

QUEEN OF PEACE GIRLS SCHOOL



STRATEGIC PLAN 2025-2029

Acronyms

PA	Parents Association
DoL	Diocese of Lodwar
HoI	Head of Institution
DHoI	Deputy Head of Institution
QoPGS	Queen of Peace Girls School
BoM	Board of Management
ECDE	Early Childhood Development Education
KCPE	Kenya Certificate of Primary Education
SWOT	Strength Weakness Opportunities Threat
MoE	Ministry of Education
TSC	Teachers Service Commission
CBC	Competency-Based Curriculum
G &C	Guidance and Counselling
M&E	Monitoring and Evaluation

Table of content

Contents

Acronyms	2
Table of content.....	2
Foreword	3
Introduction by the PA Chairperson	3
ACKNOWLEDGEMENT BY THE HEAD OF INSTITUTION	4
History of the school	4
School governance, staff, student body.....	5
LIST OF ALL PAST HEADTEACHERS	5
BOARD OF MANAGEMENT	5
Current school resources	6
Co-curricular and Extracurricular activities.....	7
Background, planning, and development process of the Strategic Plan 2025-2029	7
Critical Success Factors	7
SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats)	8
Mission, vision, and core values	9
Motto.....	9
Vision	9

Mission.....	9
Core Values	9
Strategic objectives:	9
Queen of Peace Strategic Plan Logical Framework.....	11
Strategic Planning Committee Members	15

Foreword

A strategic plan is a blueprint showing the dreams for the future of an organization. It evaluates the Strengths, Weaknesses, Opportunities, and Threats with a view of using the Strengths and the Opportunities available to mitigate the Weaknesses and Threats prevailing for the success of the organization. We at Queens have developed this Strategic Plan to give us the necessary guidelines, procedures, and operations needed to help us achieve the goals and objectives of our School.

I recommend this document to the School Administration, the teachers, learners, support staff, the Parents and Guardians, the Ministry of Education, and all Stakeholders who help in the facilitation of the progress of our learners and the physical development of our School. This Strategic Plan gives us the direction we need to take together to ensure that our School remains competitive in all aspects which guarantees that we form the learners to be prepared for life. It will further help us to put efficient systems for effective resource mobilization, equitability, transparency, accountability, and sustainability. I am convinced that this strategy if properly implemented will give us a competitive advantage and ensure an integrated approach to development in our School.

This calls for discipline, hard work, and greater cooperation from all stakeholders. The success of this strategy is anchored on the goodwill of our journey together and learning from each other as we seek to transform our School and usher it to the next level. The Strategic Plan gives substantial strategic initiatives with corresponding performance measures whose evaluation will continue to inform us about our performance. Equally, it distributes roles across the various stakeholders of our School inviting us all to participate in the implementation of this plan. I count on each one of you to participate fully in the realization of the fruits of our work together so that we will have a reason to celebrate the fruits of our labour.

We will have a reason to celebrate the fruits of our labour.

May God bless us all as we embark on this journey.

Rt. Rev. John Mbinda CSSp.

BOM Chair & Bishop, Catholic Diocese of Lodwar

Introduction by the PA Chairperson

This five-year strategic Plan for Queen of Peace Girls Primary School for the Period; 2025-2029 is a deliberate effort by Key stakeholders in the school on the development and utilization

of Curriculum, Physical resources, Human resources, and Financial resources to achieve the desired educational outcomes so as to boost the school's holistic excellence.

To realize this and in line with the school's Motto, Vision, and Mission, the school administration and Board of Management resolved to form a task force on the development of this Strategic Plan, and a number of meetings were held.

Moreover, the elaborate SWOT Analysis describes our Strengths, Weaknesses, Opportunities and Threats and our unequivocal commitment and possible intervention measures for improvement.

To this end, I am optimistic that with this Strategic Plan in place, the school now has a Development blueprint for implementation and realization and I have no doubt that the overall performance of the school will improve a great deal as the future looks bright!

Thank you.

Mr. Apedor E. Geoffrey

PA Chairperson, QoPGS

ACKNOWLEDGEMENT BY THE HEAD OF INSTITUTION

We would like to extend our deepest gratitude to Mr. John Jegede for his invaluable guidance and mentorship throughout the development of this strategic plan. We are also indebted to the BoM of Queen of Peace led by Rt. Rev. John Mbinda for their unwavering support and resources. Our heartfelt appreciation also goes to our team members for their dedication and hard work and to all our stakeholders for their unwavering support which has been indispensable in formulating our Strategic plan.

Lastly, we acknowledge the broader community of the Queen of Peace and all those who have directly or indirectly played a pivotal role in shaping the success of this Endeavour.

Together we celebrate the collaborative spirit that has fueled our progress and we look forward to the continued success and growth that lies ahead.

May our Lady Queen of Peace intercede for all our plans.

Sr. Agnes Rotich

Head of Institution, QoPGS

History of the school

Queen Of Peace Girls, Lodwar, is an independent Catholic school catering for girls from ECDE to Junior School. Queen Of Peace Girls was established in 2013 with a population of 69 making it Turkana County girls preferred private school. Its rich history leadership and its Catholic tradition and ethos ensure that it remains the top girls' school in Turkana County, yet offers an

education for a 21st-century global world at a very affordable fee and offers many scholarships to many needy girls.

Its learners come from humble backgrounds and are encouraged to embrace their individuality and to be open, friendly, and confident. Queen of Peace Girls came as a dream from the former Bishop Dominic Kimengich who made it come true with the help of Our Lady Queen of Peace Church in Dublin who helped in putting up the first structures. It aimed to support the girl child in Turkana who was nurtured to be married off thus Queen of Peace came in to change this girl child perspective by offering holistic education.

The school is under the Catholic Diocese of Lodwar under the Stewardship of His Lordship Right Rev. Bishop John Mbinda. It is run and managed by the Assumption Sisters of Eldoret with its First Headteacher Rev Sr. Marcella Jepkoech from January 2013 to March 2018 and Rev. Sr. Agnes Rotich from May 2018 to date. The school has a BOM made of 7 members and a Parents association made of 10 members. Initially, the school began with a staff strength of 10 teaching staff and non-teaching staff. However, as at now, we have grown to the strength of 56 staff, among whom are five Rev. Srs, 34 teaching staff and 18 support staff, all of whom are committed to their duties. Currently, we have an enrolment of 840 learners.

The school has been the Centre of excellence as far as academics and Cocurricular are concerned. Since its inception it has been producing the best candidates in KCPE in the whole County. An impressive number have made their mark in the previous Kenya National Exams and joined the most prestigious secondary schools in Kenya.

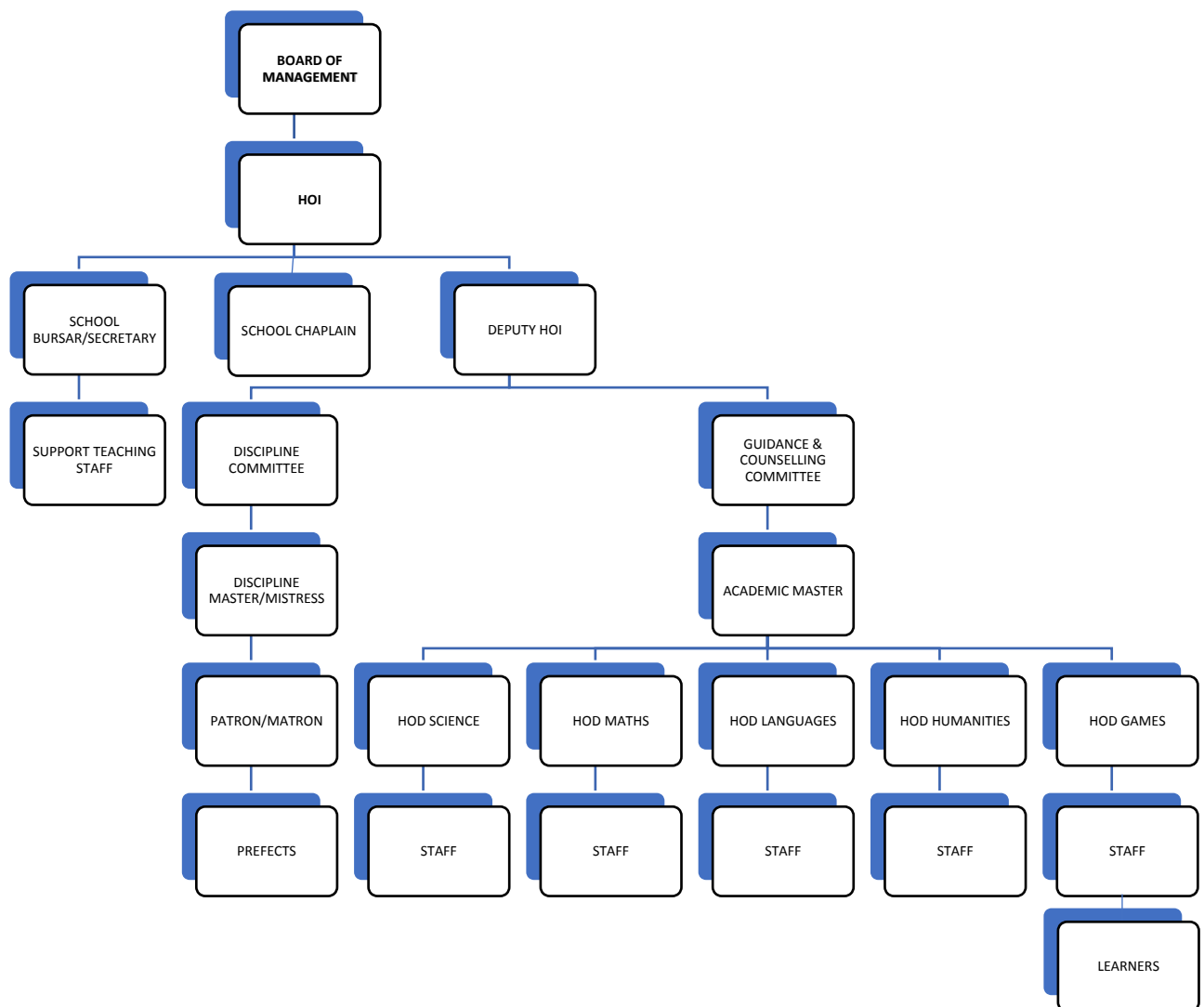
School governance, staff, student body

LIST OF ALL PAST HEADTEACHERS

1. Sr. Teresia Keitany from 2012 November -December 2012
2. Sr. Marcella Jepkoech from 2013 Jan- April 2018
3. Sr. Agnes Rotich from May 2018 to date

BOARD OF MANAGEMENT

1. Rt. Rev John Mbinda CSSp - Chairperson
2. Sr. Agnes Rotich -Secretary
3. Mr. Geoffrey Apedor-PA Chair
4. Mr. Wilson Losike -Member
5. Mr. Brizan Were -Member
6. Mrs. Agnes Mana -Member
7. Sr. Faustina Kitawa -Member



Current school resources

QoPGS has an Administration block, 4 Tuition blocks each having 4 classrooms, a Dining hall with a kitchen, and 2 dormitories with one accommodating 150 learners and the other accommodating 120. We also have a school Library, computer lab, Laboratory for the Junior school, a swimming pool, greenhouse, 3 buses, and a van among others.

Co-curricular and Extracurricular activities

QoPGS participates in various co-curricular activities among them: learning areas practical e.g. cooking, weaving, making musical instruments, and monitoring learners' progress every month among others. Among the Extracurricular Activities are: cultural activities, debate competitions, sports, swimming, athletics, community service, and education clubs among others.

Background, planning, and development process of the Strategic Plan 2025-2029

In January 2024 the Board of Management of Queen of Peace School tasked the HOI to develop a strategic plan given the 10th anniversary of the school, to satisfy the Basic Education Act 2013 58B which mandates the school management committee to develop a strategic plan. And most importantly, to articulate the future direction of the school for the next five years.

The participatory process involved the BoM, the academic staff, non-academic staff, members of the parents' association, learners, and the DoL Development Consultant developing an outline of the strategic plan which was approved by the board. This group would become the Strategic Plan Development Committee. Over 6 months, the team met at different times to deliberate on various aspects of the document. The Development Consultant provided technical support, guided the committee through the different stages, and collected critical information for developing this document.

While Queen of Peace School is currently the top girls' school in Turkana, this maiden strategic plan aims to transform Queen of Peace School into a centre of excellence for girls' primary education in Kenya and a top 5 school in Kenya.

The final product of this process lays out 5 strategic objectives critical to taking QoPGS from where we are today to where we plan to be in the next 5 years.

Critical Success Factors

- The BoM takes full responsibility for the implementation of this strategic plan. Including but not limited to sensitizing all stakeholders about this strategic plan. Internal monitoring of progress and soliciting external consultancy for M&E.
- The QoPGS Parents Association is fully committed and engaged in resource mobilization for the School's infrastructure. Support the Resource mobilization committee to fulfill its mandate.
- It takes a village to raise a child; parents' and community members' support is needed for monitoring learners' behaviour.

SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats)

<u>STRENGTHS</u> ✓ Committed staff ✓ Permanent Structures ✓ Centre of Academic Excellence ✓ Spiritual Formation ✓ Means of transportation available ✓ Strong qualified staff ✓ Population increases every year ✓ The accessibility of the school ✓ The school has a conducive environment and spacious ✓ Availability of social amenities e.g. swimming pool, fields ✓ Learner-teacher interaction. ✓ Supportive community ✓ CCTV for monitoring ✓ Biometric time and attendance	<u>WEAKNESSES</u> ➤ Dependency on donor funding for infrastructural development. ➤ Insufficient water in the school ➤ Limited structures ➤ Means of transport are limited due to the increased population ➤ Sponsorship programs limited ➤ Lack of infirmary (medical facility) ➤ Limited funding ➤ Lack of good pay for staff
<u>OPPORTUNITIES</u> ❖ Good reputation of the school thus attracting more learners ❖ Support from the Ministry of Education (MOE) and Teachers Service Commission (TSC) ❖ Support from the parents ❖ Ability to grow into groups of schools ❖ With the initial goal of helping a girl child in Turkana it attracts many sponsors ❖ Potential to improve on the use of modern Technology to impact positively on the learners. ❖ The School is in a catchment area	<u>THREATS</u> ✚ New competitive schools ✚ Negative perspective of religion ✚ High turnover of teachers ✚ Few sponsors against a huge population of needy learners. ✚ Parents pulling out because of huge arrears ✚ High cost of living ✚ Climate change (floods, drought) ✚ Technology eroding the values instilled within the school ✚ Cultural practices e.g. child marriage

Mission, vision, and core values

Motto

Here I am Lord (Ergo Sum Dominus)

Vision

To be an Institution offering Holistic Education to the Girl-child to attain a greater sense of responsibility and the right use of freedom as they take an active part in society.

Mission

To constantly and progressively inculcate strong faith and moral values in our learners.

Core Values

- ❖ Prayer
- ❖ Integrity
- ❖ Sincerity
- ❖ Love for All
- ❖ Respect
- ❖ Service
- ❖ Hard work

Strategic objectives:

1. **To improve learners' competencies and skills:** the competency-based curriculum CBC encompasses a set of skills including critical thinking, creativity, communication, collaboration, digital literacy, and lifelong learning that students are expected to acquire during their educational development for holistic development. This strategic plan focuses on steps toward helping learners acquire these knowledge and skills.
2. **To improve infrastructure and physical environment:** a major challenge for the school is catering to the increasing number of learners and with a proportional number of infrastructures. There is also a need to weatherproof our physical environment, particularly to the effects of climate change and the resulting extreme weather patterns.

3. **To improve staff and learners' welfare:** the health, safety, and well-being of staff and learners is important to QoPGS, recognizing the connection between well-being, learning, and development. Poor staff well-being invariably rubs off on students and performance and vice versa. Through this strategic plan, we will endeavor to create a supportive environment that will promote the well-being of staff and students.
4. **Improve financial sustainability:** With limited funding, and increasing cost of living, QoPGS continues to face some financial challenges. For the school to survive and continue to deliver a sustainable level of quality education in line with its mission, we intend to explore ways to increase our income throughout the year; optimize the traditional means, and employ new resource mobilization strategies.
5. **To enhance spiritual and moral formation:** Drawing from the DoL strategic plan 2021-2025 vision of a transformed people of God living life to its fullness, the education offered at QoPGS must touch every aspect of a learner's life. As a catholic school of learning, the spiritual and moral formation of the learners is taken as a matter of priority in our quest to offer holistic education. With this plan, we hope to enhance the spiritual and faith formation which will be a tool and map to fulfill the school's vision and raise young people of integrity.

GOAL: To continue transforming Queen of Peace Girls School (QoPGS) into a centre of excellence for girls' primary education in Kenya.

Objectives:

1. By 2029, Queen of Peace Girls Primary School (QoPGS) will be among the top 5% of schools in Kenya in competencies and skills.
2. By 2029, QoPGS will have developed the infrastructure and facilities needed to accommodate the 960 school enrolment.
3. By 2029, all learners and staff at QoPGS will have improved well-being and mental health.
4. By 2029, QoPGS will have enhanced its resource mobilization efforts to cater to the school's needs and savings for future investments.
5. By 2029, perfect a QoPGS culture that is anchored on Godliness.

Queen of Peace Strategic Plan Logical Framework

Strategy	Activity	Output /Outcome	Indicators	Responsible Person	Funding Source	Time Frame 2025 -2029				
By 2029, Queen of Peace Girls Primary School (QoPGS) will be among the top 5% of schools in Kenya in competencies and skills										
Enhance ICT and Digital Connectivity	Establish a 100-learner capacity e-library	100 desktop computers, corresponding furniture, 2 laptop computers, 1 projector, 1 printer, and library software purchased and installed.	A new 100-learner capacity e-library The school has an e-library with e-books available to all learners and adequate printers	BoM	- Donations from well-wishers partners, corporate entities, - School fees					
	Employ an ICT Technician.	The school has an ICT technician for technical support.	Employed IT personnel.	BoM	School fees					
Retooling Capacity building	Organize 2 retooling workshops annually for all teachers at the beginning and midyear	The Capacity of teachers is built through retooling workshops.	2 retooling workshops are attended annually by each teacher.	Headteacher	School fees					
By 2029, QoPGS will have developed the infrastructure and facilities needed to accommodate 960 school enrolment.										
Facilities renovation, expansion, upgrade, and construction	Develop a new school masterplan	Updated QoP Masterplan.	A hard copy and soft copy of the Master Plan.	BoM	School fees					
	Plant 500 trees in the school compound	Trees planted along the fences	500 new seedlings planted	Hol	Kenya Forest Service					

	Construct 8 Classrooms	8 new classrooms available for learners	8 new classrooms constructed at QoPGS	BoM	Parents Partners					
	Construction of a 40-capacity science laboratory	A new Laboratory available for learners	A new Laboratory constructed at QoPGS	BoM	Partner Parents School fees					
	Construct 15-capacity staff houses	A new 15 staff-capacity staff house available for learners	A new 15 staff-capacity staff houses	BoM	Partners					
	Construct a quarry stone perimeter fence	The school is fenced	A new quarry stone perimeter fence	BoM	School fees					
	Construct a water harvesting system.	All buildings are upgraded to include a water harvesting system.	All buildings have a water harvesting system.	BoM	School fees					
	Establish a water pathway from St. James Minor Seminary to QoP School.	QoPGS has an alternative water source from St. James.	There is pipe-borne water from St. James to Queen of Peace school.	BoM	Partners School fees					
By 2029, all learners and staff at QoPGS will have improved well-being and mental health.										
Enhance Staff and learners' Welfare	Improve Learners and Staff and Welfare	Implementation of the rules and guidelines as well as contractual terms and availability of resources for the well-being and mental health of staff and learners.	Improved well-being of both learners and staff	Head of Institution Hol	School fees					

Strengthen the guidance and counseling department	Build the capacity of G and C Personnel and Chaplaincy Frequent Workshops and seminars for G and C personnel and chaplaincy	Availability of G and Counselling and Workshops and seminars chaplaincy services in school	Reduced cases of anxiety and escalated levels of well being	Hol	School fees					
	Establish a school clinic.	Staff and Learners have access to the new internal school clinic	A new operational clinic building at QoP School	BoM	Partners					
By 2029, QoPGS will have enhanced its resource mobilization efforts to cater to the school's needs and savings for future investments.										
Resource Mobilization	Develop a revenue generation strategy	QoPGS has a revenue generation strategy	Soft and hard copies of QoP school resource mobilization strategy	BoM	School fees					
	Appointment of members of the resource mobilization subcommittee	Established resource mobilization sub-committee	Sub-committee appointment letter	BoM	None					
	Enhance the school' greenhouse output. Provide water access	Saving on costs through School Farm outputs	% increase in school farm output.	Hol Board	Partners					
	Install more Solar PV at the School.	Solar PV installations	Reduced cost of power and increased availability of funds for other school projects/needs.	Hol Board	Partners					

	Solicit donations of tools and equipment.	Increased donations of tools and equipment.	No. of proposals developed for a donation of tools and equipment	BoM	Partners Well-wishers					
	Solicit grants and scholarships for needy learners.	Increased grants and scholarships for needy learners.	No. of proposals developed seeking scholarships for needy learners	BoM	Partners Well-wishers					
Income Generating activities	Establish a Bakery and a Tailoring shop at QoPGS	QoPGS has 2 new sources of income	QoPGS has a Bakery and a Tailoring shop	BoM	Partner Well-wishers					
By 2029, enhance a QoPGS environment that is anchored on Godliness.										
Spiritual and moral formation	Learners and staff participate in daily mass, recollections, and faith-sharing sessions.	Weekly Mass, faith sharing	Full attendance and active participation of learners and staff at mass and faith-sharing sessions.	Hol	None					
	Each learner is to undertake a volunteering/community service every term.	Volunteering activities	The number of volunteer community service activities undertaken by learners and staff termly.	Hol	None					
	Learners' parish outreaches/visit Per term	Parish outreaches and visits	Number of parish outreaches/visits made by learners and staff per term. Number of new learners admitted from these outstations/outreaches	Hol	None					

Strategic Planning Committee Members



	Participant	Role
1.	Sr. Agnes Rotich	Head of Institution
2.	Mr. Daniel Edaan	Parent representative
3.	Mr. Wilson Losike	Board Member
4.	Mr. Eric Omondi	Support staff representative
5.	Philip Angulu	Teaching staff representative
6.	Stephen Okoth	Teaching staff representative
7.	Eliud Kirwa	Teaching staff representative
8.	Mr. Robert Loyelei	Parent representative
9.	Mrs. Martha Nadunga Ikatukon	Parent representative
10.	Mr. Geoffrey Apedor	Board Member
11.	John Jegede	Consultant