



# Molly and Paul

Child Care Foundation

*Five Year Strategic Plan*



Ministering Love in a hurting world

# Table of Contents

Strategic Planning Team.....3  
Strategic Plan Summary.....4  
Mission, Vision, Values and Goals.....6  
Goals .....7  
Priority Areas, Goals, Objectives and Measures of Success .....8



## **Strategic Planning Team**

### **Strategic Planning Chair**

Annet Kunya Kaigwa DIRECTOR

### **Strategic Planning Co-Chair**

Paul Lukwago ADMINISTRATOR

### **Steering Committee Members:**

Tulinawe Benson Head teacher NEW KABALE BUSEGA PRIMARY SCHOOL

Peter Nakabale Head teacher MOLLY AND PAUL KAMUZINDA PRIMARY SCHOOL

Anthony Kaya Dean of Students NAZARENE KAMUZINDA VOC HIGH SCHOOL

Andrew Kunya INSPECTOR MPCCF

### **Community Facilitators:**

Livingstone Kalemeela SOCIAL WORKER

Baker Kambuğu CLINIC REPRESENTATIVE

Lukia Nabukenya HOMES REPRESENTATIVE

Kibirango Ronald FARM MANAGER

## Strategic Plan Summary

### Development

This strategic plan is due to the commitment to engage a systemic approach to achieving organizational excellence through analyzing the perceptions and ideas of all stakeholders including, pupils, students, staff, parents or guardians, local leaders and other community members alongside any donors. The improvements are targeted to manifest in all the sections of the child care, i.e. the schools, clinic, children homes, farm project, children's' choir and community outreach.

So as to pursuit all round excellence, the organizational strengths and weaknesses were analysed, as well as, uncovering those factors that must be addressed in order for the child care foundation to obtain measurable improvement and sustainable practices over time.

Hence, a strategic planning steering committee was selected, and a planning committee was formed; the latter established a data gathering approach that systematically quantified leadership and administrative practices. It also evaluated performance outcomes and perceptions. The planning committee engaged internal and external stakeholders who participated in small group activities to prioritize areas of need, provide reflections and perceptions of the foundation.

Assessment of all opinions was done, followed by providing a feedback session. Here current practices were evaluated and barriers to organizational success were identified. three sessions were held with the directors, one session with the steering committee, and several sessions were held for community groups, including the head of units, head teachers, health team, teachers, farm workers, mothers in the children's homes and students' leaders along the prefects' body in the primary schools. The internal body of funders, trustees and friends were also brought on board through a question and answer session where their desire for improvement was also capture and specified.

With the heads of the units directing and heading the surveys, the work was completed. This input was categorized and consolidated. A Likert scale was used to capture strength of agreement regarding current practices and barriers. The data was subjected to data analysis in order to produce information that the steering committee could use to strategically define the child care current situation and the direction articulated in this document.



## Key Outcomes

The survey responses were subjected to descriptive statistics when analyzed and revealed the organizational strengths and weaknesses. It was noted that the scoring pattern was very consistent from unit to unit.

## Keys to Success

At the conclusion of each focus group session the participants formed small groups to brainstorm and prioritize how to overcome barriers and weaknesses. While somewhat dissimilar responses were provided during each session, the priorities identified for example in the schools were very similar, and the same consistency in responses was observed from the children homes. And, while there is only one high school, the high school concurrently held two separate focus group sessions due to the large number of participants, yet the priorities identified at each separate group were remarkably similar.

The priorities from each session were grouped based on the similarity of the remedies and area of focus. Only the top three areas of focus, in no particular order, from each group are presented here:

- High School - School Climate, Policy Enforcement especially the new curriculum implementation, Course Structure, Technology
- primary Schools - Programs/Curriculum, Stakeholder Communication, Support Culture
- kindergarten Section - Culture, playtime facilities, Staff / Professional Development
- Children's' homes - Support culture, Sanitary facilities.
- Children's Clinic - Prevention campaign, dental health monitoring, Community outreach.
- Farm project - Food production, Animal Husbandry, tree planting, infrastructure.

Likewise, two sessions held with the head of units who also identified similar weaknesses and barriers. To remedy said weaknesses and barriers, the administrators identified a need for Academic Excellence through Innovative Practices, Operational Excellence, Accountable-High Quality Staff, Safe & Supportive Learning Environment, and Cutting-Edge Technology as the five keys to success.

## The Schools Priorities

All remedies identified by the instructional staff and the keys to success identified by the administrators were consolidated by the planning committee into the MPCCF Priorities - five areas that must be addressed with consistency and persistence in order to actualize the district's vision.



The priorities are:

- Academic Programming
- Facilities and Infrastructure
- Communication and Community Partnerships
- Equity and Inclusion
- Talent Acquisition and Retention

## Mission, Vision, Values and Goals

In order to effectively align the work, MPCCF needed to solidify the following:

- *a mission statement* that serves as a concise, clear reminder of our purpose;
- *a vision statement*, both memorable and inspirational, that describes the transformation to what the district aspires to become;
- *values* or *core beliefs* that serve as the foundation of the district's work; and
- *goals* that align the priority areas with specific, measurable outcomes that can be attained as a result of this plan.

### Vision Statement

Ministering love in a hurting world.

### Mission

To provide quality education through practical skills, team work, self-reliance and produce God fearing persons.

### Values

- Fearing God
- Excellence
- Respect for all
- Integrity
- Being intentional
- Self-reliance

### Process

The mission, vision, values and goals were scrutinised using a three-step process.

- 1. Data Analysis:** Data was collected and analyzed to look for reoccurring themes, words or thoughts.
- 2. Steering Committee Collaboration:** Steering committee members worked through a consensus building process to identify and draft initial mission and vision statements.

- 3. Drafting:** Both the data and foundational statements created by the steering committee were sharpened by the district's strategic planning team during the drafting process.

## Goals

In order to strategically address each of the priority areas, the strategic planning team designed a goal for each priority area. These goals represent what the district will achieve by July 2028. In support of each goal, this strategic plan identifies three to five objectives that the district intends on meeting in order to actualize each goal.

## Priority Areas & Goal Statements

### *Academic Programming*

- **Goal:** Further elevate academic programs by creating varied learning pathways and improving student supports

### *Facilities and Infrastructure*

- **Goal:** Continue to improve facilities and technology in support of 21st Century learning opportunities

### *Communication and Community Partnerships*

- **Goal:** Execute effective communications and solidify quality relationships with educational partners within and throughout the community along providing healthcare to the needy and vulnerable through the children's Clinic.

### *Health care and support*

- **Goal:** Create equitable healthcare and welfare opportunities for all

### *Farm school productivity*

- **Goal:** Ensure that variety in maize, vegetable, vegetables, trees and grasses are grown.



## **Priority Area, Goals, Objectives and Measures of Success**

**Goal:** By July 2028, The MPCCF Schools will enhance educational offerings by creating varied learning pathways and improving staff, pupil and student supports.

### *High school*

- Create a district-wide system for disaggregating data in support of raising student achievement
- Create varied pathways of learning so as to embrace the New lower secondary curriculum.

### *Primary Schools:*

- Construct theme-based programs to ensure equitable learning experiences

### *Kindergarten:*

- Deploy a clear system of support experiencing academic challenges

### *Clinic*

- Strengthen the students and staff support thus more follow up, guidance, counselling.
- Uphold disease prevention measures among the people at all units in the child care foundation.



## Priority Area, Goals, Objectives and Measures of Success

**Goal:** By July 2028, The MPCCF will continue to improve facilities and technology in support of 21<sup>st</sup> Century learning opportunities in the schools, homes, clinic and Farm project.

- Establish a classroom standard for technology.
- Create a protocol for garnering shared input in order to make joint decisions related to technology.
- Create failover systems to ensure faster, more reliable, secure network and internet connectivity.
- Increase the utilization of technology beyond the schools to the Clinic and Farm project.
- Encourage innovation in all the units of MPCCF.
- Acquire additional funding for the five-year facilities plan in support of creating new educational spaces, Farm land and animal shelter, Homes and dormitory areas along the requires sanitary facilities and the Clinic spaces for strengthened dental care and students' support.



## Priority Area, Goal, Objectives and Measures of Success

**Goal:** By July 2028, MPCCF will execute effective communications and solidify quality relationships with partners within and throughout the country locally and internationally.

- Deploy an internal and external communications plan that engages and strengthens community relations as well as funders.
- Improve operational efficiencies for all programs that results in expanded services aligned to the children’s growth and achievement objectives
- Identify and create additional volunteer opportunities for members of the community to engage with MPCCF
- Ensure all communications reflect positively on MPCCF, are user-friendly, and include appropriate use of the mission, vision, values and goals

## Priority Area, Goal, Objectives and Measures of Success

**Goal:** By July 2028, the MPCCF will create equitable and inclusive learning opportunities for all.

- Revise processes, procedures, and documentation related to the Intervention and Referral Services Committees and other educational support services, as identified
- Deploy a revised special education plan that strengthens special education services
- Adopt a MPCCF wide strategy for addressing student behaviours' in conjunction with the code of conduct
- Provide quality equity and bias training to staff members to improve the instructional experience for all.

## Priority Area, Goal, Objectives and Measures of Success

**Goal:** By July 2028, MPCCF will ensure operational excellence in hiring, developing and retaining staff

- Improve operational excellence in on boarding and off-boarding practices through the utilization of technology
- Provide training sessions for key stakeholders regarding new teacher mentoring which includes feedback from newly hired teachers
- Create strategic partnerships with colleges and universities in order to recruit, interview and retain qualified instructional staff members in an efficient way
- Monitor the effectiveness of the new teacher orientation process alongside administrative leads
- Up lift the welfare of all members of staff

## Priority Area, Goal, Objectives and Measures of Success

**Goal:** By July 2028, MPCCF will increase the productivity of the Farm school

- Grow more maize, vegetables and fruits for more food production.
- Increase on the variety of medicinal, fruit and shade trees, also targeting trees that will promote financial increase in MPCCF.
- Grow a variety of grasses to substitute the animal feeds.