



**St. Kizito Secondary
School Kabowa**

**5 YEAR STRATEGIC PLAN
2024 – 2029**

FOREWORD BY THE BOARD CHAIRPERSON

The Board of governors and senior leaders are pleased to present our long-term strategic plan for St Kizito Secondary School Kabowa. Our intention in developing this plan is to set out and communicate our ethos, values, aims and the long-term direction for the school, so our stakeholders are clear on where we are going and what we are aiming to achieve.

This strategic plan was created by the governing body, senior leadership team, and staff representatives. Representatives from each group attended a bespoke strategic planning day with an external facilitator, where ideas were shaped and refined.

Our over-arching priority is to ensure each and every student attending St. Kizito secondary school receives an 'outstanding' education, both academically and pastorally. This will remain the most important thing we do!

Our strategic plan is complemented by our School Improvement Plan (S.I.P), which is our annual operational plan. We are proud of the school's achievements and think these should be celebrated, however, our philosophy is that we are always learning and will never stop improving, aiming to be even better than 'outstanding'. Student voice is highly valued at St Kizito, students' feedback and ideas will be sought throughout our planning processes whenever this is appropriate by engaging the student leaders.



Rev. Fr. Aloysius Gonzaga Lumala

FOREWORD BY THE HEAD TEACHER

The adage goes; Proper Prior Planning Prevents Poor Performance. Planning is a winning strategy for all projects. We must appreciate the fact that many of us work guided by schedules and programs that are intended to enhance performance in order to achieve the desired targets/goal. This strategic plan is nonetheless anchored on the school's background that forms the hinges for the day to day SKISSKA current operations on which we have based ourselves to plunge into the five year action drive.

With a collaborative effort of all stakeholders; Board of Governors, the several layers of school administration, staff, parents and students, areas of focus for which we are to prioritise the appropriation of our resources are four;

1. Infrastructure development. We are to put up two storied blocks to replace old structures that started the school. This will house the administration structures, 'O' level classrooms, three laboratories, boys' dormitories and six staff quotas. This will be done in phased arrangement beginning 2025
2. Increasing students' enrolment. In order to make ends meet and break even, we are up in arms to increase the student's population to 1000. This we shall carefully delve into without compromising quality as we have always done.
3. Improving school performance. As guided by the Mission and Vision of the school, we are inclined toward to align student's' discipline, academics and extracurricular activities with engagements as per the Patron saint's life style. St. Kizito's moral conduct, values and ethos proper to a Catholic school will continue modelling our operations.
4. Improving governance and administrative policies and principles. This is all intended to offer to our subscribers and the community, first class services.

The progress in the implementation of the strategic plan will be monitored on an ongoing basis.

The implementing units for the various interventions will be required to report through the office of the Head teacher monthly who in turn will be required to report on the progress of implementation to the Board of Governors on a termly/ annual basis accordingly.

As St. Kizito Secondary School Kabowa, we are optimistic that this Strategic Plan that now embeds our conglomerated interests and ideas, will move us strides towards the realization of our vision. VISION AND INTEGRITY.

Fr. Muyanja Stephen Balikuddembe.
Head Teacher

WHAT'S NEW IN THE STRATEGIC PLAN?



Focus on transformational systemic changes that are critical to addressing the underlying causes of below expected academic performance, leveraging financing the school; development of learner centered and staff friendly policies and legislation; and influencing social behaviors and norms among our students.

Strengthen partnerships and amplify resource mobilization with a renewed focus on local actors: from global solidarity and a well-functioning, joined- up with the broader church community in the Arch diocese, to leveraging the private sector and working with local actors.

Harness digital technologies to improve St Kizito's academic program implementation, streamline operations and processes and enhance outreach in all contexts including remote and digital service delivery and flexible, community-based approaches.

THE KEY ELEMENTS OF THE STRATEGIC PLAN

1. Vision, Mission and Values
2. Objectives of the plan, accompanied by Metrics
3. Priorities— areas of greatest focus:
 - Improved performance of the school (Focusing on discipline, Religion and Academics).
 - Increased student enrollment.
 - Governance and management systems and practices.
 - Infrastructure development and management (Construction of a multipurpose storied building).
4. Strategies to achieve the Objectives— by Strategic Pillar: Collaboration, Inclusion, Innovation, Community and Global Engagement

ACRONYMS KEY

- SP: Strategic Plan
- BOG: Board of Governors
- SM: Senior management
- PESTEL: (Political, Economic, Social (religious), Technological, Environmental and Legal)
- SWOT: Strength, Weaknesses, Opportunities and Threats.
- S.I.P: School Improvement Plan
- SKISSKA: St Kizito Senior Secondary School Kabowa.

1.0. INTRODUCTION:

By its nature, strategic planning is a consultative and consensus building process and St. Kizito secondary school has adopted an inclusive participatory process where all the key members of staff and the parish are involved in the development of this document at one stage or another. Given the mandate of the school in the areas of education, parish, Ministries among others, this strategic plan in the next five (5) years will seek to transform the school to the desired state as it informs program and operational level planning and resource allocation decisions. In this strategic plan, the objectives and strategies are outlined for each of the key goals that the school is focusing on during this five year period. However, priority has been given to key areas likely to drive self-sustaining development in the near future.

1.1 Background: St. Kizito S.S Kabowa

St. Kizito Senior secondary school Kabowa was founded in 1994 as a community based Catholic school built on the foundation of the virtues of the young martyr St Kizito. Some of the virtues to be emulated from the young saint were Godliness, obedience, holiness, respect for law and order, modesty, cleanliness, hard work, prayerfulness, purposefulness, tolerance and prudence among others.

It all started from the then Ndeeba Parish priest Father Ssendendo Charles who, together with the Sub parish council agreed to start up a secondary school. They had forfeited the Primary school at the site for a secondary school to attend to the needs of the area. Therefore, the location where St Kizito stands today was once a primary school that was later transformed into a secondary school.

The pioneer head teacher is Mr Mpoza John Lwanga (now Dr) who was fished from Naggalama St. Joseph's where he was deputy head teacher. For Father Ssendendo knew him as a disciplinarian who was committed to instilling values in young minds, a trait that he thought would help shade the picture of their vision when starting the school.

The school was formed with the aim of evangelizing through a holistic approach to education. It was to train students to be self-reliant through activities like preparing their own meals on weekends, direct student leadership where students manage all affairs at school from managing assemblies to organizing events, supervising the day to day running of all school activities through the prefect's body. The issue of placing students at the center of governing affairs of the school was aimed at ensuring that learners get a holistic education targeting self-reliance and integrity.

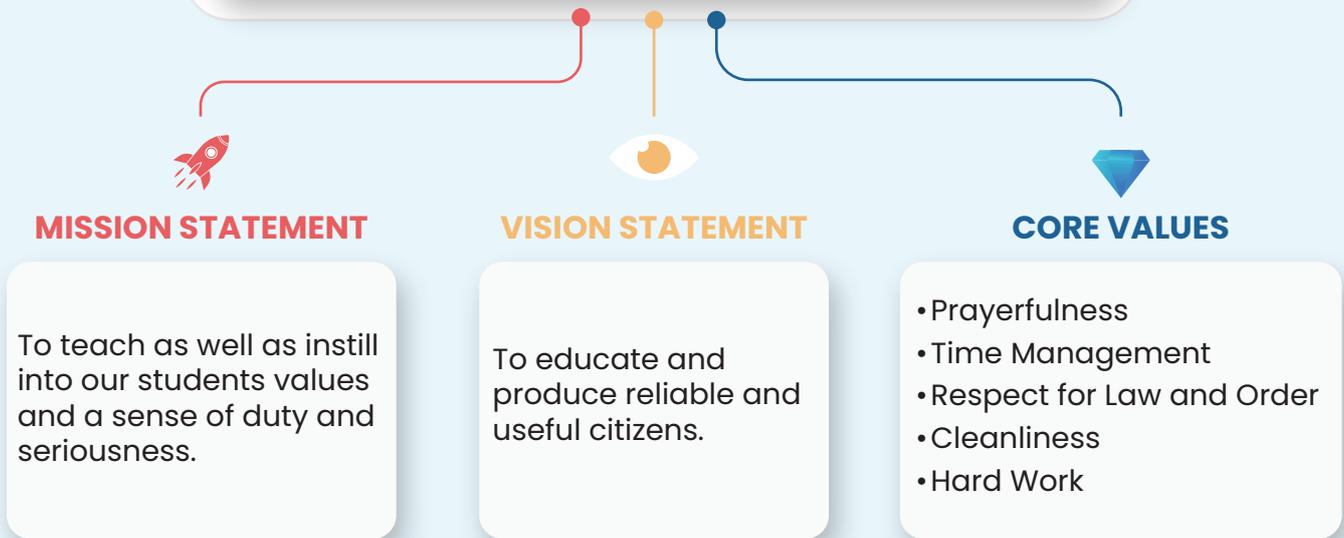
A student was to be looked at as a whole considering the HEAD (for academics), the HEART (for values and spirituality) and the HANDS (for skills). Discipline at St Kizito SS Kabowa was not by coercion but conviction.

For over 30 years, St. Kizito S. S Kabowa has been at the forefront of providing a world-class education to boys and girls at both O' and A 'level. As a Catholic founded school, we recognize the uniqueness of every learner and focus on unlocking their full potential, academically, emotionally, and spiritually.

With a commitment to excellence, the school provides students with a supportive and inclusive learning environment that nurtures their individual talents and interests. With a curriculum designed to challenge and inspire students, we use innovative teaching methods and technology to foster critical thinking, problem-solving, and creativity. Our team of experienced and dedicated teachers is committed to providing students with a rigorous and relevant education that prepares them for success in their academic and professional pursuits. In addition to academic programs, we offer a wide range of extracurricular activities that provide students with opportunities to develop their leadership skills, creativity, and teamwork abilities. Our sports teams have won numerous awards and accolades, and we are proud of our vibrant music and drama programs.

Our students also engage in community service projects, which help them develop a sense of social responsibility and empathy. We believe in providing a supportive and inclusive learning environment, we have policies and procedures in place to ensure that all students feel safe, valued, and respected. We also offer personalized support to students who need extra help, including academic tutoring, counseling, and mentoring programs.

VISION, MISSION & CORE VALUES



SCHOOL OBJECTIVES

In starting this school, the Catholic Church of Ndeeba had a number of objectives/goals:

- i. To minimize the many moral, social, physical and economic potential and actual dangers that usually befall urban school students.
- ii. To detect and identify the children's potentialities and talents at an early age, give them appropriate education and guidance that will bring about the full growth and realization of these potentialities and talents.
- iii. To help the students identify their future professions at an early age and to help them work towards them.
- iv. To train the students into future leaders.
- v. To help the students grow as God fearing people and as people who understand and respect their fellow men irrespective of tribe, religion and any major differences.
- vi. To instill in the young students a sense of duty, love for work and self-reliance.
- vii. To arouse in the students love and ambition for study and to equip them with proper study methods.
- viii. To educate and guide both girls and boys to live and stay together in a healthy and acceptable manner despite their sexual differences.
- ix. To counsel and guide both girls and boys to enable them to go through adolescence successfully.
- x. To educate and train the students into becoming good and law abiding citizens.
- xi. To help the young students to learn to accept and live by the reality of life surrounding them other than living a life of dreams and illusions.

2.0. OUR OPPORTUNITIES & CHALLENGES

2.1. Environment Scan

In any endeavor, there will always be opportunities and challenges. The opportunities are there for us to “grab” and use them to make our school better while the challenges allow us to be creative and look for innovative ways to overcome them. To understand these better, we undertook a situational analysis of our school by looking at both the national and international environment/ forces which are likely to influence the school's performance and choice of strategies.

Detailed analysis of both internal and external environments was carried out in order to provide a platform to determine appropriate strategies and activities to ensure that the planned objectives are achieved. The situational analysis exercises highlighted issues that were considered during the strategy formulation process.

Key questions answered included what particular strengths does St Kizito have in relation to similar schools in the vicinity, what needs does St Kizito seek to meet? Which areas does the school need to leverage for further growth? What areas to strengthen and what threatens St Kizito's existence? The table below provides a summary of the major results. These have formed basis for strategy formulation in the subsequent sections.

SWOT ANALYSIS

Our SWOT analysis also formed part of our strategic planning day and coordinated the ideas of governors, senior leaders, and staff representatives

Strengths

1. Qualified teaching staff
2. Young, committed, passionate, vibrant, and energetic staff always ready to rise to the challenge.
3. Head teacher being a priest connects easily with the founders.
4. A self-driven culture of students' leadership
5. God fearing and church founded
6. Manageable numbers of students in a small place.
7. Good working conditions
8. Strong discipline culture
9. Students' catchment area is big as KABOWA is densely populated.
10. Attention to the wellbeing of students
11. Good learning facilities including library, laboratories, and ICT
12. Well organized and inclusive co-curricular activities program for our learners.
13. Improved sports and games facilities
14. Steady improvement in the performance of final examinations for both levels.
15. Consistent and effective communication with current and prospective parents.
16. Prompt school fees payment by some parents especially for International students.

Weaknesses

1. Inadequate staff accommodation
2. Low levels of commitment among staff
3. Irregular training of staff
4. Lack of school owned transport facilities
5. Relative decline in enrollment of learners especially at senior one and senior five.
6. Relatively low retention rates among the continuing students.
7. Majority of the staff are part time teachers.
8. Lack of modern facilities especially the science laboratories and art room.
9. Limited space to accommodate the growing school population.
10. Limited space for extra-curricular activities.
11. Inadequate publicity for the school.
12. Low number of female teachers on the staff.
13. Indiscipline cropping from day scholars. (Commuting students)

Opportunities

1. Situated near the city
2. Neighboring primary schools
3. Neighboring community holds the School in high esteem (good reputation)
4. The Catholic Churches in the area offer us ready platform for publicity and are always supportive.
5. We are recognized as a traditional Church-Founded school
6. Availability of good health facilities near the school
7. The school is easily accessible
8. Vibrant Board of Governors who are ready to see the school grow.
9. Good support from the diocese e.g., buying off the loan facility
10. Proximity to the banking institution
11. Willingness of neighboring schools to work with us.
12. Positive recommendation from our current parents.
13. Good relationship with sister schools.
14. Presence for social media platforms which aid publicity.
15. Affordable tuition and availability of targeted bursaries.
16. School participation in sports and games competitions which help to market the school.

Threats

1. Lack of land for expansion and parking.
2. The school is located in a polluted environment; noise, air etc
3. Unstable prices in the market
4. School loan with centenary bank and other debtors
5. Unreliable water source (making it expensive)
6. Competition from the neighboring schools.
7. Neighborhood safety since we are in an urban setting.
8. Misconception of catholic education. (Perception of catholic schools as very strict and expensive).
9. Changing needs of parents and learners.
10. Inconsistent payment habits of most of our parents.
11. Parents' negative attitude towards public/ government schools.

2.2 PESTLE ANALYSIS

Using the PESTEL (Political, Economic, Social (religious), Technological, Environmental and Legal) technique, an additional external assessment was done to analyze the environment in which the school operates to determine how it will affect its ability to achieve its vision and mission. The following findings were generated and have also been considered in strategy design.

ASPECT	HOW IT SUPPORTS	HOW IT CHALLENGES
Political Environment	<ul style="list-style-type: none"> • Passing policies that enable us to operate e.g., the privatization of the education services which gives us room to operate. • The introduction of the new curriculum with a focus on skilling the learners is of great advantage. • The workshops organized by the ministry to retool educators offer a great addition to our teachers hence benefiting the students 	<ul style="list-style-type: none"> • Elections usually cause instability especially in urban and semi-urban location. This instability can greatly affect education to the extent of even closing schools if it escalates. • The school incurs a lot of money in ensuring that they get the right tutors and equipment for skilling learners. • The government policy of increasing the salaries for science teachers has made it expensive to retain and hire good science teachers.
Economic	<ul style="list-style-type: none"> • The stable economic situation in the country is key for the survival of the school 	<ul style="list-style-type: none"> • The high tax rates levied by the government on schools have affected school operations. • Most of our parents are financially constrained; this affects their timely fees payment, hence suffocating our budget. • Inflation and price fluctuations.
Social	<ul style="list-style-type: none"> • Most parents want their children in boarding given their busy schedules. • The school's location next to a Catholic church and a predominantly Catholic neighboring population supports the enrollment of students. • The belief in Catholic education and values supports the enrollment of students. 	<ul style="list-style-type: none"> • The cultural diversity of the neighborhood which also accommodates refugees compromises the discipline in the school especially day scholars. • Foreigners in school do not like eating the food prepared at school and cutting off hair is a taboo to some of them. • Our ability to offer inter-cultural and religious education is sometimes not in line with our Catholic beliefs and practices.
Technological	<ul style="list-style-type: none"> • Availability of computers, internet connectivity, and educational software enhances teaching methods and student learning experiences. • Technology has also enabled us improve data management and storage. • The establishment of various social media platforms eases publicity and advertisement of the school. 	<ul style="list-style-type: none"> • It is a distraction to both learners and teachers as most of them spend a lot of time on social media. • Social and mainstream media can be used for negative publicity towards the school. • Moral dilution due to access to inappropriate information.
Legal	<ul style="list-style-type: none"> • We have an updated license that gives us permission to operate an education institution. 	<ul style="list-style-type: none"> • Some of the legal requirements for running a school are expensive to fulfill.
Environment	<ul style="list-style-type: none"> • The area has2 generally good climate conditions. • The neighbors offer us a friendly environment e.g., providing parking to us when we have functions at school. 	<ul style="list-style-type: none"> • Pollution especially noise and air from the neighborhood.
Demographic Characteristics	<ul style="list-style-type: none"> • The densely populated neighborhood supports the school enrolment. 	<ul style="list-style-type: none"> • There is limited room for expansion due to the dense population.

2.3. THE LINK BETWEEN SWOT ANALYSIS AND THE STRATEGIC OBJECTIVES

St Kizito Secondary School Kabowa will adopt the McKinsey 7s model during implementation of the strategic plan, to ensure that all key elements of the SWOT and PESTLE are continuously reflected upon and addressed appropriately.

The model is a tool that analyses the organizational design by looking at 7 key internal elements: Strategy, Structure, and Systems, as hard elements, and Shared values, Style, Staff and Skills, as Soft, in order to identify if they are effectively aligned to the achievement of objectives. At the beginning of each year, St Kizito secondary school Kabowa will review the SWOT analysis to answer the following questions to form the basis for developing the year's work plans;

Strategy – clarity of strategy and extent to which St Kizito secondary school strategy helps achieve competitive advantage and is reinforced by strong vision, mission and values. Is it aligned with other elements in the institute?

Structure – Are the Arch diocese, parishes, formation houses and other units organized to answer the questions of who is accountable to whom? Does the structure allow for effectiveness in work execution?

Systems – Do the processes and procedures of the school reveal the daily activities and how decisions are made? Do they support timely and quality service delivery? Are they pastoral/mission-centric (customer care – internal/external) and do they reflect good practices? Do they minimize wastage of time and other resources?

Skills – Are the knowledge, skills and competencies present in school among staff and senior management strong to reinforce its new strategy and structure?

Staff – Do recruitment, staff development and reward strategies support the overall vision? Is the quality and number of pastoral agents, ministers, and employees enough to support the new strategies?

Style – Does the “way of doing things” support the overall vision? Aspects of speed, timeliness, pastoral agency effectiveness and efficiency, customer care, responsiveness, professionalism, and charisma of St Kizito will be considered.

Shared Values – As the core of this model, it seeks to find out whether there are norms and standards that guide the pastoral agents, ministers, employee behavior and organizational actions. Living the school values and spirituality will be central to the achievement of the set objectives.

3.0. STRATEGIC FOCUS

This is a rallying call to all stakeholders to join hands in ensuring that we uplift the standards of the school towards befitting name of our Guardian Saint of St. Kizito, whom the school is named after. As we celebrate our 30th Anniversary as a school, we are inspired to do much more than what we have been doing.

The Strategic Goal will be achieved through four thematic areas namely:

1. Student enrolment
2. Academic Performance.
3. Infrastructure Development.
4. Governance and management systems and practices.

Three of four themes are interrelated and ultimately determine the school's academic performance, which is the core business of a school. For example, a school culture founded on Godliness often cannot be seen yet it is key in ensuring that the learners and staff are following biblical principles that eventually affect the character of the learners.

Our strategic priorities were formed and refined by the governing body, senior leadership team, and staff representatives. It should be noted that our priorities are not numbered; this acknowledges that we do not see one priority as more important than another; our priorities are non-linear and will often run in parallel to one another. The school has scored some notable achievements since it was established.

The school has also faced severe challenges as it endeavored to effectively carry out its mandate and provide adequate satisfaction to its stakeholders; and has learnt a number of important lessons from these experiences. On the basis of this history, as well as the analysis of the environment and stakeholders' expectations, the following have been identified as the strategic areas of focus to be attended to by the School over the 5-year period of the strategic plan:



STRATEGIC GOAL:

Transforming St. Kizito S.S into a school of choice and excellence in the Region.

THE RESULTS ST. KIZITO HAS SET OUT IN THE STRATEGIC PLAN

3.1. Goal:

To teach as well as instill into our students values and a sense of duty and seriousness.

Given the above goal, this Strategic Plan focuses on strategic objectives to be implemented in five years. For each strategic objective, a number of key focus areas, action steps, office/people responsible, inputs and key performance indicators have been formulated to guide its implementation over the planning period. The activities that define implementation and objectively verifiable indicators are presented in the implementation matrices as the matching components to the expected outputs.

These will go a long way in the holistic development that addresses the physical, psychological, social, and spiritual needs of the students and staff. Under each of the strategic areas of focus, the Goals, or long term/strategic objectives to be pursued were identified as follows:

STRATEGIC OBJECTIVE 1:

Infrastructure;

- To Improve the School's Infrastructure
- To ensure provision of Quality Education.

Education is a fundamental right of every child, and access to quality education is crucial for their holistic development. One of the major challenges in our school is limited infrastructure facilities.

This means there's need to improve and expand the school's infrastructure facilities to create an enabling teaching and learning Environment. Consequently, the following will be undertaken:

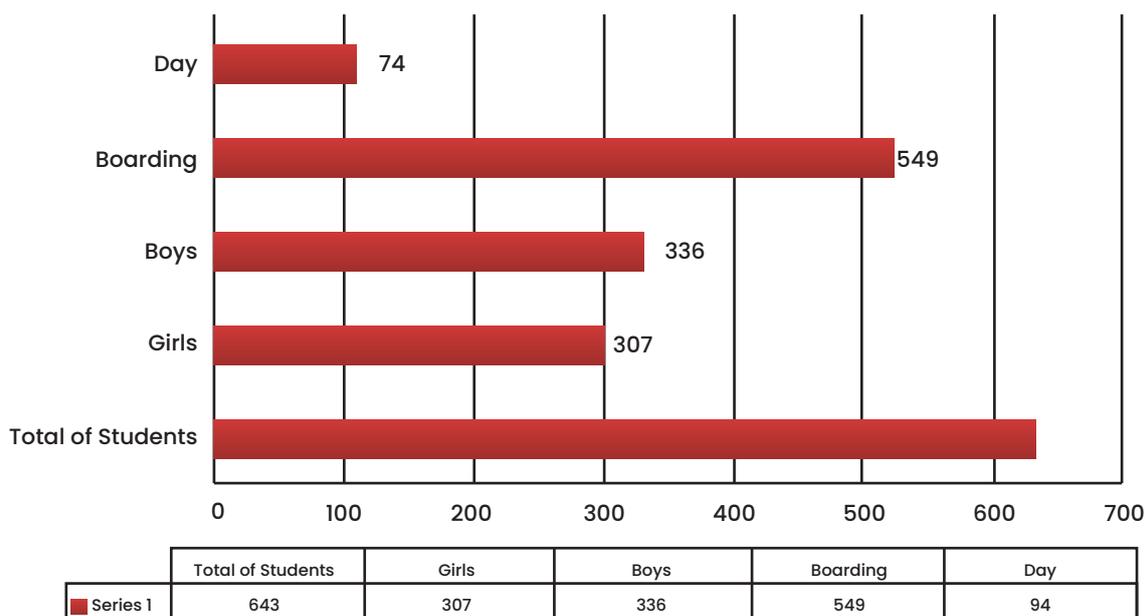
1. To construct 02 multipurpose storied buildings that will accommodate up to 1,000 students, house the administration block, 10 classrooms, 03 laboratories, 01 Art room, 06 teachers' houses, 01 dormitory block for boy.
2. Equipping of the new laboratories.
3. Routine renovation the old dormitories.
4. Provision of constant supply of water in the school
5. Integrating ICT in school management systems.
6. Purchase a 14-seater school van.

STRATEGIC OBJECTIVE 2:

Increased Student Enrollment

The plan will focus on the school actively attracting, engaging, and retaining a diverse community of outstanding students and staff. Through recruitment, professional development, and strategic funding, we will build and sustain community, representative of all, including disadvantaged population, which promotes the success of our people and enriches our decision making, engagement and the academic mission. Currently the school population stands at 633 students.

Current student enrollment - 2024



In the next five years, our enrollment target is 1,000 students. With the new storied building, we will comfortably accommodate the population. This will require leveraging sources of income from school fees to external sources and improving the welfare of staff and students. This target will require maintaining a high reputation of SKISSKA and make it a point of reference by stakeholders; establish and maintain good working relationships with the community, other schools and institutions of learning and other stakeholders.

PROPOSED STRATEGIES:

1. Improving the school performance in UCE, UACE final examinations and in the internal examinations so as to attract more learners and retain the existing ones.
2. Carrying out more outreach programs to primary schools both near and far especially prior to registration and selecting secondary schools.
3. Continuing to offer bursaries to those learners that excel as a way of attracting students.
4. Empowering the old students' association so that they can also do marketing for the school.
5. Participating more in inter-school extra-curricular competitions to make the school more popular.
6. Continue to use ICT for marketing i.e., the school website and the different social media platforms.
7. Carrying out charity and volunteer community outreach programs.
8. Maintaining good working relationships with the community, other schools, and institutions of learning.

STRATEGIC OBJECTIVE 3:

Improvement Of Students' Performance

We aim to gradually increase the academic performance of the school and increase numbers joining university annually.

We are aware that academic matters are the core mandate of the school and looking back at our previous academic performance; we are committed to ensuring that the performance will improve through annual targets. This will only be achieved in a structured manner through developing a new Academic Development & Delivery Model (ADDM) to realign the academic culture of the school.

For UCE, the ambitious target in the next five years is to have 80% of the candidates scoring Division one from the current 26.25% in 2023 UCE performance.

For UACE the 5-year target is to have all candidates get three principal passes average of 12 points at UACE and the two subsidiaries from the current performance where in 2023 UACE results released by the National Examination body over 60% of the candidates did not score the three principal passes. To deliver on the above ambition, there will be focus to cultivate and maintain high levels of physical, spiritual, economic, and social wellbeing of staff and students, while upholding discipline for which the school already has a reputation amongst our stakeholders.

This will be done through the following:

1. Ensure completion of syllabus on time.
2. Introduction of academic scholarship program to attract and maintain high performers.
3. Sustaining the current reward policy for both teachers and learners
4. Maintain and develop the exam network and benchmarking program.
5. Academic days
6. Shifting from teacher-centered to learner-centered teaching and learning.
7. Strengthening academic guidance and counseling and career development
8. Establishing a quality assurance office.
9. Exposure and academic trips.
10. Teaching practice programs with universities
11. Integration of ICT in the teaching and learning process.
12. Maintaining quality meals for both staff and students.
13. Recruiting 12 fulltime teachers.
14. Enhance the academic parents to learners programme.

STRATEGIC PRIORITY 04:

Governance and Management Systems and Practices.

We recognize that the progress of an educational institution cannot be separated from the role of the surrounding community. Community support is crucial in running and developing an educational institution. The community, as one of the educational resources, must actively participate and be involved in the management of the educational institution. The participation and involvement of the community in the management of an educational institution are embodied in the school Board of Governors for a secondary school.

Proposed initiatives and actions.

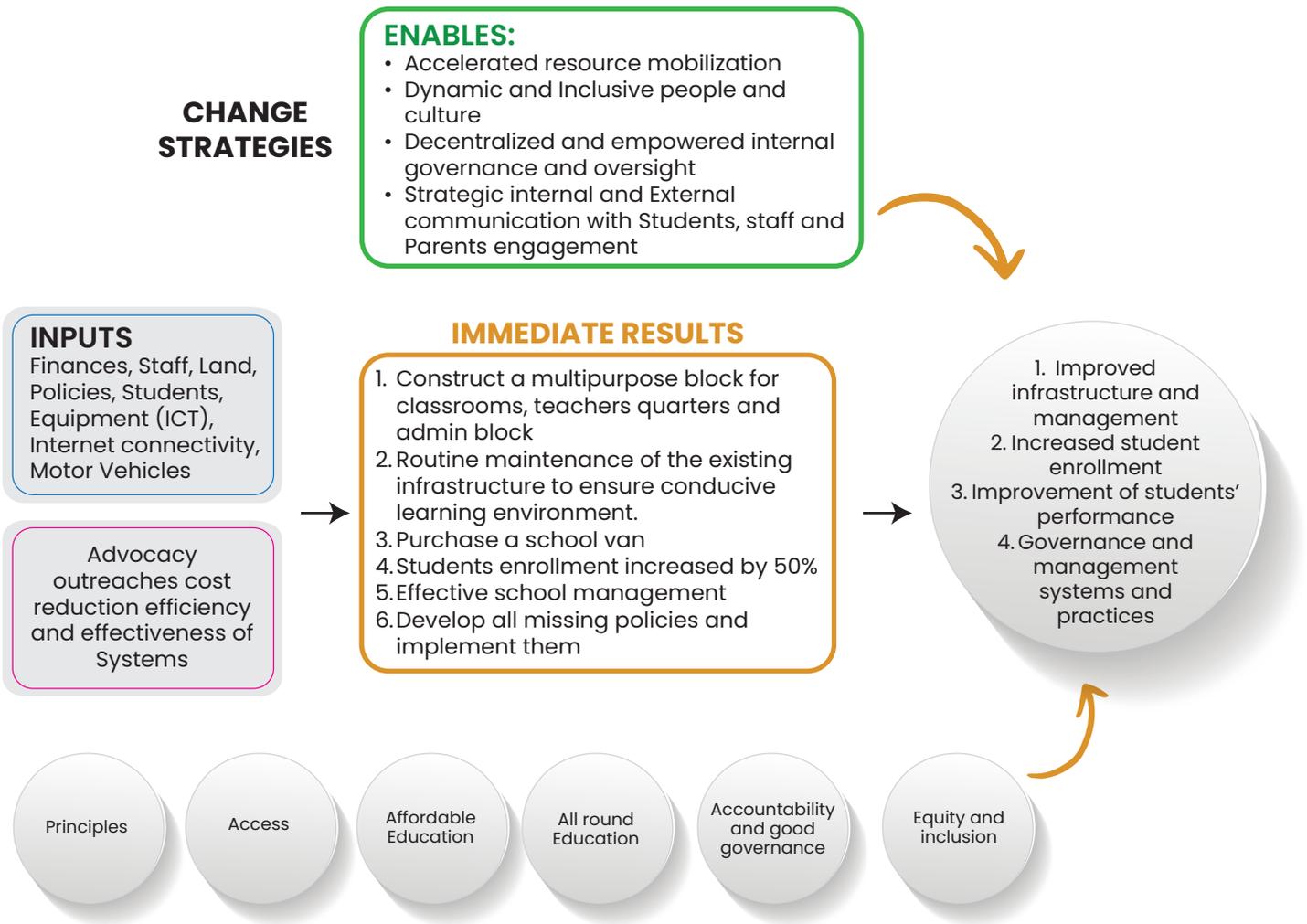
1. Develop and operationalize appropriate governance policies, guidelines, and structures.
2. Support the functionality of the various school management structures.
3. Maintaining an appropriate level of effectiveness of the Board
4. Maintaining the school organization structure up to date
5. Having in place and applying up-to-date school rules and regulations
6. Maintaining adequate adherence to set management policies, systems and
7. Practices
8. Put in place contracts for all staff members.
9. Support staff development initiatives.

4.0.

RESULTS FRAMEWORKS FOR THE STRATEGIC PLAN

STRATEGIC OBJECTIVE	KEY RESULTS	TARGETS	INDICATOR	PLANNED ACTIONS	TIMELINE
Improved infrastructure and Management	Construct a multipurpose block for classrooms, teachers quarters and admin block	O2 multipurpose class room blocks	# of students accommodated in the new facility	Development of master plan, resource mobilization and actual phased construction	2025-2029
	Routine maintenance of the existing infrastructure to ensure conducive learning environment.	Annual repairs conducted	# of class rooms and dormitories repaired and maintained	Conduct routine repairs	2025-2029
	Purchase a school van	01 van purchased	#of vans procured	One 14 seater van procured.	2025
Increased student Enrollment	Student enrolment increased by 50%.	1000 students	# of students enrolled by 2030	<ul style="list-style-type: none"> • Offer bursaries to bright students • Invest in community drives to get more students • Conduct annual outreaches to primary schools within and beyond to rally learners • Engage current parents and students to support the referral of students. • Make adverts in various churches • Maximize use of ICT to market an attract students. 	2030
Improvement of students' performance	Student enrollment increased by 50% Improved academic Performance	80% of the candidates scoring Division one from the current 26.25%. 160% UACE candidates to get three principal passes with an average of 12 points	# of students # of full time staff	<ul style="list-style-type: none"> • Recruit 01 full time teacher per depart. • Each student assigned an academic parent. • Increase staff salaries. • Invest more in inclusive extra-curricular activities • Support counseling programs in school with external counselors. • Improve the quality of meal for both staff and students. 	2029
Governance and management systems and practices	Effective school management. Develop all missing policies and implement them.	Senior management, BOG and lower management fully constituted and functional	Functionality of the management ecosystem.	<ul style="list-style-type: none"> • To develop and operationalize all required policies, frameworks and systems to improve the efficiency of the operations • To institute management systems and practices that promotes academic excellence among staff and students. • Improve functionality and cohesion between all the structures of the school management. 	2025

4.1. THEORY OF CHANGE:



4.3. STRATEGIC ACTION PLANS

To operationalize the strategic actions, activities have been made discrete and simplified in terms of what, by who, when, with what resources and the expected results. This will serve as a link between the strategic plan formulation, implementation, monitoring and evaluation; thereby facilitating smooth appraisal of performance and the identification of any remedial actions.

They also contribute to better motivation of staff through explicit assignments of responsibilities for implementing and monitoring programs. Action plans are based on the core areas of focus and will be implemented through annual operational plans, which constitute departmental annual work plans. The plan will also be implemented through the performance management tools which will be cascaded to individual work plans.

4.3.1. PROPOSED ACTIVITIES:

1. Conduct a comprehensive assessment of school infrastructure considering factors such as classroom conditions, sanitation facilities, electricity, furniture, and safety measures.
2. Develop a prioritized plan for infrastructure improvement based on the assessment, considering the unique competing priorities and budget available.
3. Renovate existing classrooms and construct additional classrooms as required to reduce overcrowding and provide a suitable learning environment.
4. Improve sanitation facilities by constructing functional toilets, hand washing stations, and proper waste management systems.
5. Ensure the availability of clean drinking water by installing water purification systems or constructing water wells.
6. Upgrade electrical infrastructure to provide a consistent and safe power supply for classrooms and administrative areas.
7. Make schools accessible to students with disabilities by implementing ramps, accessible toilets, and installing assistive devices and resources.
8. Provide necessary furniture, including desks, chairs, and whiteboards, to create a comfortable and organized learning environment.
9. Conduct capacity-building workshops for teachers and staff on maintenance and upkeep of the improved infrastructure.
10. Facilitate community involvement through the formation of school management committees and parent-teacher associations, ensuring their active participation in the sustainability of infrastructure improvements.

5.0. CRITICAL SUCCESS FACTORS

In the implementation of this strategic plan, the following critical factors are necessary:

- a. Clear understanding of the strategic objectives, strategies and activities by both the management and the Board members
- b. Continuous monitoring and supervision of the implementation of the strategic plan by the board members
- c. Availability of resources (Human and financial) in order to facilitate the implementation of each activity in this Strategic Plan;
- d. Staff development will be a key element in implementing this strategic plan. St. Kizito will continuously attract the right skills and deploy them appropriately across the various functions of the school. At the same time, focus will be given to continuous staff training, and development of those critical skills and qualities.
- e. Successful implementation will also depend on the leadership and commitment of the management in terms of decision making and implementation of strategy
- f. Periodical review, performance oversight, measurement and reporting and
- g. Support from the church and key stakeholders.

6.0. MEASURING OUR SUCCESS.

We plan to ensure that this plan will be used regularly in meetings and therefore the Board of Governors (BOG) will be tasked with the oversight of this strategy. The Head teacher and his team will develop annual plans and progress reports will be shared in BOG in their termly meetings.

Monitoring and evaluating the planning activities and status of implementation of the plan is for many organizations as important as identifying strategic issues and goals. One advantage of monitoring and evaluation is to ensure that the organization is following the direction established during strategic planning.

In brief, to ensure we are successful in the implementation of the plan, the following will be done.

- All stakeholders, including but not limited to the BOG, teaching and non-teaching staff and partners/friends of St Kizito will be sensitized about this SP, particularly focusing on the vision, mission, core values, strategic goal, strategic objectives and implementation matrix.
- In tandem with the above, the BOG will establish administrative support systems such as policies, standard operating procedures [SOPs], and internal control systems geared at Total Quality Improvement Management (TQIM) of the school as the SP is implemented.
- As alluded to in the third strategic objective the school administration with support of the BOG will ensure that we develop an organizational culture that is centered on the core values of the school, since these intrinsically describe who we are.
- A clear organizational culture is tantamount to turning the fortunes of this school, and the board of management led by the Chairman and the Principal will provide clear strategic leadership in steering the school through the implementation of this SP i.e. the school will only be as good as the leader wants it to be.
- The BOG will ensure to engage in resource mobilization.

5.1 MONITORING AND EVALUATION (M&E) LEVELS.

To measure progress and success of the strategy, the BOG will undertake monitoring internally and where possible employ external persons for evaluation. We believe that monitoring and evaluation (M&E) is important because it will ensure that our school is focused on the SP as the guidepost in not only achieving our Strategic Goal but also the school's Vision and Mission. M&E will also help use to ensure that necessary amendments are made due to emerging issues as the SP is implemented, however, when any changes are made, we will abide by the important rule "to change direction but not to change the destination!"

Internally, monitoring will be under the senior management of the school with oversight from the BOG. The BOG will draw up Internal Quality Control procedures, namely:

- At the beginning of each calendar year, the Head teacher will develop annual plans and the BOG will review progress made, thereby evaluating the implementation progress.
- Annual reports will be prepared and presented highlighting key milestones/achievements, challenges, lessons learnt and recommendations for improvement.
- During the school's Annual General Meetings (AGM), the Board will sensitize parents and other stakeholders about the SP and its progress.
- Accountability: in order to assure timely implementation and review of this plan, our Board of Governors (BOGs) will accept primary responsibility for the plan's execution by:
 - Incorporating implementation, follow up and review of the SP in its regular board meetings and receive progress reports.
 - Report progress on the implementation of the SP annually to parents and stakeholders at the Annual General Meetings.
 - Regularly update the implementation matrix of the SP.
 - Actively soliciting comments and suggestions from the parents and stakeholders in advance of these annual reviews.

The M&E function will be undertaken at two levels: at management and at Board level (strategic). Continuous monitoring will be undertaken by the management team to ensure that the school is delivering on its mandate and that the set targets are being achieved.

Externally: It will be prudent, with funds allowing, for the BOG to seek the services of an external consultant to carry out an evaluation of the implementation of the SP at mid-term (i.e. after 2 and half years) and towards the end-term (i.e. after 5 years) of the implementation of the plan. These will help the management to get an independent and objective critique of the SP implementation and thereby avoid any bias that may be occasioned by the BOM and staff unable to objectively critique themselves. A report will be shared by the consultant(s) and debrief sessions carried out with the BOG and staff, to allow for feedback.

CHAPTER SIX: ST. KIZITO FUNDING (OPERATIONALIZING THE STRATEGIC PLAN)

6.1 Financing Plan

In the next five years of this Strategic Plan, St. Kizito has identified avenues through which financial resources will be acquired to run the envisaged program activities. These range from writing proposals, direct investment, acquiring land among others.

The drafted indicative investment and implementation plan is to guide the operationalization of this Strategic Plan. The proposed investment need for the Strategic Plan 2025-2030 therefore is –as below:

BUDGET COSTING FOR THE STRATEGIC OBJECTIVES IN THE 5 YEAR STRATEGIC PLAN 2025 - 2029

NO	STRATEGIC OBJECTIVE	ANNUAL COST (Value * 3)	TOTAL COST (Annual cost * 5)
1	Improved infrastructure and Management		
1.1	Construction of New Administration block & Boys' dormitory	450,000,000	2,250,000,000
1.2	General renovations	37,000,000	185,000,000
1.3	New school van	30,000,000	150000000
	SUB-TOTALS	517,000,000	2,585,000,000
2	Increased student enrolment		
2.1	Publicity	25,000,000	125,000,000
2.2	Student Bursaries	180,000,000	900,000,000
	SUB-TOTALS	205,000,000	1,025,000,000
3	Improvement of students' performance		
3.1	Library / New Text books	11,700,000	58,500,000
3.2	Test Allowances	8,100,000	40,500,000
3.3	Science laboratory equipment	5,000,000	25,000,000
3.4	Lesson requirements /Students' projects	12,000,000	60,000,000
3.5	Careers Guidance	4,800,000	24,000,000
3.6	Salaries/Wages	303,000,000	1,515,000,000
3.7	Co-curricular activities	40,800,000	204,000,000
	SUB-TOTALS	385,400,000	1,927,000,000
	GRAND TOTAL	1,107,400,000	5,537,000,000



SCHOOL ANTHEM

We the youths of Africa,
Ndeeba-Kabowa, St. Kizito.

We the youths of Africa,
We work with Vision and Integrity!
We study with Vision and Integrity!

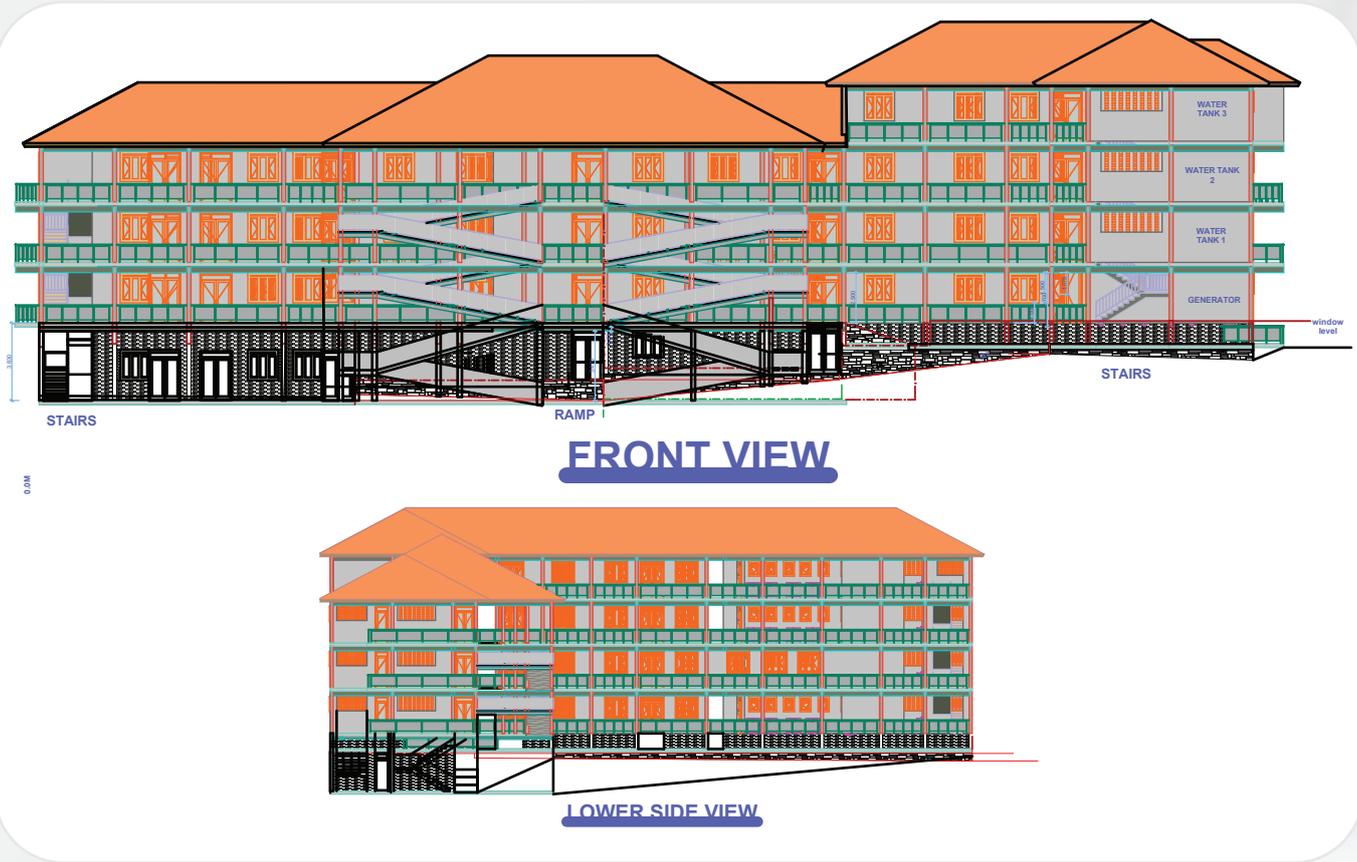
For the present and the future

We the youths of Africa,
We live in Vision and Integrity!





5 YEAR STRATEGIC PLAN 2024 – 2029



P.O. Box 2009 Kampala-Uganda
Located: Behind the Catholic Church at St. Kizito Sub Parish
You may branch off at Stella stage, 2 km off Entebbe road
or through Ndeeba-Nyanama route, off Masaka Road at Rubis Fuel Station.

+256 0703 215 126 | +256 0775 215 126

info@stkizitokabowa.com www.stkizitokabowa.com

