

MARAFIKI WA AFRIKA TANZANIA (MAT)

BARAMBA GIRLS' SECONDARY SCHOOL



STRATEGIC PLAN FORMULATION TEAM

**BGSS FIVE YEAR STRATEGIC
PLAN (2019 – 2024)**

TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYMS.....	iii
FOREWORD.....	iv
ACKNOWLEDGEMENT.....	iv
1.0 INTRODUCTION.....	1
1.1 History of Baramba Girls' Secondary School.....	1
1.2 Services offered at BGSS.....	1
1.3 Justification for the Strategic Plan.....	2
1.4 The Strategic Plan Formulation Process.....	2
2.0 SWOT ANALYSIS.....	4
2.1 Internal Analysis.....	4
2.2 Environmental Analysis.....	5
3.0 CRITICAL ISSUES.....	8
4.0 STAKEHOLDER ANALYSIS.....	8
5.0 VISION AND MISSION.....	9
5.1 Vision.....	9
5.2 Mission.....	9
6.0 BGSS VALUES.....	9
7.0 THE IMPLIMENTATION STRATEGIES.....	10
7.1 Strategic Goals.....	11
7.2 Objectives of each of the Strategic Goals.....	11
7.2.1 Improve the administration and human resource management system.....	11
7.2.2 Improved and expanded institutional infrastructures.....	11
7.2.3 Strengthen the school funding and resource mobilisation system.....	12
7.2.4 Streamline the school information flow and marketing.....	12
7.2.5 Strengthen the relationship between the school and various stakeholders.....	12
7.2.6 Ensure quality education and students satisfaction.....	12
7.3 Strategic Plan Log frame 2019/2020 – 2023/2024.....	13
7.4 Implementation Plan 2019/2020 – 2023/2024.....	23
7.5 Monitoring and Evaluation.....	24
7.6 ORGANIZATIONAL STRUCTURE.....	Error! Bookmark not defined.

LIST OF ABBREVIATIONS AND ACRONYMS

BGSS	Baramba Girls' Secondary School
BOQ	Bills of Quantities
CBO	Community Based Organisations
EWB	Engineers without borders (EWB)
FWR	Fair World Rastat
HIV	Human Immuno deficiency Virus
ICT	Information Communication Technology
MAG	Marafiki Wa Afrika Germany
MAT	Marafiki Wa Afrika Tanzania
MOV	Means of Verification
NGO	Non-Governmental Organisations.
OPRAS	Open Performance Review and Appraisal System
SWOT	Strength, Weaknesses, Opportunities and Threats
TANESCO	Tanzania National Electricity Supply Company.
	M&E Measurement and evaluation.

FOREWORD

The Baramba Girls' secondary school Strategic Plan for 2019 - 2024 aims at making BGSS a Centre of academic excellence producing responsible future citizens for the nation and beyond. The focus in the five years of the plan is on:

- i) Improving the administration and human resource management system to ensure efficiency in the running of the school affairs.
- ii) Improving the infrastructure and services to meet the requirements of the school and serve an increasing students population.
- iii) Strengthen the funding and resource mobilization system to ensure sustainability of the school.
- iv) Streamline the school information flow and marketing to ensure effective implementation of decisions and promote the school in the community.
- v) Strengthen networking and collaboration with existing stakeholders and development partners as well as establishing new and potential stakeholders for mutual benefits.
- vi) Ensure quality education and students' satisfaction/expectations.

The above strategies are expected to achieve the following strategic goals:

- i) Improved administration and human resource management system.
- ii) Improved and expanded institutional infrastructures.
- iii) Increased income of the Centre.
- iv) Efficient school information flow and marketing.
- v) Strengthened relationship between the school and various stakeholders.
- vi) Quality education and students satisfaction.

A mid-term evaluation of the strategic plan will be conducted in June 2022 to give room for making amendments needed basing on the findings and recommendations before the plan comes to an end on 31st June, 2024. If well implemented, the plan will result in tremendous positive changes at the school.

However, the success of the plan will depend among others on the effective mobilization of resources. This is possible. What is needed is commitment of all stakeholders of BGSS to support in the achievement of the strategic goals.

Dr,George Sing'ombe
For Chairperson, BGSS Board

ACKNOWLEDGEMENT

The BGSS Strategic Plan for the years 2019 - 2024 is a result of the work of a team comprising of the school head Md Beatrice Bugango, head of physical science department Mr. Loja Ngulwa, social sciences department Md. Beatrice Bugango, languages department Mr. Sospeter Ngenzi, business department Md. Lucy Lyato, environment department Mr Deonigard Kamuhabwa, ICS department Mr. Seleman William, academic affairs Mr. Agasto Kisoma, discipline department Mr. Kagenzi Norbert, spiritual affairs Mr. Agasto Kisoma, finance and projects Mr. Tumaini Nestory, games and sports department Mr. Loja Ngulwa. The presentations made by the heads of departments shade a picture of the school and formed the basis for the fruitful discussions that ensued the entire strategy development process.

Special thanks should also be extended to Mr. David.K.B Bukozo - the executive Secretary of MAT, Mr. Abel Kiiza - the Parents' representative, Dr. George J. Singombe - the board representative, Mr. John. M. Gibson - the District education office representative and Mr. Mushabe Willy - the school Administrative Secretary for their immense contributions and experiences they brought in, that highly enriched the group and plenary discussions.

Special thanks also go to Ms Bhoke Sospeter - the students' Government head and Hope Dickson from the students' leadership for drafting and presenting a paper about the students' needs and views and balancing the discourse by offering a genuine opinion position of their expectations as primary beneficiaries.

The Fundraising Management Consultant Mr. Sam Kayongo deserves special mention for his mastery in facilitation of the workshop to develop the Strategic Plan held at BGSS from 10th to 14th, June, 2019 and for compiling the document of the School Strategic Plan.

BGSS extends an open appeal to all its stakeholders, well-wishers and development partners within the country and outside the country to support it in whatever form, finance or in kind to make the Strategic Plan operational thus enabling the school to be:

- A better place for students to come and learn;
- A better place for staff to come and work;
- A better place to groom future leaders ;
- A better place for volunteers and friends to come and contribute;
- A better place for people to visit, having heard of its quality services.

Fr. Isaias Bambara

The School Manager, Baramba Girls' school

1.0 INTRODUCTION

Baramba Secondary school is a Girls school located in Ngara District, 20 kilometres from the District headquarters along the main road. The school has a magnificent campus and buildings in a quiet place conducive for students' studies. The school is also fenced off hence providing safety and discipline for the learners. The school is non-religious oriented; students of all denominations are freely and unconditionally accepted. The performance of the school administration is based on the education standing orders, education regulations, policies and other laws of the country. As an education institution, the school possesses a legal mandate to perform several developmental activities related to education which offers room for its growth and expansion.

1.1 History of Baramba Girls' Secondary School

The concept to establish the school dates back in September, 1997 which involved a counter-signing of a memorandum of understanding between Ngara district authority and Marafiki wa Afrika Tanzania. The school was officially opened in March 1999. It started with 50 students who joined Form one who were recruited from various places of Kagera region and were taught by six teachers. The name Baramba was opted for in memory and honor of the late chief of Ngara chiefdom. The name "Baramba" connotes the "Long living. The reason for honoring Baramba was that He is remembered as the chief in Ngara district who had much interest in enhancing education. History has it that He died in 1965 on his way back from Dar es Salaam where he had gone on a mission of lobbying for establishment of the first secondary school in Ngara district.

1.2 Services offered at BGSS

The school is exclusively for boarding Girls School with a capacity of 320 students and with 13 teachers for effective academic performance. So far the student teacher ratio meets the required standards. The school offers physical sciences, Social sciences, Business studies, Info & Computer studies (I.C.S) and language disciplines. The physical sciences include Physics, Chemistry and Biology, Mathematics, the Social science subjects include History and Geography; the business section covers Commerce and book keeping; ICT teaches computer while the language subjects are English, Kiswahili and French. The goal of the physical science department is to produce students with sufficient skills and knowledge to match the pace of global evolvement with science and technology. The social science department focuses on broadening students' understanding of their environments to be able to deal with challenges of the 21st century and beyond. The business subjects are meant to impart students with entrepreneurial skills. Learning about computer helps the students to be updated with current technologies and be able to access various sources of information. The language subjects are essential

for students to acquire competencies required for their expression in various life situations by being able to listen, speak, read and write eloquently.

1.3 Justification for the Strategic Plan

From the inception of the school in the year 1999 phase one of the project implementation plan was meant for establishment of a girls' secondary school. The objective of the school focused on advancement and empowerment of girls through secondary school education and skills acquisition. It was believed that if girls accessed and are exposed to secondary education, their minds are opened up and hence, become aware of their position in the society.

The resources required during that period were for construction of major buildings which included classrooms, dormitories, laboratories, computer science room, library, assembly hall, administration block and dining hall. So as part of the past strategic plan 2010 – 2019 some structures have already been built i.e two modern dormitories, one block of six classrooms with one office and a modern laboratory. Also the school Management has further added other important items/ structures for the betterment of the school which are drilling a deep well for the purpose of getting clean and safe water, connecting the school to electricity from Tanesco, purchase of a new generator and a grain milling machine (posho mill).

This 5 years' plan which is intended to run between 2019-2024 shall focus on the construction of the remaining permanent infrastructures which are computer science room, library, staff quarter, assembly hall, administration block, construction of infrastructures for industrial arts/technology skills development work- shops and also the inception of a High school section. School sustainability through the initiation of various income generating projects to supplement the school recurrent expenditure shall also be one of the major priorities. This strategic plan 2019-2024 is hence meant to position the 20 year old school as one of the Centers of academic excellence in the region by making it:

- A better place for students to come and learn.
- A better place for staff to come and work.
- A better place to groom future leaders .
- A better place for volunteers and friends to come and contribute.
- A better place for people to visit, having heard of its quality services.

1.4 The Strategic Plan Formulation Process

The plan was formulated in a workshop that was convened at BGSS from 10th – 14th June, 2019. The session was attended by 15 participants that included the

representatives from students, Parents' representative, board representative, District education department, all school departments, head of school, school administrative secretary, Manager and Facilitator.

Prior to the workshop, participants from BGSS were obliged to prepare written reports about their work for presentation during the workshop. The reports helped to highlight the situation of ongoing activities at the School.

At the beginning of the workshop the participants were introduced to the concept of strategic planning before turning on the actual work of discussing the various aspects of the plan. Using a group approach the team analyzed the internal and external factors that affect the Schools' operations and its stakeholders. The SWOT analysis formed the basis for identifying the strategic plan goals and critical issues. The other sections in this plan that include vision, mission, values and log frame were also developed by participants during group and plenary discussions.

2.0 SWOT ANALYSIS

The following is an analysis of the strength, weaknesses, opportunities and threats of BGSS.

2.1 Internal Analysis

S/NO	FACTOR	STRENGTH	WEAKNESSES
1	Vision, mission and goals	<p>Vision emphasizes on quality education.</p> <p>Mission emphasizes to achieve academic excellence.</p> <p>Goal focuses on the advancement and empowerment of girls through secondary education skills acquisition.</p> <p>Goal boosts the confidence to girls.</p>	<p>Vision doesn't incorporate other aspects like developmental skills.</p> <p>Mission doesn't emphasize on informal education.</p> <p>Goal only emphasize on education provision without regarding other skills.</p>
2	Programs, systems and procedures	They are present.	<p>-sometimes are not followed.</p> <p>- some programs are not implemented due to time frame</p>
3	Management , leadership and communication system.	<p>-It is in operation</p> <p>-To some extent it values peoples' ideas</p> <p>-It managed to mobilize funds and constructed the infrastructure.</p> <p>-School information system is in operation.</p> <p>-The school has a website (www.barambagirls.ac.tz).</p>	<p>-Management de-motivates workers due to lack of funds.</p> <p>-Unpredictable power cuts.</p>
4	Organizational values, beliefs and attitudes	<p>-Promotes integrity, honesty and positive attitude.</p> <p>-Not religious based (it respects all denominations)</p>	<p>-They are not well defined.</p> <p>-No religious leaders from outside to come and emphasize.</p>

5	Physical resources/structures.	The basic infrastructures are in place.	Some of the required infrastructures are missing.
6	Activities and value added to output.	The school offers basic services to the students through the Physical sciences, social science, linguistics and business disciplines.	There is need for the provision of the practical disciplines through establishment of a vocational skills section.
7	Human resource numbers and competence	The school has sufficient staff to run the required academic activities.	The staff turnover is comparably higher due to the existing motivation system.
8	Reward system and motivation	-System is in operation	-Resources are insufficient -There is no fair system of rewarding.
9	Services delivered	-Water supply is in good condition -Electricity available -Environment is clean	-Alternative electricity of a generator is expensive to run.
10	Accountability	-System and procedures are in place as well as rules and regulation	-Less follow up
11	Sustainability	-Sustainability is in place	-Not improved/developed

2.2 Environmental Analysis

ENVIRONMENTAL ANALYSIS			
S/N	FACTOR	OPPORTUNITIES	THREAT S

1	Government and Politics	<ul style="list-style-type: none"> - Allows the existence (Registration) of private/non-government schools. - It gives opportunity to non government schools to participate in various events & activities. - Equal access to social services provided by the government like electricity, medical services etc. - We implement the same curriculum prescribed by the government, subjected to the same examinations and quality assurance. - Prepares and approves teaching and learning materials for schools. 	<ul style="list-style-type: none"> - Unexpected changes in allowing the existence non government schools.
2	Laws and policies	<ul style="list-style-type: none"> - Are favorable to the existence of non - government schools. 	<ul style="list-style-type: none"> - The government may enact unfavorable laws and policies.
3	Social services (eg. Education, health)	<ul style="list-style-type: none"> - The school is located near the government health centre which offers health services without discrimination. - Our students are not discriminated against in higher education. 	<ul style="list-style-type: none"> - Unlikely denial to social services to students and staff from non government schools. - Possible discrimination against students from non government schools.
4	Infrastructure	<ul style="list-style-type: none"> - The school is located near the international high way which makes it easily accessible. - The school is located near an air strip which can be a link to internal and external collaborators. 	<ul style="list-style-type: none"> - Poor maintenance.
5	Media	<ul style="list-style-type: none"> - We have easy access to the media which makes it easy for the school needed publicity and educational purposes. 	<ul style="list-style-type: none"> - Refusal of the media to cooperate with the school.
6	Economy (National and regional economies)	<ul style="list-style-type: none"> - The school is close to the local markets. - The school is located near the border which enables the school to purchase school supplies from neighboring countries at a cheaper cost. 	<ul style="list-style-type: none"> - Poor diplomatic relationship.
7	Donors/partners	<ul style="list-style-type: none"> - Financial support. - Volunteers. - Exchange visits. 	<ul style="list-style-type: none"> - Change in the policies of Donors/ Partners.

		<ul style="list-style-type: none"> - Intercultural learning. 	
8	Community/believers	<ul style="list-style-type: none"> - The school interacts and enjoys the cooperation of the community in its events and activities. 	<ul style="list-style-type: none"> - Failure to sensitise the community appropriately which limits their involvement.
9	Society and culture	<ul style="list-style-type: none"> - Possibility for the school to gain from the interaction with the community around in terms of learning history, crafts, local dances etc. 	<ul style="list-style-type: none"> - Failure to sensitise the community appropriately hence limiting their involvement.
10	Technological development	<ul style="list-style-type: none"> - It helps in enhancing teaching, research for information, sourcing information and materials. - Students can learn by themselves using E- learning facilities. 	<ul style="list-style-type: none"> - Lack of or shortage of funds to purchase necessary equipments and construction of appropriate infrastructure.
11	Other Faith Organizations	<ul style="list-style-type: none"> - They are likely sponsors. - They can offer spiritual guidance and counseling to the students at school. 	<ul style="list-style-type: none"> - Limited ability to support school related activities and needs.
12	Civil Society Organizations including CBOs and NGOs	<ul style="list-style-type: none"> - They may finance school specific projects i.e building a library and conducting workshops to sensitize the students on key issues such as gender equality, HIV ,hygiene etc. 	<ul style="list-style-type: none"> - Limited ability to support school related activities and needs.
13	Regional and International collaborators	<ul style="list-style-type: none"> - Providing donations for specific projects. 	<ul style="list-style-type: none"> - Limited ability to support school related activities and needs.

3.0 CRITICAL ISSUES

- i. Limited funds for improving school programs.
- ii. Delay of school fees payment as result staff delayed to get salaries, lack of teaching materials and important services to students and workers.
- iii. Less motivation due to limited funds for teachers and students who are working hard to improve the school image.
- iv. Inadequate teaching and learning materials which hinder academic performance.
- v. The layout of school buildings and other infrastructures on the school grounds needs to be restructured to give room for designing new structures.
- vi. The school endeavors to introduce a skills development component. However all skills to be learned require a substantial financial outlay.
- vii. The School does not have a proper transport facility to organize study visits and sports.

4.0 STAKEHOLDER ANALYSIS

The stakeholders of BGSS include the following:

- 1) Marafiki Wa Africa Germany (MAG) has been a vital partner to the school since its inception. They contribute financial and in kind support to the school that includes project funding, marketing the school services to other potential partners, providing an opportunity for intercultural learning to the students and staff through exchange visits and volunteer internships. The mutual relationship between the school and MAG is strengthened through MAG partnership visits to the school and sharing of implementation reports.
- 2) FWR is another school long term partner offering Conditional financial support. They also get updates from the school through implementation reports and visits at the school.
- 3) EWB is a school partner and has offered tremendous support for supply of water and electricity. They also offer technical support during the implementation of some projects and link the school to other donors.
- 4) RED ChaiRity is a partner who also offers conditional financial support to the school.
- 5) MAT and other local organizations that include MAVUNO, APROFI and FAIDERS are useful partners to the school by exchanging developmental ideas and experiences.
- 6) The Government is a key partner to the school that requires proper implementation of statutory laws and policies guiding the education sector in the country. The government has mandate to penalize the school if the laws and policies are not adhered to. Other roles include preparation of curriculum materials used by the school, supervision for quality control of the school, administration of the national exams and provision of land for school activities.

- 7) The school Board is charged with overseeing the school and ensuring that the school rules and regulations are adhered to.
- 8) The Community and Parents are also key partners with interest to access school quality education, employment opportunities and the reliable market for food stuffs offered by the school population. If the school standards and discipline are questionable a negative perception would be emerge within the community and result into refusal to enroll students at the school.
- 9) Students are the primary stakeholders requiring availability of quality education and the related services offered by the school. While studying at the school they need a real experience to develop their talents and leadership skills. If satisfied they can advertise and offer positive publicity for the school through word of mouth. They can also choose to terminate their attendance at the school if they feel that their goals and expectations are not met. If dissatisfied or inadequately nurtured they can tarnish the school image.
- 10) The Staff are the engine of the school as they offer the core services of education and ensuring that the student goals and expectations are met. However they also in return expect to get better wages and salaries. They also look forward to a conducive working environment that involves an opportunity to practice and grow in their professions and obtain individual development. They can also tarnish the image of the school and have a negative influence on student's behavior if their interests are not well managed.
- 11) Another category of external stakeholders includes other Schools that share experiences with Baramba and offer positive competition that promotes development. The school also works with religious organizations who offer spiritual guidance to the students. The school also utilizes services of the media in its marketing campaigns that includes Radios and televisions.

5.0 VISION AND MISSION

5.1 Vision

Baramba is a fountain of quality education and students' excellence.

5.2 Mission

We strive to utilize available resources to achieve academic excellence and discipline by moulding successful future citizens.

6.0 BGSS VALUES

- **Time Management:** Control of time set on specific activities by increasing effectiveness, efficiency and Production.
- **Commitment:** Everyone at BGSS should be dedicated to the cause or activity they are charged with and do it with faithfulness.

- **Responsibility:** Is regarded as having a sense of duty when dealing with something or having control over someone.
- **Competence:** Leadership and staff of BGSS should perform their work efficiently and effectively.
- **Hospitality:** The team at BGSS is expected to be friendly and generous in reception and entertainment of guests, visitor or strangers.
- **Respect:** Everyone should recognize his/her position in relation to those above and below him/her.
- **Integrity:** Be a good role model in morality and honesty.
- **Team Spirit:** Workers at BGSS should see themselves as a team recognizing that members need each other for accomplishing tasks in the organization. The role of each whatever the size (big or small) is important in the organization.

7.0 THE IMPLIMENTATION STRATEGIES

BGSS Strategic Plan for 2019 - 2024 aims at achieving the following goals and objectives with a framework for implementation, monitoring, evaluation and budget estimates.

7.1 Strategic Goals

- 1) Improve the administration and human resource management system.
- 2) Improve the school infrastructure and services.
- 3) Strengthen the school funding and resource mobilisation system
- 4) Streamline the school information flow and marketing.
- 5) Strengthen the relationship between the school and various stakeholders.
- 6) Ensure quality education and students satisfaction.

7.2 Objectives of each of the Strategic Goals

7.2.1 Improve the administration and human resource management system.

- a) Enhance the capacity of school human resources to improve performance.
- b) Ensure proper recruitment and retention of competent staff.
- c) Ensure effective follow up of implementation of school activities.

7.2.2 Improved and expanded institutional infrastructures

- a) To improve access to academic resources.
- b) To avail comfortable accommodation for the school staff.
- c) To avail space for various school activities and events.
- d) To improve the working environment for the school administration.
- e) To increase the student enrolment.
- f) To provide toilet services for visitors at the school
- g) To integrate vocational training in the school system.
- h) To provide accommodation for disadvantaged students to create a wider community impact.
- i) To upgrade the school to advanced level.
- j) To avail space for advanced level students.
- k) Increase availability of safe and clean water at the school.
- l) To improve transportation services for the school community.

m) To prevent and control fire hazards at the school.

7.2.3 Strengthen the school funding and resource mobilisation system.

-To ensure that the school has the financial capacity to implement its plans.

7.2.4 Streamline the school information flow and marketing.

a) To create awareness about the school programs and achievements.

b) To inform parents about school achievements, challenges and plans.

7.2.5 Strengthen the relationship between the school and various stakeholders.

-To Strengthen the relationship between the school & stakeholders

7.2.6 Ensure quality education and students satisfaction.

-To achieve quality education.

7.3 Strategic Plan Log frame 2019/2020 – 2023/2024

Strategic goal	Objective	Activity	Output	Verifiable indicator	MOV	Assumption	Beneficiary	Time frame	Location	Resources	Source of income	Responsible Person	Budget
Improve the administration and human resource management system	Enhance the capacity of school human resources to improve performance.	Train or orient staff and management. a) Leadership b) Teaching methods C) Long-term trainings.	-5 school administrators -16 teachers -special training to 2 science teachers and 2 social science teachers.	5 school administrators trained 16 teachers and 4 teachers on long term courses.	Training reports Administration meeting minutes.	Trainers will be available and finances.	Students Teachers. School leadership.	June 2020, June 2022, June 2024 Long term courses starting 2020	Baramba school campus. MWECA U (TZ), Mbaramba and Kabale universities (Ug)	-Funds -Funds	School income and donors.	Administrator	Shall be revealed by the project proposal.
		a) Motivation modalities for human resource for staff and	Motivation modalities document in place.	Number of awards and their categories	File records of awards and	Award criteria will be made	Staff, Students	During parents meeting day and Graduation	BGSS	Funds	School income	Administration	Nil

	students.			cate gories			on day					
	b)Generate formula to determine number of staff for each job position in the school.	Formula generate d and used.	Formula	Form ula in use	Availabilit y of type and number of staff required	Entire school	July- Decemb er 2019	Within the school	Funds	School incom e	Admi nistrat ion and mana geme nt	Nil
	C) Describe the type and number of job positions required in the school.	Identified types and number determine d.	List of types and number of job positions required in the school.	File recor ds	Position filled	Entire school	July- Decemb er 2019	BGSS	Nil	Nil	Admi nistrat ion and mana geme nt	Nil
Ensure effective follow up of impleme ntation of school activities.	Design monitoring and evaluation guideline.	Monitoring and evaluation document in place.	A copy of M&E document in place.	Perfor manc e report .	M&E in time	The entire school	July 2019 to Decemb er	Baramb a	Human resource.	School incom e.	Scho ol admi nistrat or.	Shall be revealed by the project proposal.

Strategic Goal 2	Strategic Objectives	Activity	Output	Verifiable indicators	MOV	Assumptions	Beneficiary	Time frame	Location	Resources	Source of income	Responsible Person	Budget
Improve the school infrastructure and services	To improve access to academic resources.	To construct and equip the school standard library.	Standard library in place	Building	Building plan and BOQ	Availability of fund	school	Starting 2019	School compound	Funds	Donors, school partners and owner, Parents,	MAT Project coordinator	Shall be revealed by the project proposal.
	To avail comfortable accommodation for the school staff.	To construct new comfortable staff residencies 10 blocks of two in one.	10 Blocks in place, Staffs in comfortable residences	Building	Building plan and BOQ	Availability of funds	-Staff - Students.	Starting 2020.	School campuses.	Funds & building materials.	Donors, Partners and school owner	MAT Project coordinator.	Shall be revealed by the project proposal.

To avail space for various school activities and events.	To construct multipurpose Assembly hall.	Multipurpose hall in place	Building	Building plan and BOQ	Availability of funds	School, District council, cooperating schools, Region, East Africa community	Starting 2020	School land.	Funds	Internal and external donations	MAT Project coordinator	Shall be revealed by the project proposal.
To improve the working environment for the school administration.	To construct a standard Administration block.	Standard administration block in place.	Building	Building plan and BOQ	Availability of funds	Administration and management	2019-2023	School compound	Funds	Internal and external donors	MAT Project coordinator	Shall be revealed by the project proposal.
To increase the student enrolment .	To construct 2 modern blocks of dormitories with 100 student capacity each.	2 blocks of modern dormitories in place	Building	Building plan and BOQ	Availability of funds	Students	Starting 2020	School compound.	Funds	Internal and external donors.	MAT Project coordinator	Shall be revealed by the project proposal.
To provide toilet services	To construct 2 public toilets for gents and	2 toilets in place	Building	Building plan and	Availability of funds	School community	Start 2020	School compound	Funds	Internal and external	MAT Project coordinator	Shall be revealed by the

	for visitors at the school	ladies with 8 stances each.			BOQ		and visitors					ator	project proposal.
	To integrate vocational training in the school system.	To construct and equip 4 blocks of two in one skills workshop.	4 blocks of two in one for skills workshop in place	Building	Building plan and BOQ	Availability of funds	Students, school, community and the nation	2019-2023	School land.	Funds	Internal and external donors	MAT Project coordinator	Shall be revealed by the project proposal.
	To provide accommodation for disadvantaged students to create a wider community impact.	Construction of the hostel block to accommodate the disadvantaged girls for skills training at the school	A full flagged hostel	Building	Building plan and BOQ	Availability of funds	Disadvantaged girls and community.	Starting 2020	School Land.	funds	Internal and External sources, Donors	MAT Project coordinator	Shall be revealed by the project proposal.
	To upgrade the school to advanced level.	To construct and equip one storey block of 6 classrooms for Advanced level.	One storey block of 6 classroom for advanced level in	Building	Building plan and BOQ	Availability of funds	Students, school, community and the nation	Start 2019	School compound	Funds	Internal and e	MAT Project coordinator	Shall be revealed by the project proposal.

			place										
To avail space for advanced level students.	To construct and equip one storey of 6 dormitories for students hostel.	One block of 6 rooms for dormitories /hostel in place	Building	Building plan and BOQ	Availability of funds	Students	2019-2023	School compound	Funds	Internal and e	MAT Project coordinator	Shall be revealed by the project proposal.	
Increase availability of safe and clean water at the school.	To drill well and distribute water to various school infrastructures and facilities.	Drill 2 wells.	2 wells drilled.	Building plan and BOQ	Availability of funds	Community of the school	2019-2023	School compound	funds	Internal and External sources, Donors	MAT Project coordinator	Shall be revealed by the project proposal.	
To improve transportation services for the school community	To purchase 4 vehicles for various services in the school	To purchase 2 buses, 1 double cabin pick up and	4 vehicles in place and functioning	Various services being offered	Availability of funds	School community, workers and farmers.	Starting 2020	Baramba School	Funds	Internal and External sources, Donors	MAT Project coordinator	Shall be revealed by the project proposal.	

	y.		lorry for transporting building materials.										
	To prevent and control fire hazards at the school.	To install fire detectors in all school buildings	20 fire detectors installed.	Physical Fire detectors fixed	Physical Inspection of Detectors by government authority	Availability of Funds	School community	2019-2023	School compound	Funds	Internal and External sources, Donors	Head of school.	Shall be revealed by the project proposal.

Strategic Goal 4.	Strategic Objectives	Activity	Output	Verifiable indicators	MOV	Assumptions	Beneficiary	Time frame	Location	Resources	Source of income	Responsible Person	Budget
Strengthen the relationship between the school and various stakeholders	To Strengthen the relationship between the school & stakeholders	Conduct one-day meeting yearly between the school management and various stakeholders eg. MAG, FWR, Gov't etc to discuss about general school achievements challenges & way forward for the school development.	1 meeting per year	- 750 participants in 5 years.	Attendance list - calendar of events. -minutes of the meetings -photos - Created groups for communications.	- The stakeholders will attend - Availability of finances. -Time availability.	- Students - Stakeholders. - School management.	August each year during the Marafiki summer feast.	BGSS	-Human resource - Financial resource - Material resource	- Donations - Fundraising -school fees -school projects	Head of school.	Shall be revealed by the project proposal.

		Sharing activity reports: -Annual reports to partners.	Annual reports shared per year.	Annual reports shared per year.	Responses to the report.	The school will prepare quality reports.	- Stakeholders	Jan-March every year.	MAT head office.	-Human resource - stationery.	School income	MAT Chief executive secretary.	Shall be revealed by the project proposal.
--	--	---	---------------------------------	---------------------------------	--------------------------	--	----------------	-----------------------	------------------	-------------------------------	---------------	--------------------------------	--

Strategic goal 5.	Objective	Activity	Output	Verifiable indicator	MOV	Assumption	Beneficiary	Time frame	Location	Resources	Source of income	Responsible Person	Budget
Ensure quality education and students satisfaction	To achieve quality education.	1. Purchase of sufficient and appropriate teaching/learning materials for academic subjects and others for skills development.	8008 textbooks - Stationery per year.	8008 textbooks purchased for 5 years. - Stationery.	-Budget. - Quotations. -Delivery notes. - Invoices. - Receipts	Availability of funds. Availability of teaching materials. -Proper	- School owner. - Teachers - Students	March every year.	BGSS	- Financial resources	-School fees -Parents' contribution. - Donations	School procurement officer	Shall be revealed by the project proposal.

						mainte nance of materia ls.	- Parent s.						
		4. Motivation for teachers and students who perform excellently each year.	16 teachers and 400 students (320-O Level & 80 A-Level)	Motivatio n for 16 teachers and 400 to students.	Certifica te for excellen t perform ance Improve d student perform ance.	Availab ility of finance Availab ility of best perform ing teache rs and student s	Teach ers Studen ts	Dece mber and marc h every years	BGSS	Financi al resourc es	School fees	School manager	Shall be revealed by the project proposal.
SUBTOTAL													

7.4 Implementation Plan 2019/2020 – 2023/2024

S/N	Activity	Year				
		2019-2020	2020-2021	2021-2022	2022-2023	2023
1.	To construct and equip the school standard library.					
2.	To construct new comfortable staff residencies of 10 blocks of two in one.					
3.	To construct a multipurpose Assembly hall.					
4.	To construct a standard Administration block.					
5.	To construct 2 modern blocks of dormitories with 100 student capacity each.					
6.	To construct 2 public toilets for gents and ladies with 8 stances each.					
7.	To construct and equip 4 blocks of two in one skills workshop.					
8.	Construction of the hostel block to accommodate disadvantaged girls for skills training at the school					
9.	To construct and equip one storey block of 6 classrooms for Advanced level.					
10.	To construct and equip one storey of 6 dormitories for students hostel.					
11.	To drill 2 wells and distribute water to various school infrastructures and facilities					
12.	To purchase 4 vehicles for various services in the school					
13.	To install fire detectors in all school buildings					
14.	Conduct one-day meeting yearly between the school management					

	and various stakeholders.					
15.	Sharing activity reports.					
16.	Purchase of sufficient and appropriate teaching/learning materials for academic subjects and others for skills development.					
17.	Motivation for teachers and students who perform excellently each year.					
18.	Monitoring					
19.	Conducting Evaluation					
	▪ Mid-term					
	▪ Final					

NB: Annual work plans and budgets of BGSS will have to be developed by the Management of BGSS basing on the above Five Years Implementation Plan.

7.5 Monitoring and Evaluation

The School will develop an M&E system and tools which will help to examine the trend towards achievement of the objectives as well as take remedial measures whenever necessary. The monitoring will be parallel to the reporting system in the organization. There will be internal quarterly reviews based on the monthly and quarterly reports. These will be facilitated internally. The School will conduct a mid-term review/evaluation and an end of term evaluation. These will be facilitated by an external consultant. Both monitoring and evaluation will take serious consideration of indicators and assumptions in the strategic plan. Resource mobilization strategy and business plans will be developed to support in fundraising to implement the activities proposed in the plan.

Annual accounts will continue to be audited by a qualified external/firm/auditor. Together with auditing account, there will be management auditing to check efficiency, effectiveness and value for money.

7.6 ORGANIZATIONAL STRUCTURE

Below is the school organizational structure.

BARAMBA GIRLS' SECONDARY SCHOOL ORGANOGRAM



