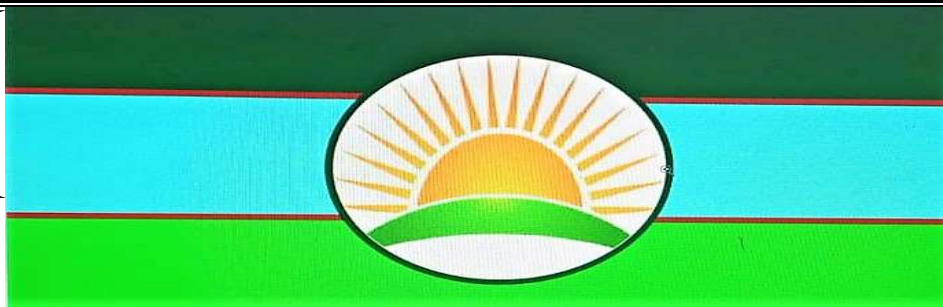
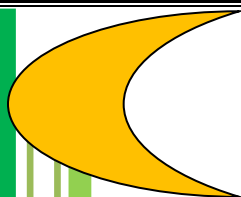


ST. VERONICA'S COMPREHENSIVE SCHOOL

Chebukaka

STRATEGIC PLAN

(2025-2029)

Shine to Enlighten

Prepared by the Board of Management



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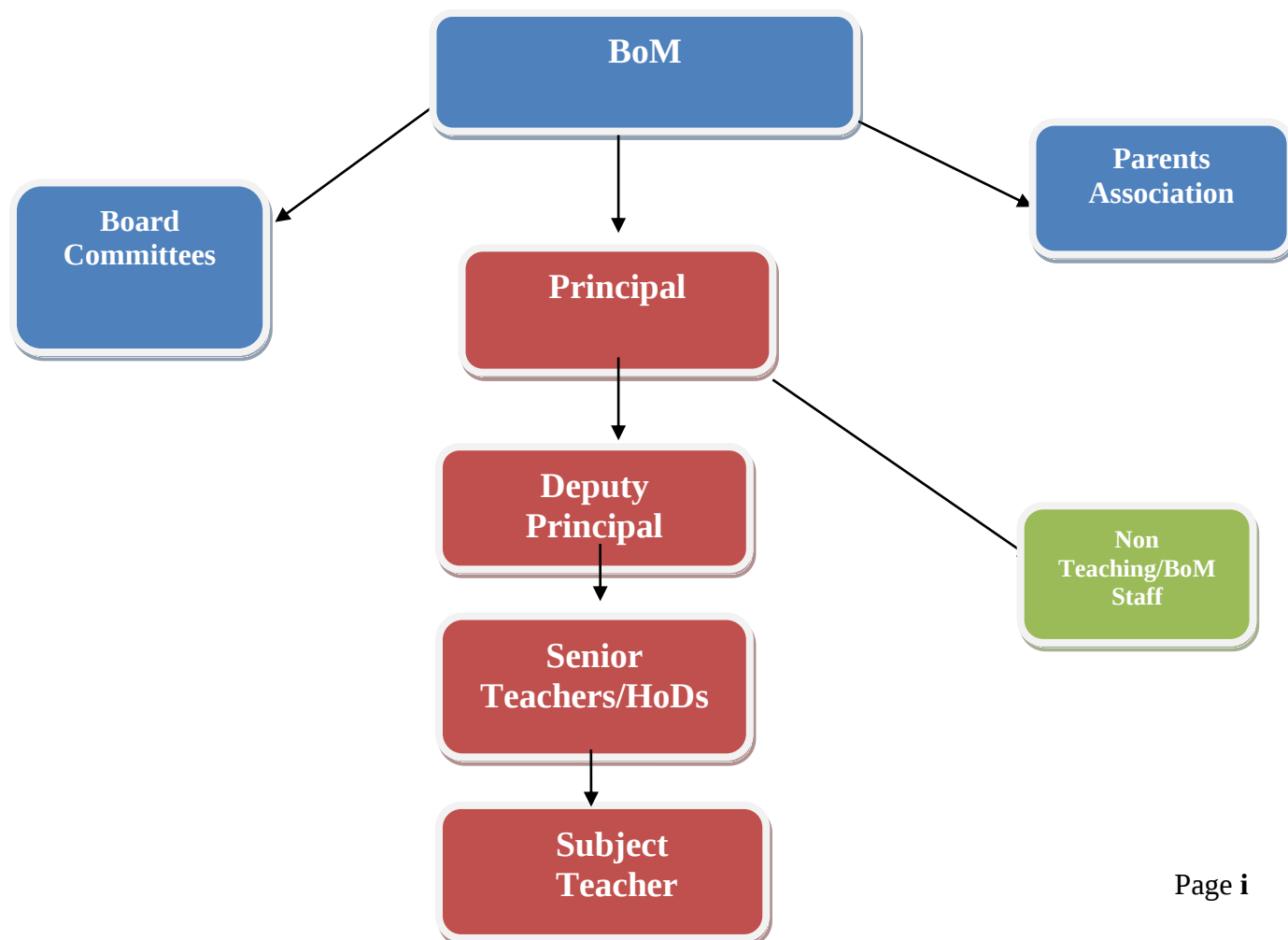
School Anthem

*Ee Mungu I bariki shule yetu
Tuweze kuafikia ndoto zetu
Darasani na kwa michezo
I-imarike shule yetu*

*Shule yenye wachapa kazi kwa pamoja
Yenye mazingira-a mema bora
Kazi kwao watoto wote
Isonge mbele shule yetu*

*Watoto watunzwe mwito wetu sisi sote
Tuweze kulinda haki ya watoto
Mtaani na kanisani
Iwe kie-lelezo bora*

Management Structure



Profiles of Board Members- 2024



Catherine Kaoma
Head of Institution &
Board Secretary



Rev. Eric Sasaka
Board Co-Chair &
Chair [Primary Section]



Alex Sabari
Board Co-Chair & Chair [JSS]
CEB Representative



Isabella Wekesa
[PA Rep]



Robert Ochupai
[CDK Rep]



Edward Ng'eno
Co-opted Member



Samson Makhino
[PA Rep]



Peter Nyongesa
Special Interests



Jimmy Makokha
PA Representative



Kennedy Mukhwana
Teachers' Rep



Esther Chemtai
Teachers' Rep



Moses Munialo
PA Rep [Pre-Primary]



Concepta Simiyu
[PA Rep]



Irine Sitawa [PA Rep]



Elizabeth Nyongesa
[Students' Rep]



Amos Wekesa [PA Rep]



Yonah Mabunde, Special Needs

Picture Gallery



Figure 1: School Teachers, 2025



Figure 2: Board Members 2025

List of Abbreviations

AI	Artificial Intelligence
BOM	Board of management
BOQ	Bill of Quantities
CBC	Competency Based Curriculum
CDK	Catholic Diocese of Kitale
CEB	County Education Board
CG	County Government
CCTV	Closed Circuit Television
CGTZ	County Government of Trans Nzoia
CSR	Corporate Social Responsibility
ECDE	Early Childhood Development and Education
FPE	Free Primary Education
GoK	Government of Kenya
HOD	Head of Department
HOI	Head of Institution
ICT	Information Communication Technology
IoT	Internet of Things
KCPE	Kenya Certificate of Primary Education
KCSE	Kenya Certificate of Secondary Education
Kshs/KES	Kenya Shillings
KIPSEA	Kenya Primary School Education Assessment
KNEC	Kenya National Examinations Council
KPI	Key Performance Indicator
KRA	Key Results Areas
MOE	Ministry of Education
M&E	Monitoring and Evaluation
NEMIS	National Education Management System
NG	National Government
NG-AAF	National Government –Affirmative Action Fund
NG-CDF	National Government -Constituency Development Fund
PA	Parents Association
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PC	Personal Computers
PPRA	Public Procurement Regulatory Authority
PTA	Parents Teachers Association
SOP	Standard Operating Procedures
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Strengths
TNA	Training Needs Assessment
TSC	Teachers Service Commission

Foreword by the Board Co-Chairs

On behalf of the Board of Management, I am happy to present the first formal Strategic Plan for the period 2025–2029. This Strategic Plan embodies the major aspirations of our stakeholders for the next five years. It is also fully aligned and in consistence with the requirements of the Basic Education Act, 2013 No. 14 of 2013 of the laws of Kenya,

After analyzing the current state of the School through the use of PESTEL and SWOT analysis, we have refined our Vision and Mission to align them with the future aspirations of our stakeholders, current education policy, CBC implementation and Vision 2030. We have also identified six broader goals, fourteen strategic Objectives and Core Values.

This Plan also provides the Implementation Monitoring and Evaluation mechanisms through an Implementation Matrix and Annual Work Plans, to ensure successful implementation of the identified strategic initiatives and activities.

The six Strategic Goals identified in this Strategic Plan that would guide the direction and activities in the implementation of this Strategic Plan, are as follows:

- 1) To ensure Academic excellence, skills, career, Sports and Talent development.
- 2) Building Partnerships, Relationship & Corporate Social Responsibility (CSR).
- 3) Enhance Financial Capacity of the School.
- 4) To ensure a skilled and motivated human resource capacity for Employee Retention.
- 5) To ensure a secure, cohesive, serene and conducive environment for Teaching and learning
- 6) To build an institutional Culture based on Spiritual and our Core Values

I have every confidence that we will not only deliver on this plan but we will also make St. Veronica's Comprehensive School-Chebukaka as a Centre of excellence in ICT, Music and Environmental Conservation therefore a providing a positive contribution to the socio-economic, technological and political environment to the Community, the region and Kenya at large.

As a Board, we offer our full commitment to the implementation of this *St. Veronica's Comprehensive School-Chebukaka, 2025-2029 Strategic Plan* and invite all stakeholders to join hands in this Endeavour.



Mr. Sasaka
Chair [Primary & Pre-Primary]



Alex Sabari
Chair [Junior Secondary School]

Message from the H.E.Governor, County Government Of Trans-Nzoia



I am happy to be associated with the St. Veronica's Comprehensive during the development and implementation of this Strategic Plan for 2025 – 2029.

Development of a strategic Plan especially with collaboration and inclusion of all stakeholders is key and should assist in efficiently and effectively guide the School and in its achievement of its Objectives in the next five years.

The Basic Education Act provides that the BOM develops a Strategic Plan for Pre-primary and Basic Education Institutions to assist the institutions meet their objectives. The County Government of Trans-Nzoia will therefore provide support in the implementation of this Strategic Plan.

On behalf of the County Government of Trans-Nzoia, I therefore thank the BoM, the School Management, Teachers, Parents Association, staff, students, the Community and other Stakeholders for working together on this Plan in a consultative manner and complying with the requirements of the Act.

Thank You

H.E .Governor
County Government of Trans-Nzoia

Message from the Director, County Education Board



I am happy to be associated with St. Veronica's Comprehensive School during the development and implementation of this Strategic Plan for 2025 – 2029.

This is a requirement of the Basic Education Act and I am happy that the BOM has complied and successfully developed this Strategic Plan in guiding the School and its development agenda for the next five years.

One of the key issues I have noted in the development of this Strategic Plan is the involvement of Stakeholders and its consultative approach. The County Education Board will provide facilitation and necessary support towards the implementation of this Strategic Plan.

On behalf of the Trans-Nzoia County Education Board of the Ministry of Education, I wish to thank the BoM, School Management, Teachers, Parents, staff, students, the Community and other Stakeholders for working together on this Plan in a consultative manner.

Thank You

Message from the Sponsor



I am proud to be associated with Chebukaka Primary School which is our Catholic Sponsored School.

It is the first Public Primary school that has involved us in strategic planning. The School is well known for safeguarding children rights and enhancing child safety and protection through **Watoto Watunzwe programme (WWP)** courtesy of the **Kenya Conference of Catholic Bishops (KCCB)**

The WWP has even been placed as a Logo on the uniform badges

Well-done Chebukaka keep it up as one of our best child friendly school. God bless!

Thank you.

Delphine Wachiyeh
Education Secretary
Catholic Diocese of Kitale

Foreword from the Head of Institution



This is to welcome all our school stakeholders to our first ever formal strategic plan covering the period 2025-2029.

The development of this strategic plan was approved by the BoM in the year 2024 following the need to transform this school to meet current and possible future challenges.

The process begun by developing a zero draft by the BoM based on ideas gathered within. This draft was further subjected to consultations from the management and staff of the institution who gave their valuable inputs.

Notably, the stakeholder workshop held on 27th July was very enriching and information, thanks to the stakeholders. It is my believe that this Strategic Plan enjoys stakeholders' ownership and I am hopeful that this will assist and usher a new dawn of positive transformation at St. Veronica's Comprehensive School.

However, to achieve this dream, all stakeholders must pursue their rightful roles. I therefore take this opportunity to thank the individuals and committees that were involved in the process.

My appreciation goes to our Board of Management, led by our Co-Chairs Mr. Sasaka [Primary & Pre-Primary] and Alex Sabari [JSS], for guiding and fast tracking the entire process. Much thanks to our Board Members, Parents Association and teachers for leading the team in coordinating, compiling, editing and delivering this Strategic plan.

My further appreciation goes to our stakeholders including the Director Trade for CGTZ Dr Scholastica who was our chief guest during our stakeholder engagements held on the 27th July 2024, Parents, the Catholic Diocese of Kitale, Mitume Radio led by Ms. Morline Olala, Member of County Assembly (MCA) representative, our former teachers including Mr. Majimbo, my immediate predecessor, all teachers including head-teachers from our neighboring institutions, our support staff, our Local Administration led by Chiefs and their Assistants from Machewa and Saboti locations, our Public Health officials, our spiritual leaders, Community leaders, Chebukaka Coop Society leadership, school learners' council leadership, all other invited guests, ladies and gentlemen for their time, effort and valuable inputs.

We pray for Gods guidance and blessings as we implement this St. Veronica's Comprehensive School, 2025-2029 Strategic Plan.

Thank you.

Principal/Head of Institution

EXECUTIVE SUMMARY

The St. Veronica's Comprehensive School is a public school in Kenya, established under the Basic Education Act, 2013 No. 14 of 2013 of the laws of Kenya.

This Act gives effect to Article 53 of the Constitution and other enabling provisions; to promote and regulate free and compulsory basic education; to provide for accreditation, registration, governance and management of institutions of basic education; to provide for the establishment of the National Education Board, the Education Standards and Quality Assurance Commission, the County Education Board and for connected purposes.

This Strategic Plan is the first formal Strategic Plan ever developed by the school. The formulation of this plan is motivated by the need to rethink the strategic direction the school needs to take in order to effectively and efficiently serve our environment and provide a clear road map of how the School can produce all-rounded individuals that can easily fit into our ever changing global society.

This Strategic Plan for the period 2025-2029, whose vision is to provide Education that will help learners develop talents and their potential, is made up of six (6) strategic goals and fourteen (14) Strategic Objectives, structured on four Strategic Pillars. Strategic initiatives are also developed guided by Core Values of Integrity, Professionalism, Team Work and Excellence are also developed.

This Plan will therefore guide the BoM and the School Management in its mission to provide a good learning environment for learners to enable them succeed in their lives and in its pursuit to fulfill on its motto (brand promise) of 'Shine to enlighten'.

In the development of this plan, the operational environment was analyzed using the SWOT and PESTEL tool, Competition Analysis and Risk Mitigation Measures. In the SWOT analysis, a couple of strengths, weaknesses, opportunities, and threats were analyzed for the entire school including Pre-Primary, Primary and JSS. One of the key strengths of the school identified include availability of skilled teaching staff, well established working networks with local and regional stakeholders and institutionalized a culture of excellence in Academic, co-curricular and extra-curricular activities, among others.

One of the key opportunities identified in the SWOT analysis is in the expansion of physical infrastructural,

development of motivational policies for human resource capacity retention, opportunity for re-branding the school using the recently approved school colours in view of current stakeholder needs, expansion of revenue streams and enhancement of partnerships.

Inadequate ICT infrastructure for learning, inadequate space for expansion, poor road infrastructure within the school catchment area, lack of adequate water supply and poor sanitary facilities, were identified as key weaknesses.

Potential change in key stakeholders' priorities during the implementation of the Strategic Plan, limited control over the timeliness in the performance of some tasks due to unreliable flow of financial resources, delays in providing support from stakeholders, potential change in government policy, among others, were identified as Threats.

Implementation of this Strategic Plan is structured along four (4) Strategic Pillars i.e. Infrastructure Development & Operational Efficiency, Learners Development and Academic Excellence, School Institutional Culture, Discipline and Environment, and Human, Financial Resource Management and Partnerships. These Strategic Pillars are based on a Balanced Score Card (BSC) of Financial Growth, Operational/Internal Processes Efficiency, Customer Satisfaction and Loyalty, Employee Engagement and Retention, Sustainability and Social Responsibility

An implementation matrix, annual work plans and Monitoring and Evaluation (M&E) structures for performance management are developed and are cascaded and responsibilities shared within the School.

Pursuant to the Act, the Board of Management (BOM) will provide oversight, in the implementation of this Strategic Plan and will develop structures, regular quarterly and annual reporting formats, to be appraised regularly on the progress of implementation of this strategic initiatives and the achievement of the intended outcomes.

The estimated cost of implementing this Strategic Plan activities is estimated to be Kshs. **87,250,000** and will be funded primarily from grants from the National Government, National Government special funds like NG-AAF, NG-CDF etc., County Government of Trans-Nzoia especially with regards to Early Childhood Education, from internally-generated funds, grants from Development Partners, support from the Sponsors, Donors, well wishers, and the immediate community.

Summary of the Strategic Plan 2025 – 2029

VISION

To provide Education that will help learners develop talents and their potential

MISSION

To provide a good learning environment for learners to enable them succeed in their lives

SCHOOL MOTTO(BRAND PROMISE)

Shine to Enlighten

Pillars	Strategic Pillars		Strategic Pillars	
	Infrastructure Development & Operational Efficiency Pillar	Learners Development & Academic Excellence Pillar	Institutional Culture, & Physical Environment Pillar	Human, Financial Resource Management, Support and Partnerships Pillar
Strategic Objectives	1. Strategic Objective 1 To Enhance and Modernize the Health Safety and Security Environment for the school. 2. Strategic Objective 2 To modernize and provide additional physical facilities for the school in order to meet the current and future needs of learners. 3. Strategic Objective 3 Acquisition of Title for the School land	1. Strategic Objective 4 To ensure achievement and maintenance of quality education and high performance standards in the school's and national assessments. 2. Strategic Objective 5 To integrate use of technology in the teaching and learning processes. 3. Strategic Objective 6 To introduce Sign Language and at least one other subject in the language category, for teaching. 4. Strategic Objective 7 To establish a system for identifying and nurturing learners' Passions, Talents and Career paths. 5. Strategic Objective 8 To purchase a school bus in order to meet transportation challenges for the growing needs of the school	1. Strategic Objective 9 To promote and integrate Environmental Conservation awareness in the School's co-curricular and extra-curricular activities. 2. Strategic Objective 10 Development and integration of an institutional culture based on Spiritual values, our Core values and cohesion among the various cultures and communities within the school community.	1. Strategic Objective 11 To establish strategic partnerships for harmonious existence, sharing, exchange and resource mobilization. 2. Strategic Objective 12 To ensure efficient use of financial resources by integration of technology into the school daily management processes. 3. Strategic Objectives 13 To establish facility in the school for alternative income generation and for teaching 4. Strategic Objective 14 To equip and ensure high morale amongst staff and learners for increased efficiency, enhanced service delivery, and for staff and learner retention.
Values	Integrity	Excellence	Professionalism	Team Spirit
Estimated Costs	Kshs. 37,500,000	Kshs. 44,870,000	Kshs. 1,050,000	Kshs. 3,830,000

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CHAPTER ONE: INTRODUCTION

1.1. The School Background

St. Veronica's Comprehensive School is one of the largest schools in the Saboti zone, Trans-Nzoia west Sub-County. The school has the current enrollment of 967 learners drawn from Pre-primary, Primary and Junior Secondary School sections, 20 teachers and 4 support staff.

The School was founded in 1989 as a Pre-Primary School (Nursery), basically to serve the children of Chebukaka Cooperative Society Members who had attained school-going age then. The Stores belonging to the first white settler became the first classroom.

Determined to put a larger institution including Primary Section, Chebukaka Cooperative Society secured one (1) acre piece of land for the nursery school and for its future expansion. The Nursery School expanded very fast registering a bigger enrollment more than the expected projection. This motivated the Community, to elevate the school to include a primary section. Consequently, the Community donated two additional two-acre land to accommodate the growing number of learners. To date, the School has a total of three Acres of Land, which accommodates the pre-primary, Primary and Junior Secondary School (JSS). The School officially received an operating certificate from the Ministry of Education in 2018.

The School's enrollment has been increasing at a very high rate. Some of the factors influencing the rapid increase in the school enrolment are the Child friendly environment championed by '*Watoto Watunzwe Programme*'. The school has also been integrating use of ICT in the school learning processes, therefore attracting even more learners. The School discipline policy has been another major factor which is causing the high enrollment rate.

Another factor that is positive to the school is the Commitment by teacher's and the school leadership. It is projected that, the school population will reach 1,000 learners in the first quarter of 2025.

1.2. The Strategic Plan

St. Veronica's Comprehensive School 2025-2029 Strategic Plan is the first such formal strategic plan developed. The main aim of the Plan is to articulate our priorities and focus our energies and scarce resources towards attaining desired outcomes. This Plan is also developed at a time when there is increased demand for quality education and good values from stakeholders, following the introduction Competency Based Curriculum (CBC).

The Mandate of the school and its main functions are as defined by the Basic Education Act (No. 14 of 2013) of the laws of Kenya, the Teachers Service Commission Act (No. 20 of 2012) and Regulations, and relevant policies. The core business is therefore as follows:

1. Curriculum implementation: teaching and learning.
2. Academic Teaching and passing skills and knowledge to learners.
3. Promoting educational activities in the school environment
4. Creating a safe and secure environment for teaching and learning
5. Assessment: Administration of tests and examinations
6. Administration and management of Educational programs in school with assistance of Board of Management and the Parents-Teachers Association (PTA)

1.3. Purpose and Justification of the strategic plan

The purpose of this plan is:

- 1) To provide strategic direction for the School.
- 2) To provide an open, transparent and a consultative framework for running of the School.
- 3) To coordinate efforts, create a basis for resource mobilization, allocations and focus in the attainment of the set targets.
- 4) To enable the school to align strategic objectives with financial and human resources.
- 5) To provide a basis for short term and long-term evaluation of plans and funding.

1.4. Compliance with the Constitution of Kenya 2010 and Legal Mandate

Chapter 4 of the Constitution of Kenya 2010, on bill of rights bestows extensive rights to citizens. Access to educational services, for example, are increasingly being enabled by ICT technologies. In compliance to this, this Strategic Plan is will ensure application and use of ICT services in teaching and learning.

Specific attention is paid to Article 53 of the Constitution and other enabling provisions; to promote and regulate free and compulsory basic education; to provide for accreditation, registration, governance and management of institutions of basic education; to provide for the establishment of the National Education Board, the Education Standards and Quality Assurance Commission, the County Education Board and for connected purposes.

In the development of this Strategic Plan, attention has also been paid to provision of Article: 27 – equality and freedom from discrimination; Article: 35, on right of access to information; Article:42, on right to a clean and healthy environment; and Article: 43, on economic and social rights, among other rights.

1.5. Methodology

Section 59 of the Basic Education Act 2013 requires the Board of Management of every public school develop a Strategic Plan for the institution, laying out its goals, development plans and resource generation plans. Pursuant to this legal requirement, the BoM of St. Veronica’s Comprehensive School initiated this process and developed a draft consultation document.

This draft was discussed internally and thereafter subjected to stakeholder consultation. A stakeholder’s analysis was done and participants selected from amongst Parents, Community leaders, government administrators, public health authorities, teachers’ from neighboring schools, retired teachers, head teachers, spiritual leaders, and learners’ representatives, among others.

The draft document developed by the Board was presented to the above stakeholders in a Stakeholders’ workshop was held on 27th July 2024. The Stakeholders’ inputs were incorporated in the final document.

1.7. Organization of this Strategic Plan

This strategic plan is organized in eight Chapters, as follows:

Table 1.1: Organization of this Strategic Plan

Chapter One: Introduction	Provides a brief about the foundations and purpose of the strategic plan
Chapter Two: Situation Analysis	This Chapter presents an analysis of the current operational environment and comprehensive picture of the school’s situation “as it is”,
Chapter Three: Environmental Review	This Chapter covers SWOT and PESTEL analysis. It also does th Internal and External Stakeholder Analysis and Competitive Environment analysis
Chapter Four: Strategic Pillar and Strategic Directions	Chapter 4 provides the institutional review detailing the Vision, Mission and the Core Values. It also develops Goals, Strategic Objectives, Strategic Initiatives, Activities in four thematic area
Chapter Five	Coordination And Implementation Framework
Chapter Six	Sources of Funding for this Strategic Plan
Chapter Seven	Performance Management, Monitoring & Evaluation
Chapter Eight	Risk Management
Appendix	Implementation Matrix/Annual Work Plans

This Strategic Plan has six (6) goals and fourteen (14) Strategic Objectives. The Fourteen Strategic Objectives are grouped in four (4) thematic areas, also called Strategic Pillars in this document.

The four thematic areas are as follows:

1. Academic Excellency and Learners Development,
2. Institutional Culture and Environment,
3. Infrastructure Development & Operational efficiency,
4. Human and Financial Resource Management and Partnerships.

1.8. Expectations of this Plan

This Plan addresses the following expectations:

- Improving quality of education and performance;
- Introduction of new teaching products like French and Sign Language, that will provide learners more opportunities and competitive advantage in the job market;
- Application of ICT and other technologies in the teaching and learning processes, and in school management;
- Expansion of available physical facilities;
- Improvement of the physical environment, support for Environmental Conservation and Mitigation against the negative effects of Climate Change;
- Promotion of culture, sports and other extra-curricular activities within the school;
- Creating efforts to attract and retain both staff and learners
- Create an alternative income generating facility that shall help impact alternative Agri-business skills and entrepreneurship to the school and the community;
- Ensure sense of discipline and integration of good values to learners to develop an value based institutional culture.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1. Introduction

This Chapter provides presents a comprehensive picture and an analysis of the current school's situation. It presents the situation with regards to the human resource capacity, current state of physical resources, economic resources, sports, culture as well as academic performance.

This school started in 1989 as a Pre-Primary school. This school has currently twelve (12) physical classrooms accommodating Pre-primary, primary and Junior Secondary sections, two of which have been converted into school offices and one is used as a school store. The entire 890 learners are therefore accommodated in 9 classes translating into an average of over 100 learners per class, far from the recommended 50 learners per class. This scenario has undermined the learning environment directly affecting teachers and the learners. This has also resulted in underperformance in academics.

This school undertook its first national KCPE examination in 1994. This continued until the last KCPE exams were undertaken in 2023 under the former 8-4-4 education system.

The following has had the following heads of institution since inception:

	Head	Year
1	Mr. Kimungui Andrew	1989-2001
2	Mr. Biketi Joseph	2002-2005
3	Mr. Wanyonyi Gerald	2005-2007
4	Mr. Ndiwa Richard	2008-2008
5	Mrs. Wanjala Winny	2009-2009
6	Mr. Waswa Peter	2010-2015
7	Mr. Majimbo William	2015-2020
9	Mrs. Catherine Masengeli	2021 to Present

2.2. Economic and Social Aspect of the school and the Catchment Area

The school stands on three acres of land, donated by the Chebukaka Farmers' Cooperative Society members. This school does not have a farm; neither does it have any economic activity despite being in a strong agricultural catchment area due to lack of adequate space for such development. It also does not have clean piped water and adequate water storage facilities to cater for the current population.

The school does not have a school bus despite the high needs especially for our young pre-school learners. The school gets its funds from National Government capitation, Support from County Government of Trans-Nzoia especially with respect to Pre-Primary, Bursaries; support from the Catholic Diocese, other sponsors and charitable organization. The school does not currently have any income generating projects, but the school plans to have a model Agri- based income generating activities that the school will operate and also use to educate local community and even learners on agri-business and entrepreneurship.

There are various physical facilities; an administration office, staffroom, eight classrooms. The school will require additional ten classrooms, science laboratory for JSS, a multi-purpose hall, a computer cyber room and a modern kitchen.

2.3. Governance Structure

The BoM and the School Management of St. Veronica's Comprehensive School acknowledge the importance of good governance in the school management. In fulfilling its mandate, the Board of Management is guided by the requirements of section 55 of the Basic Education Act, 2013 No. 14 of 2013, our Core Values and best practice as anchored in principles of accountability and transparency.

2.3.1. Oversight Role of the Board of Directors.

Section 55 of the Basic Education Act 2013, No. 14 of 2013 outlines the functions, responsibilities, composition, qualifications and establishment of the Board Committees.

The role and responsibility of the Board of Management for both the Basic Education and Pre-Primary sections is to provide oversight which entails, among others:

- 1) Exercising leadership in a way as to Promote the best interests of the institution and ensure its development;
- 2) Develop a strategic plan for the institution, determine Key Performance Indicators, setting own targets, work plans and monitoring implementations;
- 3) Promote quality education for all pupils in accordance with the standards set under the Act or any other written law;
- 4) Ensure and assure the provision of proper and adequate physical facilities for the institution;
- 5) Manage the institution's affairs in accordance with the rules and regulations governing the occupational safety and health;
- 6) Advise the County Education Board on the staffing needs of the institution;
- 7) Determine cases of pupils' discipline and make reports to the County Education Board;
- 8) Prepare a comprehensive termly report on all areas of its mandate and submit the report to the County Education Board;
- 9) Ensuring preparation of annual reports on governance and on any other as per the Act.
- 10) Facilitate and ensure the provision of guidance and counseling to all learners;
- 11) provide for the welfare and observe the human rights and ensure safety of the pupils, teachers and non-teaching staff at the institution;
- 12) Encourage a culture of dialogue and participatory democratic governance at the institution;
- 13) Promote the spirit of cohesion, integration, peace, tolerance, inclusion, elimination of hate speech, and elimination of tribalism at the institution;
- 14) Encourage the learners, teachers and non-teaching staff and other, parents and the community, and other stakeholders to render voluntary services to the institution;
- 15) allow reasonable use of the facilities of the institution for community, social and other lawful purposes, subject to such reasonable and equitable conditions as it may determine including the charging of a fee;
- 16) Administer and manage the resources of the institution;
- 17) Receive, collect and account for any funds accruing to the institution;
- 18) Recruit, employ and remunerate such number of non-teaching staff as may be required by the institution in accordance with this Act; and
- 19) Perform any other function to facilitate the implementation of its functions under this Act or any other written law.

In addition to the above and particularly with respect to the pre-primary section, the BoM shall:

- (i) Promote quality care, nutritional and health status of the children;
- (ii) Ensure the development of the children's knowledge, self-confidence, free expression, spiritual and social values and appreciation of other people's needs and views;
- (iii) provide a secure physical and psycho-social setting for the children;
- (iv) facilitate the development of children's affective, cognitive, psychomotor and physical attributes in an integrated manner including the development of talented and gifted pupils;
- (v) perform any other function to facilitate the implementation of its functions under this Act or any other written law; and
- (vi) Protect human rights of and promote the best interest of the child.

2.3.2. Composition of the Board

Pursuant of Section 55 of Basic Education Act, 2013 No. 14 of 2013, the BoM of St. Veronica's Comprehensive School has the following members, appointed by the County Education Board:

- 1) Six persons elected by the School Parents;
- 2) One person nominated by the County Education Board;
- 3) Three persons elected by Teachers to each representing JSS, Primary and Pre-Primary Sections;
- 4) Three representatives of the Catholic Diocese of Kitale, the school sponsor;
- 5) One person representing special interest groups in the community; and
- 6) One person representing persons with special needs;
- 7) A representative of the students' council who shall be an *ex officio* member.
- 8) One Co-opted Member
- 9) The School Head of Institution as the board secretary

2.3.3. The Executive Board of Management

There is an executive Board of Management consisting of the Board Chair, the Board Secretary, who is the Head of Institution, the chairperson of a Parents Teachers Association, the current Chair JSS and one other Board member.

2.3.3. Committees of the Board of Management

The Act empowers the Board to form standing Committee or an *ad hoc* Committees and to delegate the exercise of any of its powers and performance of its functions or duties to such committees, member, officer, employee or agent of the Commission to enhance efficiency. Table2.2 shows the 2024 list of Standing Committees established and its members.

Table 2.1: Membership to Board Committees

No	Standing Committee Name	Name	Membership
1	Academic Standards, Quality and Environment	Alex Sabari	Board Member
		Jimmy Makokha	Board Member
		Esther Chemtai	Board Member
		Amos Wekesa	Board Member
		Peter Khisa	School Secretariat
		Tom Wekesa	School Secretariat
2	Audit	Peter Nyongesa	Board Member
		Alex Sabari	Board Member
		Eric Sasaka	Board Chair
		Catherine Khaoma	Board Secretary
3	Co-Curricular	Irene Sitawa	Board Member
		Robert Ochupai	Board Member
		Kennedy Mukhwana	Board Member
		Silas Kiplagat	School Secretariat
		Alex Kaita	School Secretariat
		Catherine Nyongesa	School Secretariat
4	Discipline, Ethics and Integrity	Concepta Simiyu	Board Member
		Rael Maiyo	School Secretariat
		Kennedy Mukhwana	Board Member
		Benjamin Wekesa	School Secretariat
		Leonard Kwalia	School Secretariat
		Silas Kiplang'at	School Secretariat
5	Finance, Procurement and General Purpose	Samson Makhino	Board Member
		Eric Sasaka	Board Chair
		Alex Sabari	Board Member

No	Standing Committee Name	Name	Membership
		Catherine Khaoma	Board Secretary
		Peter Khisa	School Secretariat
		Leonard Kwalia	School Secretariat
6	Human Rights and Student Welfare	Concepta Simiyu	Board Member
		Eric Sasaka	Board Chair
		Peter Nyongesa	Board Member
		Ruth Nyongesa	Board Member
		Scovia Nanjala	School Secretariat
		Leah Wekesa	School Secretariat
7	Infrastructure & Development	Samson Wekesa	Board Member
		Mr Walela Elijah	Secretariat
		Catherine Khaoma	BoM Secretary
		Leonard Kwalia	School Secretariat
		Thomas Wanyonyi	School Secretariat
		Elijah Walela	School Secretariat
	Health Committee	Isabella Wasike	Board Member
		Jacklyne Sipenji	School Secretariat
		Thomas Wekesa	School Secretariat
		Ruth Nyongesa	School Secretariat
		Martha Kamau	School Secretariat
		Maureen Bwari	School Secretariat
		Mildred Khaemba	School Secretariat
8	Security and Safety	Edward Ng'eno	Board Member
		Peter Nyongesa	Board Member
		Yonah Mabunde	Board Member
		Moses Munialo	Board Member
		Kennedy Mukhwana	Board Member
		Isabella Wasike	Board Member
9	Science, Technology and ICT	Peter Nyongesa	Board Member
		Sylvia Chelagat	School Secretariat
		Elizabeth Nyongesa	Board Member
		Mildred Khaemba	School Secretariat
		Martha Kamau	School Secretariat
		Silas Kiplagat	School Secretariat
		Alex Kaita	School Secretariat

The BoM Committees may meet regularly, should there be need to discuss any matter. The reports of the Committee meetings shall however be presented for adoption by the BoM.

2.4. The School Management Structure

The management structure of St. Veronica's Comprehensive Primary School is a hierarchical functional organization structure, which shows the roles or functions of the various positions within the school. The organizational chart is shown in figure 1:

2.4.1. The School Principal

The Principal is the school Chief Executive officer of the school. The principal is also the Secretary to the Board of Management and, together with the Deputy Principals and Heads of Department, implements all BoM decisions and in pursuance of the Basic Education Act, Regulations, policies, procedures and guidelines.

2.3.3. School Management Committees

The School management is supported by the following Standing Committees. The Committees are as follows:

1. Health, Safety and Environment Committee
2. Audit Committee
3. Customer Service Charter Committee
4. Strategic Plan Review Committee
5. Discipline, Ethics and Integrity

The following Adhoc Committees are formed for the purpose of procurement of Goods and Services in accordance with the Public Procurement and Asset Disposal Act, and as revised.

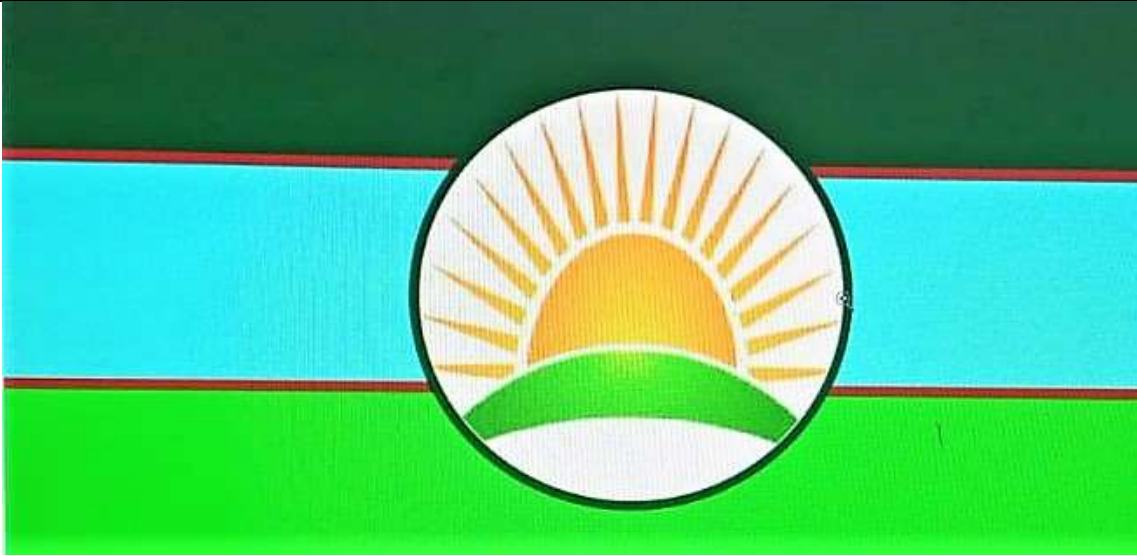
1. Tender Opening Committee
2. Tender Evaluation Committee
3. Inspection and Acceptance Committee

2.4.1. School Anthem, Colours, Logo, Motto, Slogan

The school has a school anthem and motto '*Shine to Enlighten*', to motivate learners, teachers and other stakeholders and unite them towards the school mission and vision. The school's motto also distinguishes us from other institutions and the reason why people choose us from others. The Schools' Stakeholders had agreed on the choice of Dark Green, Sky-Blue, Light-Green and Maroon as official school colours. The school uniforms, sporting, the school flag and branding materials are designed based on these colours.

S/ N	ITEM	DESCRIPTION
1	SCHOOL ANTHE M	<i>Ee Mungu I bariki shule yetu Tuweze kuafikia ndoto zetu Darasani na kwa michezo I-imarike shule yetu</i> <i>Shule yenye wachapa kazi kwa pamoja Yenye mazingira-a mema bora Kazi kwao watoto wote Isonge mbele shule yetu</i> <i>Watoto watunzwe mwito wetu sisi sote Tuweze kulinda haki ya watoto Mtaani na kanisani Iwe kie-lelezo bora</i>

2	SCHOOL COLOURS	Green/light green/sky blue/khaki/Maroon 
3	SCHOOL MOTTO	<i>Shine to Enlighten</i>
3	SCHOOL LOGO	

4	SCHOOL FLAG	
	SCHOOL SLOGAN	<i>Watoto Watunzwe!</i>

14.9. Participation in the Co-curricular and Extra-Curricular Activities

The school participates in sporting activities mainly in the area of Boys and Female Football, athletics due to in-adequate space. It also participates in Music festivals, Creative Arts, School Drama festivals and cultural activities. During the 2024 period the school participated in Music and Football up to county level. The school has integrated sporting, creative arts, cultural activities in the daily curricular in order to tap and nurture talents and passion of our learners. The School is accommodating school diverse ages that range from 5-14 years, into the extra-curricular activities.

The school has active clubs such as, Scouts' Movement, Music, Environmental Conservation Club and Drama. Participation in these club activities will be spread to accommodate much younger learners.

14.9. Compliance to Competency Based Curriculum (CBC)

This school has been progressively implementing the CBC curriculum and policies based on the Core Competencies including; Communication & Collaboration, Critical thinking & problem solving, Creativity & Imagination, Citizenship, Digital Literacy, learning to learn and Self-efficacy.

14.9. Sponsors

This School recognizes the role played by the Catholic Diocese of Kitale for immense support in all aspects ranging from spiritual, social, educational, economic and infrastructural support. In particular, the Catholic Church has been actively participating on issues of the school Management through Board of Management representation. They have also been providing spiritual services to the school in addition with providing the school with infrastructure, social, educational and economic development support for both the school and community.

We also note and appreciate support from other churches and spiritual organizations that have been supporting our physically challenged learners, orphans, girl child, boy child, and learners from the socially and economically challenged families.

Institutions like NG-CDF, NG-AAF and some non-governmental organizations have also been supporting the school in Infrastructure and student welfare.

14.9. Parents Association

The Act provides for the establishment of Parents Association. The Parent Association is the structure through which parents/guardians participate in the school development, as set in the Education Act. The Association is a very active stakeholder and partner with representation in Board of Management.

2.8. Learners' Council

The school has a council with representative structure. The role of the Learners' Council is to promote a harmonious and consultative environment between learners and school management. It also provides an opportunity to nurture students' leadership skills; empower students to become positive role models and change agents in the School, the neighboring communities and society.

The Council leadership is elected by learners themselves by secret ballot, every September. The elected Council Chair also sits on the Board of Management as an ex-officio or ad-hoc member.

2.9. Customer Service Charter

In accordance with the Kenya Government policy, all public sector organizations develop and implement a Customer Service Charter. In compliance with the policy, the school developed this Customer Service Charter in the year 2020. This Customer Service Charter, as outlined in Table 2.1; is a minimum standard that staff members undertakes to meet with regards to providing services to customers and public.

Table 2.2: Our Service Charter Commitments

	Process/Task	Action Required	Service Timelines
1	Applications for School Admission/Re-admission	Based on Written Application	7 days
2	Settlement of Disciplinary Cases	Settlement of cases that do not require BoM Committees	7-days
3	Settlement of Disciplinary Cases with BoM	Settlement of cases that require BoM Committee	14-Days
ti4	Response to physically delivered letters/Mails	Response of incoming external mail	4 day
5	Response to electronic Mails	Response of incoming electronic mail	1 day
6	Staff identification	Wearing of identification badges by Staff	Compulsory
7	Organization and Participation in external meetings	Sending of notification & circulation of meeting Agenda before date of meeting	2 days (For scheduled meetings)
		Sending of apologies before the appointed time	1 day
		Circulation of minutes after meeting	7 days
8	Complaints	Handling of Simple complaint	21 days
		Handling of Public Complaints	30 days
9	Access to Information and Communication	Provide information on Customer rights and obligations	24hrs upon request on physical visit
10	Settlement of Payments	Settlement Payment to external suppliers	15days upon receipt

CHAPTER THREE: ENVIRONMENTAL REVIEW

3.1. SWOT Analysis

An analysis of the school's strengths, weaknesses, opportunities and threats (SWOT) was conducted. The school's internal and external environments were examined. PESTEL model framework was used to analyze the impact of the external environment on the school. This SWOT analysis was conducted for the entire school including, Pre-school, Primary and Junior Secondary School sections.

Table 3.2: SWOT Analysis Model

SWOT ANALYSIS FOR PRE-PRIMARY, PRIMARY AND JSS SECTIONS	
Strengths	
1	Teaching staff are qualified, well trained, experienced and dedicated
2	There is an established, Spiritual and Value Based institutional culture
3	There is an existing school feeding program
4	There exists Board of Management (BoM), School Administration, PTA and Parents Association
5	There is a high school enrolment rate
6	High continuation rates from primary to secondary
7	Regular participation in school games and cultural activities.
8	Adequate geographical catchment area
10	High level of school attendance
11	Available playing ground for learners
12	The school is connected to the electricity grid
13	The school is easily accessible from all directions.
14	The School is in a secure environment
15	General good student behavior amongst learners in the school
16	Young and energetic teachers
17	An established school leadership system for Learners
Weaknesses	
1	Lack of a regular training, educational exposure and staff development programs.
2	Inadequate Support, Motivation & Cooperation from Parents & the Community on school programs
3	Inadequate motivational structures for teaching and other non-teaching staff
4	Low level of support by Parents into the School Feeding Program
5	There is Low Student/teacher ratio
6	Poor and inadequate water supply and sanitary facilities for the learning environments
7	Poor road and water infrastructure within the school catchment area
8	Inadequate playing grounds and facilities for sporting and other extra-curricular activities
9	Inadequate Classrooms, Meeting, Dining and other physical facilities for learners
10	Delayed processing of Birth Certificates by parents, therefore affecting school capitation
11	No transport to cater for young learners especially that live far from the school catchment area
12	High level of lateness on the part of younger learners
13	There is a notable increase in absenteeism amongst learners
14	Inadequate teaching aids and tools for learners
15	Frequent electricity power blackouts
16	The school has no perimeter fence and lacks other enhanced or modern security facilities
17	Low staffing levels for some subjects in the school
18	Low book: learners ratio
19	The school does not have an income generating activity

	SWOT ANALYSIS FOR PRE-PRIMARY, PRIMARY AND JSS SECTIONS	
20	No Laboratory and inadequate kits for science teaching in the JSS	
21	Small Space available for expansion	
22	Lack of formal strategic plans	
23	No other foreign Language taught apart from English.	
24	Sign-Language, not among the languages taught, despite it being one of the national languages	
25	Lack of school alumni association	
26	In-adequate ICT infrastructure for teaching and learning process	
27	Frequent power blackouts	
28	Lack of School Land Title	
29	Ineffective internal and external communication	
	Opportunities	
1	Opportunity to attract learners from far and a larger catchment area	
2	Increased opportunity for support from the NG, County, Partners, Partners, Donors & well-wishers.	
3	Improved road and water infrastructure by state authorities, within the school catchment area	
4	Increased goodwill, relations and partnerships locally, nationally and internationally.	
5	An opportunity to use Technology advancement for teaching and school management.	
6	An opportunity to exploit and create new revenue streams and cost-cutting measures.	
7	Opportunity for re-branding in view of the current stakeholder needs	
8	Increased healthy competition from Private & Public schools	
	Threats	
1	Potential high staff turnover	
2	Potential security challenge	
3	Increased Poverty level within the School catchment area	
4	Retrogressive political, social and cultural practices that may be a threat to school learning	
5	Dangers of Drug Abuse, Early Pregnancies & Child labour	
6	Potential security challenges	
7	Unclear and un-coordinated national policies that negatively impact on school programs.	
8	Uncertainty on policy guidance that may affect curriculum and other implementations.	
9	Construction and Maintenance delays in Road and Water infrastructure in the school catchment area	

3.2. PESTEL Analysis

The Political, Economic, Social, Technological, Ecological and Legal (PESTEL) analysis model guides the identification of an organization's external environment factors which may affect the school positively and negatively. This model therefore looks at factors beyond the control of the School that may have a general impact on the way the school operates in the long run. This must therefore be considered in the development of a strategic plan. The following factors were identified:

Table 3.2: Pestle Analysis Model

	PESTLE ANALYSIS
Political	The current political environment has provided a favorable environment. however, there is the need to have a clear certainty in the implementation of CBC
Economic	A recent rise in the inflation levels has seriously eroded the purchasing power of the community and parents. Parents therefore spend more on essentials leaving less for to support education.
Social Environment	The spending habits and patterns has reduced thus affecting the investments by parents to learners and the school. Erosion of social values has led to unethical behaviors such as drug & alcohol abuse and other social & economic crimes
Technological Environment	- There are increased challenges with regards to cybercrimes risks and hacking of ICT infrastructure. - Rapid Technological advancements, digitization, Internet of Things (IoT) Artificial Intelligence (AI)

PESTLE ANALYSIS	
	and Innovation, that need to embraced. - The School should computerize its operations, and use and integrate ICT in the learning environment and the Enhancement of Security. - The School should also invest in an integrated school management system for efficient and effective financial management, enhanced internal controls and reduced risks.
Environmental	- Disregard for the Environment, water pollution and deforestation etc; has contributed to challenges of global warming/climate change and natural disasters, this has had adverse and negative impacts on incomes, food security and cost of living. - Water pollution, degradation of the environment, water quality, increased mis-use of pesticides and fertilizers and many others continue to be a challenge. This has affected people's health and well-being of the school community and may result in reduced incomes and disrupt school learning within the catchment area.
Legal Ethical	Increased regulations and legal compliance, legislative obligations Poor governance has been the greatest weakness for most schools in Kenya. The insistence on ethical considerations in the running of schools greatly determines whether it will succeed or not. Principles of Corporate Governance and Ethics in the school management and staff should be upheld for public officers.

3.3. Competitor Analysis

This Strategic Plan analyzes the school competitors and their competitive advantages. With a growing number of Schools looking to expand their catchment areas, we cannot ignore the fact that increased competition is inevitable. This School therefore, faces competition from other public and private schools. To ensure that this school remains competitive, the school will implement measures in order to remain competitive: Table 3.3 summarizes the competition environment and measures that will be put in place in order to remain competitive.

Table 3.3: Competition Analysis from other Schools

Competitor Advantages	Our Advantage	Measures to remain competitive and institution of choice
- Many public schools have adequate land for development. - They have adequate infrastructure for sports and other extra-curricular activities - Have adequate classes and offices - Many private schools have much better and modern facilities and many have integrated ICT in the School teaching	Have relatively higher level of ICT infrastructure integration in the School teaching.	- We will create a competitive environment amongst learners - Must put into place policies for engaging, motivating and retention of staff - Provide adequate classes, Offices, ICT Infrastructure and automation of processes - Provide regular training for Staff - Ensure timely payments of suppliers - Introduce and enhance new revenue streams

3.4. Stakeholder Analysis

Table 3.4 Analyses the key Stakeholders, the School works closely with:

Table 3.4: Stakeholder Analysis

Name of Stakeholder	Role of Stakeholder	Expectation of Stakeholders from the School	Obligation to the Stakeholder	Expectations from the Stakeholder
Teaching Staff	Execution of teaching Activities and management of the schools	• Better remuneration & working environment; • Career growth and advancements • Staff Development	• Ensure staff welfare • Ensure learners and parents interests are well taken care of	• Professionalism, • Diligence • Integrity • Hard work • Team work • Excellence
Non-Teaching Staff	Execution of their support work to the work environment	• Better remuneration; • Better working environment; • Career growth	Proper remuneration and terms and conditions of Service	• Professionalism, • Diligence • Integrity • Hard work • Excellence
Board Members	Ensure Strategic implementation of policies	• Adequate compensation; • Feedback from and strong interaction with members; • Cooperation among stakeholders	• Ensuring successful implementation of the strategic plan • to ensure the school and community get value for their investments	• To Ensure implementation of BoM decisions & the 2025-2029 Strategic Plan • Ensure resolutions are in line with the Strategic plan and set policies
School Service Providers	Supply of goods and services to enable smooth running of the School	Prompt payment for goods and services	Timely Delivery of goods and services as per specifications.	Supply of quality goods and services Adherence to supply level agreements
County Government of Trans-Nzoia	Support for ECD teachers, resource persons & infrastructure	Support the school particularly the ECD in terms of Grant, teachers, resource persons, infrastructure etc.	• Support the ECD class infrastructure. • Employ ECD teachers	Timely response to its obligations
Ministry of Education	Policy development and Guidance	Timely review and implementation of policies	• Timely Provision of school grants as per set formula • Timely deployment of Teachers to fill gaps	Timely response to obligations
County Education Board	To support the school on policy implementation	Timely implementation of policies	Support the school BoM and School Administration	Timely response to obligations
Other Schools	Sharing on policy implementation strategies	Timely attendance of meetings	Share information	Timely response to obligations

CHAPTER FOUR: STRATEGIC PILLARS AND DIRECTION

4.1. Introduction

This Chapter presents the strategic directions the school will take for the school for the period 2025-2029 and to effectively carry out its mandate. It is also the basis upon which plans and projects will be formulated, resources mobilized and assigned, actions carried out, and performance managed and evaluated. It includes formulation of a vision and mission statement and identification of core values. Strategic Pillars (Key Result Areas or thematic areas), Strategic goals, strategic objectives, and strategic initiatives and activities are also developed.

These were arrived at after several interactive sessions, discussions and consultations with the School's leadership, management, staff and other stakeholders.

4.2. Our Vision Statement

To provide Education that will help learners develop talents and their potential

4.3. Our Mission Statement

To provide a good learning environment for learners to enable them succeed in their lives

4.4. Our Core Values

In order to achieve our Vision and Mission, as a school, we recognize the need to anchor and develop our systems and society anchored on our Core Values of Integrity, Excellence in any thing we do, embrace teamwork and Professionalism. Additionally, these core values are the basis upon which the BoM, the School Management and Staff, make decisions, plan and strategize. Our Core Values are summarized in Table 4.1.

Table 4.1: Our Core Values

#	Our Core Values	Details
1	Excellence	Ensure all stakeholders provide and/or receive quality and continuously improving education and attention that meets their social, economic and emotional needs.
2	Integrity	Build trust by acting honestly, openly, ethically, morally, truthfully and respectfully. Also ensure equity, fairness and inclusivity, respect for the physical environment and always working within set laws and regulations, for improved decision-making
3	Team Work	To nurture teamwork as collaborative effort of to achieve our goals and objectives in the most effective and efficient way. We will also provide an environment of equal opportunity and team work for learners, staff, gender etc., without discriminating against particular groups
4	Professionalism	We are committed to the provision of services that meet professional standards and best practices in the delivery of our services while ensuring Staff retention

4.7. Strategic Goals and Objectives

This Strategic plan has six broader goals which are broken down into fourteen Strategic Objectives, as summarized in Table 4.2:

Table 4.2: Goals and Strategic Objectives

Strategic Goal	Strategic Objectives
Strategic Goal 1: To ensure Academic excellence, skills, career, Sports and Talent development.	Strategic Objective 4: To ensure achievement and maintenance of quality education and high-performance standards in the school's and national assessments.
	Strategic Objective 6: To introduce Sign-Language and at least one foreign Language for teaching, in order to ensure more opportunities to our learners especially in the job market.
	Strategic Objective 7: To establish a system for identifying and nurturing learners' Passions, Talents and Career paths.
Strategic Goal 2	Strategic Objective 1: To Enhance and Modernize the Health, Safety and Security

To ensure a secure, efficient, cohesive, serene and conducive environment for Teaching and learning	environment for the school.
	Strategic Objective 2: To modernize and provide additional physical facilities for the school in order to meet the current and future needs of learners.
	Strategic Objective 3: Acquisition of Title for the School land.
	Strategic Objective 5: To integrate use of technologies in the teaching and learning processes.
	Strategic Objective 8: To purchase a school bus in order to meet transportation challenges for the growing needs of the school.
Strategic Goal 3: To ensure a skilled and motivated Human Resource Capital for Employee Retention.	Strategic Objective 9: To promote and integrate Environmental Conservation awareness in the School's co-curricular and extra-curricular activities.
	Strategic Objective 14: To equip and ensure high morale amongst staff and learners for increased efficiency, enhanced service delivery, and for staff and learner retention.
Strategic Goal 4: Enhance Financial Capacity by Increasing and Diversifying revenue streams.	Strategic Objective 12: To ensure efficient use of financial resources by integration of technology into the school daily management processes.
	Strategic Objectives 13: To establish facility in the school for additional income generation and for teaching
Strategic Goal 5: To build and enhance Partnerships and Relationships	Strategic Objective 11: To establish strategic partnerships for harmonious existence, sharing, exchange and resource mobilization.
Strategic Goal 6: To build an institutional Culture based on Spiritual beliefs and our Core Values	Strategic Objective 10: Development and integration of an institutional culture based on Spiritual values, our Core values and cohesion among the various cultures and communities within the school community.

4.8. Strategic pillars

The fourteen strategic objectives in table 4.2 are further arranged into four thematic areas (hereby by called Strategic Pillars), as summarized in Table 4.3. These Strategic Pillars forms the framework of this Strategic Plan

Table 4.3: Strategic Pillars and details

	Strategic Pillars	Details
1	Academic Excellency and Learners Development	To gradually increase Academic Performance, Passion and Talent development of Learner
2	Institutional Culture and Physical Environment	To create a unique school culture that is anchored upon spiritual and positive values.
3	Infrastructure Development & Operational efficiency	To improve the school's infrastructure and conducive environment for learners.
4	Human, Financial Resource Management and Partnerships	To ensure achievement of our goals through enhanced stakeholder participation, develop partnerships and human and financial resource management

4.9. Justifications, Expected Project Outcomes and Initiatives

Table 4.4: Strategic Objectives, Initiatives and Activities

Strategic Objective	Justification for this Objective	Expected Project Outcomes / Outputs & Initiatives	Cost Estimates and Funding Options
Strategic Objective 1 To Enhance and Modernize the Health Safety and Security environment for the School	To create modern security measures that enhances a healthy learning environment. The school requires continuous power supply and backup and reduces of	• More trees, flowers and helpful plants in the school for serene environment • Repair of existing fence constructing; 2025. • Installed Fire & Safety equipment: 2025-2026. • Installed CCTV security cameras, Solar Security floodlights /streetlights, Solar	Implementation Period: 2025-2029. Estimates Costs: Kshs: 6,000,000 <u>Funding Options</u> NG grants, NG-Infrastructure Support, NG-CDF, Partners &

Strategic Objective	Justification for this Objective	Expected Project Outcomes / Outputs & Initiatives	Cost Estimates and Funding Options
	costs. Use of clean energy from Solar, is good for environment and for mitigation against the negative effects of climate change	Power Storage and Back-Up Systems; 2026-2027. • Constructed Perimeter Wall; 2028-2029. Plans & Initiatives • The Health Safety and Environment Committee, to develop plans for planting trees and flowers in the school, and to ensure full implementation of the School Safety Manual; 2025. • To review and roll-out regular sensitization plans on HSE; 2025. • To undertake surveys and identify areas for installing Security Cameras, solar systems and Solar floodlights; 2025 To develop Cost Estimates, Procurement and implementation plans 2026-2028	Donors
	The school requires continuous Clean Water Supply and modern sanitary facilities. Use of clean energy from Solar, is good for environment and for mitigation against the negative effects of climate change	• Adequate water supply and new storage tanks. • An Underground and Aerial water collection, harvesting and storage System; 2026-27. • A new environmental friendly Bio-Digester Septic tank facility 2026-27. • New Washrooms to be connected to the Bio-Digester Septic tank facility 2026-27. Plans & Initiatives • Review and Secure yearly contract for the supply of adequate clean water; 2025. • To undertake surveys and identify areas for installing new washrooms and Bio-Digester; 2025. • To liaise with possible donors and develop Cost Estimates, Procurement and implementation plans 2026-2027	Estimated Costs:Kshs. 3.5M Funding Options: NG grants, NG-Infrastructure Support, NG-CDF, Partners & Donors
	The school requires a new Kitchen and dining facilities.	Construction of a New Kitchen and Dining/Multipurpose Hall: 2026-2027	Estimated Costs:2.3M Funding Options: NG grants/Infrastructure Support, NG-CDF, Partners & Donors
Strategic Objective 2 To modernize and provide additional physical facilities for the school in order to meet the current and future needs of learners	1) Adequate learning space and clean environment for Pre-Primary is required @ 40 learners per class 2) The Primary Section has a current population of over 800 Learners and 9 classrooms which are congested with over 100 learners per class way	1) Construct three (3) Pre-Primary School (ECDE) Classrooms, furnished with 120 desks, floor tiles, water harvesting system, to cater for 120 young learners; 2025-2027. 2) Construction of 10 additional Classrooms, furnished with 400 desks, with whiteboards that use coloured markers to replace chalk-black boards, floor tiles, water harvesting system, to cater for 400 young learners, as a	1 Estimates for Pre-Primary Classes, 2025-2027 2.5 2 Estimates for 10 Primary Classes- 2026-2029. 10 3 Estimates for JSS 2.0 Classes by 2025. 4 Estimates for JSS 1.0 Lab by 2025

Strategic Objective	Justification for this Objective	Expected Project Outcomes / Outputs & Initiatives	Cost Estimates and Funding Options
	above the prescribed fifty (50) learners. 3) There is need for an extra JSS class an equipped science Laboratory 4) A Computer Cyber room for teaching, is required for teaching and for the realization of the dream of being the Centre of Excellence for ICT in the region	standard feature in the Primary Section; 2026-2029. 3) Construction of JSS Science Laboratory, Supply of furniture and equipment; 2025. 4) Construction a Computer Cyber room, Supply furniture for 50 users, Supply 50 computers and related accessories. Period: 2026 -2027	5 Estimates for 3.15M Cyber Room (2026-27) Total Estimates 16.86 M <u>Funding Options:</u> NG grants, NG-Infrastructure Support, NG-CDF, Partners & Donors
	A centralized administration is block required in the school to accommodate offices, meeting rooms, stores, Staff Rooms, a boardroom, waiting rooms, washrooms etc.	To Construct a centralized school administration block on a one storey building block consisting of 6 Offices (for Principal, two (2) Deputy & Support Staff), a Staff Room for teachers, a boardroom, a waiting room and four (4) washrooms done to completion. As a standard feature, this building will be on a storey infrastructure with facilities for water harvesting and solar energy harvesting	• Implementation Period: 2028-2029 –Phased implementation may apply. • Estimated Costs: Kshs. 6,370,000/= <u>Funding Options:</u> ▪ NG Grants, NG & County Government (CG) Infrastructure support ▪ NG-CDF Support ▪ Donors & Partner Support
Strategic Objective 3 Acquisition of Title for the School land.	The school needs own Title deed for the land	To Liaise with Chebukaka Coop Society and other relevant State Departments/ Agencies for Land Title.	Estimated Costs: Kshs. 300,000/= <u>Funding Options:</u> NG-Infrastructure support.
Strategic Objective 4 To ensure achievement and maintenance of quality education and high-performance standards in the school's and national assessments.	This assists learners on the achievement of academic Excellency.	• Introduction basic computer studies at the Primary Level @ Kshs.250,000 annually by 2026. • Incorporate a school mentorship programs and development of official school speech /culture/sports days by 2025.	1 Estimates for Basic Computer Studies by 2026 @ Kshs. 0.8M 2 Estimates for mentorship and speech days by 2025; @ 0.2M. Total Estimates=1.2M <u>Funding Options:</u> NG Grants, CGTZ & NG-CDF, Donors & Partner Support
	Learners require Lunch in view that a bigger percentage of learners don't get lunch	To develop a lunch Catering program.	Estimated Cost: 36.0M. <u>Funding Options</u> NG Grants, CGTZ & NG-CDF, Donors & Partner Support
Strategic Objective 5	There is need to integrate	• Identify and procure a relevant ICT	Estimated Cost: Kshs.

Strategic Objective	Justification for this Objective	Expected Project Outcomes / Outputs & Initiatives	Cost Estimates and Funding Options
To integrate use of technologies in the teaching and learning processes	use of technology in teaching and instruction.	infrastructure for teaching, including, but not limited to, a modern Projector, a display unit, Public Address system, Laptops & accessories, by 2027. Remove use of Chalk to coloured markers in the school. The school will therefore transition from chalkboards to whiteboards and use of environmental friendly, easy to erase coloured markers in new classes by 2027	220,000. <u>Funding Options:</u> - NG-Infrastructure support. - Sponsors/Partners/Well wishers
Strategic Objective 6 To introduce Sign Language and atleast one other subject in the language category, for teaching.	- Sign language is one of the three official languages in Kenya. Others being Kiswahili and English. - Introducing the languages, as a teaching subject, early in school, increases learner's more opportunities and global competitive advantage on opportunities.	To introduce French and Sign Language, as one of the languages in the school teaching program, beginning Pre-Primary and Grade1; 2025. This implemented will be done in liaison with the MoE, the TSC for teacher support and Parents Association; by 2025	Estimated Cost @ Kshs. 2,400,000 Funding Options: - School (NG) grants - Sponsors/Partners/Well wishers
Strategic Objective 7 To establish a system for identifying and nurturing learners' Passions, Talents and Career paths.	- Learners require guidance on career goals so that they can have the required academic background and skills to be successful in their chosen career paths. - Learners also require an environment where learners' passion and talent are identified early and nurtured - Extra-curricular activities instill positive personality, social, communication skills, hardworking skills and personality traits. They also help boost academic performance; enhance healthy lifestyle, among other skills.	- Review and enhance career guidance activities through the established the Career Guidance department within the school; 2025. - Identify essential skills, Passion and Talents, extra-curricular interests from every learner necessary for learners' future success; 2025. - Enhance and/or introduce Scouts, Music, and environment conservation clubs, in line with the school's target as the centre of excellence in Music, Culture and environment conservation - Identify, enhance other existing clubs and gradually introduce new clubs from the lowest possible level in school and equip them accordingly; 2025-2029 - Introduce Sports, Art, Culture open days in the School Calendar; 2025.	Estimated Cost @ 250,000 Funding Options: - School (NG) grants - Sponsors/Partners/Well wishers
Strategic Objective 8 To purchase a school bus in order to meet transportation challenges for the growing needs of the school.	This Will help younger learners' access school with ease and reduce other transportation challenges with regards to educational trips.	- Develop technical specifications, Estimated Costs by 2026; - Identify, engage and send requests to potential donors for; 2026.	Estimated Cost: Kshs 5,000,000. Funding Options: - NG-CDF Consideration - Sponsors/Partners/Well wishers

Strategic Objective	Justification for this Objective	Expected Project Outcomes / Outputs & Initiatives	Cost Estimates and Funding Options
Strategic Objective 9 To promote and integrate Environmental Conservation awareness in the School's co-curricular and extra-curricular activities.	To institutionalize the culture of Environmental conservation to mitigate against the negative effects of climate change by:	• Communication and Liaise with relevant government departments and agencies, including the County Government of Trans-Nzoia and the Kenya Forest Service (KFS) for technical support in introducing Tree Nurseries within the School • Introduce, purchase and plant various tree seedlings, preferably indigenous trees • Partner for participation with community and local leadership in tree planting.	Kshs. 200,000 Funding Options: • NG-CDF Saboti • NG Grants • Donors/Partners
Strategic Objective 10 Development and integration of an institutional culture based on Spiritual values, our Core values and cohesion among the various cultures and communities within the school community.	Integration of Spiritual and core-values within the school system promotes a positive institutional culture; nurture learners develop high self-esteem, enhance discipline, foster cohesion and interactions for peaceful co-existence and unity.	➤Develop partnerships for counseling, mentorship programs and spiritual services ➤Develop official school speech days ➤Develop School Anthem, School Band, School Flag, School Colours, School Motto and Slogan by 2025. ➤Implement Friday and Monday as official days for branding.	Kshs. 850,000 Funding Options: • NG-Grants • The School Sponsor • Donors/Partners
Strategic Objective 11 To establish strategic partnerships for harmonious existence, sharing, exchange and resource mobilization.	Fostering relationships and partnerships for mutual benefits has the potential of creating harmony with communities, supporting common programs like Tree Planting, environmental conservation etc., and create good environment for fundraising to help the school and other community programs.	• To identify and built database of Potential Partners and Donors: Q1-2025. • Help establish and strengthen the school alumni, involve them in key decision making. • Establish local partnerships with local leadership and develop programs for regular participation in community social programs. • Establish partnerships, nationally and internationally for information sharing and exchange programs; Q4-2025-2029	Estimated Cost @ 280,000 Funding Options: • NG-Grants • Donors/Partners/Well wishers
Strategic Objective 12 To ensure efficient use of financial resources by integration of technology into the school daily management processes.	For efficient implementation of this Strategic Plan, Automation of school operational, Human, Financial management and administrative operations.	The school to acquire an Integrated School Management System to automate all school administrative, Accounting and Management programs The activities will include: • Identification of areas that require integration of ICT: 2025 • Develop specifications for the required Integrated School Management System; 2025. • Procure, train and implement;2027	Estimated Cost: 0.6M. Estimated Installation and Maintenance Costs: Kshs. 350,000
Strategic Objective 13 To establish facility in the school for income generation and for teaching	The school needs to establish projects for enhancement and diversification of revenue streams, teaching and for	• To evaluate and identify project in Agri-business and conservation project. • To Seek Technical Support in the establishment of the project • Develop management and governance	Kshs.1,050,000

Strategic Objective	Justification for this Objective	Expected Project Outcomes / Outputs & Initiatives	Cost Estimates and Funding Options
	instilling entrepreneurship skills.	and accounting structures and implementation costs for the projects; Q1 2025.	
Strategic Objective 14 To equip and ensure high morale amongst staff and learners for increased efficiency, enhanced service delivery, and for staff and learner retention.	This objective is to ensure we have motivated staff and staff retention	The school to develop a motivation, reward policy and programs for both staff and learners based on performance achievements in curricular and co-curricular activities, by 2025.	2,150,000 • NG-Grants • Donors/Partners

CHAPTER FIVE: COORDINATION AND IMPLEMENTATION FRAMEWORK

5.1. Introduction

This chapter outlines the areas necessary for successful implementation of this strategic plan. This includes coordination, responsibilities for implementation, planning, budgeting and resource allocations.

5.3. Responsibilities of the BoM in the Implementation

The Board of Management is responsible for oversight of the performance of the School Management in the implementation of this Strategic Plan. The Board will, therefore, be appraised regularly on the progress of implementation of these strategic initiatives, activities and the achievement of the intended outcomes.

5.3. Responsibilities of the School Management and Staff

The overall role of implementing the plan rests with the School Management. The School Management will therefore guide the implementation of all activities outlined in the strategic plan. They will also ensure budgeting; develop procurement plans, allocation and re-allocation of the resources. They will develop quarterly, annual work plans and reporting formats from implementation matrix. The work plans will be cascaded to Departments, Sections and School Champions for compliance, for ease of data collection and implementation.

The school Staff at all levels will ensure the strategic activities are articulated in their daily plans, and implemented on a timely basis of activities in their areas of operation.

5.4. Managing of Change

In order to effectively manage these implementations and align with both the internal and external environment, the School will sensitize all Staff on Change Management and additionally, sensitize senior management on requirements of the Public Procurements and Asset Disposal Act to ensure Compliance.

The school management, in its programs, will also ensure a performance based and result oriented Management approach is implemented, including implementation of Employee Motivation and retention policies, and increased Strategic Partnerships.

5.5. Development of Strategic Partnership

The school will identify various stakeholders at the local, county, regional, national and international levels for partnership. The school will therefore:

- 1) Conduct a comprehensive stakeholders' analysis to develop a data base of existing, and potential partners, their interests and formulate strategies for engagement;
- 2) Identify local partnerships on the implementation key objectives like in environmental conservation and climate change.
- 3) Develop and implement frequent consultative mechanisms with stakeholders on key changes within the school.

CHAPTER SIX: SOURCES OF FUNDING FOR THIS STRATEGIC PLAN

6.1. Introduction

The success of the plan depends heavily on availability of funds from both internal and external sources. The main sources of funding for the school projects include raised funds from our stakeholders, partnerships, National government grants, support from the NG-CDF, County Government of Trans-Nzoia and Sponsorships. Notwithstanding the resources, the school will venture into external sources such as from other well wishers.

6.2. Projected Resource Requirements for Implementation

The implementation matrix captures the resource requirements (budget) for the realization of each strategic Pillar. The cumulative amount required for this implementation for the entire 2025 to 2029 period, is estimated to be Kshs 87.250Million, which equivalent to 17.450Million annually. Table 6.1 presents the estimated resource requirements under each pillar.

Table 6.1: Estimated costs for each Strategic Pillar

#	Strategic Pillar	5-year Implementation Costs (Kshs)	Average Annual Costs	%
1	Learners Development and Academic Excellence	44,870,000	8,974,000	51.43%
2	Infrastructure Development & Operational efficiency	37,500,000	7,500,000	42.98%
3	Human, Financial Resource Management and Partnerships	3,830,000	766,000	4.39%
4	Institutional Culture & the Physical Environment	1,050,000	210,000	1.20%
	Total Cost	87,250,000	17,450,000	

More details are highlighted in the five (5) year implementation matrix provided in the APPENDIX.

6.3. Projected funding Sources and Strategies for Mobilization of Additional Resources.

To fully implement the activities in this plan, the School will apply the following strategies to mobilize additional resources in order to realize this 2025-2029 Strategic Plan. The identified strategies are as follows:

1. Developing funding proposals and creating partnerships with potential strategic partners;
2. Strengthening local partnerships with the Community.
3. Engagement of alumni in fundraising activities through the Alumni Association;

CHAPTER SEVEN: MONITORING & EVALUATION

7.1. Introduction

This plan recognizes that progressive monitoring of the plan determines whether the implementation is on track. Monitoring will therefore be carried out based on the expected outputs/outcomes and measurable Key Results Indicators set out in the implementation matrix.

7.2. Developing Work Plans, Monitoring & Reporting formats

The School will develop quarterly and annual work plans, and monitoring and reporting formats based on Implementation Matrix, which will be cascaded to the Departments and Sections.

7.3. School Management Strategic Plan Review meetings.

The School Management will conduct a Strategic Plan Management Review meetings at least once every quarter to discuss the implementation status and necessary follow up actions. The meetings will keep activities and outputs of the Plan on track to enable the management to take necessary actions to address emerging challenges. Such meetings will be held early enough to ensure prompt submission and presentation of such quarterly reports to the BoM.

7.4. Evaluation Mechanism and reporting

The School will undertake annual evaluations of the Plan as in table 7.1 below:

Table 7.1: Plans for Annual Evaluations

Number	YEAR	TYPE OF EVALUATION
Year1	2025	Annual Evaluation
Year2	2026	Annual Evaluation
Year3	2027	Mid-term Evaluation
Year4	2028	Annual Evaluation
Year5	2029	Final Evaluation

At the end of Year 3, mid-term review will be undertaken while at the end of the five (5) year plan period, a final evaluation exercise will be undertaken, to assess the extent to which the plan has met its strategic objectives and timelines. These evaluations will be undertaken by a School's audit Committee. However, an independent external team may be procured to undertake a particular process, if there is need.

Progress reports will be prepared on a quarterly basis as per developed reporting formats. The reports will be discussed by the school management team and thereafter presented to the BoM.

CHAPTER EIGHT: RISK MANAGEMENT

In the process of implementation of this strategic plan, there are potential risks that have to be mitigated if the school is to achieve its strategic objectives. The School will pay close attention and maintain a Risk Register for a specific period, reporting on the risks, actions taken and possible mitigation measures. The key external risks that the school may face, their level of criticality, and mitigation measures are as summarized in Table 8.1.

Table 8.1: Risk and Mitigation Measures

#	Key external risk	Anticipated Risk	Risk level	Mitigation measures
1	External interference	Any Interference motivated by gender, ethnic and political considerations	Medium	Engage with relevant stakeholders parents, the community, among others
2	Environmental & climate change risks	Likely to affect daily activities, and peoples incomes	High	To Continuous follow up on climate and environmental issues and develop effective, appropriate and early responses.
3	Lack of adequate and timely funding flow	Delayed funding have a negative impact in the realization of the Strategic Plan	High	• Develop and implement alternative income generating sources. • Develop partnerships for resource mobilization and utilization. • Develop and implement a marketing strategy. • Procure goods, works and services at competitive rates. • Strengthen and automate control and accountability systems.
4	Rapid technological Change risk	The Rapid change in technology may affect implementations	High	Investing in modern technological innovations
5	Online security risks	Cyber Crime Risks	High	• To develop capacity and coordinate efforts for effective response to online risks. • Review of ICT logical and physical access controls. • Regular review of the ICT security policy and procedures. • Continuing capacity building on ICT security..
6	Reputation Risk	Loss of reputation in the community	High	Ensure that the schools participate effectively in community affairs, and involvement of stakeholders in its decision making processes
7	Social Risks	Reduced livelihoods affecting learners	Medium	Engage with relevant stakeholders parents, the community, among others
8	Policy, Legal and Regulatory Risk	Risks of Non-Compliance lead to delayed implementations	Medium	Ensuring compliance with all Laws, Regulations & Policies in the operation and management of schools
9	Competition Risk	Risk of failure to attract skilled staff, staff and learners	Medium	• Ensure the operating environment for learners and employees is good and motivating. • Develop and implement additional viable competitive programmes like

#	Key external risk	Anticipated Risk	Risk level	Mitigation measures
				early introduction of computer lessons, French studies, and sign language. • Development of an effective internal and external communication strategy
10	Insecurity			• Enhance collaboration and co-operation with public and private security agencies on security matters. • Improvement of internal security infrastructure including,
11	Operational Risks	Risk of Mis-allocation of resources	Medium	Align work plans and budgets with the strategic plan. Create Strategic Plan Compliance oversight team within school
12	Challenges in attracting and retaining competent staff	Inadequate Staff		Implement effective motivational strategies and policies attractive and innovative staff retention incentives.

APPENDIX I: IMPLEMENTATION MATRIX 2025-2029

INFRASTRUCTURE DEVELOPMENT & OPERATIONAL EFFICIENCY PILLAR

School Infrastructure Development & Operational Efficiency Pillar							Key Performance Indicators (KPI) & Responsibility	Total Costs & Funding Options
Strategic Objectives	Expected Outputs/Outcomes, Strategic Initiatives	Planned Activities, Estimated Resources and Time Frames						
		2025	2026	2027	2028	2029		
Strategic Objective 1 To Enhance and Modernize the Health Safety and Security environment for the school.	<u>Expected Outcome/ Output</u> Enhancement of Health, Safety, Security & Environment by doing the following: - Review and enhance regular sensitization programs on the Health Safety and Security Environment by fully implementing the School Safety Manual; 2025. - Repair the existing fence; 2025. - Purchase & Install of Fire & Safety equipment: 2025-2026. - Installing CCTV security cameras, Solar Security floodlights/streetlights, Power Storage and Back-Up Systems using solar energy; 2026-2027. - Construct a Perimeter Wall; 2028-2029	- Undertake Survey, develop BoM, Cost estimates & Specs for Fire, Safety and security & other eqpt and Recommend - Enhance activities of the HSE Committee. - Review and enhance regular sensitization programs on the Health Safety and Environment (HSE) and fully implement the School’s Safety Manual; 2025. - Make repairs on an existing fence constructing; 2025.@ 20,000/=	Purchase and Installation of Fire & Safety equipment: 2026 Kshs 30,000.	Installation of CCTV Cameras, and Solar Floodlights /Streetlights by 2029 @200,000/=.	- Budget and Initiate a Procurement process and Contract @ 20,000/= - Installation of Solar Panels, Inverters and efficient back-up battery systems, by 2029 @0.9M. - Construct Phase 1 of Perimeter Wall @2.0M	Construct the Perimeter Wall to completion @Kshs 2.0M	Status Report to the Board <u>Responsibility</u> Security & Safety Committee	<u>Total Cost</u> Kshs. 5.17M <u>Funding options</u> - NG- grants - NG-CDF - CGTZ - Donors/ Well-wishers
Strategic Objective 1 To Enhance and Modernize the Health Safety and Security environment for the school.	<u>Expected Outcome/Output</u> Improvement of Water Supply, Construction of Water harvesting and Storage facilities. Rehabilitation and Construction of flash toilets, washrooms and an environmental friendly Bio-digester Septic tanks. Review and Secure contract for the	To undertake Survey and make recommendations on possible sites, building structures, BoQs, Specifications and Cost estimates and construction plan for Rain water harvesting, an underground and aerial water	- Contract with Suppliers(s) @ Kshs. 400,000/= - Rehabilitate existing Washrooms @Kshs. 50,000/=, - Install gutters, purchase tanks and Construct Build Aerial water storage	- Contract with Suppliers(s) @ Kshs. 400,000/= - Review building plans and specifications & Cost estimates - Construct an underground water tank with plumbing works & solar pumps	Contract with Suppliers(s) @ Kshs. 400,000/=	Contract with Suppliers(s) @ Kshs. 400,000/=	Status Report to the Board <u>Responsibility</u> - Security & Safety Committee & - The Health Committee	<u>Total Cost</u> 3.5M <u>Funding Options</u> - NG Grant. - NG-CDF - Donors

School Infrastructure Development & Operational Efficiency Pillar							Key Performance Indicators (KPI) & Responsibility	Total Costs & Funding Options
Strategic Objectives	Expected Outputs/Outcomes, Strategic Initiatives	Planned Activities, Estimated Resources and Time Frames						
		2025	2026	2027	2028	2029		
	uninterruptible supply of clean water; 2025. • Construction of underground and aerial Infrastructure for water collection, harvesting and storage; 2026-27. • Toilets/Washrooms and Bio-Digesting facility	harvesting systems and Bio-Digesting/Septic facilities. @10K • Estimate current and projected clean water demand in the school • Develop Budget and Contract for regular clean water services. @ Kshs. 250,000/=	facility @ Kshs. 400,000/=. • Build 6 new Washrooms, a urinal, and one washroom reserved for the PWDs. • Construction of the Bio-digesters systems @ Kshs. 800K	✓Purchase and install at elevated tanks @ 400,000/=				
	<u>Expected Outcome/Output</u> Construction of a New Kitchen and Dining/Multipurpose hall	Undertake Survey and make recommendations on possible sites, building structures, Cost estimates and implementation plan @ 10K	Identify the building plans from BoQs, specifications and costs.@ Kshs.40,000	Engage contractor to undertake the Building works, plumbing and piping. @ 1.5M	Furnishing Chairs &Tables @ Kshs. 0.75M		Status Report to the Board Responsibility • Security & Safety Committee & • The Health Committee	<u>Estimated Costs</u> 2.3M <u>Funding options</u> • NG Grant • NG-CDF • Donors
Strategic Objective2 To modernize and provide additional physical facilities for the school in order to meet the current and future needs of learners.	<u>Expected Outcome/Output.</u> Constructing Three (3) ECDE Classrooms for the Pre-Primary Section accommodating 120 new Learners by 2029 with water harvesting system and on a storey structure	Undertake Survey and make recommendations on possible sites, building structure, Cost estimates ad implementation Strategy@ 10K	Liaise with CCTZ.@ Kshs 10K	Liaise with CCTZ . Acquire/Develop building plans, BoQs & Specifications, Approvals & budget. <u>Costs Estimates</u> Kshs 40,000	Construct one (1) Classroom and supply 40 desks. @ Kshs 1.8M	Construct one (1) Classroom and supply 40 desks. <u>Costs Estimates</u> Kshs 0.9M	Status Report to the Board Responsibility Infrastructure & Development Committee	<u>Total Cost</u> 2.76M <u>Funding Options</u> • CGTZ • Donors/ • Well-wishers
Strategic Objective 2 To modernize and provide additional physical facilities for the school in order to meet the current and future needs of learners.	<u>Expected Outcome/Output.</u> Construct Ten (10) new Classrooms for the Primary Section accommodating 300 new Learners on a storey infrastructure, with water harvesting infrastructure by 2029	Undertake Survey and make recommendations on possible sites, building structure, Cost estimates ad implementation Strategy @ Kshs 10k	Acquisition of building plans, BoQs, Specs & Approvals @ 40k. Construct three Classrooms and supply 100 desks @ 2.7M	Rehabilitate three (3) and Construct three (3) new Classrooms and furnish @ 3.0M	Rehabilitate three (3) and Construct two (2) new Classrooms and supply 100 desks @ 2.3M	Rehabilitate three (3) and Construct two (2) new Classrooms and supply 100 desks @2.3M	Status Report to the Board Responsibility Infrastructure & Development Committee	<u>Total Cost</u> 10.35M <u>Funding Options</u> • NG Grant. • NG-CDF • Partners/Donors

School Infrastructure Development & Operational Efficiency Pillar							Key Performance Indicators (KPI) & Responsibility	Total Costs & Funding Options
Strategic Objectives	Expected Outputs/Outcomes, Strategic Initiatives	Planned Activities, Estimated Resources and Time Frames						
		2025	2026	2027	2028	2029		
	<u>Expected Outcome/Output.</u> Construct Two (2) Classrooms for the JSS Section.	Undertake Survey and make recommendations on possible sites, building structure, Cost estimates ad implementation Strategy @Kshs 10k	Acquire building plans, develop specifications, Cost estimates @ Kshs 40k	Construct two (2) Classrooms and furnish. @ Kshs 2M			Status Report to the Board Responsibility Infrastructure & Development Committee	<u>Total Cost</u> 2.05M <u>Funding Options</u> • NG Grant. • NG-CDF • Partners/Donors
	<u>Expected Outcome/Output.</u> Constructing the JSS Science Laboratory	Undertake Survey and make recommendations on possible sites, building structure, Cost estimates and implementation Strategy @Kshs 10k	Acquire building plans, Specifications, cost estimates & Approvals. @ Kshs 40k	Contract through a competitive process @ Kshs 1.5k			Status Report to the Board Responsibility Infrastructure & Development Committee	<u>Total Cost</u> Kshs:1.55M <u>Funding Options</u> • NG Grant. • NG-CDF • Partners/Donors
	<u>Expected Outcome/Output.</u> Construction of a one storey administration block consisting of 6 Offices, Staff Room, a boardroom, Waiting room and two washrooms to done to completion, including water harvesting infrastructure.	Undertake Survey and recommend on possible sites, building structure, Cost estimates and implementation Strategy @Kshs 10k	Liaise with relevant authorities for Approvals and Monitor Budget Approvals @20K	Finalize on Approvals. Develop technical Specifications & cost estimates. @Kshs 50,000	Identify supplier(s) and contractor(s) competitively. Construction of the one storey Administration block @3.15m	Finalize on Construction and handover <u>Costs Estimates</u> @3.15m	Status Report to the BoM Responsibility Infrastructure & Development Committee	<u>Total Cost</u> 6.37M <u>Funding Options</u> • NG Grant. • NG-CDF • Donors
Strategic Objective 2 To modernize and provide additional physical facilities for the school in order to meet the current and future needs of learners.	<u>Expected Outcome/Output.</u> Computer Cyber Room, Cyber Store and Computers	Undertake Survey and make recommendations on possible sites, building structure, Cost estimates and implementation Strategy @Kshs 10k	✓Identify building plans and Approvals ✓Develop Specifics & cost estimates. @ 40k	Construct one Computer Cyber room, furnish & supply 30 Computers & one heavy duty printers @2.5M	Supply thirty (30) computers & one heavy duty printers @600K		Status Report to the BoM Responsibility Infrastructure & Development Committee	<u>Total Cost</u> 3.15M <u>Funding Options</u> • NG Grant. • NG-CDF • Donors
Strategic Objective 3 Acquisition of Title for the School land.	To Liaise with Chebukaka Cooperative Society & other relevant state departments /Agencies on transfer of the Title.	Liaise with Chebukaka Farmers Society Leadership and other responsible	Budget estimates for survey, transfer and other costs @ 300,000/=				Status Report <u>Responsibility</u> Infrastructure & Development Committee	<u>Total Cost</u> 0.3M <u>Funding options</u> NG grants
TOTAL COSTS		330,000	4,910,000	11,590,000	11,920,000	8,750,000		37,500,000

LEARNERS DEVELOPMENT AND ACADEMIC EXCELLENCE PILLAR

Strategic Pillar2: Learners Development & Academic Excellence							KPI Performance Indicator. Responsibilities	Key Funding Sources of &
Strategic Objective	Expected Outputs/Outcomes, Strategic Initiatives and Steps	Activities, Estimated Resources and Timeframes						
		2025	2026	2027	2028	2029		
Strategic Objective 4 To ensure achievement and maintenance of quality education and high performance standards in the school's and national assessments.	1. <u>Expected Outcome/Output</u> Books to have 1:1 student/book ratio per class, where applicable, by 2029	20% for Primary 20% for JSS - Identify number of Books required for each subject area. - Identify possible book sources including donation; - Ensure adequate Book storage facilities@ Kshs. 200,000/=	25% for Primary 40% for JSS @ Kshs. 200,000/=	40% for Primary 60% for JSS @ Kshs. 200,000/=	50% for Primary 70% for JSS @ Kshs. 200,000/=	1:1 student/ book ratio @ Kshs. 200,000/=	Report to the BoM <u>Responsibility</u> Academic Standards, Quality and Environment Committee	<u>Total Cost</u> 1.0M <u>Funding options</u> • GoK grants.
		Enhancement of School feeding program by developing a cost shared voluntary program. <i>Kshs. 1.0M</i>	Develop cost shared volunteer program <i>Kshs 5.0M</i>	10.0M	10.0M	10.0M	<u>Responsibility</u> Academic Standards, Quality and Environment Committee	<u>Total Cost</u> 36.0M <u>Funding options</u> • GoK grants.
Strategic Objective 5 To integrate use of technologies in the teaching and learning processes	ICT infrastructure for teaching & school administration ➤ Identify and engage the contactor & Suppliers and implement by 2026	- Identify facilities and teaching aids by 2025. - Develop specifications and cost estimates for supply of Laptop Computers, a projector & display screen, a Public Address system and White-Boards to eliminate use of chalk by 2025. - Estimated Costs @Kshs 20,000/	Transition from chalkboards to whiteboards &Annual operation & Maintenance @50,000	Transition from chalkboards to whiteboards &Annual operation & Maintenance @50,000	Transition from chalkboards to whiteboards @50,000	Final transition to whiteboards @50,000	➤ Status Report to the BoM by the Infrastructure Committee ➤ Technical & Tender Specs <u>Responsibility</u> Academic Standards, Quality and Environment Committee	<u>Total Cost</u> Kshs. 220,000 <u>Funding options</u> • GoK grants • Donors & Well-wishers
Strategic Objective 6 To introduce Sign Language and atleast one other subject in the language category, for teaching.	- To introduce French and Sign Language, as one of the languages in the school teaching program. - Identify Teachers and estimate	The Committee to develop plans for gradual introduction beginning with Pre-Primary and Grade1 by 2026.	Implement for Pre-primary & Grade1, 2&3 &JSS using BoM hired persons & services Kshs. 400,000/=	Implement for Pre-primary & Grade1-4 &JSS using BoM hired persons & services Kshs. 600,000/=	Implement for all Sections using BoM & TSC teachers Kshs. 600,000/=	Implement for all Sections using BoM & TSC teachers Kshs. 600,000/=	- Staff Engagement - Recruited officer. <u>Responsibility</u> Academic Standards, Quality and Environment	<u>Estimated Cost:</u> Kshs. 2.4M <u>Funding options</u> • GoK grants • CGTZ • Donors & Well-wishers

Strategic Pillar2: Learners Development & Academic Excellence							KPI Key Performance Indicator. Responsibilities	Total Costs, Funding Sources of &
Strategic Objective	Expected Outputs/Outcomes, Strategic Initiatives and Steps	Activities, Estimated Resources and Timeframes						
		2025	2026	2027	2028	2029		
	implementation Costs	• To liaise with the MoE and TSC for teacher support. • To work with Parents Association and develop a phased implementation program by 2026 • Implement gradually beginning with Pre-primary & Grade1 &2 JSS using BoM hired services @ 200,000/=					Committee	
Strategic Objective 7 To establish a system for identifying and nurturing learners’ Passions, Talents and Career paths.	To develop Career Guidance , Passion, Talent framework and necessary essential skills by 2025	The Board Committee to develop a clear framework for identifying talents and guidance in order to implement this objective @ Kshs. 50,000/=	Implement framework. @ Kshs. 50,000/=	Implement framework. @ Kshs. 50,000/=	Implement framework. @ Kshs. 50,000/=	Implement framework. @ Kshs. 50,000/=	Report to the Board. <u>Responsibility</u> • Academic Standards, Quality and Environment Committee & • Co-Curricular Committee	<u>Estimated Cost:</u> Kshs. 250,000 <u>Funding options</u> • NG grants • CGTZ
Strategic Objective 8 To purchase a school bus in order to meet transportation challenges for the growing needs of the school.	Purchase of 20 seater bus with the assistance of well wishers.	Develop specifications on the preferred bus	Identify possible funding sources, partners and donors	Estimates Costs	Engage and send requests to potential donors and supporters for consideration	Purchase 5M	Status Report <u>Responsibility</u> Finance, Procurement and General Purpose	Total Cost: 5M <u>Funding options</u> • NG-CDF
TOTAL COST		1,9200,000	6,300,000	11,620,000	11,620,000	16,620,000		48,080,000

INSTITUTIONAL CULTURE, DISCIPLINE AND PHYSICAL ENVIRONMENT PILLAR

Strategic Pillar: Institutional Culture, Discipline and Physical Environment							KPIs & Responsibility	Total Costs, Funding Sources
Strategic Objective	Expected Outputs/ Outcomes, Strategic Initiatives	Planned Activities, Estimated Resources and Time Frames						
		2025	2026	2027	2028	2029		
Strategic Objective 9 To promote and integrate Environmental Conservation awareness in the School's co-curricular and extra-curricular activities.	To institutionalize the culture of Environmental conservation to mitigate against the negative effects of climate change	• Liaise & partner with the CGTZ, agencies like Kenya Forest Service (KFS) for technical support in the establishment and management of Tree Nurseries • Partner for participation with community and local leadership in tree planting • Introduce, Purchase and Plant various tree seedlings, preferably indigenous trees. @ 100,000	25,000	25,000	25,000	25,000	Status Report to the BoM <u>Responsibility</u> • Academic Standards, Quality and Environment Committee & • Discipline, Ethics and Integrity	<u>Estimated Costs:0.2M/=</u> <u>Funding options</u> • GoK grants • NG-CDF • Donors/Partners
Strategic Objective 10 Development and integration of an institutional culture based on Spiritual values, our Core values and cohesion among the various cultures and communities within the school community.	• Improved character, behavior, discipline and academic Performance in the school. • Practicing and living by our core values	• Design a school anthem, school motto by 2015 and identify days for singing anthems. • Develop school anthem days and anthem days • Introduce motivational speakers in the school system • Equip School Band @Kshs. 50,000/=	Equip and train School Band and Anthem @ 200,000/=	200,000	200,000	200,000	Status Report to the Board <u>Responsibility</u> • Co-Curricular Committee and • Discipline, Ethics and Integrity	<u>Estimated Costs:850,000</u> <u>Funding options</u> • GoK grants • Donors/Partners
TOTAL		150,000	225,000	225,000	225,000	225,000	1,050,000	

HUMAN, FINANCIAL RESOURCE MANAGEMENT, SUPPORT SERVICES AND PARTNERSHIPS PILLAR

Strategic Pillar: Human, Financial Resource Management, Support Services and Partnerships							KPIs & Responsibilities	Total Costs& Sources of Funds
Strategic Objective	Expected Outputs/Outcomes, Strategic Initiatives and Steps	2025	2026	2027	2028	2029		
Strategic Objective 11 To establish strategic partnerships for harmonious existence, sharing, exchange and resource mobilization.	Need to come up with strategic programs to implement this objective by 2024.To encourage the establishment of the school alumni - To establish links with partner schools within the locality, nationally and internationally for information sharing and exchange programs - To foster relationships and create strategic partnerships with potential donors for purposes of fundraising. - The school to establish links and have a program to regularly participate in community social programs. - Assist Parents with Challenges of acquiring Birth Certificate on time thus limiting on Capitation	200,000	20,000	20,000	20,000	20,000	Status Report to the BoM <u>Responsibility</u> Finance, Procurement and General Purpose	<u>Costs</u> 280,000/= <u>Funding options</u> - GoK grants
Strategic Objective 12 To ensure efficient use of financial resources by integration of technology into the schools daily management processes.	Purchase and Installation of an Integrated School Management and Accounting Software. Identify areas that require integration of ICT, develop specifications, purchase and installation	Identify areas that require integration of ICT, develop specifications, purchase and installation	Develop technical, specifications and Cost estimates and invite bids by 2026	Install, train and contract for the service and maintenance <u>Kshs.150,000</u>	<u>shs.100,000/=</u>	Identify and engage the contractor & Suppliers Estimated Cost= <u>shs.100,000/=</u>	Status Report to the Board <u>Responsibility</u> Science, Technology and ICT	<u>Estimated Costs</u> Kshs 350,000 <u>Funding options</u> GoK grants

Strategic Pillar: Human, Financial Resource Management, Support Services and Partnerships							KPIs & Responsibilities	Total Costs & Sources of Funds
Strategic Objective	Expected Outputs/Outcomes, Strategic Initiatives and Steps	2025	2026	2027	2028	2029		
Strategic Objective 13 To establish facility in the school for additional income generation and for teaching	- Identify an alternative income generating activity. - Estimate costs and budget - Implement - The facility that may be used for teaching and impacting basic skills and knowledge to learners and the community.	The board committee to come up with strategic programs to implement this objective by 2024. - To develop Specifications: - To develop a poultry farming @ Kshs. 250,000	200,000/=	200,000/=	200,000/=	200,000/=	Status Report to the Board. <u>Responsibility</u> Finance, Procurement and General Purpose	Costs 1.05M Funding options GoK grants
Strategic Objective 14 To equip and ensure high morale amongst staff and learners for increased efficiency, enhanced service delivery, and for staff and learner retention.	Targeted areas and set targets to be identified including - Staff Training/ - Seminars for staff - Staff team building options; - Staff trip on academic achievement - Staff benchmarking trip - Annual Staff Party - achievement parties like in sports, cultural, etc	- Develop a suitable Motivation and reward system - Improve the working environment - Ensure Job Satisfaction 200,000/=	450,000/=	500,000/=	500,000/=	500,000/=	Report to the BoM <u>Responsibility</u> Academic Standards, Quality and Environment Committee &	<u>Total Costs 2.15M</u> <u>Funding options</u> - GoK grants - CGTZ - Parents - Sponsors
Total		650,000	670,000	870,000	820,000	820,000		3.83M