

Moi High School Mbiruri

Strategic plan

2014-2018

ACKNOWLEDGEMENT

The development of this strategic plan was made possible through the technical advice of Dr. J Kariuki, Mr. E Karuguti, Mr. J.J Karunyu, Mrs. Mary Kavindah, Mr. P.M Nderiru, Mr. Njeru A, Mr. Macharia P.K, Mrs. Kinyua J, Mr. Mugendi A and Mr. Macharia M.

FOREWORD

I am indeed honored for having been given this chance of writing a foreword for Moi High School Mbiruri second strategic plan 2014-2018.

I must with all humility thank the following: The School Board of Management, the School Administration and the teaching staff, the PTA, the students, the support staff and all the stake holders for coming up with this very comprehensive and challenging strategic plan.

All these parties have raked their brains for days on end trying to come up with what is indeed a very focused write-up. Interestingly, a strategic plan produces results prior to acquisition of resources, i.e. man –power, finances etc. This alone makes it an uphill task. The various committees had to wade through murky waters in the hope that they will succeed. This makes strategic planning very challenging.

However, I am happy to note that with the many challenges that the various teams met, we have at least a radar from where we shall be able to navigate our institution. This strategic plan calls for commitment of all our stakeholders for the next five years. This for all intents and purposes, therefore, spells the path to be followed.

It is my sincere hope that the efforts of all the contributions will bear fruits abundantly and more so for our students.

Thank you

ACRONYMS

PTA –	Parent Teachers Association
MOEST -	Ministry Education Science and Technology
BOM	Board of Management
CDF	Constituency Development Fund
HOD’S	Heads of Department
KICD	Kenya Institute of Curriculum Development
KEMI	Kenya Educational Management Institute
NEMA	National environment management Authority
WAMA	Water Resources Management Authority
TSC	Teacher Service Commission
SWOT	Strengths, Weaknesses, Opportunities and Weaknesses
PESTLE	Political, economic, social, technological, legal, and environment
QUASO	Quality Assurance and Standards Officer
INSET	In-service training
ICT	Information Communication and technology
MOH	Ministry of Health
BQ	Bill of Quantities
NEMA	National Environmental Management Authority
GOK	Government of Kenya

EXECUTIVE SUMMARY

Message from the Chairman Board of Management

This second Moi High School Mbiruri strategic plan 2014-2018 is a beacon landmark for it once again defines the strategic path to be followed in our quest in achieving the annually itemized projects which will go a long way in helping the institution achieve its intended goals.

The School Board of Management, the School Management team comprising of the administration and the teaching staff, the Parents Teachers' Association, Students, the support staff and all our stakeholders have contributed immensely to this second strategic plan. The core factor for this concerted effort lies in the know that whatever achievements, challenges and drawbacks we may face should display the spirit of team work.

Just like the first strategic plan 2008-2012, this plan is geared towards giving us a clear picture of the overall management of the institution in terms of academic investment by providing learning materials for our students, putting up infrastructures which will enhance conducive learning. By having the learner in mind at all times, we shall be able to project plan with the financial resources available.

Following the successful implementation of the first strategic plan, we as Moi High School Mbiruri fraternity feel confident that however challenging the second strategic plan may be, we are upbeat about it. The first strategic plan bore enviable academic achievement in attaining our intended goals. For the first time, Moi High School Mbiruri achieved quality grades thus enabling all our candidates to qualify for university entry. However, we now aim in this second strategic plan to ensure that all candidates achieve quality grades which will enable them pursue careers of their choice in the institutions of higher learning which are essential for our national development.

This strategic plan is indeed supposed to clear the mirage hazy view on our intended path. It is supposed to give us a clear focus in terms of short term projects and long term projections. To us, this strategic plan is a zooming device. It will help us to zoom in and out. We shall be able to conclusively analyze our short term projects from close up view hence giving us room to zoom out and project confidently to our long term undertakings.

This strategic plan also caters for the un-planned eventualities. It is therefore not cast on stone. It is subject to alterations and criticism with time. We have left room for such. Lastly, this strategic plan is intended to be a score card and a necessary reference at all times.

I urge all the stakeholders to enviously team up in striving to excel.

MR. CLEMENT NJIRU NYAGA

CHAIRMAN BOARD OF MANAGEMENT.

MESSAGE FROM THE PRINCIPAL

This strategic plan is a review of the first strategic plan which was launched in 2009. It is the 2nd strategic plan of the school and it will run between 2014–2018. The input of major stakeholders has been put in consideration.

This strategic plan defines the vision, mission, core values and objectives of the school. Through this strategic plan the, path of progressive improvement in all areas has been defined. The school has been able to come up with the major strategic concerns, the best ways of achieving our goals and the source of finance.

The development of this strategic plan is in line with the ministry of education science and technology guidelines. It is my hope that this strategic plan will make Moi High School Mbiruri have a share in the realization of vision 2030 in the country.

Finally, I want to recognize the work done by the technical committee that has made it possible to come up with this document.

I therefore commit myself to seeing the full implementation of this strategic plan.

MR. NDERITU

THE PRINCIPAL

INTRODUCTION

BACKGROUND OF THE ORGANIZATION

Moi High School Mbiruri is located in Embu East Sub – county, Embu County. It started in 1953 as a primary school. In 1965 it became a secondary school under the sponsorship of the Anglican Church. In 196 it became a mixed secondary school.

In 1987 it was renamed Moi High School Mbiruri. In 1996 it became a pure boy’s provincial secondary school. As a result of competitive performance, a third stream was started in 2001. In May 2011, the school was upgraded to a national school with four streams. The school has grown to the current population 760 students, 35 teachers (27 –TSC, 8- BOM) and 30 support staff. The school stands on a 20 acre piece of land.

PURPOSE

Moi High School Mbiruri was established to provide quality teaching and learning to students, inculcate the correct values and equip students from the country with the right skills.

GOVERNANCE AND STRUCTURE

The governance and structure of Moi High School Mbiruri is under the Board of Management appointed by the Ministry of Education Science and Technology, (MOEST). The day to day running of the school is under the principal assisted by the Deputy Principal. Below the deputy principal are the HOD’S, teachers and the Non – teachings staff. Student affairs are managed by the students’ council elected by students in competitive elections held annually.

THE NEED FOR THE STRATEGIC PLAN

This strategic plan was developed out of the need to identify and plan strategic objectives that the school will embark on for the next 5 years. These are improvements on academics, infrastructure, co-curricular, guidance and counseling, discipline, school sustainability, human resource development and students' welfare. This will serve as a blue print for all the schools development.

OVERVIEW OF THE PROGRAMME OUTCOME

- The implementation of this strategic plan will lead to improved academic performance of the students in the national examination. The training and empowerment of the human resource will lead to efficient delivery of service.
- Increase in surplus production in the schools sustainability projects will improve the welfare of the students and staff.
- Improved students discipline and welfare will lead to improved academic performance.

STAKEHOLDERS' PARTICIPATION AND INVOLVEMENT.

The process of drawing this strategic plan involved the participation and consultation of the Board of Management, civic leaders, church (represented by the sponsor), the community, the PTA, students, teaching and non-teaching staff.

All stakeholders were directly and indirectly involved in the whole process.

STRATEGIC DIRECTION

a. MANDATE

This strategic plan works under the mandate of Moi High School Mbiruri Board of Management which manages the school on behalf of the ministry of education.

b. VISION STATEMENT

To become a competitive learning institution nationally and globally.

c. MISSION STATEMENT

To provide quality teaching and learning in order to produce a diligent, holistic and reliable person.

d. MOTTO:

Strive to excel

e. CORE VALUES OF THE SCHOOL

- i. Integrity:** We are committed to behave in an honest, accountable and transparent manner in all our undertakings.
- ii. Professionalism and discipline:** We are committed to the highest levels of achievement obtainable through competence, skills and knowledge.
- iii. Team work:** We embrace collective responsibility both within the school and with all stakeholders in the provision of favourable learning environment.
- iv. Godliness:** We uphold spiritual values.
- v. Cultural diversity:** We uphold respect for cultural diversity.

f. TARGET GROUP

The strategic plan targets students, teachers, parents, BOM, community around, the school suppliers and the nation at large.

g. Legal status

The school was established by the Government of Kenya under the education act in 1965.

It is sponsored by the Anglican Church and managed by a Board of Management.

It is a public boy's boarding school offering 8-4-4 curriculum.

On 13th March 2002 it was registered by the Government as a triple stream school.

In May 2011 the school was upgraded by the government to a national status.

On 18th October 2011 it was registered as a four stream school by the M.O.E.S.T.

Situation analysis of school by use of formative analysis

SWOT ANALYSIS

A STRENGTHS	B WEAKNESSES
<ul style="list-style-type: none"> - Qualified teachers - Hardworking students - Committed and dedicated teaching and support staff - Committed and dedicated BOM - Informed and supportive parents - Reliable power and water supply - Adequate land for expansion - Committed and dedicated sponsor - Good entry behaviour of students 	<ul style="list-style-type: none"> - Inadequate teaching staff - Inadequate teaching and learning materials e.g. books - Inadequate infrastructural facilities e.g. dormitory - Indiscipline of moderate number of students - Inadequate co-curricular equipment - Inadequate trained personnel in co-curricular activities - Fluctuating academic performance - Inadequate functional teams - Inadequate e-learning facilities. - Inadequate funds to improve and maintain school corporate image

<p>C OPPORTUNITIES</p> <ul style="list-style-type: none">- Government devolved funds- Supportive political leaders- Supportive and generous local community- Support by the sponsor- Accessibility to a tarmacked road- Funding by the government.- Close proximity to government administrative structures- Close proximity to medical facilities- Close proximity to a developed market.	<p>D THREATS</p> <ul style="list-style-type: none">- High rate of inflation- Drug and substance abuse- Use of pornographic materials by students- Poverty- Political decisions and policies- HIV and AIDS- Family problems
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Situation analysis of the school by use of: -

PESTLE ANALYSIS

<p><u>Political</u></p> <p>The new political dispensation will be beneficial to the running of our school because the devolved funds will trickle down to the school.</p>	<p><u>Economic</u></p> <p>The ideals of the vision 2030 will assist us in achieving the goals of this strategic plan, however the high inflation rates, taxations policies and global trends may affect its implementation because of rising costs of goods and services required by the school.</p>
<p><u>Social</u></p> <p>The emerging integrity issues and media influence may lead to sound school management.</p>	<p><u>Technological</u></p> <p>ICT e-learning and digitalization will bring efficiency of delivering of services but can also affect negatively the implementation of this strategic plan if abused.</p>
<p><u>Legal</u></p> <p>The new constitution, the acts of parliament and ministerial policies may help to improve the management of the institution.</p>	<p><u>Environmental</u></p> <p>Environmental conservation policies will improve the implementation of this strategic plan by creating a conducive environment for learning.</p>

CRITICAL SUCCESS FACTORS

The following critical success factors have been isolated after thorough analysis of the school using SWOT and PESTEL analysis tools.

- i. Fluctuating academic performance.
- ii. Inadequate functional teams among teaching and support staff.
- iii. Students' indiscipline.
- iv. Inadequate infrastructure
- v. Inadequate funds to improve and maintain school's corporate image
- vi. Inadequate co- curricular equipment and competence
- vii. Inadequate trained personnel in co-curricular activities

STRATEGIC OBJECTIVES

1. To improve and maintain academic performance
2. Create functional teams among staff
3. Improve students discipline
4. Improve co-curricular department
5. Improve and maintain existing infrastructure

LOG-FRAME

STRATEGIC GOALS								
STRATEGIC ISSUE (GOAL) 1. TO IMPROVE AND MAINTAIN ACADEMIC PERFORMANCE								
priority focus	Strategies/Ob jectives	Activities	Performance indications	Time frame	Costs	Responsibility	Financial /funding	Assumptions
1. To improve the academic performance	1. Syllabus coverage	<ul style="list-style-type: none"> -regular contact time with students -remedial classes -Group discussions -frequent evaluation -Minimizing absenteeism -adherence to the timetable 	<ul style="list-style-type: none"> -Students' notes -Records of work -Schemes of work -Class attendance registers -Quality assurance and standards records 	By October for form 1,2,& 3 and April for form 4 of each year	5,000,000	<ul style="list-style-type: none"> -Principal -HODs -Director of studies -TSC and BOM -Class teachers -Parents -Students -Subject teachers -Internal quality assurance and standards committee 	<ul style="list-style-type: none"> -MOEST -Parents -Sponsors -CDF and other devolved funds 	<ul style="list-style-type: none"> -No interruptions for the school calendar -There would be adequate staffing in the school -Parents support -No absenteeism -Availability of learning and teaching materials
	2. Improve book ratio	<ul style="list-style-type: none"> -procurement of enough text books to ensure the book ratio is at 1:1 for all subjects in all classes -Repair, maintain and retain the existing text 	<ul style="list-style-type: none"> -copies of textbooks -textbook ledger 	2014-2018	10,000,000	<ul style="list-style-type: none"> -Principal -Procurement committee. -Teachers. 	<ul style="list-style-type: none"> -MOEST -parents -donors 	<ul style="list-style-type: none"> -availability of funds -that the students will take care of the books. -that the syllabus will not change

		books						-there will be no calamities
	3. use of e-learning	<ul style="list-style-type: none"> -procure 40 more computers for e-learning -train personnel -provide unlimited internet -procure e-learning programmes and digital content 	<ul style="list-style-type: none"> -increased number of computers and related equipment -increased usage of e-learning -unlimited internet -early syllabus coverage -certificates for trained personnel. -increased collaboration by entire school population 	2014-2018	3,000,000	<ul style="list-style-type: none"> -principal -HODs -BOM -Procurement committee -subject teacher 	<ul style="list-style-type: none"> -MOEST -Donors -Parents - 	<ul style="list-style-type: none"> - availability of funds -willingness to be trained and use the facility -there'll be responsible use of the facilities -availability of stable power supply
	4. Increase instructional materials	<ul style="list-style-type: none"> --procure relevant instructional material -training of personnel on the use of apparatus and equipment 	<ul style="list-style-type: none"> - store ledger -certifications for the trained personnel -frequent use of 	2014-2018	4,000,000	<ul style="list-style-type: none"> -Principal -HOD -Procurement committee. 	<ul style="list-style-type: none"> -Parents -MOEST 	<ul style="list-style-type: none"> -funds will be available -willingness of the personnel to be trained and use the equipment

			equipment -student's notes			-BOM Parents		
	5. Curriculum evaluation of students	-administering frequent internal and external exams -revision of exams -motivation of students and staff -organizing interclass and interschool academic contest and discussions -organizing frequent practicals	-Analyzed exam results -marked students scripts -mark books report cards -badges -certificates	2014-2018	15,000,000	-Principal -HODs -Director of studies -KNEC	-parents -MOEST	-the funds will be available -The students will be willing to do the exams -there will be no interruptions in the school calendar
	6. Invite resource persons	-To invite examination experts to guide the students -invite professionals in various fields -enhance peer teaching	-visitors book -a drawn programme	2014-2018	6,000,000	-Principal -HODs -Internal QASO	-parents	-willingness of the speakers -availability of funds
	7. Organize exchange programmes	-organize benchmarking programmes with other institutions -organize academic trips	-report	2014-2018	1,000,000	-Principal -teachers -parents	-parents	-funds will be available

	<p>8. To reduce absenteeism by both students and teachers</p>	<ul style="list-style-type: none"> -solicit for funds to improve the bursary kitty -enhance guidance and counselling -establish monitoring mechanisms for absenteeism by the office -make-up classes by teachers who are absent during class time 	<ul style="list-style-type: none"> -lesson compensation book -class attendance register -students' notes -receipts for bursary -fees balance records 	<p>2014-2018</p>	<p>300,000</p>	<ul style="list-style-type: none"> -principal -parents -teachers 	<ul style="list-style-type: none"> -parents -Donors -Alumni -devolved funds. -MOEST 	<ul style="list-style-type: none"> -Availability of funds -the school calendar will not be interrupted -responsible personnel will cooperate
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STRATEGIC GOALS								
STRATEGIC ISSUE (GOAL) 2. TO IMPROVE FUNCTIONAL TEAMS AMONG THE STAFF								
	Strategies	Activities	Performance indications	Time frame	Costs	Responsibility	Financial funding	Assumptions
1.	-Increase human resource	-recruit 10 additional teachers -recruit 9 additional support staff -Fund raising	-numbers and appointment letters. -Minutes of BOM -terms of service	2014-2015	15,000,000	-Principal -TSC -Parents -MOEST -BOM	-MOEST -Parents	-availability of funds -Availability of the disciplines required
2.	-Training	-5 INSET training programmes for support staff -Facilitate 5 INSET training sessions for teachers -Train all school personnel in ICT proficiency -Train the BOM on management efficiency -Team building	-Certificates -Training module -efficiency in use of ICT -No of trained persons -Improved delivery of services	2014-2018	1,000,000	-Principal -BOM -Staff -Parents -MOEST	-Parents -Surplus -MOEST -self sponsorship	-Funds will be available -Staff will be willing to be trained -availability Institutions for training

		activities						
3.	-Staff welfare	-exposure tours -humanitarian response -recognition of performance -conducting staff appraisal -promotions -Improving remunerations -housing of staff -medical cover -statutory deductions and remittance -improve the working conditions	-appraisal documents -payrolls -Certificates -Appreciation letters -BOM minutes	2014-2018	10,000,000	-Principal -BOM -Staff	-TSC -Parents	-Funds will be available

STRATEGIC GOALS								
STRATEGIC ISSUE (GOAL) 3. TO IMPROVE STUDENTS' DISCIPLINE								
	Strategies	Activities	Performance indications	Time frame	Costs	Responsibility	Financial funding	Assumptions
1. Enhance guidance and counseling programmes	-facilitate the guidance and counseling programmes	<ul style="list-style-type: none"> -Strengthen peer counseling programmes for students -invite external professional speakers -invite the alumni to mentor the students -develop a consistent programme for guiding parents -formulate a programme for guidance and counseling for students 	<ul style="list-style-type: none"> -Certificates -Numbers of alumni invited -Invitation letters -Visitors book -Training module for parents in guidance and counselling. 	2014-2018	500,000	<ul style="list-style-type: none"> -Principal -HOD Guidance and counseling -Class teachers -Sponsor -MOEST -Trained peer counsellors 	<ul style="list-style-type: none"> -parents -BOM -Sponsor -Alumni 	<ul style="list-style-type: none"> -Funds will be available -cooperation from teachers ,parents and students -that the trained persons will use their skills

	2 -empower the guidance and counseling teachers	-initiate short courses for teachers in guidance and counseling - identify teachers with interest to undertake chaplaincy courses	-certificates -Numbers of teachers trained in Guidance and counseling including chaplaincy.	2014-2018	150,000	-principal -sponsor -MOEST -Parents	-parents -sponsor	-Funds will be available -the teachers will be willing to be trained -that the trained teachers will use the learnt skills
	3. identification of needy cases and distribution of resources	-identify the needy cases in the school. -distribute the resources i.e. Finances, materials equitably.	-records of needy cases -records of resource distribution	2014-2018		-BOM -Guidance and counseling department -teachers -donors	-donors -MOEST -Devolved funds	-The availability of resources -the willingness of the students to seek for help
	4. enhance discipline	-Guide and counsel students on discipline issues -advise the administration on discipline. -inculcate moral values	-reduction in number of indiscipline cases -increased students retention rate -guidance and counseling records	2014-2018		-Principal -Guidance and counseling department -teachers and other staff member	-Parents -BOM	-the willingness of the students to reform -the personnel will be trained

2. Improving students discipline	<ul style="list-style-type: none"> -Effective students governance -Ensuring that the students adhere to school rules. -ensuring that the school is a drug free zone -exposing students to acceptable societal values. -Enhance spiritual growth programmes -enhancing self-discipline -involve the local administration. -involve the parents in students' discipline 	<ul style="list-style-type: none"> -Conducting annual democratic election of the students council -Training of the elected council members -Inviting of external speakers -Following laid down corrective reprimanding procedures -Strengthening the disciplinary committee -Guidance and counselling. -formulate spiritual growth programmes -Encourage sectorial religious groups -pastoral programme 	<ul style="list-style-type: none"> -Less students on punishment record book -good academic performance records -minimal absenteeism in attendance registers -Liturgies and programmes -School rule and regulations -Disciplinary records -BOM and disciplinary committee minutes 	2014-2018	500,000	<ul style="list-style-type: none"> -Principal -BOM Parents -Disciplinary committee -Students council -Teachers -Boarding masters -Local administration 	<ul style="list-style-type: none"> -Parents -MOEST 	<ul style="list-style-type: none"> -the students will cooperate -teachers' willingness to offer support -members of the support staff will play their role -the community will give their support -there will be team work -parents willingness to cooperate
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		<p>instructions</p> <ul style="list-style-type: none"> -to enhance co-curricular activities -Maintaining students termly parliamentary meeting -Regular inspection of student facilities and utilities 						
		<ul style="list-style-type: none"> -close supervision of school programmes and activities by the teachers and prefects -organizing seminars for parents -Invite and involve parents in dealing with discipline cases 						

3. Students' welfare	1.to improve the menu to acceptable standards	-increase vegetables , fruits and proteins in the meals	-improved meals -kitchen inventories -minimal food wastage	2014-2018		-Principal -cateress -HOD Boarding	-parents	-funds will be available
	2. To improve on students health	-improving the medical services to the students -collaborate with other health personnel and institutions -fumigating the compound -Supply of clean water -proper waste disposal -re-afforestation	-medical records -reduced cases of absenteeism -less incidence of insects and pests -constant flow of clean water -sufficient compost pits -strategically placed garbage bins -growing environmental friendly trees	2014-2018		_Principal -School nurse -MOH	-Parents -MOH	-funds will be available -MOH will be cooperating

	<p>3. To improve boarding facilities</p>	<ul style="list-style-type: none"> -decongesting the boarding facilities -provide quality beds and mattresses -improve the sanitation facilities and standards of cleanliness -ensure personal hygiene. -ensure safety standards improved and maintained. 	<ul style="list-style-type: none"> -Clean environment -Ledgers -Enough bed spacing -Well groomed students - 	<p>2014-2018</p>	<p>300,000</p>	<ul style="list-style-type: none"> -Principal -Boarding masters -Teachers 	<p>-Parents</p>	<ul style="list-style-type: none"> -students will cooperate. -The dorm construction will be completed on time
	<p>4. To improve on security of students' and their property</p>	<ul style="list-style-type: none"> -to provide adequate skilled personnel - Improve and strengthen the school fence -improve on the security lighting -improve on 	<ul style="list-style-type: none"> -Payroll -Training certificates -Operational alarm system -Improved fence 	<p>2014-2018</p>	<p>500,000</p>	<ul style="list-style-type: none"> -Principal -BOM -Security officers 	<p>-Parents</p>	<ul style="list-style-type: none"> -Availability of funds -effectiveness of the security personnel -Other security personnel will cooperate -there will be support of the surrounding

		<p>alarm systems.</p> <p>-training of security personnel</p> <p>Cooperating with other security agents</p> <p>-train the entire school community and conduct drills.</p>						community
	5. Entertainment and recreation	<p>-improve students recreation facilities</p> <p>-offering a wide variety of games and sports activities</p> <p>-discover and develop talents/creativity</p>	<p>-Increased play grounds and sports equipment</p> <p>-Entertainment equipment</p> <p>-Certificates</p>	2014-2018	300,000	<p>-Principal</p> <p>-Teachers</p> <p>-Students</p>	<p>-Parents</p> <p>-Sponsors</p>	<p>-Availability of funds</p> <p>-willingness of the students</p> <p>-there will be adequate land</p>
	6. communication	<p>-enhance communication between students and their parents/guardians</p>	<p>-Inventory of school phones</p> <p>-school's website</p>	2014-2018	100,000	<p>-Principal</p> <p>-Class teachers</p>	<p>-Parents</p> <p>-BOM</p>	<p>-Availability of funds</p> <p>-Responsible use of the gadgets</p>

STRATEGIC GOALS								
STRATEGIC ISSUE (GOAL) 4.TO IMPROVE THE CO-CURRICULAR DEPARTMENT								
Priority focus	Strategies	Activities	Performance indications	Time frame	Costs	Responsibility	funding	Assumptions
1. Games	-to ensure that at least two teams compete at the National level and the rest at the regional levels	<ul style="list-style-type: none"> -to buy the necessary games equipment. -to have trained personnel handling the teams. -ensure that all students take part in sports and games. -create adequate field s for various games. -acquire more table tennis boards. -Introduce more indoor games -award trophies and certificates to winning teams and 	<ul style="list-style-type: none"> -certificates -trophies -adequate fields -adequate sport equipment 	2014-2018	4,000,000	<ul style="list-style-type: none"> -Principal -BOM -Teachers -MOEST 	<ul style="list-style-type: none"> -Parents -MOEST -Sponsors 	<ul style="list-style-type: none"> -funds will be available -willingness of the students to participate -land will be available

		<p>students.</p> <p>-encourage inter classes, inter-houses and inter-school competitions</p>						
2. Music	-increase the number of classes participating in regional and national music competition	<p>-training</p> <p>--acquisition of costumes</p> <p>-organize a school music talent search show and cultural festival</p> <p>-interclass competitions</p> <p>-Encourage an inter house competition</p> <p>-Award best performers</p> <p>-offer opportunity in music for entertainment, praise and worship and appreciation of culture</p> <p>-encourage students to take up</p>	<p>-certificates</p> <p>-trophies</p>	2014-2018	1,000,000	<p>-principal</p> <p>-Teachers</p>	<p>-MOEST</p> <p>-Parents donors</p>	<p>-Availability of funds</p> <p>-willingness of the students to take part</p> <p>-availability of trained personnel</p>

		music classes						
3. Drama	-increase the number of entries participating in regional and national drama contest.	-procure costumes and décor. -to have trained personnel handling the teams. -identify and nature talent. -Award certificates to the winning teams and individuals -conduct inter-house contests	-certificates -trophies -	2014-2018	800,000	-principal -Teachers -	-MOEST -Parents donors	-Availability of funds -willingness of the students to take part -availability of trained personnel
4. Kenya Science and Engineering fair	-take at least one project in each category to the national level	-procure the necessary materials for the congress -organize inter-house competition -increase students participation in all categories of the congress	-certificates -trophies	2014-2018	500,000	-principal -Teachers	-MOEST -Parents donors	Availability of funds -willingness of the students to take part -availability of trained personnel

		<ul style="list-style-type: none"> -award certificates and trophies to the winning teams. -sponsor training of personnel handling the teams 						
5. Clubs and movements	-increased students' participation in clubs and movements	<ul style="list-style-type: none"> -organize interclub competition -organize interschool competition -empower patrons and officials on club management and effectiveness. -clubs to formulate annual work plan. -Ensure each student belongs to a club/ movement -strengthen the club/movements involvement with the affiliated organizations 	<ul style="list-style-type: none"> -work plan -trophies -certificates -club membership cards -club records 	2014-2018		<ul style="list-style-type: none"> -Principal -Patrons -Club officials 	<ul style="list-style-type: none"> -Club members -affiliated organizations -Parents 	<ul style="list-style-type: none"> -willingness of the students to actively participate -willingness of the affiliated organization to participate -capable and willing patrons

6. Life skills	-equip students with knowledge and skills that will help them later in life	-train students in :- guidance and counseling -catering and cookery -Farming activities -baking -leadership -environmental management	-certificates -clean environment -team spirit -students participation in the school farm activities -improved interpersonal relations -better cohesion and intercommunity integration	2014-2018	500,000	-Principal -Staff	-Parents -donors	-availability of funds -willingness of the students to learn and practise the skills -willingness of the staff to cooperate
7. social responsibility	-empower students to become socially responsible	-enhance spiritual outreach programmes in nearby religious centers. -Enhancing humanitarian support activities. -organizing environmental conservation and clean up exercises.	-invitation letters. -clean environment -appreciation letters. Visitors' book. -responsive students -Blood donors' certificates.	2014-2018	100,000	-Principal -teachers -students -Chaplain	-Parents -Donors	-availability of funds -willingness of students to participate -willingness of the nearby institutions to cooperate

STRATEGIC GOALS								
STRATEGIC ISSUE (GOAL) 5 .TO IMPROVE AND MAINTAIN EXISTING INFRASTRUCTURE.								
1. Construction of a two storied dorm to accommodate 300 students	-Develop an architectural and structural plan -Quantity survey/BQ -Plan for resource mobilization	-Mobilize professional planners -Write proposals for sourcing funds -procurement of services and materials -Undertake construction	-Approved plans in place -Minutes of BOM and tender committees -Number of proposals -Bills of quantities -Construction in progress -Availability of funds	2014-2015	14,000,000	-Principal -BOM -Ministry of public works -Ministry of Education -Parents -Alumni	-Parents -Sponsors -MOEST -CDF and devolved funds -resource mobilization -Alumni	-Funds will be made available -no disaster /calamity -there will be support from the stakeholders
2. Complete seven class rooms	-plan for resource mobilization	-procure materials -undertake painting and finishing the floors. -fitting doors and window	-tender documents -invoices -deliveries -completed classrooms	2014-2015	2,000,000	-principal -BOM	-parents -MOEST -Devolved funds -resource mobilization	-funds will be available

		panes						
3. Modernize the library	-plan for resource mobilization	-prepare a list of needs -procure fixtures and fittings -prepare a layout plan	-layout plan -procurement documents -fixtures	2014-2015	1,000,000	-Principal -BOM -MOEST	-Parents -Donors MOEST	-Funds will be made available -no disaster /calamity -there will be support from the stakeholders
4. Expand the dining hall	-plan for resource mobilization -deciding on the physical layout	-preparing architectural plans -preparing bills of quantities -seeking approvals -procuring goods and services. -commencing construction	-architectural plan -BQs -tender documents -Minutes -invoices -approval documents -	2016-2017	3,000,000	-principal -BOM -Ministry of Public works -NEMA	-Parents -MOEST -Donors	-Availability of funds -the approving bodies will cooperate

5. Construct two additional sanitation units	<ul style="list-style-type: none"> -resource mobilization -physical planning 	<ul style="list-style-type: none"> -develop the architectural plans -procure materials and services -undertake the construction 	<ul style="list-style-type: none"> -architectural plan -BQs -tender documents -Minutes -invoices -approval documents - 	2014-2015	2,000,000	<ul style="list-style-type: none"> -principal -BOM -Ministry of Public works -Public health 	<ul style="list-style-type: none"> Parents -Donors 	<ul style="list-style-type: none"> -Availability of funds -the approving bodies will cooperate
6. Construct an underground water tank	<ul style="list-style-type: none"> -resource mobilization -site planning - 	<ul style="list-style-type: none"> -develop a structural plan -prepare BQs Seek approvals -procure materials and services 	<ul style="list-style-type: none"> -procurement documents -Physical plan -presence of the tank -approval documents 	2015-2016	3,000,000	<ul style="list-style-type: none"> -Principal -Parents -approving bodies -BOM 	<ul style="list-style-type: none"> -Parents -Donors 	<ul style="list-style-type: none"> -Availability of funds -cooperation from approving bodies
7. Expand sewerage system	<ul style="list-style-type: none"> -site planning -resource mobilization 	<ul style="list-style-type: none"> -develop a structural plan -prepare BQs Seek approvals -procure materials and services 	<ul style="list-style-type: none"> -procurement documents -Physical plan -presence of the sewerage system -approval documents 	2016-2017	6,000,000	<ul style="list-style-type: none"> -Principal -NEMA -ministry public health -Ministry of public works -BOM 	<ul style="list-style-type: none"> -Parents -Donors 	<ul style="list-style-type: none"> -availability of funds -cooperation from approving bodies -

			-minutes					
8. Drill a borehole	site planning -resource mobilization	develop a structural plan -prepare BQs Seek approvals -procure materials and services	-procurement documents -Physical plan -availability of clean -approval documents -minutes	2014-2018	3,000,000	-Principal -NEMA -ministry public health -BOM -WARMA	-Parent -Donors	-Availability of funds -approving bodies will cooperate
9. Buy 5 acres of land	-resource mobilization	-Identify land -purchase land	-title deed -payment vouchers -Agreements -Minutes	2014-2016	5,000,000	-Principal -BOM	Parent -Donors	-land will be available in a suitable location -funds will be available
10. Buy a new backup generator	-resource mobilization	-purchase the generator	-Delivery -Invoice -LPO -Presence of the generator.	2014-2018		-Principal -BOM	-Parents	-Funds will be available
11. Enhance school sustainability projects.	1. Livestock improvement and fish farming	-Improve the breed of the dairy cows -increasing stalk and	-Farm records -inventories -Ledgers -crops and	2014-2018	1,000,000	-Principal -Agriculture teacher -farm manager	-Surplus -sale of produce -Sponsors and well	-availability of funds -that there will not be any natural calamities

		<p>quality of feeds</p> <ul style="list-style-type: none"> -improve on stock management -initiate value addition of milk -establish a biogas system -Improve fish farming -Establish poultry farming -Establish pig farming -Recruit a farm manager 	<p>livestock</p> <ul style="list-style-type: none"> -gas plant -manager 			-BOM	<p>wishers</p> <ul style="list-style-type: none"> -GOK 	-that there would be efficient management
	2. Improve school bakery	<ul style="list-style-type: none"> -increase production -improve quality -offer a wider variety of products -train staff. -acquire 	<ul style="list-style-type: none"> -new equipment -certificates for the trained staff -wider variety of products - 	2014-2018	200,000	<ul style="list-style-type: none"> -Principal -Staff -BOM 	-Parents	-availability of funds

		additional equipment						
	3. Establish a poshomill	-conduct a physical plan -resource mobilization -construction -procure the equipment	-procurement documents -construction of the structure -installation of poshomill	2014-2015	500,000	-Principal -BOM	-Parents	-funds will be available
	4. improve the school workshop	-procure: -a bender -surface planner	-procurement documents -Ledger	-2015-2016	200,000	-Principal -BOM	-Parents	-Funds will be available
	5. increase and improve the banana orchards	-manuring -crop husbandry	-Increased output -Farm records -Kitchen records	2014-2018		-Principal -Farm manager	-Parents	-favourable weather conditions -No disease outbreak

FINANCIAL MANAGEMENT PLAN

The implementation of the plan over the 5 years period will cost a lot of money.

Funds will be contributed by parents, government, devolved funds and donors.

We appeal to all other well-wishers to assist in funding this programme.

We are committed to be very effective and efficient in finance management and utilization.

IMPLEMENTATION, MONITORING AND EVALUATION

During the preparation of this strategic plan, a committee was set to collect all the ideas raised in the preparation process by stakeholders. These committees formation was carefully composed from members of the teaching staff, non-teaching staff and some members of Board of management and PTA. This is the committee which will be entrusted with the implementation, monitoring and evaluation of the strategic plan.

The committee will ensure that the cited factors listed on the log frame carry out the strategies and activities set out on the plan within the specified period. The committee will evaluate the performance of every strategy as indicated on the strategic plan annually.

A well-coordinated evaluation will be done at the mid-course of the strategic plan and at the end of the planned period.

Annual, midterm and end term evaluation reports will be prepared for discussion by the board, PTA and other stake holders to whom the committee is responsible.

The principal who is the chief executive officer will coordinate the process of implementation, monitoring and evaluation, provide resources and be extensively involved in all exercises of implementation, monitoring and evaluation of thesis strategic plan.

KCSE RESULTS FROM 2005 TO 2012

Year	Ent	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E			MG	Mean score
2005	126	1	6	10	27	32	28	14	7	1	0	0	0	0	0	B-	7.8968
2006	116	8	11	16	22	26	20	6	5	1	1	-	-		-	B	8.5431
2007	97	1	4	16	24	33	12	4	3	-	-	-	-		-	B-	8.4433
2008	101	-	6	11	10	17	22	18	13	3	-	-	1	2	-	C+	7.3465
2009	129	1	11	20	31	27	23	11	4	1	-	-	-	-	-	B-	8.3643
2010	122	8	22	27	32	21	11	1	-	-	-	-	-	-	-	B	9.4016
2011	129	13	30	27	26	22	10	1	-	-	-	-	-	-	-	B+	9.6279
2012	129	06	24	23	38	28	10	-	-	-	-	-	-	-	-	B	9.3178
2013	135	02	10	32	35	28	14	8	3	-	1	-	-	-	-	B	8.6992

Targeted trends for school mean score improvement

The school aims to achieve following mean scores at KCSE.

Year	Mean score
2014	11.00
2015	11.1
2016	11.2
2017	11.3
2018	11.4

PROJECTED ADMISSIONS TO PUBLIC UNIVERSITIES

The school management acknowledges the challenges it is facing in preparing students to enhance their performance in final examinations. These include the caliber of students selected to join this school some of whom may be intellectually challenged.

Despite these shortcomings, the management is committed to increase the proportion of students joining public universities by 10% as follows

	Projected by 10-% to public universities
2013	88%
2014	98%
2015 and beyond	100%

Infrastructure

Our infrastructure currently comprises of the following.-

- | | |
|--------------------------------|----------------------|
| a) Administration block | 1 |
| b) Classrooms | 14 |
| | 7 under construction |
| c) Library | 1 |
| d) Laboratories | 4 |
| e) Permanent staff houses | 12 |
| f) Semi-permanent staff houses | 4 |
| g) Dining hall | 1 |

h) Minor hall	1
i) Dormitories	
	Twin 1
	Two storied 1
j) Ablution block	4
k) Workshop	1
l) Stores	2
m) Transport system	2 buses
	1 van
n) Departmental offices	5
o) Computer laboratories	2
p) Kitchen	1
q) Sanatorium	1
r) Dispensary	
s) Bakery	1

BOM MEMBERS

1. Mr. Njiru Kimunyi
2. Mr. Nderitu P. Maina
3. Mr. Jonah Karunyu
4. Mrs. Elizabeth Warui
5. Mr. Elisha Karuguti
6. Mr. Newton Mati Runyenje
7. Mrs. Mary Kavinda
8. Mr. John Williams Njiru
9. Rev. Peter Njue
10. Mrs. Consolata Kivuti
11. Dr. John G. Kariuki
12. Eng. Ngochi Njeru
13. Salesius Njeru Gabriel
14. Faith Karigi Njeru

SCHOOL STEWARDSHIP

1 st	Joseph Njagi Mbarire	
2 nd	Mr Jacob Njeru	
3 rd	Mr. Elijah Wambugu	
4 th	Mr Ephantus Nthiga	
5 th	Mr. Albert Kariuki	1976 -1987
6 th	Mr. Lee Njiru -	1987 -2005
7 th	Mr. John Kamunyori	2005- 2008
8 th	Mr. Clement Njiru	2008 –2014

LEADERSHIP

1 st head	Mr. Alvan Njanga	1965 - 968
2 nd head	Mr. Mbuo Waganagwa	1968 -1971
3 rd head	Mr. Desderio Gitari	1972-1976
4 th head	Mr. Lewis Njeru	1976 -1977
5 th Head	Mr Karaya Njagi	1977 – 1985
6 th head	Mrs Victoria Njeru	1985 – 1990
7 th Head	Mr. Henry Ngare	1990
8 th Head	Mr. Fredirick Makindi	1990 -1992
9 th Head	Mr. Nthambu Benard Njeru	1992-1994
10 th Head	Mr. Pius Waithanje	1994-1996
11 th Head	Mr. Scopas Dili	1997-2008
12 th	Dr. Jamelck Muturi	2008 -2012
13 th Head	Mr. Nderitu P.Maina	2012 to date.

PTA EXECUTIVE MEMBERS FORM 1.

- A. Dr. Boniface Mativa.
- B. Eng.Seravin Njue.
- C. Mr.Joseph Kanyari.
- D. Mr. George Muthui.

FORM 2

- A. Engineer Ngochi Njeru PTA CHAIRMAN.
- B.
- C. Mr. Peter Nthiga.
- D. Mr. Sam choi.

FORM 3

- A. Mr.Obadiah Ngondi.
- B. Mr Paul Salim.
- C. Mrs Beatrice Wanja.
- D. Mr.David Kangangi.

FORM 4

- A. Mr Evans Kaguongo.
- B. Mr Leonard Gitonga.
- C. Mrs.Mercy mwiti.

TEACHERS-PTA

Mrs. Abigail Gikombo.

Mr.Githinji S Mwangi.

TEACHING STAFF

1	Mr. Nderitu P.M.	Principal
2	Mr. Njeru Alex	Deputy principal
3	Mrs. Gikombo	HOD sciences
4	Mr. Njagi Henry	HOD Curriculum
5	Mr. Mugo P.	HOD games and sports
6	Mrs. Kinyua J.	HOD Guidance & counseling
7	Mr. Kubai Jeremiah.	HOD Boarding
8	Mr. Githinji S.Mwangi.	HOD Languages (English)
9	M/S Ileri Naomi	HOD Humanities
10	Mr. Njue Albert	HOD Maths

11	Mr Mbaka Alexander	HOD TECHNICALS
12	Mr Macharia P. Kimani	HOD Languages (Kiswahili)
14	Mr. Njeru Lawrence	HOS Geography
15	Mrs. Ileri Florence.	HOS Agriculture
16	Mr. Macharia Martin	HOS Computer
17	Mrs. Muriuki Monica.	HOD Cleanliness and beautification
18	Mr. Kariari Simon	
19	Mr. Mbogo David.	HOD Co- curricular
20	Mrs Anisia Kimani	HOD Library
21	Julius Mukavi	
22	Mr Njeru Shadrack	HOS Chemistry
23	Mr Mugendi Peter	
24	Mr Njagi Jacob	
25	Mr Murungi Wilfred	
26	Mr. Joseph Kinyua	
27	Mr Edwin Mutugi	
28	Mr. David Munene	
29	Ms Perpetua Maina	

30	Ms Consolata Wangari	
31	Mr. Njeru Javason	HOD Furniture
32	Mr. Mburia Stephen	
33	Mr. Mwiti Kanyuru	
34	Miss. Njeru Caroline	
35	Mr. Makamu Benjamin	

HOUSE MASTERS

1. Ol Karia –Mr. Mutugi E.
2. Kamburu - Mr. Mukavi J.
3. Gitaru- -Mr. Kubai J.
4. Kindaruma -Mr. Njeru S.
5. Masinga - Mr. Njagi J.
6. Turkwell -Mr. Kinyua J.
7. Sondu Miriu -Mr. Mugendi P.

Class teachers

FORM 1

- 1A- Mr. Kinyua J.
 1B- Mrs. Muriuki M
 1C- Mr. Kariari S.
 1D- Mr. Njeru

FORM 2

- 2A- Mrs. Ileri F.
 2B- Mr. Mbaka A
 2C- Mr. Murungi W.

2D- Mr. Njagi J.

FORM 3

3A- Mrs. Kimani A

3B- Mr. Mwiti K

3C- Mr. Njeru S.

3D-Mr. Githinji S.

FORM 4

4A- Mr. Mbogo D.

4B- Mr. Macharia M

4C- Miss Ileri N.

HEADS OF STREAMS

Form 1 Mr Kariari Simon

Form 2 Mrs. Ileri Florence

Form 3 Mr. Njeru Shadrack

Form 4 Miss Ileri Naomi

PATRONS OF CLUBS AND SOCIETIES

1. Scouts- Mr. Mbogo D.
2. Red cross- Mr. Macharia M.

3. Journalism –Mr. Njagi J.
4. Wildlife- Miss. Ileri N.
5. ICC- Mrs. Muriuki M.
6. Science –Mr. Njagi H.
7. Tax- Mr. Mbaka A.
8. CU- Mrs. Gikombo.
9. YCS- Mr. Njeru A.
10. Young Farmers –Mrs. Ileri F.

SUPPORT STAFF

DESIGNATION

- | | |
|----------------------------|------------------|
| 1. Mr. Zachary Njiru | Bursar |
| 2. Mr. Albert Mugendi | Accounts Clerk |
| 3. Mrs Margaret Mumbi | Secretary |
| 4. Mrs Cathrine Wawira | Secretary |
| 5. Mrs Loise Njeri | Store keeper |
| 6. Justin Mwaniki | Lab. Assistant |
| 7. Mrs Margaret Njeri | Librarian |
| 8. Mr Godfrey Nyaga | Nurse |
| 9. Mrs Annity Njeri | Cateress |
| 10. Mr. Isaiah Njiru | Driver |
| 11. James Ndwiga | General Fitter |
| 12. Mr Samuel Kagoce | Artisan |
| 13. Mr. John Mugo | Office Messenger |
| 14. Mrs Nancy Wambura | Grounds Person |
| 15. Mr. Davis Njeru | Grounds Person |
| 16. Mr. John Kiura | Cook |
| 17. Mr. Salesio Muriithi | Cook |
| 18. Mr. Charles Ileri | Cook |
| 19. Mr. Michael Kiura | Cook |
| 20. Mr. Salestino Ileri | Cook |
| 21. Michael Gerald Kariuki | Cook |
| 22. Josephat Gitonga | Cook |
| 23. Mr. Charles Murano | Security Officer |
| 24. Mr. James Kanyange | Security Officer |
| 25. Mr. Silas Njagi | Security Officer |

26. Jotham Njagi	Security Officer
27. Anniselimo Mugendi	Farmhand
28. Mr Augustine Murithi	Farmhand
29. Ruth Ileri	Baker
30. Stephen Mugendi	Baker
31. Emily Wambeti	Baker
32. Aron Nmau	Baker
33. Peter Njeru	Baker
34. Flora Wanyaga	Grounds person

PREFECTS

Name	Post	Adm no	Class
Marangu Moses Muriithi	School Captain	4914	4C
Karani Derric Mwangi	As. School Captain	4648	4B
Daniel Waweru	Ass. School Captain	4622	4A
Eugene Obonyo	Games	4751	4C
Ombasa Moses	Dining captain	4559	4C
Victor Kaunda	Entertainment	4652	4C
Joshua Kyalo	Library captain	4917	4B
Maxmillan Mutiso	Kamburu captain	4687	4B
Fredrick Bukachi	Compound captain	4639	4B
Lennox Gitonga	Laboratory captain	4647	4A
Erick Wang'ombe	Gitaru captain	4548	4A
Alfred Mutwiri	Kindaruma captain	4578	4A
Simon Kirubi	Ass. Kamburu captain	4859	3A
Lynix Kaloki	Ass. Games Captain	4799	3A
Tonny Munene	As. Gitaru Captain	4831	3A
Bernard Warui	Ass. Captain	4916	3A
Kamau Relyee	ICT captain	4749	3B
Edwin Gitonga	Lab Ass. Captain	4895	3C
Elvis Odhiambo	Ass. Dining Captain	4837	3C
David Lokal	Ass. Dinning captain	4828	3C
Martin Nyaga	Ass. Compound Captain	4834	3C
Michael Nyaga	Ass. Compound boarding	4915	3C
Tonny Gitonga	Ass. Library Captain	4736	3C
Mark Mugambi	Ass. Kindaruma Captain	4822	3D

CLASS PREFECTS

Form 1

- A** Brian Wanjau
- B** Michael Lewis
- C** Sitati Clinton

D Maina Calvin

FORM 2

Alphonze Maina	5012	2A	
Ned Nickerson Mburia	4929	2B	
Brendan Onduso	5094	2C	
Dennis Muriuki	5011	2D	
Jeremiah Ng'ang'a	4950	2C	Time keeper

FORM 3

A Dennis Murimi	4733	3A	
B Marlon Mwenda	4788	3B	
C Aden Ali	4837	3C	
D Fabian Muema	4768	3D	

FORM 4

A Swaka Erick	4602	3A	
B Bernard Kaimenyi	4621	3B	
C Francis Macharia	4562	3C	