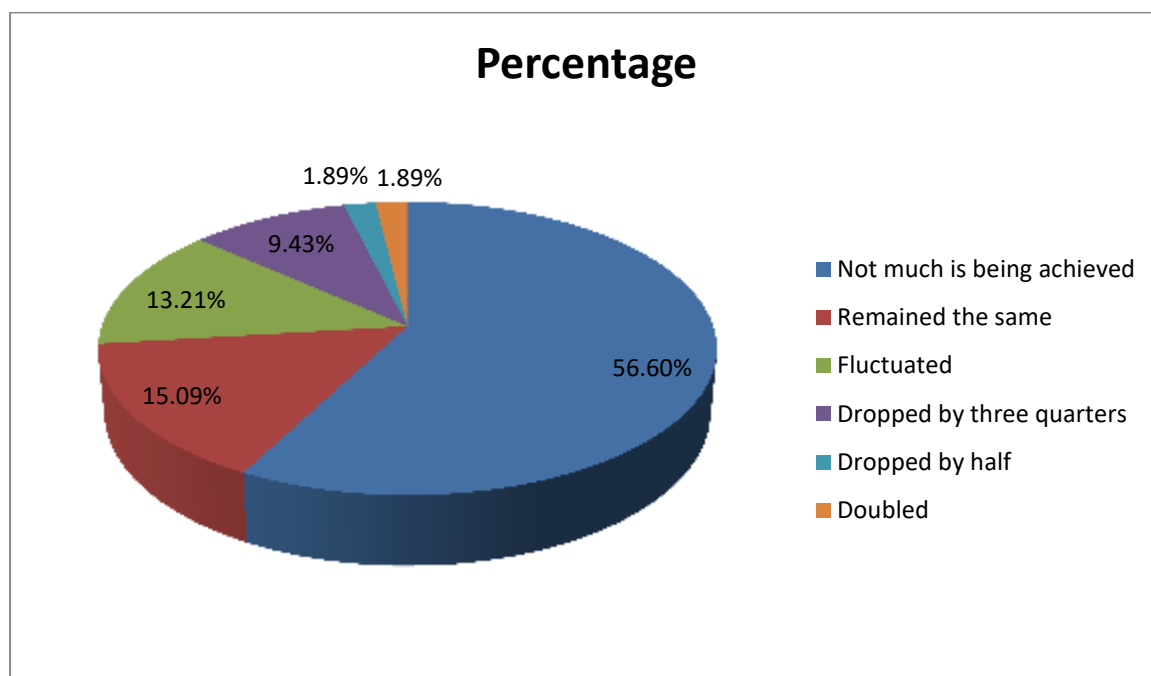
Strategies put in Place	Frequency
None	2
Door to door deliveries	1
Embrace social media more	1
Using online media more	1

I do door to door services and online shopping	1
I haven't been out of business	1
We do advertising on social media and through messaging	1
Social media marketing	1
We use social media	1
use social media. and using this time to create new content	1
None so far	1
We have an ambulance that brings patients in case of an emergency	1
We always have meetings once a week	1
We now not only deliver cooked food but also raw	1
Trainings, Collectively on marketing	1
Create Music mix tapes and upload on our Social Media pages for downloading	1
We have kept working and active on social media though we can't go to the field	1
We have dedicated this time to doing more research	1
use of social media	1
Using online media	1
We have resorted to using social media	1
By use of technology	1
Our business is completely out of service	1
Out for now	1
We do our motivation speaking through online videos	1
Contact with the client	1
Doing more research at this time	1
Keeping them busy online	1
Since there no people coming to our supermarket, we do door to door deliveries	1
We do online orders and door to door deliveries	1

Started working from home	1
Question not very relevant to my operations	1
I shoot videos clips and post on my social media pages	1
We have maintained communication with both producers and clients	1

3.0.12 Compared to your previous business performance, what would you say performance in the month of March has been?

The study findings show that **56.6%** of business performance is not being achieved while **15.1%** of the entrepreneurs noted that business performance remained the same.



3.0.13 Key lessons learnt

Entrepreneurs were asked to share the most important lessons from this forced work at home and business closure due to COVID-19. Majority noted that saving and strategic planning are important to overcome such incidents that are hard to fore see.

A number also acknowledged the need to better integrate online technologies in their work execution and delivery. The table below shows more lessons as observed by entrepreneurs.

Lesson learnt
To always prepare for the worst
Saving is very important
That technology is taking over the world

To include crisis in my plans,
Thinking a head
To learn digital media and how it works
To Embrace online teaching
People can work from home
To always move with the times
To not put all your eggs in one basket
For the producers, it will be good practice to have adequate stock of raw materials to enable production continue from home
The education sector should go digital
That you have to be innovative, you move with the times
To think of essential business
To save as much as we can and to be flexible
Getting prepared for such situations
Use of technology is a non-negotiable, diversification of business into services that are essential like food
To Stock materials
Ro always have plan B
We need other opinions of transport
Working from home
Be prepared for crisis
Moving with the times, being creative
To be flexible
That the education sector needs to go digital
Being flexible
Need to diversity investment opportunities
To always have a backup plan. To plan thinking of what I can do incase such a situation comes. To save, To embrace digital media
To Use internet

To rethink on the kind of business to do. yes we earn but we need a business that is an essential and not a luxury
Always preparing a head
Embracing technology
To always have a plan B (source of income)
Training your staff on the use of digital tools
Learning more about technology
To be able to delegate and have a business continuity plan
We have to move with the times
Embracing social media, saving
To always planning keeping in mind to manage a crisis
to always have alternatives
being flexible
We need to develop infrastructures that enable working at home and online possible
Learning to Safe, Home business
Every entrepreneur should prepare for such times
To always be prepared
To learn more about the digital world
To quickly adopt to situations and finding solutions to remain active
Need for risk management and insurance
That digital media is very important for the Media world.
Preparing for such times
Being innovative

3.0.14 What is your biggest concern in regard to your business post the Covid-19 pandemic?

It was surprisingly, the majority, more than 20% were not concerned about their business survival post covid-19. Indeed, more than three months into the covid-19 crisis, the majority did not have an idea on what to do in future in case similar crisis happens.

Greatest Concern	Frequency
------------------	-----------

None	10
Losing funders	3
Losing funds	1
Delay in terms as the pandemic may extend	1
How to remain relevant in the Hospitality industry	1
Inflation (people may divert money to other needs	1
Supporting the women producers who will have lost income and probably capital to continue normally with their work. They might require soft loans or advance payments.	1
Increase in customers	1
Less customers	1
We are under a total lock down, no money is coming in as per now	1
Getting a major set back	1
I don't have any	1
Client cancellation due to fear of crowds, delays in government allowing events	1
Buy back	1
My customers may not have the money to continue with construction	1
Advertisers pulling a way	1
Business model changing, Bus owners will not honour their payments	1
Running out of business	1
Most of our projected income will be hard to achieve and operations will be hard too	1
Lack of money	1
Sales	1
The pandemic taking long	1
Funders diverting resources	1
Transport	1

3.0.15 How are you planning to prepare for similar crises in future?

Responses

It's something I need to sit and think about carefully
diversify my business and start a business in the essential sector
To have a side essential business
To build a strong social media community
To have a strong online media
To have another source of income alongside tourism
Planning to have plan B in such situations
We are drawing a plan for online lessons
Diversify investment opportunities outside the hospitality industry
Form collectives of producers and equip them to save in their groups as well as set aside some money for welfare. Producers will also be supported to stock adequate raw materials
To continue with online services and door to door delivery
To start a mobile clinic
Using media more
Stocking materials for a whole project
Using digital tools
Save more, and continue with what i do in a better way
To use more of the digital world to reach a big number of people
We are setting up online classes with immediate effect
To star an online education centre soon
So much
Strengthen my online store
Teach staff on how to use online services
Our work is hands on; as long as we are closed down nothing can go on.
Buy mobile clinic in case of another crisis
we can still exist, empower people.
People working from home
None
To be innovative

Continue being innovative
Learning more
Saving more and Having a plan B business
To start an online store
Create versatile services that can access online as well.
Continue using technology to access our customers
Having Materials at home so that even if anything happens I can still work
Embracing online media more
Having a plan B business
Having Plan B through alternative other measures
Saving more
Saving
Still drawing strategies
To start online classes
Learning and teaching employees more on technology
Embracing Technology
To save as well as use technology
Saving early
learn to use online marketing
Embrace online teaching
Mobile working, Online
Insurance

3.1 Managers/Leaders

We were interested establishing the realities of leading and managing employees amidst the coronavirus crisis times of work at home.

We contacted **203** entrepreneurs and got responses from **59** on how they are leading and managing work operations amidst the Coronavirus crisis which has seen many employees forced to working at home or unable to work.

3.1.0 Gender of respondents

26

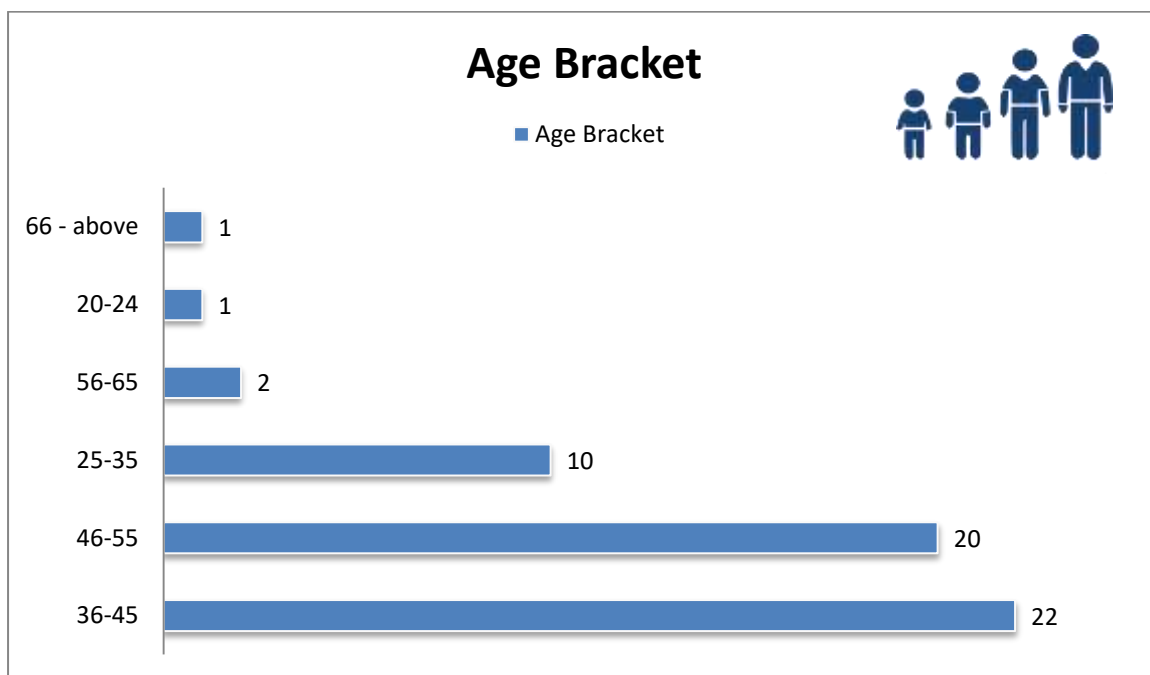


31



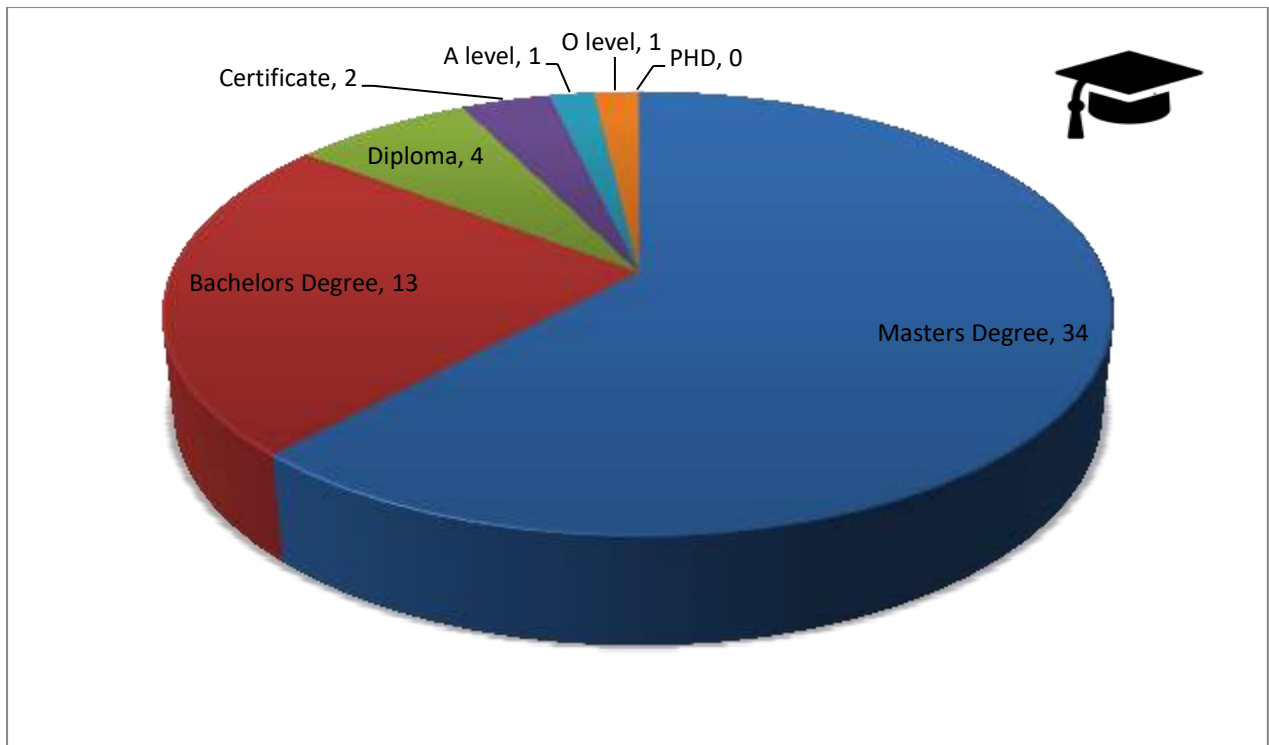
3.1.1 Age bracket

The highest number of managers (**22**) we interviewed fall under the 36-45 age bracket followed by those aged 46-55 who were **20** and others as illustrated below.



3.1.2 Level of education

Majority of the Managers we interviewed said they a Master's Degree as the highest level of education, followed by those with a Bachelors' degree and Diploma in second and third respectively in level of education attained.



3.1.3 Sector

Nine (9) of the Managers we got responses from were working in Non-Governmental Organization/Humanitarian, **four (04)** in Government and **four (04)** in trade and other sectors below.

Non-Governmental Organization/ Humanitarian Organization

9



Government

4



Technology

4



Trade & Business

4



Media

2



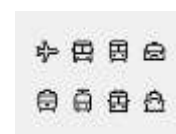
Education

4



Transport

2



Hotels & Hospitality

1



Others

26

OTHERS



3.1.4 Number of employees per organization

Majority of the managers we spoke to had **51** employees and above, followed by those with 11-20 employees.

Employees	Number
-----------	--------



☐ 51 and above

☐ 11-20

☐ 10 and below

☐ 21-30

☐ 31-50



☐ 30

☐ 12

☐ 5

☐ 5

☐ 3

3.1.5 Work operations

Of the **59** Managers we interviewed, **57%** are continuing with some organization activities, **32%** are fully operational while **11%** are completely closed.

All Activities

19



Some Activities

34



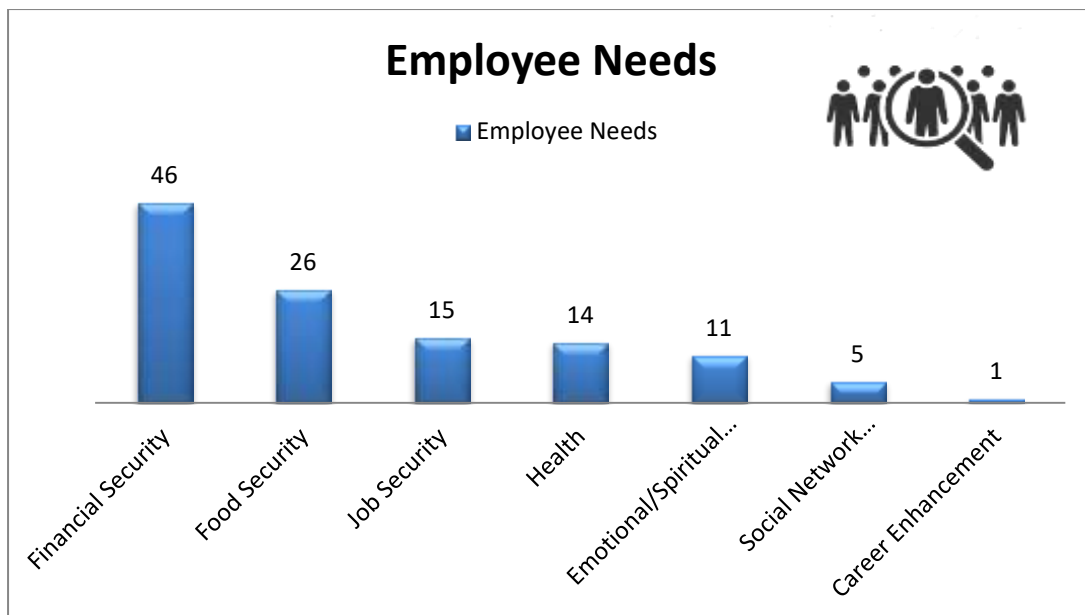
Closed Work

6



3.1.6 Employee needs

Of the **59** managers interviewed, **77%** stated Financial Security as the biggest need for their employees, **44%** Food Security and **25%** Job Security.



3.1.7 Working from home



Majority of the Managers (**49%**) were finding it difficult adjusting to work from home, (**37%**) found it easy while **6%** found it very difficult.

Difficult

29



Easy

5



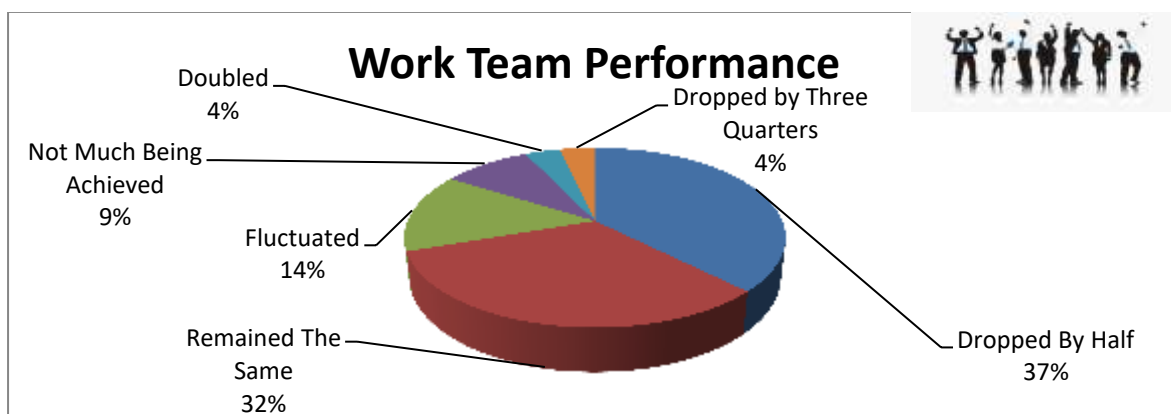
Very Difficult

23



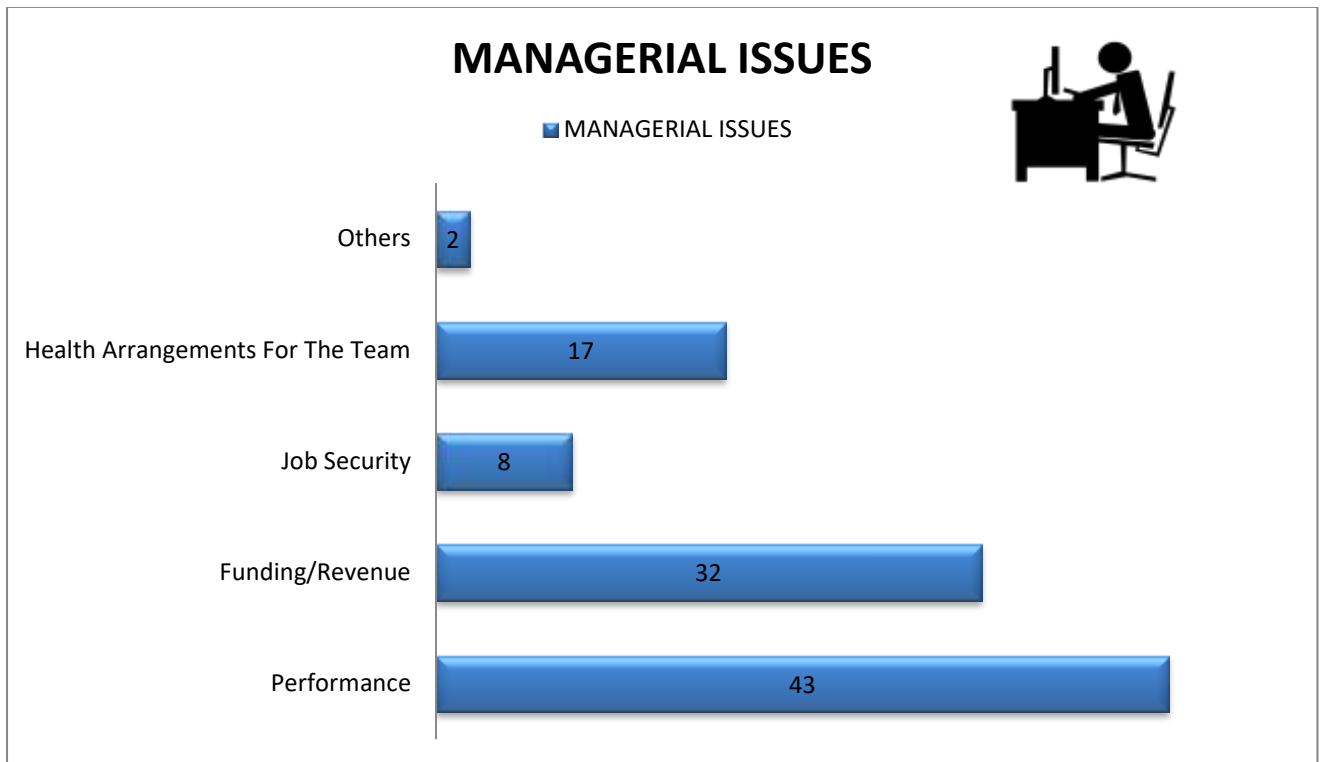
3.1.8 Work team performance in lockdown period

We asked the managers how their teams have performed in the past month compared to how it has been before the lockdown. **Twenty one (21)** said their team performance dropped by half, **18** said it remained the same while **two (02)** said it had doubled. Below is a representation of their responses



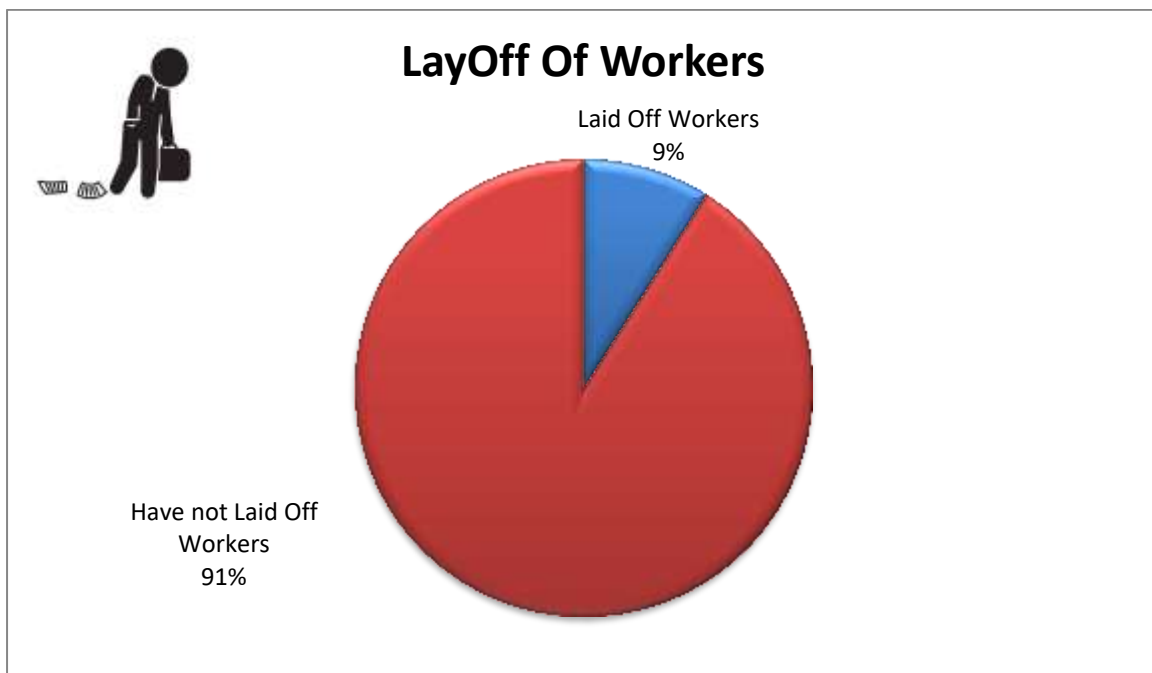
3.1.9 Managerial issues and adjustment

Performance and Funding/Revenue are the two highest issues of consideration Managers are facing during the Coronavirus pandemic.



3.1.10 Employee lay offs

Out of the managers we interviewed, **91%** said they haven't laid off their workers.



3.1.11 Valuable managerial skills during crisis

Fifty two (52) of the Managers cited Communication as the most valuable skill in managing teams as they work during this lockdown, followed by Strategic Thinking which was cited by **26** Managers.

Communication

52



Trust

26



Strategic Thinking

26



Courage

9



3.1.12 Team motivation

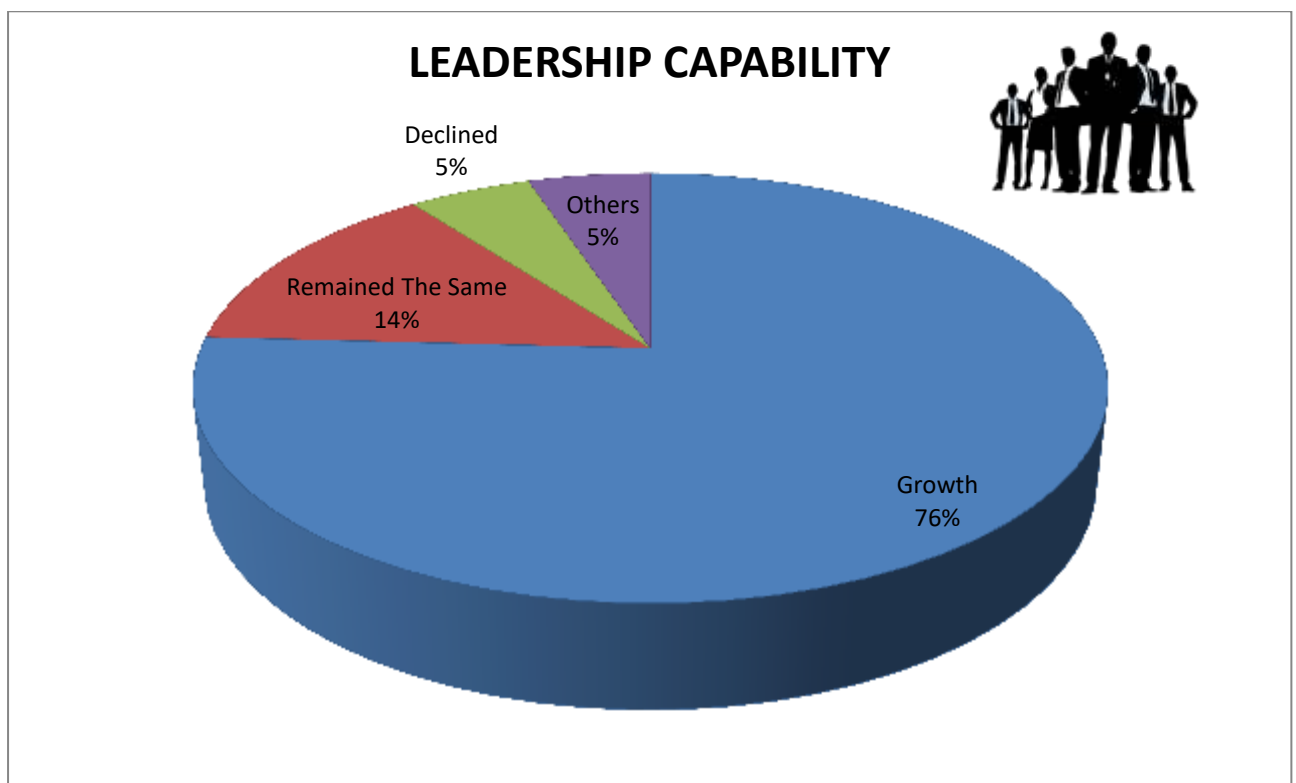
Managers expressed the following measures as ways they are keeping their teams motivated and focused during the Coronavirus lockdown. The bigger the size of the word, the more it

Twenty Six (26) out of the **59** managers stated they aren't ready to let employees work away from office after this period with **12** managers having **60%** willingness to let employees work from home

Willingness to let employees work from home	Number of managers
Not willing	26
60%	12
40%	8
20%	6
10%	3

3.1.15 Leadership capabilities

Majority (**42**) of the managers feel their leadership capabilities have grown through this experience.

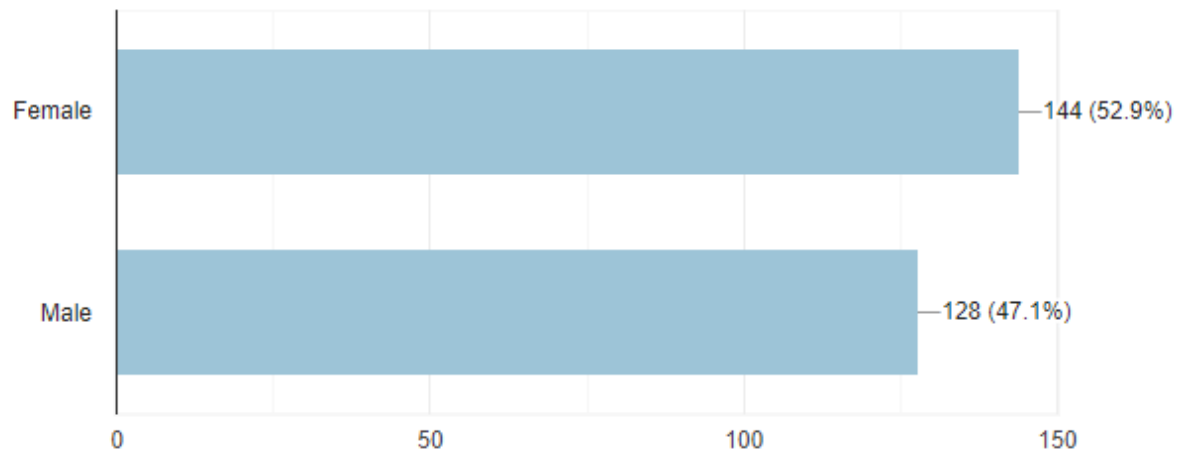


3.2 Employees

We designed an online survey targeted at a cross section of employees on how they have adapted to working from home in the face of COVID-19 crisis that has seen closure of offices and disruption of work routine. Respondents self-filled the online survey.

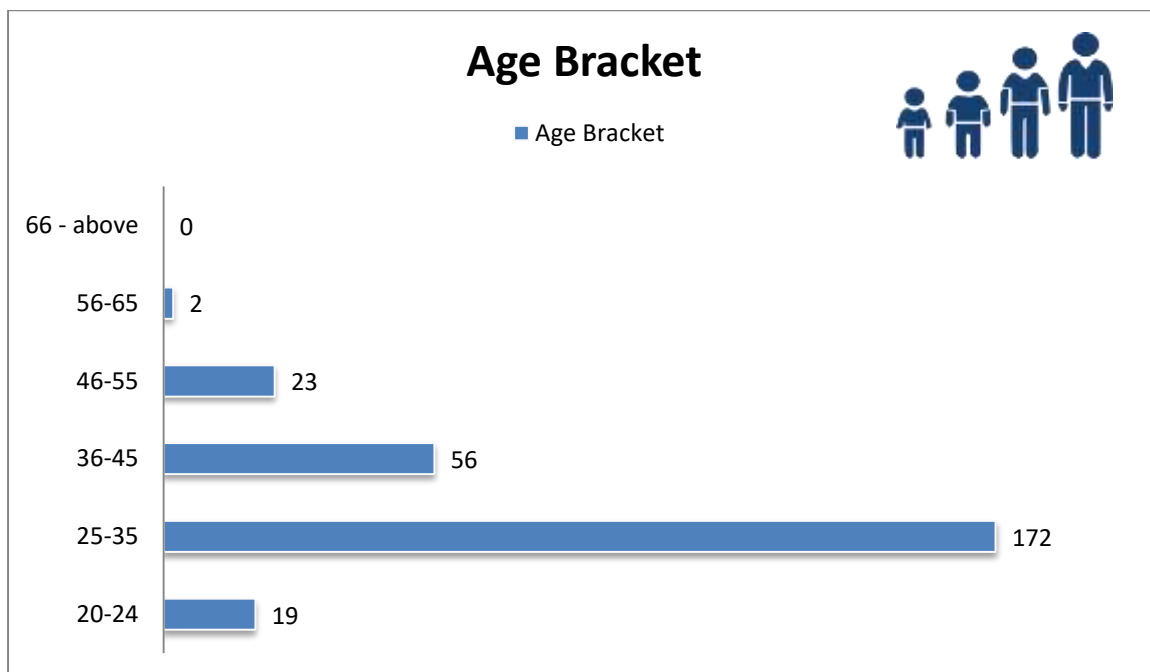
3.2.1 Gender of respondents

Majority (**52.9%**) of the 272 respondents were female.



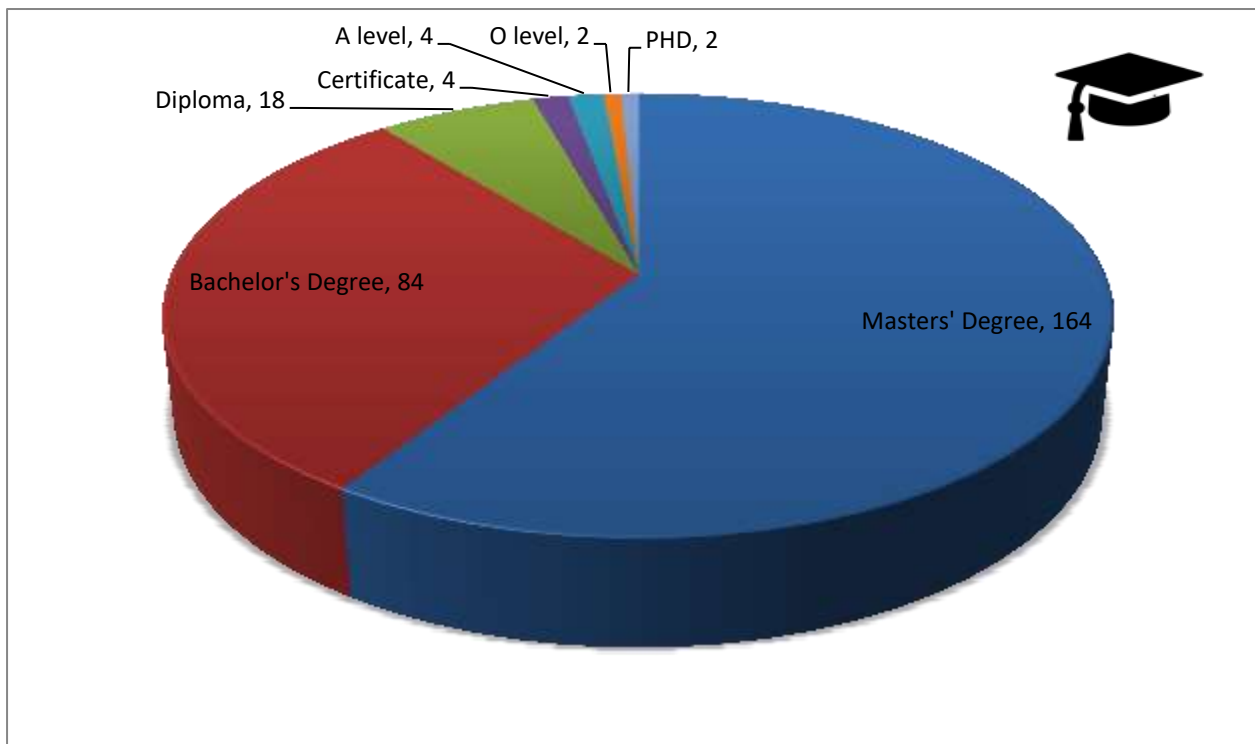
3.2.2 Age bracket

The highest number of employees (**172**) we interviewed fall under the 25-35 age bracket followed by those aged 36-45 who were **56** and others as illustrated below.



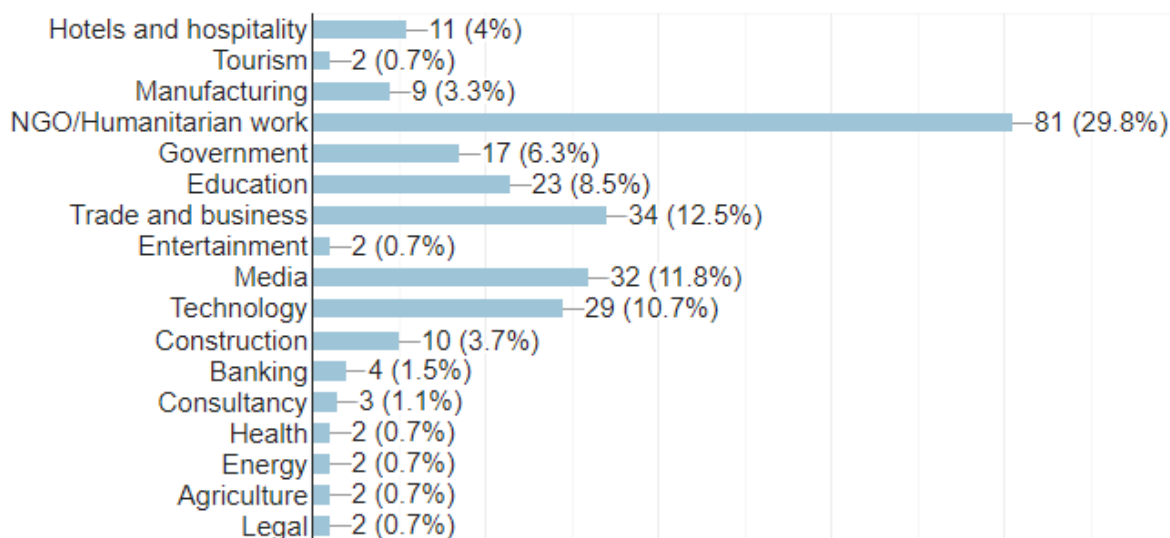
3.2.3 Level of education

Majority (**60.3%**) of the employees who responded have attained a Bachelor's Degree as the highest level of education, followed by those with a Master's degree.



3.2.4 Sector

Eighty one (81) of the respondents were working in Non-Governmental/Humanitarian Organizations (NGOs), **34** in Trade and Business, and **32** in media as seen below.



We had **one (01)** respondent for each of these other sectors: Transport, Agriculture & consulting, Agribusiness, United Nations, Consulting, Financial Services, Publishing, Human Capital, Insurance, Accounting and Finance, Legal Profession, Marketing and advertising,

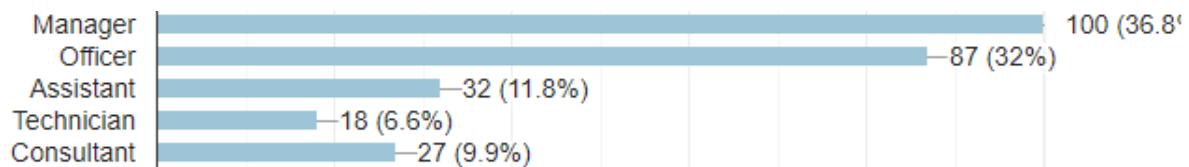
Financial institutions, Book keeping, Fuel, Research /statistics, Environmental science, Legal practice, DFI, Marketing, Research & Development, Financial services, Advertising, Utilities, Telecommunication, Medical Research, Aviation, ICT and Research.

One of the respondents was unemployed.



3.2.5 Work level

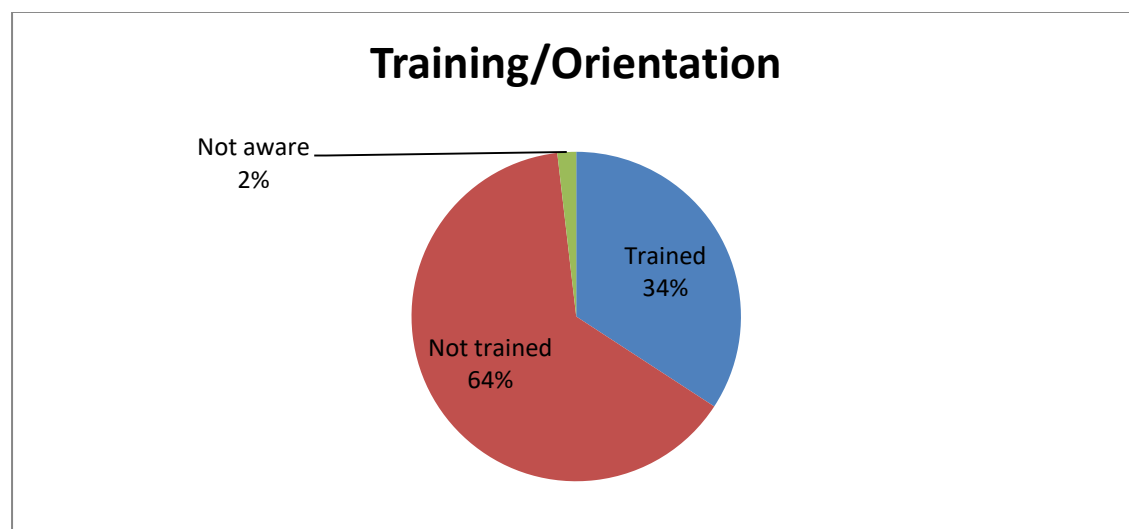
Majority (**36.8%**) of the employees who responded were managers, followed by officers.



We found **one (01)** respondent for each of these other work levels: Journalist, Driver, Teacher and entrepreneur, Self-employed, Lecturer, Coordinator, Director, Administrator, Director, Senior executive, Universal banker, Associate, Audit associate, Health worker, Cashier, Student, Self, Support personnel, Advisor, Receptionist

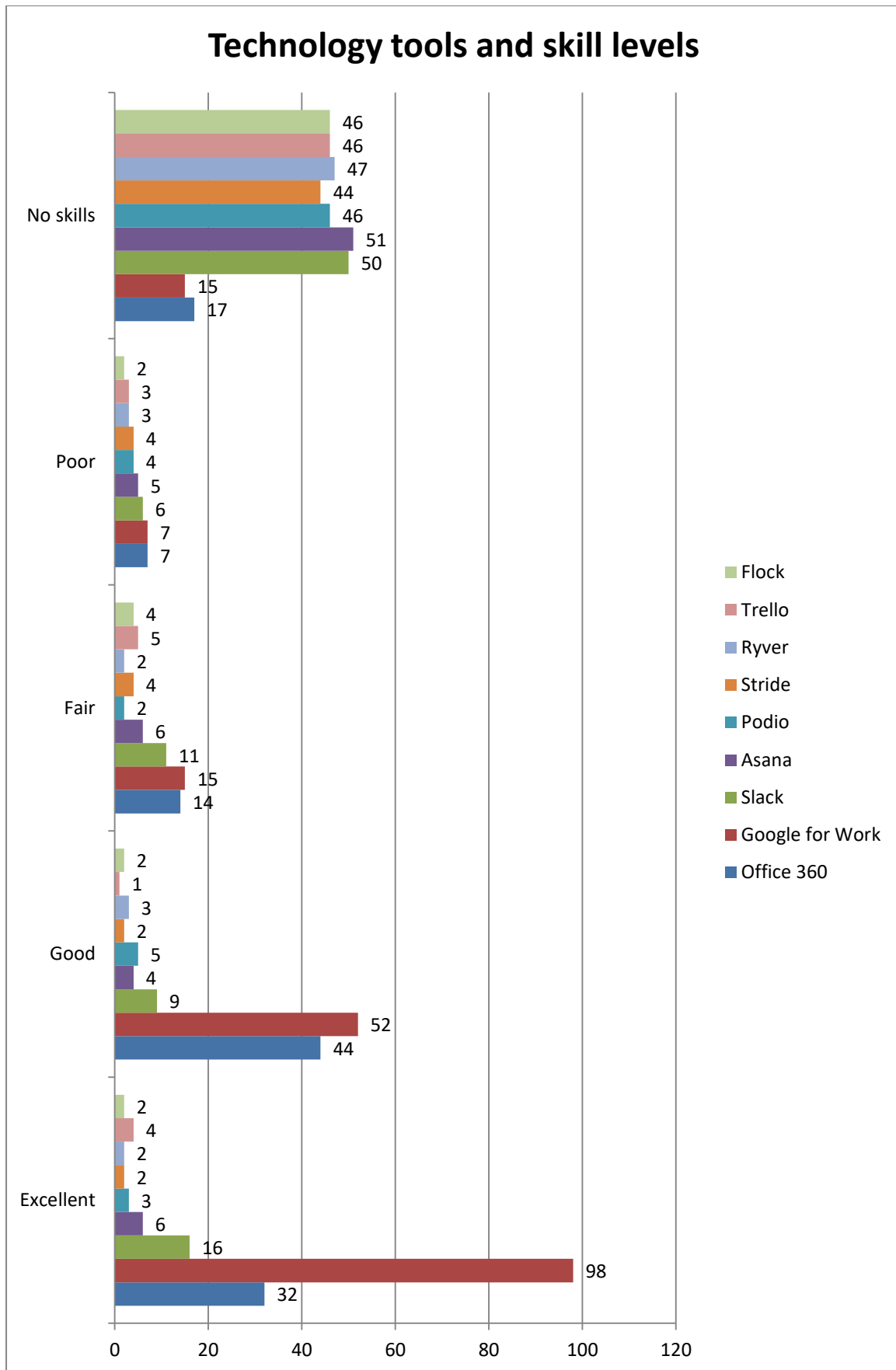
3.2.6 Training for effective work from home

Of the **272** respondents, **64%** said they were not adequately oriented to work from home.



3.2.7 Technology tools respondents are using to work effectively from home and skills levels

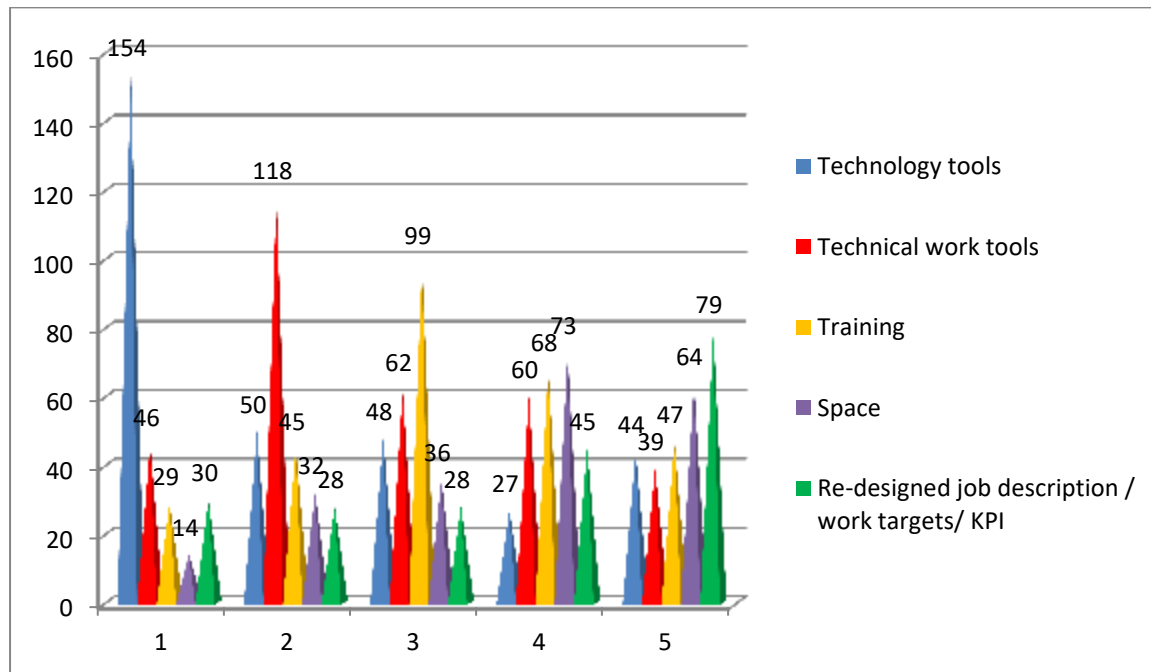
We found that most of the respondents were not familiar with collaborative work tools that are using by many organisations engaging in remote work.



3.2.8 What is needed most to be successful working from home

We noted that **56.6%** need technology tools to successfully work from home. Technical work tools follows with **16.9%**. Training is the third most need ranked by employees at **10.7%**.

The table below shows what employees need most to be successful working from home, in order of preference 1 being most preferred and 5 least.

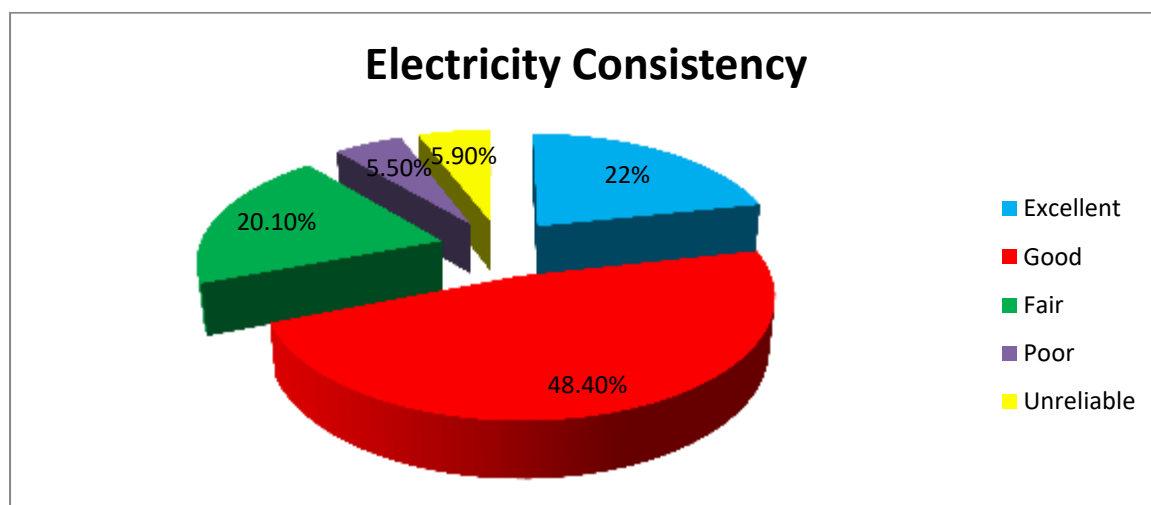


3.2.9 Ranking of electricity consistency at home

We asked employees how they would rank electricity consistency at their homes. We categorised the ranking as excellent, good, fair, poor and unreliable.

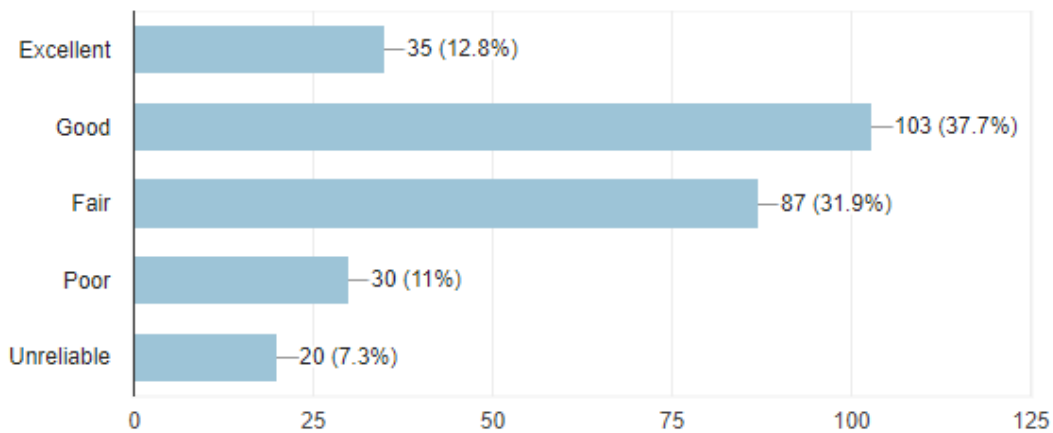
The majority (**48.4%**) said their electricity consistency at home is good while **22%** ranked it as excellent. Those who said it was unreliable were **6%** as the graph below shows.

Chart showing how employees rank electricity consistency at their home



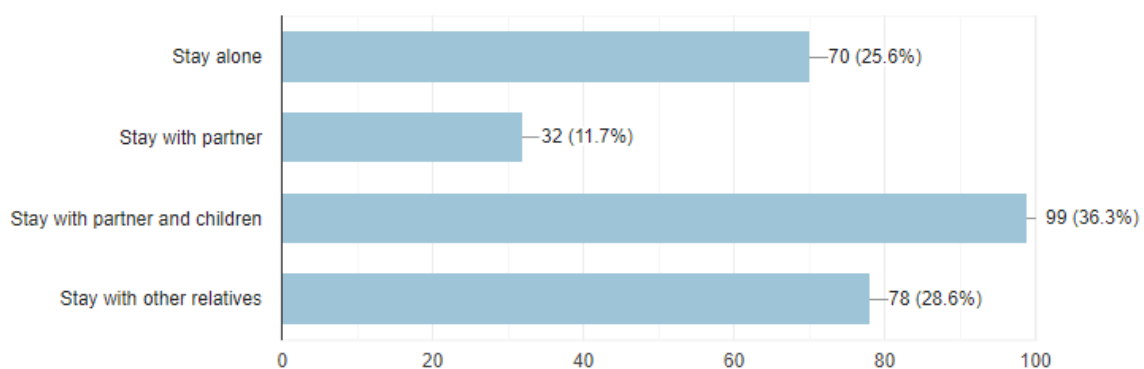
3.2.10 Internet connection

We also asked employees to rank the internet connection at their home. The majority (**37.7%**) said their internet connection at home is good while **31.9%** ranked it as fair as the graph below shows.



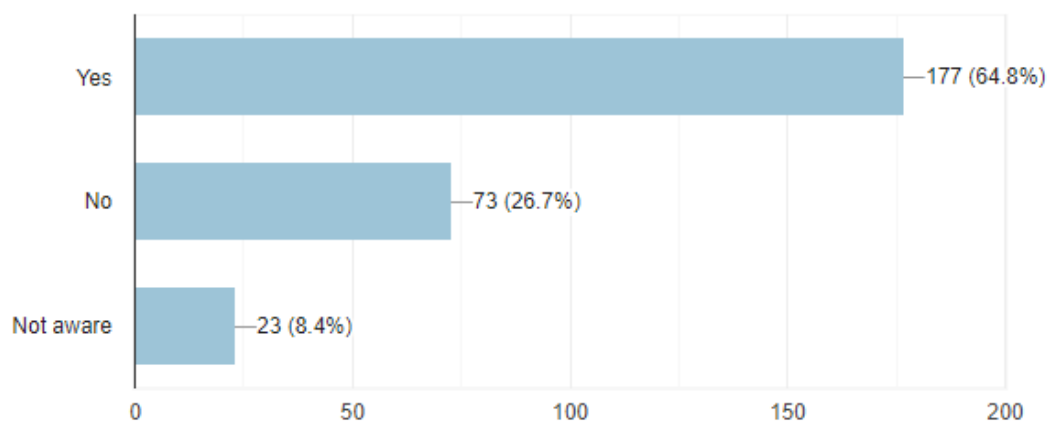
3.2.11 Situation at Home

The study findings show that majority (**36.3%**) of the employees stay with their partners and children. Those who stay with other relatives followed **28.6%**.



Online meetings

The survey results show that 64.8% employees are holding online meetings or gatherings as seen in the graph below.

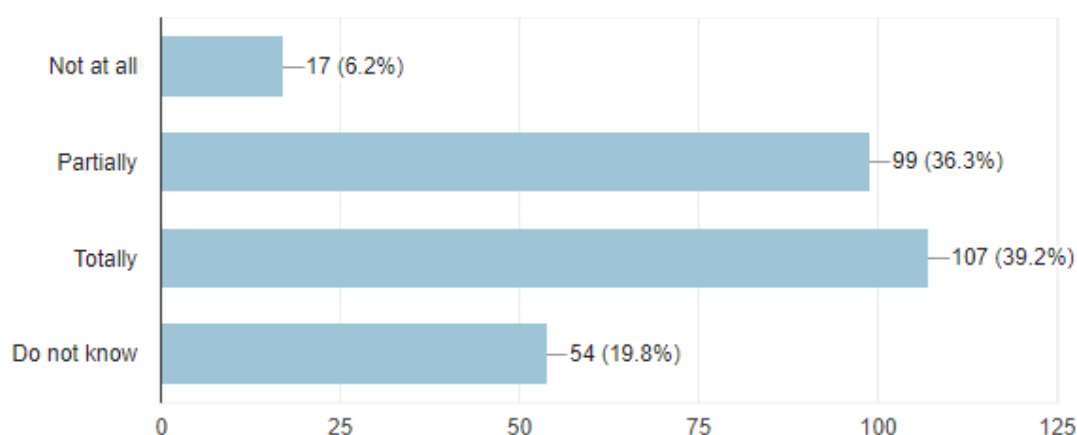


3.2.12 Which online meetings or gatherings have employees been involved in?

Such meetings included management meetings, weekly staff meetings, setting targets. Other meetings mentioned included the following in the table below:

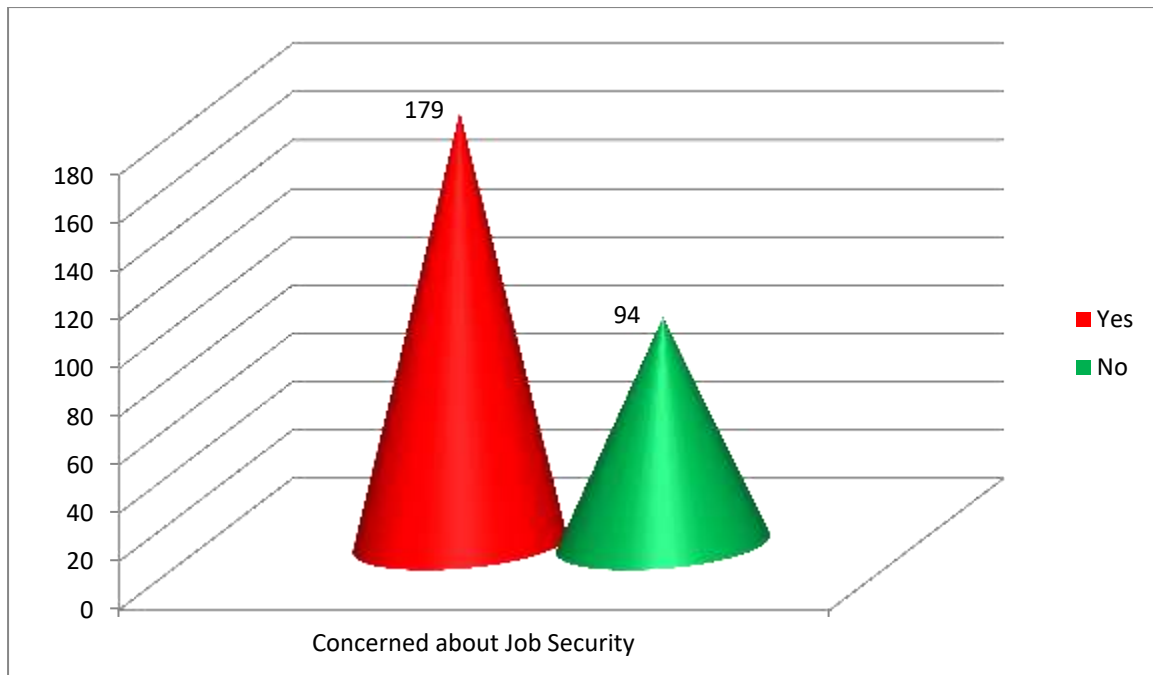
Board Meeting. Executives Meeting. Staff meeting, Partners Meeting
Weekly planning meetings and project evaluation team meeting
Managing Director-Executive Director weekly check-ins, Monthly Board Meeting, Staff Brainstorming meeting
Microsoft Teams
Work meetings and trainings
Online Ministerial Dialogue on COVID 19 and Open Science
Staff meetings
Training on Covid19 management
Conferences and seminars
Office and regional meetings.
Many work, task related plus townhalls

3.2.14 To what extent do you consider that these gatherings were successful in achieving their intended outcomes?

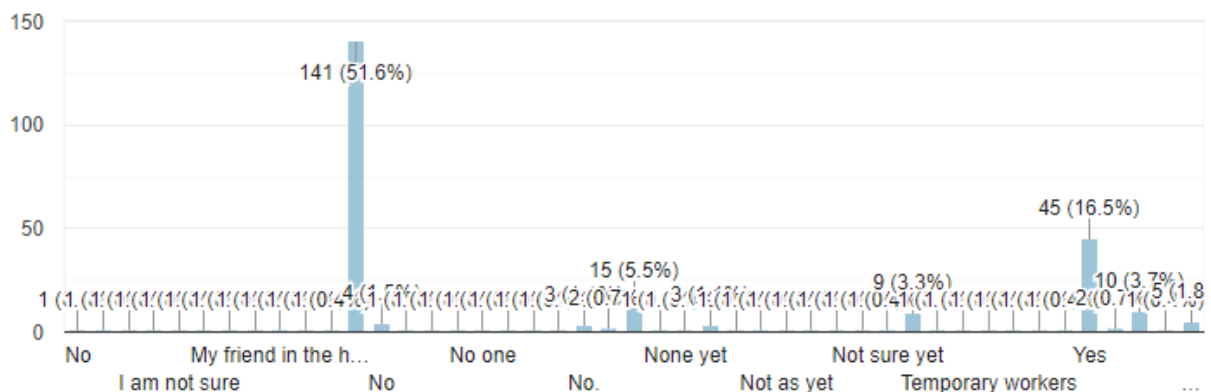


3.2.15 Are you concerned about your job security due to COVID-19?

We noted that majority (**65.6%**) of the employees are concerned about their job security due to COVID-19.



3.2.16 Do you know anyone who has lost their job in your organization as a result of this corona virus pandemic?

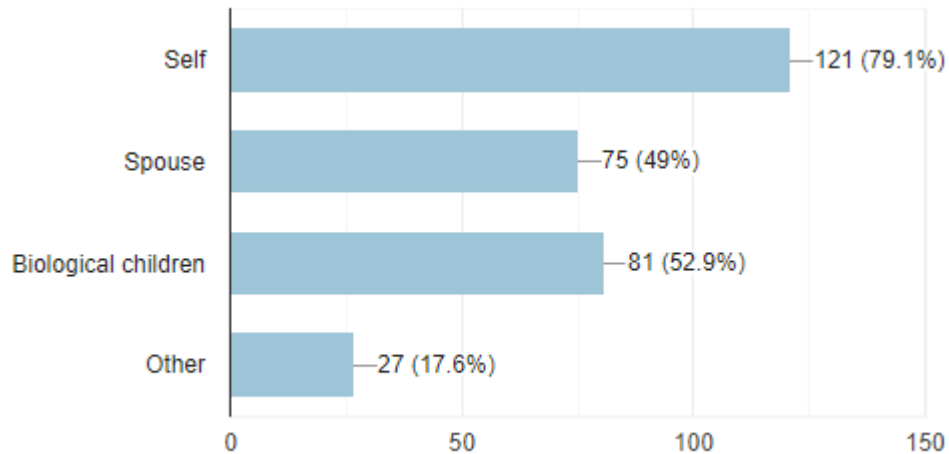


3.2.17 Do you have health insurance cover?

We noted that **51.3%** of the employees have insurance cover while **48.7%** said they do not have.

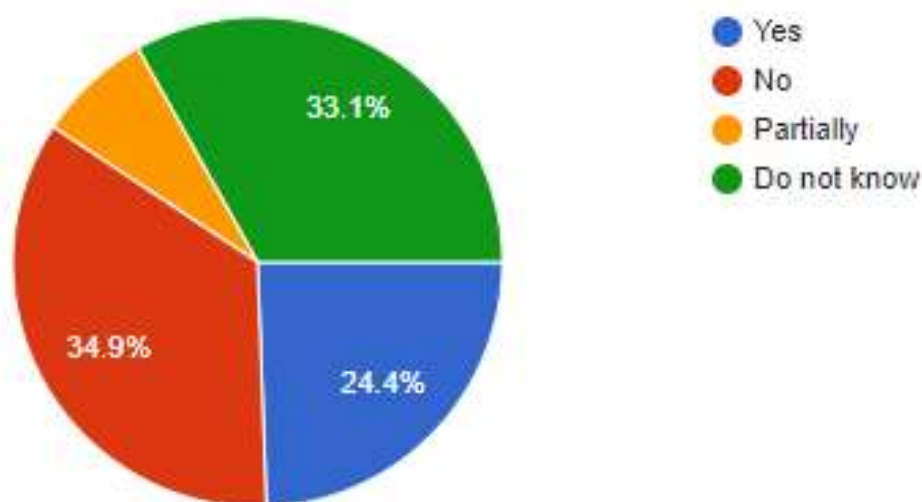
3.2.18 If, yes, who does this insurance package cover (beneficiaries).

The majority (**79.1%**) said the insurance covers self (employee) followed by spouse at **49%**

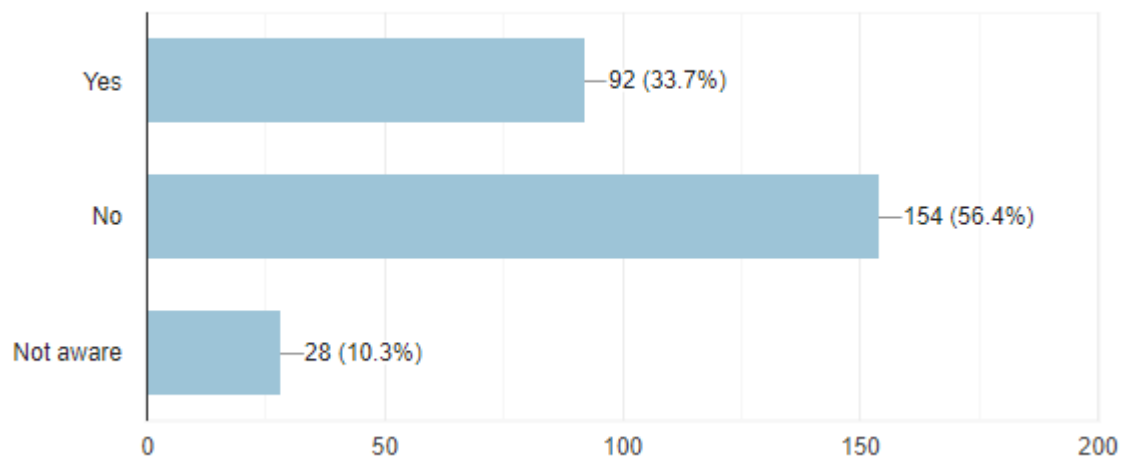


3.2.19 Does this insurance cover pandemics such as this one (Covid-19)?

In the survey, **34.9%** of the respondents said insurance cover does not cater for pandemics like COVID19 as shown on the chart below;

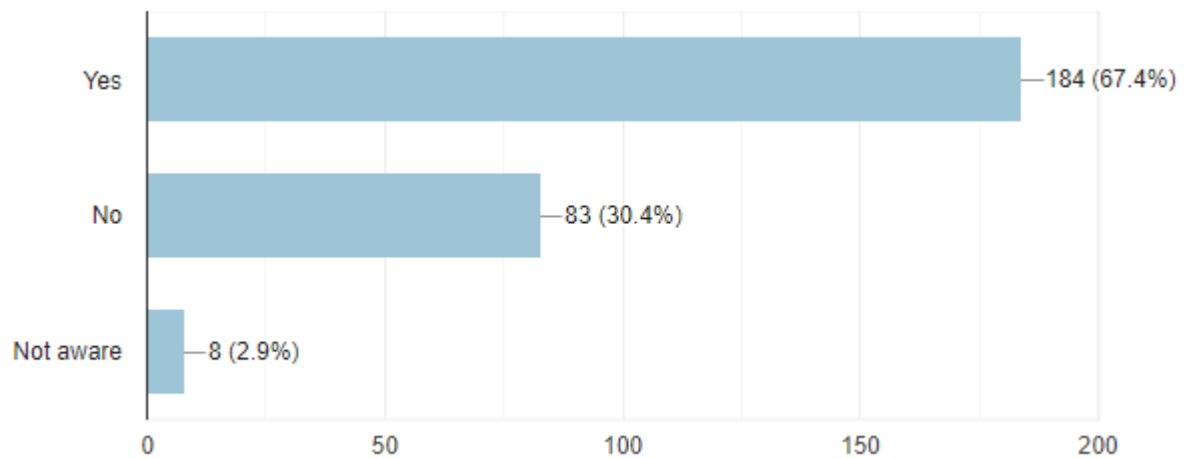


3.2.20 Is your organization providing counselling services / psychosocial support to employees during this pandemic?



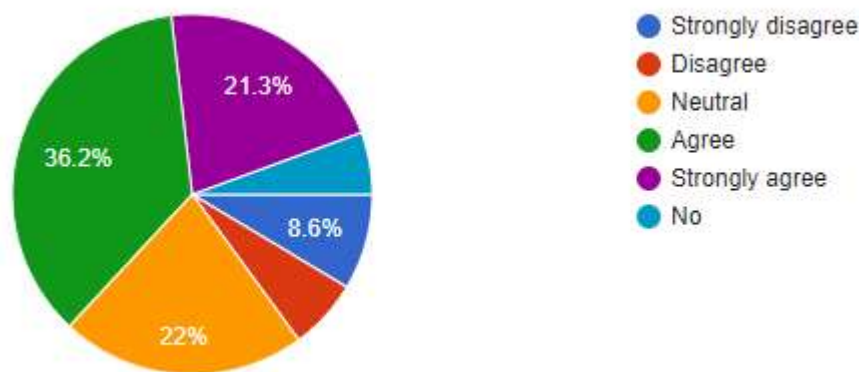
3.2.21 Are you receiving regular health updates from your organization on this pandemic?

The majority (**67.4%**) said they receive regular health updates from their organizations while **30.4%** said they do not get updates as shown in the graph below:



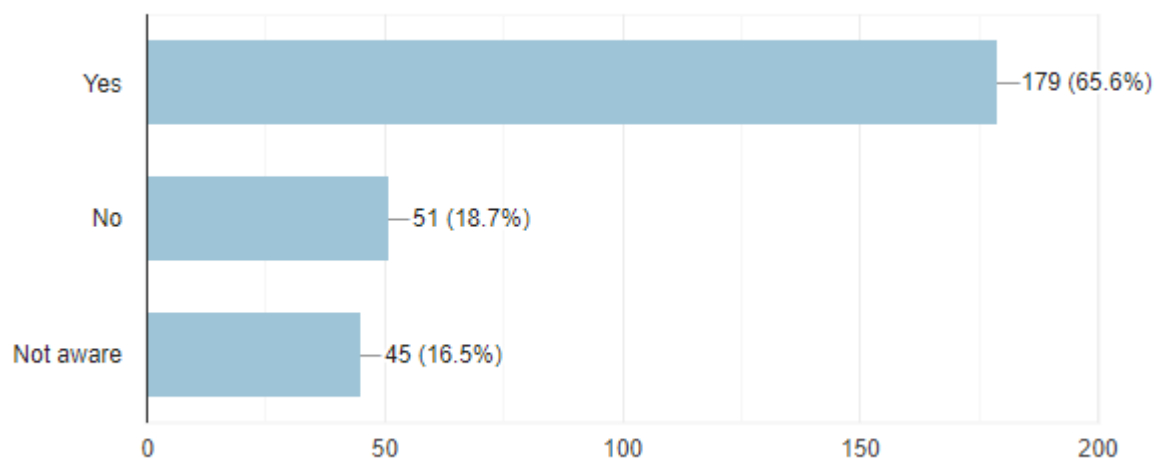
3.2.22 My employer (organisation) is proactive in addressing health concerns of employees.

The study findings show that majority (**36.2%**) agreed that their organisations/employers are proactive in addressing health concerns.



3.2.23 Is your organisation giving regular updates to your customers or beneficiaries during this season?

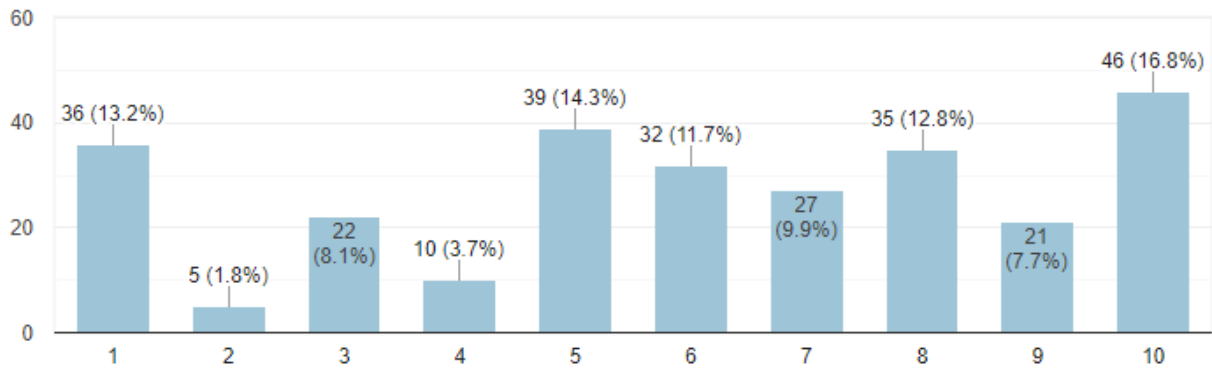
We noted that **65.6%** are giving regular updates to their customers and beneficiaries during this season.



3.2.24 To what extent are you involved in the identification of strategies to enable your organization operate successfully during and after this pandemic

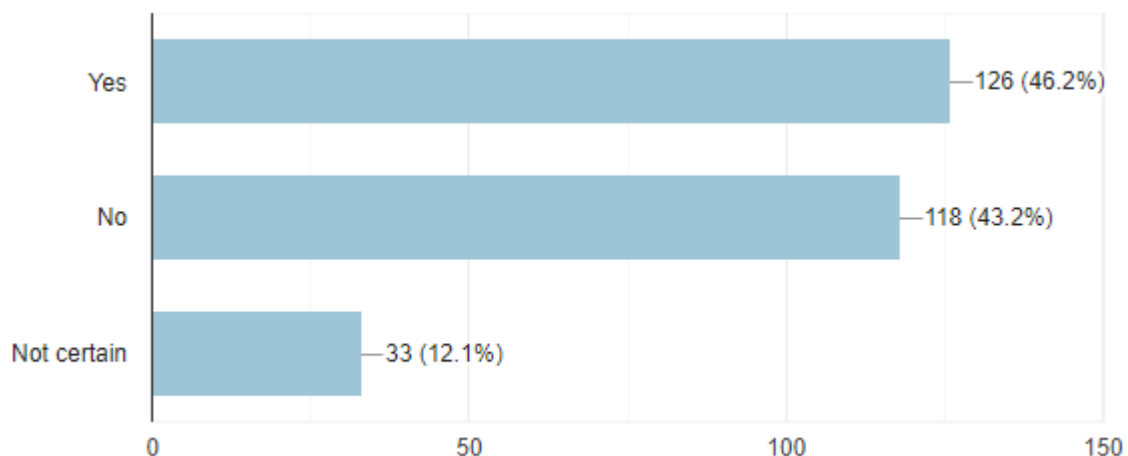
We ranked the employees involvement in the identification of strategies from **1 to 10**. One indicating highly involved while ten as being less involved.

Study findings showed that majority (**16.8%**) are less involved while **13.2%** said they are highly involved in the identification of strategies to enable their organization operate successfully during and after this pandemic.



3.2.25 If you were allowed to, would working at home after the pandemic something you would consider?

We found out that **46.2%** of the employees would consider working from home if allowed after the pandemic.



3.2.26 Why yes or no?

Employees who said they would consider working from home noted discipline to be focused on the work deliverables and flexibility as the main reasons. Many also noted that it is time saving since there no need to waste time in traffic jam besides being cheap (no transport costs).

While those who are against working from home said there is a lot of distraction at home rendering them less productive.

More responses whether to or not to work from home are in the table below:

Flexibility

I have less distraction from colleagues demanding urgent but not important things. I would consider working from Home twice a week

A lot of distractions
a lot of different disturbances that hinder work concentration
I can deliver as if I was at office
My work strongly requires my physical presence at workplace so working from home is not a viable long term option
Little facilitation from organization and the internet connection is very poor. Besides you may have divided attention
Home is not conducive at all. It's not a healthy ground for work
Because i am flexible and I can work remotely
Too many distractions, less productivity
Because I have access to a number of things
There is a lot of self-driven that puts me on alert to work hard and deliver
I waste less time in transport, looking for food
Infrastructure lacking
It saves resources that would otherwise be used to commute back and forth and gives one more time to bond with the children as much as the children can be a pain at times.
The distraction is too much at home
No because my work involves engaging communities
More time to be with family. Reduced expenditure (Transport, meals)
There is maximum concentration
My work is practical and involves interacting physically with clients and colleagues
good internet and concentration at work
Most of the work can be done offsite
Still able to provide high level results
Because my work is usually computer related so i would need only systems uploaded to enable me work from home
Home is a little destructive especially when children are not at school.
I have been mostly working remotely even before the pandemic
cause most of the services were given
Limited interruptions
A lot of distractions and even the reliability of power
Productivity is not at maximum while at home
Most of my work is on a system that was set up on a network that is linked to particular computers
It reduces on the health risks
Wonderful experience
Saves travel time and very effective
Less costly
It is more comfortable and cheaper
Convenience and efficiency
Its less cumbersome
It's just as effective if not better. Will create a balance between work and home responsibilities

No, because, according to my job, I am a field based worker, so if I work from home that means I will not serve my clients. I.e we offer free family planning in the communities.
it good
Work is at a slow pace and expensive in terms of technological needs like internet
It gives results
Another way of doing business.
I am definitely more effective due to less disruptions but also the travel time and traffic is time consuming and stressful
It gives flexible working schedules yet encouraging productivity through achieving set targets on time.
Yes. Because its convenient and i can do a lot while at home and also enable me spend quality time with my family
Saves costs
it's safe working from home
Reliable
Because it gives me a little more flexible time with my family
Physical interactions are more emotional and you seem to get more out of someone when communicating
It's part of my job description
The convenience and flexibility it offers.
Because I am an entrepreneur and working from home would limit my movements and give me more time to be productive.
It's more cost effective in terms of time spent to and from work
Saves a lot of time spent in traffic
No, because I do construction supervision which requires my physical presence at all times
There are a lot of distractions at home.
Convenient and flexible
Much of my work is field based
There administrative issues to be sorted from office
My job requires that I interact with learners and parents plus offering technical support.
I am flexible and can work under minimal supervision once i have set targets.
I would consider it partially so that for about 30% of work, staff can experience some flexibility
We already had the option to work from home, but the kids are such destruction. It is good for emergencies, though!
A few staff understand the best and productive internet use,
Technician so have to be in the field
More convenient and cost effective.
Home office provides relaxation
Since most of my work is field work so it really wouldn't favour me and the people i serve as well
Too many interruptions at home..
Because it helps we help maintain customer relations with my clients

Most of my work needs meeting the customer one on one to a certain the authenticity of a transaction
Poor Internet connection
My work is technical and physical presence is key
Because i concentrate a lot more from home
The nature of MTN job isn't about the number of hours you spend in the office but rather finishing your days tasks
Comfortable & i still achieve targets
It limits person to person contact
we deliver hands on skills to students from schools
It enables me to better concentrate on building my product
Yes because work has been going on and it's so convenient, less costly and safer. Live feeds are replacing physical contact at work and it gives a piece of mind. More relaxing.
It involves working under no pressure
Home environment is not conducive for work
Because it was convenient for me and less costly.
Cause I have always done it. I sometimes carry my work and do it from home with out physically going to office
Too many destructions affecting productivity
Because working from home your limited to some computer software such as ERP software used by my organisation is not easily accessed and also installation requires a lot of money and also requires much attention from IT personnel
It gives me chance to concentrate and achieve my targets.
My home environment is perfect for my kind of work.
Need the job for a living
So many distractions
To save on transport
to be adaptive and flexible
i work in a manufacturing company and there are no equipment and machines at home
More time/room for concentration and work-life balance
Lack of concentration
Hands on work
Less productive at home

3.2.27 Would you consider working from home?

The majority (**89.7%**) said they would consider working from home partially while **10.6%** full time.

3.2.28 How have you maintained working relations with other members of your team?

Majority of the employees said they are maintaining working relations with other members through constant communication by using social media, telephone calls, emails and online meetings with Zoom, Skype, online chats, WhatsApp group chats.

3.2.29 What 3 strategies have you used to support other members of your team to be productive and to contribute to the accomplishment of shared tasks during this period?

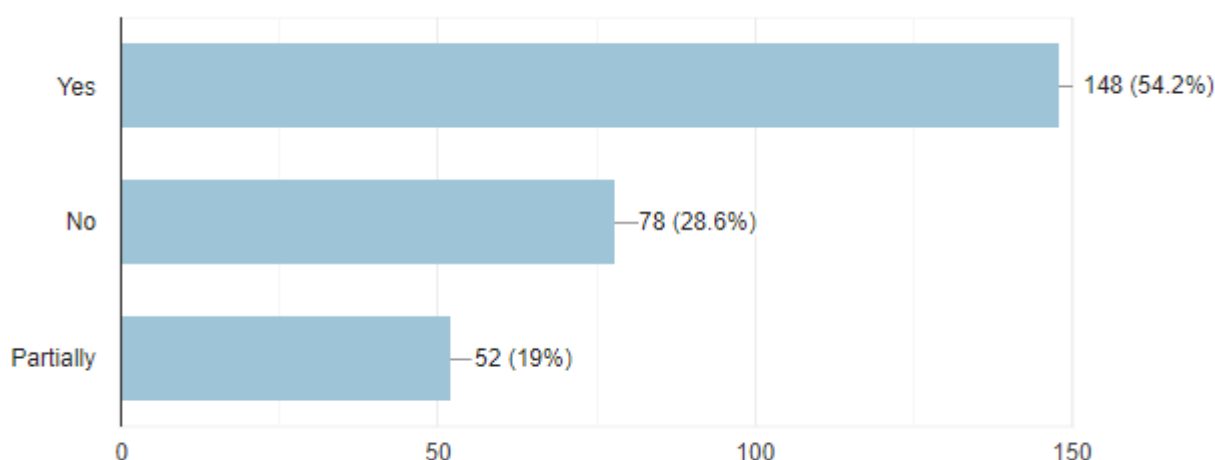
Regular meetings, phone calls, SMS, social media and emails are the most recommended strategies to be used by majority of the employees to support their fellow team members.

OTHER STRATEGIES BEING USED
Reminders Calls
Weekly planning meetings
By talking to them regularly
Research on shared info. Plan and share execution strategies to deliver as usual to clients. Create content that can be shared and used by team members.
Inform them on time on their role in the task.
Use social media - Share content - Strategies of resumption
Using collaborative tools, Feedback on work projects, Daily work updates
Follow up, Daily work updates, Communication
Concealing, Sharing, Listening to their concern
Relaxed deadlines understanding the challenges of a full technological transition
Provided data to the team members, Reached out to members on phone
Regular meetings and updates on the various platforms
Comforting them and provide any sort of technical and administrative support they have requested from me.
To ensure there corporate emails and internet are working
Having agreed upon KPIs
Keep upto date
Constant open communication, revised outputs and outcomes and migration to virtual systems
Motivation: feedback, shoutouts, regular connection
Social media
Friendly follow-up via email
Setting goals, sending reminders and regularly checking on them
Online meetings
Email , reminders, zoom check ins
Calling and chatting, Checking on the progress of their tasks and also update on the progress of the work done.
Communication Giving daily updates
Sharing circulars and notices from public service, phone calls and inquiries
Quick communication Giving reliable feedback and guidance Providing detailed explanations or guidance
Encouraging them
Use technology, regular updates and keep focused
Agree on deliverables and hold one on one meeting
Sharing new technologies and tips
Remote reviews

Video conferencing team viewer basically using technology
Be available online, make time and leverage from available platforms
Communication, meeting deadlines.
Awareness raising, provision of internet other office support
Provided internet Assurance around pay Encouraged to maintaining regular roll call
Provided extra data for internet connectivity, provided transport when necessary
Encouraging hard work
Providing them with resources such data for connectivity. Providing them with relevant information Listening to their concerns so they can remain productive.
Constant online meetings , sharing new ways on the developments
Advise, guidance and update
Giving proper tasks and guidelines Proper communication follow up on allocated tasks
Division of roles based on competences, regular and timely communication of progress, relaxing working hours and some deadlines

3.2.30 Supervisory support

We asked employees if they receive supervisory support during this period and Results showed that **54.2%** receive supervisory support while **28.6%** said they do not get support.



3.2.31 What support do you consistently require from your immediate supervisor to ensure that you are able to work well from home?

Most employees said they need the following mostly; Data (internet), guidance, approvals, financial support, giving them targets, follow up on activities.

Other suggestions are in the table below:

COMMENTS FROM EMPLOYEES
An understanding of the flexibility part of working at home, Less targets

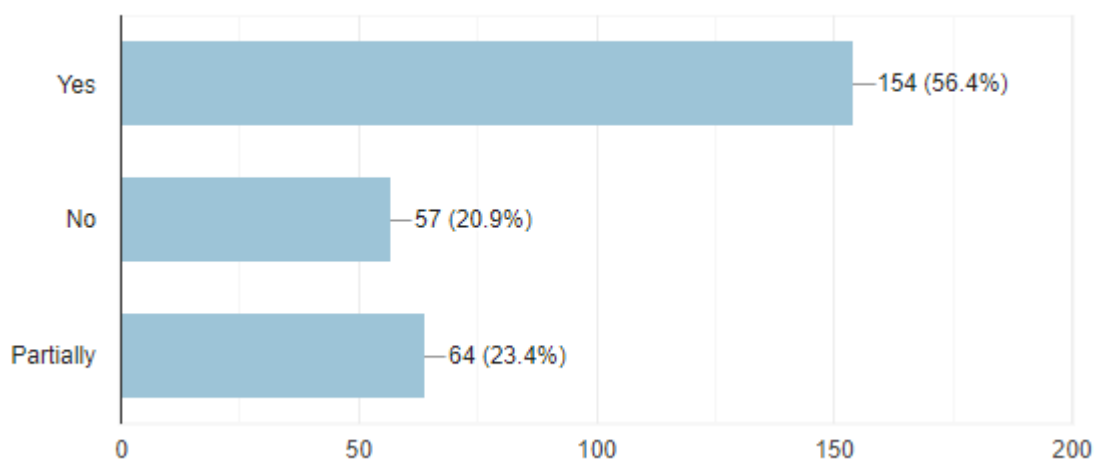
Cross checking & commenting on my work
Check in calls on progress of tasks
Checking in and reminder of timelines
Clear defined TORs
Usual supervision
Timely approvals
Feedback and sync ups on ideas
Regular communication to show concern and regular updates
network connection
Data and seek for better clarity where necessary and also understanding the challenges of remoteness.
Signed circulars and guidelines
Quick decision making
Review of deliverables and on time feedback
Feedback about the agreed deliverables
Technology
Review of work before submission
Availability
Finding out if I have enough data and airtime
a call
Online technology tools
Logistics
Agree on priorities
Data connectivity
Sufficient internet
Review of works in progress regularly.
Most especially approvals of my activities
Update
proper facilitation by the employer

Relaxing some deadlines
It's honestly almost business as usual. We already developed a culture of teleworking as we are all in 5 different countries now but share common goals and targets
Constant updates
Clear expectations and checkins
Self employed normally have option apart from going to their work places
Customer contacts and engagements. Sometimes I need the CEO's involvement in negotiating business.
Response to my requests such as emails
Guidance and technical support
Financial support
Guidance on documentations
Realistic tasks and supervision
I need encouragement, recognition that Secretariat is doing the best under the circumstances. My supervision in the Board
None, just his permission to let me work from home.
Interview and Internet subscription support
Effective reporting.
Ensuring that IT provides access to all company systems and network plus maintaining communication
Advise on work and approval
I just need advice from my supervisor
Consultative support on work issues
Feedback on work done
Making sure everyone else has done their part
Accessibility
Face to face
Proper communication must be consistent. Through that, I will always know how IAM performing and what is required of me. Communication is key for smooth flow of work.
Having enough data, credit to call.

Get some information forwarded to me via emails if there is anything that I may require.
Feedback and communication
I do my own organisation.
Fast and Timely response
Comfort and hope
Quality check
Reviews and Approvals
Updates on assignments
I don't work at home
Reviews of work done
Nothing really
Work from home allowances, internet
Checking on me all the time
Working tools
Instant feedback to queries
Communication
Technical support

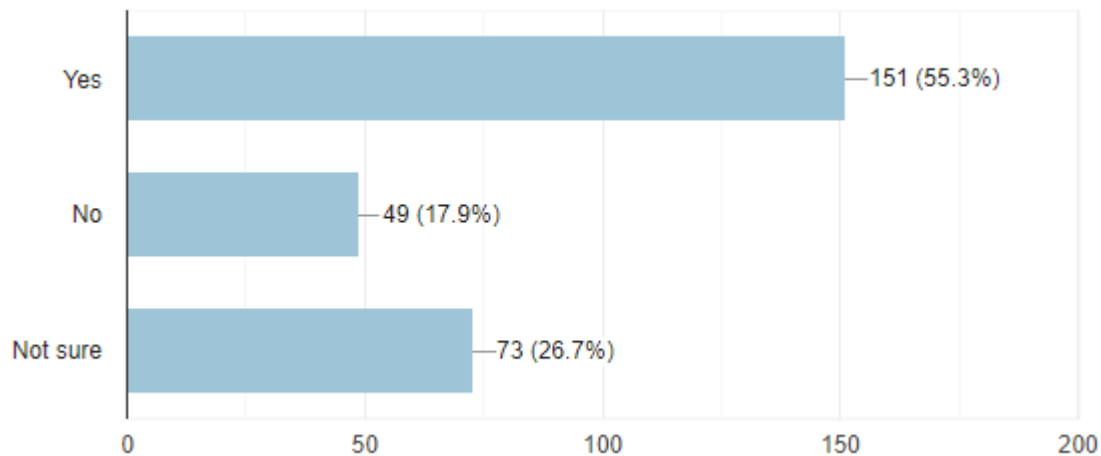
3.2.31 Feedback

The majority (**56.4%**) receive timely feedback from their supervisors that enable them to succeed during this period of working from home.



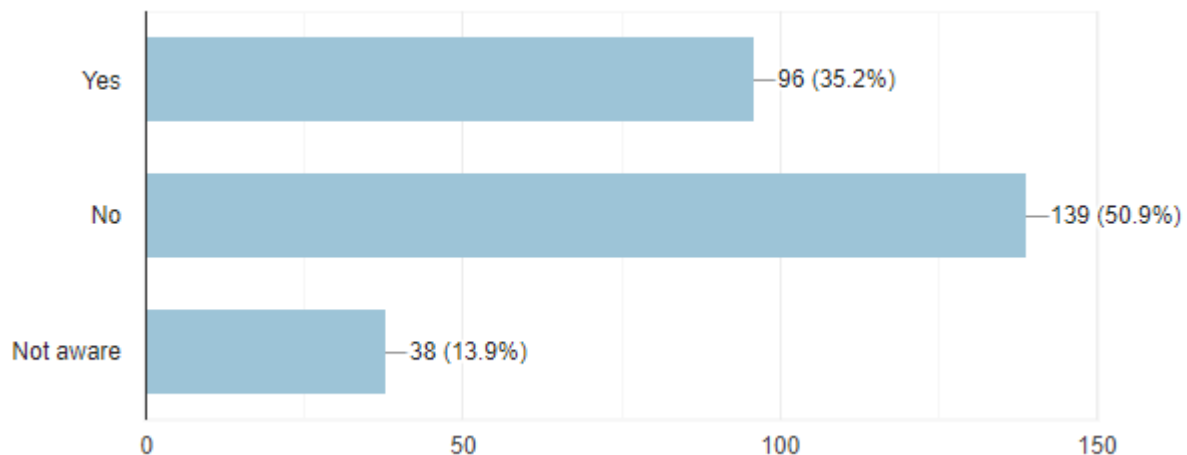
3.2.32 Tracking and measuring employees' performance

We noted that **55.3%** said they feel their organizations will be able to adequately track and measure their performance during this period. Twenty seven per cent (**27%**) said they are not sure as seen in the graph below:



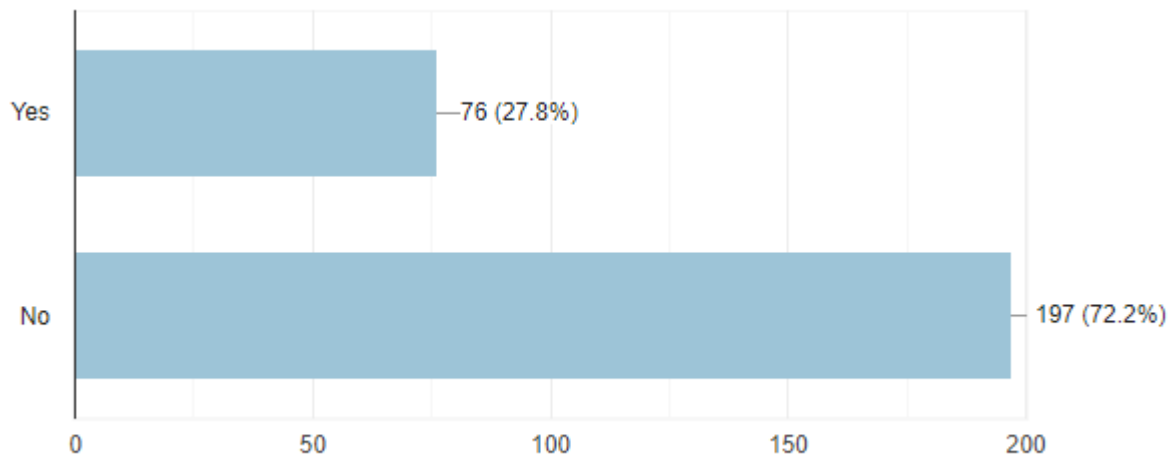
3.2.33 Does your organization have an e-learning platform accessible to all employees?

We noted that majority (**50.9%**) do not have an e-learning platform accessible to all employees.



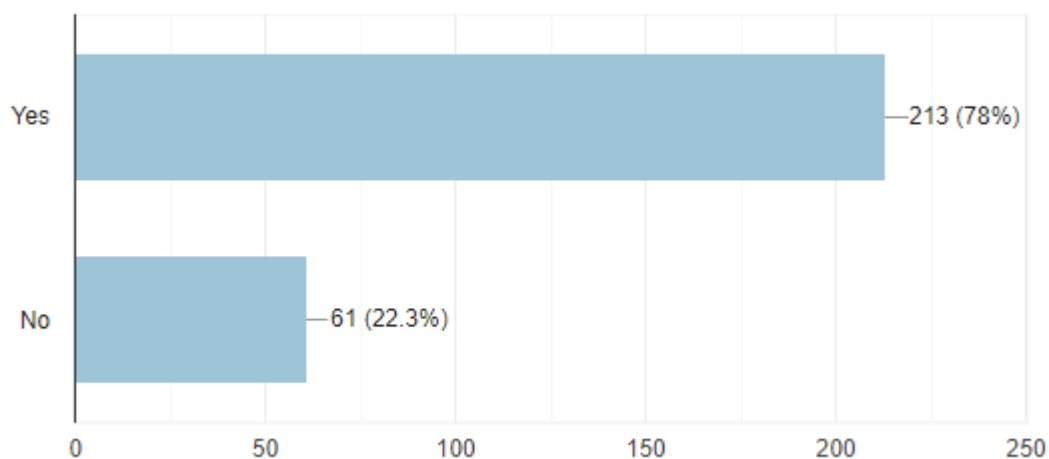
3.2.34 Have you been enrolled onto e-learning programs by your organization during this period?

The majority (**72.2%**) have not been enrolled onto e-learning while **27.8%** have ever been enrolled.



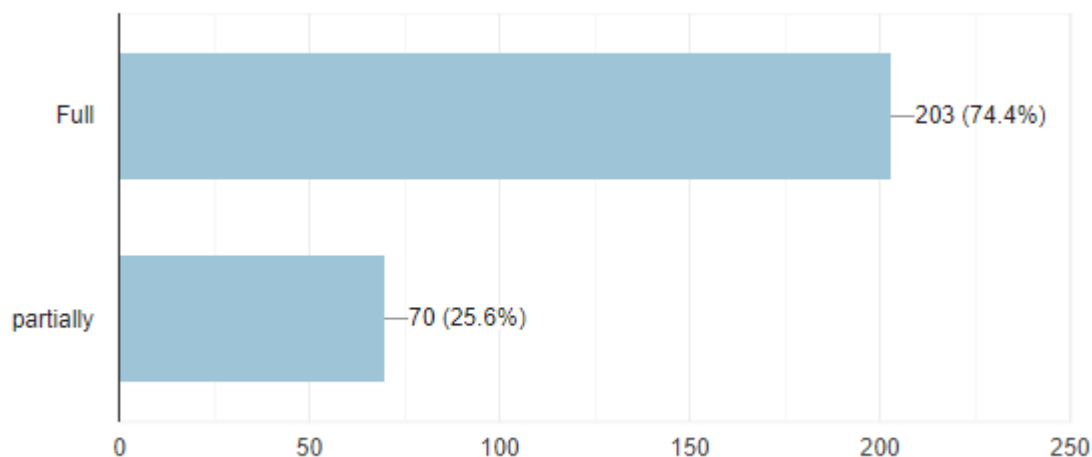
3.2.35 Has your monthly salary been paid in a timely manner during this period?

Majority of the employees (**78%**) said they were paid their monthly salary for March 2020 in a timely manner while **22.3%** said no.



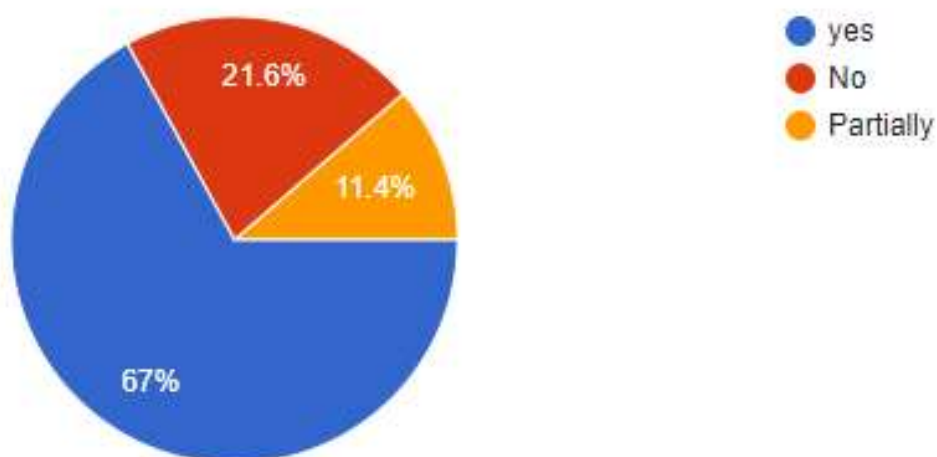
3.2.34 We asked those who received payment if they were fully or partially paid.

We noted that **74.4%** of the employees got full payment while **25.6%** got partial payment for the month of March.



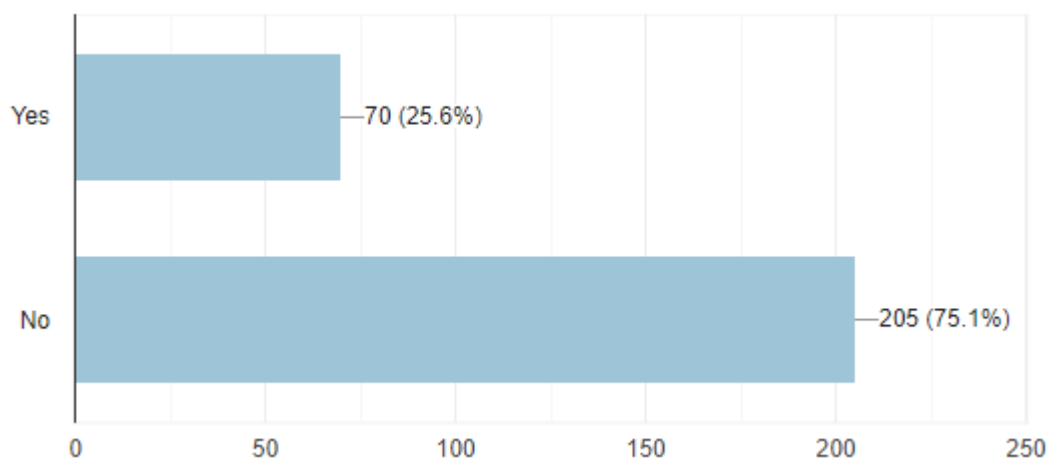
3.2.35 Have you received all your benefits including salary during this period?

Majority (**67%**) of the employees said they received all their benefits including salary while **21.6%** said no as the graph below shows.



3.2.36 Have you received any extra emoluments from your organization to support you during this period?

The majority (**75.1%**) did not receive any extra emoluments from their organization while (**25.6%**) said they received.



3.2.37 If yes... what are these emoluments?

The majority of the employees noted receiving food items, housing allowances, data for internet and airtime for communication some of the emoluments got from their organisations.

Others things noted included Risk allowances, cash for health cover, transport, Protective gears (Sanitizers, gloves, face masks), IT support, money for electricity, Remote work stipend

3.2.38 Below are some of the comments from employees on working from home.

More and more people and jobs should consider working from home. It requires dedication but it's possible

Government should set up a policy to enable digital ways of work

It's a big adjustment and a big test to team work but a necessary learning point for any such and greater threats in the future. Helps us revisit our working culture, saves environment because it fulfills our paperless policy

It's an interesting scenario that can be looked at for future operations

We have bonded with family

It is amazing but requires discipline

Nssf should pay part of our money

We seem to have no short cuts. This is the way and we must adapt.

It's a good thing however many organizations and employees need to get ready for it through training

The environment involving children makes it challenging to concentrate.

It is the future and we need to embrace it and adapt soon! We can learn so much in this time I.e read more books, restructure our business processes etc

Working from home is favorable to some of us who normally base on daily income

It's not easy to manage your time because of unnecessary interference

It is challenging, needs a mental shift, and probably tougher for females than males

I get to do my work just as I would at the office. The best part of it is not having to commute. The worst part of it is that not everybody has the privilege to work from home and this affects their family and the economy at large.

The issue of working from home is really making me not to serve my clients to my level best but all in all I am hopeful that the pandemic will end soon and we go back to work as usual.

CHAPTER FOUR: ANALYSIS, CONCLUSIONS AND RECOMMENDATIONS

Many Ugandan organisations and businesses have been bruised by the Coronavirus crisis due to failure to have crisis work strategies that would have ensured their staff members are adequately prepared for remote work following the forced closure of many work places.

The fact that **56.6%** of business performance is not being achieved while **15.1%** of the entrepreneurs noted that business performance remained the same goes to show limited preparedness and adaptability by organisations and businesses to keep operating effectively.

Many of the entrepreneurs noted that they are using social media, door to door deliveries, technology, online bookings, websites and phone calls to meet the market demand.

The findings from the study have shown that many of organisations were not able to meet the market demand, with some businesses closing. While this raises questions about the preparedness by organisations to ensure work continues remotely during crisis, it does also raise questions about business planning and especially diversification of product and services where an organisation finds ways of providing some of its products and services online. But while schools could have planned to offer learning online or using other means, there is hardly a possibility for hotels, tours and travel or hotels to continue offering their services during a crisis like corona virus where all people are encouraged to stay home.

Entrepreneurs and managers who can are using electronic communication channels to meet their employees to set targets and review employee work performance. These include online meetings, phone calls. Others especially from factories said some employees have camped at the workplaces from where they continue to work during the lockdown. This shows commendable adaptation by some businesses.

While the majority of entrepreneurs and managers acknowledged that saving and strategic planning are important to overcome crises like COVID-19 lockdown, many had not and were not sure how to do this in the immediate and short term. A number also acknowledged the need to better integrate online technologies in their work execution and delivery but there was limited readiness or process of acquiring and acquainting staff with such technology.

To wit, more than 20% of entrepreneurs were not concerned about their business survival post covid-19. Indeed, more than three months into the covid-19 crisis, the majority did not have an idea on what to do in future in case similar crisis happens.

Good preparedness and adaptability can only arise from the right mind-set of planning for emergencies and appreciating the urgency of planning for such eventualities in advance.

Also, we have to remember that there are many reasons why having a casual work-from-home capability does not equate with having a robust work-from-home plan. The main reason is the

two work situations are very different. Working from home during an emergency presents many stresses, loads, and challenges not seen during a more casual, routine situation.

KEY LESSONS AND OBSERVATIONS

- ❖ Working from home favours some sectors like those offering information technology services, online advice, consultants but others like tours, travel and hotels can hardly adapt to this trend of having their employees work from home during a lockdown.
- ❖ More and more organisations and employees should consider working from home. It requires planning, dedication, learning and unlearning but it's possible.
- ❖ There is need for managers/ leader to enhance supervision during crisis times especially to those staff members who do not usually work independently (home)
- ❖ Working from home should be measured and mechanisms should be put in place to track performance provided the necessary tools are availed and employees are skilled in using them.
- ❖ There should be immense support from the family members to support working from home especially for women with children and relatives who rely on them to undertake the traditional feminine roles at home while they are supposed to be working.
- ❖ Working from home is not easy to implement because some entrepreneurs and managers are generally resistant to change. Many organisations do not have the right technology or platforms let alone the work culture to allow their staff to work from home. These calls for investment in their employees as well as capacity building trainings to help organisations and employees be remote work ready.
- ❖ Employees who got incentives like financial support, food items, and housing allowances from their organisations were energized to easily adopt working from home.

The conclusions as per the particular research questions we set are presenting below:

STUDY QUESTIONS	FINDINGS
The preparedness of employees, managers and entrepreneurs to working from home	The majority of managers, entrepreneurs and employees are unprepared to work from home effectively since this requires support to staff and use of technological tools some of which the employees said they don't have. Many said they need training on the usage of tools that aid working from home.
The tools and strategies being used by entrepreneurs, managers and employees to work from home and to ensure sustained or improved	Many organisations are using online platforms and tools such as emails, social media, Skype, zoom. Phone calls were also reported as effective in follow up and ensuring work relationships are maintained. Routine online meetings were also mentioned as good for setting work

productivity and safety	targets and strategy development/brainstorming.
How well the home environment supports working from home by employees	Working from home saves time and transport costs since movements from home to work places are minimized. But besides this, one needs reliable electricity, good internet connection and less distraction from other members/relatives at home. The environment where one has partners and children makes it difficult to concentrate.
The level of engagement and support employees receive while working from home	It was noted that to deliver well while working from home needs total discipline from staff for better performance. There was reported low follow-up and supervision of employees working from home, while proof of work was a challenge for some managers when employees are remote. The support employees need include financial stability to enable them get basic needs like housing, food and good health as well as internet data, guidance (from leaders and fellow staff) and timely approvals from supervisors.
The impact of work from home on the morale of employees and job security in general	Many employees are scared they might lose jobs, more so those in the hotel and tourism industry whose jobs can hardly favor working from home. There was almost an equal number of employees who preferred to continue working from home to those who said they wouldn't want.

RECOMMENDATIONS

- ❖ Organisations need to revisit their working culture and provide for flexible work home arrangements if the operational realities support remote work.
- ❖ The government should come up with policies and strategies to prepare and enable as many people of the work force as possible to be able to work remotely using available digital technologies.
- ❖ Organisations need to procure equipment and related software for staff to be able to work at home and deliver as per expectation.
- ❖ There is need for training of managers, entrepreneurs and employees in best practices of working from home as well as practical operations of chosen remote work software.
- ❖ Managers and entrepreneurs should endeavour to motivate their employees with incentives to work from home at productive levels.
- ❖ Organisations need to acquire extra tools, policies, training and techniques to manage remote employees since there is limited control over how employees truly spend their time and deliver as expected. This includes clear deliverables and flexible timelines.
- ❖ There is need for employees to limit and manage disruptions and interruptions at home by setting clear boundaries for family and friends so that they keep focused on work.
- ❖ Employees need to develop skills in self-management; self-motivation, self-discipline, focus, and concentration since these improve performance while working from home.
- ❖ It is also important for employees to maintain good physical and emotional health by eating well, exercising regularly, having enough sleep and limiting non work related screen time.
- ❖ Organisations must provide basic facilitation to employees like airtime and internet data as well as maintain continuous communication to keep all employees engaged. ###

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