

MAWULI SCHOOL, HO



FIVE YEAR STRATEGIC PLAN FOR MAWULI SCHOOL (2016 – 2020)

STRATEGIC PLAN

(Abridged Version)

BACKGROUND

Mawuli School used to be a regional icon in the Volta Region and also a national icon in Ghana because of the outstanding Performance of students in all fields. But in recent years, Performance, especially academic performance has been discouraging and also on the decline.

This situation has been a worry for all the key stakeholders of the school (The Board, Management, the EP Church, OMSU, PTA, Teachers, and Students) for some time now. The management of the school together with OMSU (Old Mawuli Students Union) and the other key stakeholders at the recent OMSU Congress held on 31st October 2015 resolved to turn this worrying situation around.

One of the key initiatives and decisions at that Congress was to develop a Strategic Plan for the school. This Strategic Plan would be the Headmaster and his team's Plan for the next five years. It would be the expression of their thoughts regarding their Vision for the school and a picture of what they want to see the school become at the end of the strategic plan period; year 2020.

O&A Consult, a management consulting firm whose directors are Old Mawulians offered to place their expertise at the disposal of the Headmaster and his team to facilitate the development of the **Strategic Plan**.

ABOUT THE STRATEGIC PLAN

The **Strategic Plan** serves as the roadmap for transformation of the school over the next five years, it is envisaged that this Plan will provide the framework that will ensure unity of purpose of all the stakeholders, eliminate the duplication of efforts by the various stakeholders, and also enable all contributions to be properly channelled behind clear and concise goals.

In the preparation of this Plan, all the Key Stakeholders of the School were consulted and their inputs incorporated.

This particular document is an abridged version. The full Plan is documented in three volumes as follows.

Volume 1 – The Strategy

Volume 2 – The Strategy Implementation Plan

Volume 3 – The Strategy Monitoring and Evaluation Process

The objectives of the Strategic Plan are the following:

- i. To set clear long term and short term goals for Mawuli School;
- ii. To develop a basket of priority projects aligned to the goals;
- iii. To develop the strategy Implementation Plan;
- iv. To prioritise and estimate the resource needs;
- v. To develop a Monitoring and Evaluation Process.

Academic Performance is the topmost priority of any school so in developing this strategic plan, much attention has been given to the four main thematic domains that significantly impact academic performance. These domains are:

- i. School Management and Leadership
- ii. Teaching and Learning
- iii. Discipline of the staff and students
- iv. Infrastructure

ANALYSIS AND DETERMINATION OF THE KEY STRATEGIC ISSUES

Information and data on the factors that have impacted academic performance over the last three years (2012/13 to 2014/15) was gathered on Mawuli School and analysed. The factors were looked at within the thematic domains mentioned above. In all cases, the current positive factors were also examined.

The internal and external factors which impacted academic performance were also examined.

A benchmarking exercise whereby information and data were gathered from three top performing second cycle schools in Ghana was undertaken (one regional, two national). Benchmarking is the process of identifying a demonstrated standard of performance that represents the very best of a process, activity, or output and emulating it. It is a practice that is helpful in the pursuit of improvement or change.

Five Top Senior High Schools were selected for benchmarking but data and information could only be collected from three of the schools. Benchmarking for the remaining schools will be carried out at a later date and the information will be communicated.

SUMMARY OF THE KEY STRATEGIC ISSUES

Below is the summary of the Key Strategic Issues which have been distilled from the analysis of all the information and data gathered.

Academic Performance

- 1. Academic performance has not been good and on the decline especially over the last three years**
- 2. The declining academic performance is having a demoralising effect on staff, students, and the other stakeholders**

Management/Leadership

- 3. There is need to improve effectiveness of all Monitoring Systems**
- 4. There is need to align School Management, and the other key stakeholders behind common goals**

Teaching/Learning

- 5. There is need to maximise teacher - student contact hours and to improve the quality of contact**
- 6. There is need to improve the effectiveness of supervision of school activities especially teaching and learning including preps**

Discipline

- 7. Ensure strict adherence to all school rules and standards of behaviour in line with Head, Heart and Hand**
- 8. Ensure acceptable staff and students' attitudes, behaviours, and self-regulation**

Infrastructure

- 9. Ability to actively solicit support from stakeholders to close infrastructure gaps**
- 10. There is need to optimise the use of available facilities**

THE STRATEGY

The Strategy consists of the following:

A. OUR VISION

Our Vision is to make Mawuli School the No.1 second cycle school in the Volta Region and among the top ten in Ghana.

B. OUR MISSION

Our Mission is to establish and maintain effective school management and leadership methods, improve teaching and learning, maintain continuous moral training and discipline coupled with the building and maintenance of infrastructure in order to achieve academic and moral excellence of students year after year.

C. OUR CORE VALUES

HEAD

- i. Excellence in academic work
- ii. Critical thinking and analysis of issues
- iii. Thoughtful of activities and actions

HEART

- i. Godliness
- ii. Empathy, discipline and respect for one another
- iii. Passionate about studies and other activities
- iv. Sound moral principles, humility, integrity, and unity

HAND

- i. Dignity of labour
- ii. Love and appreciate the use of the hand in practical work, especially Agriculture
- iii. Actively participate in co-curricular activities including music, drama, games and sports

D. OUR STRATEGIC GOALS (2015/16 – 2020/21)

1. Academic Performance Goal (the overriding strategic goal):

GOAL: Achieve Excellent Academic Performance

The WASSCE results targeted for each year of the strategic period is as follows:

WASSCE GRADE	YEAR					
	2015/16 <i>No of stud:773</i>	2016/17 <i>No of stud:1207</i>	2017/18 <i>No of stud:1194</i>	2018/19 <i>No of stud:1200</i>	2019/20 <i>No of stud:1200</i>	2020/21 <i>No of stud:1200</i>
	<i>(percentage)</i>	<i>(percentage)</i>	<i>(percentage)</i>	<i>(percentage)</i>	<i>(percentage)</i>	<i>(percentage)</i>
<i>A₁</i>	27%	32.8%	35.8%	44.8%	47.8%	53%
<i>B₂</i>	27%	25.4%	24.8%	25.4%	28.6%	28%
<i>B₃</i>	20.4%	20.8%	21%	21.2%	18.5%	16.2%
<i>C₄</i>	9.6%	8.8%	8%	5.4%	2.8%	1.8%
<i>C₅</i>	7.2%	6.6%	6.2%	1.8%	1.3%	0.5%
<i>C₆</i>	4.4%	3.8%	3.2%	1.4%	1.0%	0.5%
<i>D₇</i>	1.7%	1.6%	1%	-	-	-
<i>E₈</i>	2.7%	0.2%	-	-	-	-
<i>F₉</i>	-	-	-	-	-	-

WASSCE- West African Senior Secondary Schools Examinations

2. Management/Leadership Goal

GOAL: Maximise the contribution of every staff member (teaching and non-teaching) and Key Stakeholder for the achievement of Excellent Academic Performance

3. Teaching and Learning Goals

GOAL 1: Achieve 100% of the scheduled contact hours and achieve high quality contact with students

Goal 2: Attain a hundred percent (100%) quality pass with C₆ as the lowest grade in the WASSCE results.

Goal 3: To excel in all Municipal, Regional, and National as well as International Competitions.

4. Discipline Goal

GOAL: Ensure that students exhibit integrity, truthfulness, punctuality, and straightforwardness in all aspects of their lives in and outside the school environment.

5. Infrastructure Goal

GOAL: Optimise the use of infrastructure and keep the environment clean

The overall estimated cost of infrastructure projects and other needs for the period of the Strategic Plan is GH¢5,716,560.00.

THE STRATEGY IMPLEMENTATION PLAN

First of all, the Headmaster would officially launch the “**2016 – 2020 Strategic Plan for Mawuli School**” to the key stakeholders of Mawuli School, comprising;

1. The Board of Governors
2. The Church
3. OMSU
4. The Teaching and Non-Teaching Staff
5. Students
6. Parent-Teacher Association (PTA)

Goals and performance expectations together with the work that has to be done in order to achieve the Goals/expectations in 2015/16 and 2016/17 academic years are presented in this section which is *Volume 2*.

Subsequent yearly chunks will be done for 2017/18 in *July 2017*, for 2018/19 in *July 2018*, and so on.

THE MONITORING AND EVALUTION PROCESS

The Monitoring and Evaluation Process would be carried out for each year of the Strategic Plan as follows:

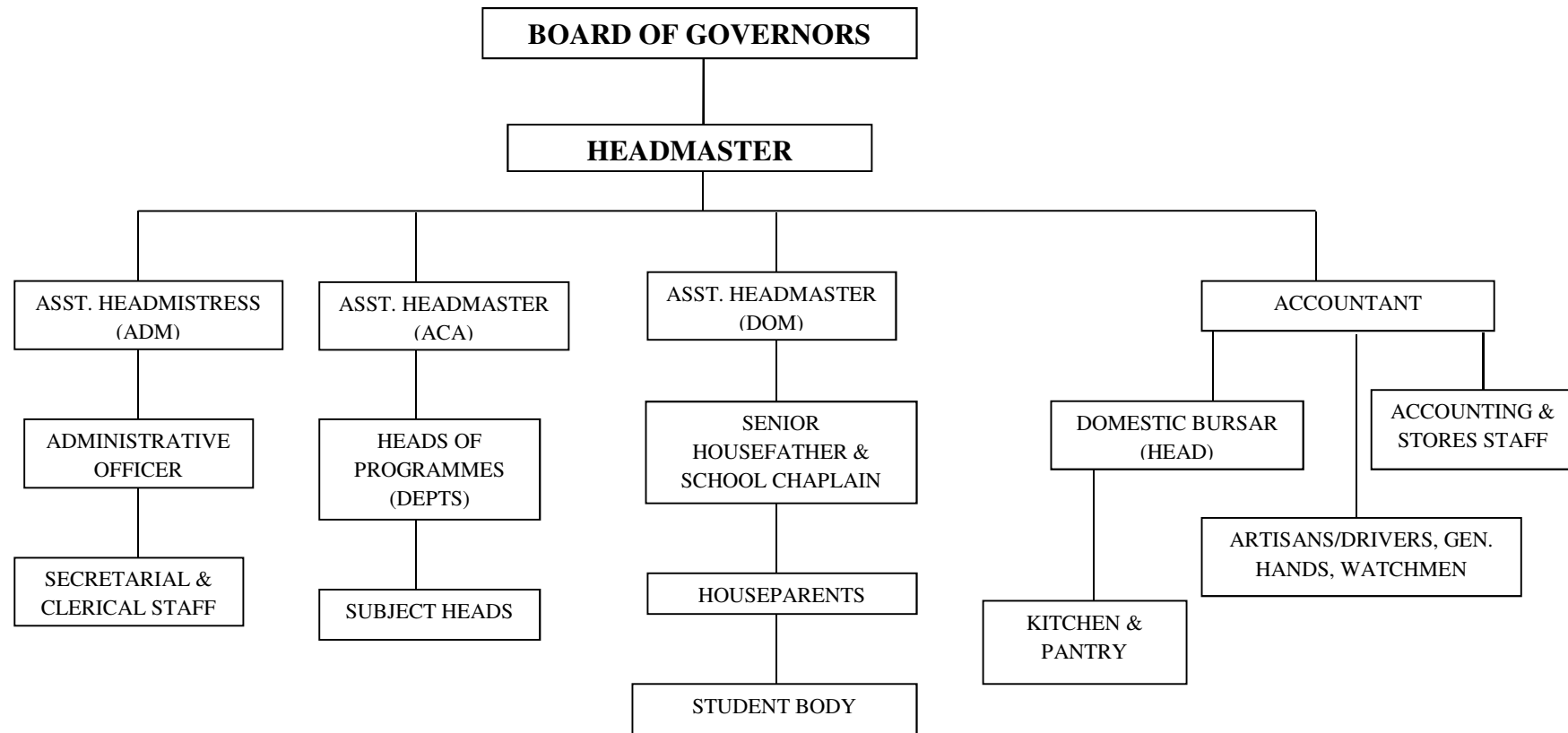
- 1. Monitoring** (Tracking & Review) would be carried out at the end of every academic term.
- 2. Annual Evaluation** would be carried out at the end of every academic year and the Strategy **Implementation Plan** updated for use in the coming academic year.
- 3. End of Strategic Period Evaluation** would be carried out at the end of the 5th year.

This End of Strategic Period Evaluation would be a deep-dive evaluation with the view to making significant changes to the existing strategy in order to achieve another big step-change in academic performance.

Progress will be reported to the Stakeholders (Board of Governors, the Church, Teaching and non-Teaching Staff, Students, OMSU, and PTA) after every Annual Evaluation.

The Monitoring and Evaluation Process is presented in *Volume 3*.

THE ORGANISATIONAL STRUCTURE OF MAWULI SCHOOL



Infrastructure Projects Underpinning the Strategy

i. Infrastructure Projects planned for funding by GoG (Government of Ghana)

S/N	PROJECT	ESTIMATED COST(GH¢)	YEAR OF COMPLETION					
			Remainder of 2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
1	Ten units toilet facilities (water closet) for boys	50,000.00			X			
2	Ten units toilet facilities (water closet) for girls	50,000.00				X		
3	Expansion of the ICT labs	200,000.00		X				
4	Sixty seater school bus	250,000.00		X				
5	A music Lab	200,000.00			X			
6	1 Equipped Language Lab (Eng, French, Ewe, German) – 5 PC with accessories, Printer, 2 Tape Recorders	100,000.00			X			
7	A well-equipped Visual Arts Workshop/Studio	250,000.00			X			
8	A well-equipped Workshop for the Technical Programme	350,000.00		X				
9	One well equipped Home Economics lab	250,000.00			X			
10	Equipping the existing science labs or a complete unit of a science block	350,000.00			X			
11	1 Farm Tractor	200,000.00				X		
12	Staff Accommodation (one flat with 8 unit)	500,000.00			X			
TOTAL (GH¢)		2,750,000.00						

Note. The list of Projects stated in the table above is in order of priority.

ii. Infrastructure Projects planned for funding by OMSU/PTA/Other bodies

S/N	PROJECT	ESTIMATED COST(GH¢)	YEAR OF COMPLETION					
			Remainder of 2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
1	Five office/table-top photocopiers (Canon 25020)	19,000 (3,800 x5)	X					
2	100 Desktop Computers for ICT labs	494,000 (4,940x100)		X				
3	Two large commercial size photocopiers	9,000	X					
4	Rehabilitation of Weather Station	3,500.00		X				
5	1 Equipped Geography Library	50,000.00			X			
6	Stocking of school library with furniture and books	45,000			X			
7	One large risograph copier	13,000		X				
8	2-Unit Barbering Shop	200,000.00		X				
9	60 pieces convertible Teachers' Tables	21,000.00		X				
10	Renovation of Aku and Aggrey Houses	30,000		X				
11	Four (4) overhead projectors	10,800.00 (2,700x4)	X					
12	Renovation of Jubilee block	115,000		X				
13	Washrooms for two classroom blocks thus 12 unit and 18 unit	67,000.00	X					
14	Office accommodation for heads of departments	150,000.00	X					
15	Renovation of school clinic	26,500.00		X				
16	Consumables especially A4 reams (150 boxes per year)	80,960.00	X	X	X	X	X	X

17	15 new microscopes	30,000.00		X				
18	50 hand lenses	2,750.00		X				
19	20 new permanent slide sets	1,400.00		X				
20	500 stools for all the science labs	17,500.00		X				
21	20 new micrometer screw gauges	3,200.00		X				
22	20 new Vernier callipers	3,000.00		X				
23	50 new retort stands	6,000.00		X				
24	Five computers and projectors for the visual arts department	32,200.00		X				
25	Table looms	6,000.00		X				
26	Developing box	3,000.00		X				
27	Work benches for sculpture	3,500 (1,750.00x2)		X				
28	Internet Cafe	300,000.00		X				
29	Fence, re-grass football field	200,000.00			X			
30	Multi-purpose Games Court	400,000.00			X			
31	Sports equipment for badminton, safety gears for hockey, 2 Landing foams for high jump, jerseys and footwear for athletics	350,000.00		X				
32	6 graph boards	3,000.00		X				
33	Capacity building for teachers to improve on their teaching skills	12,000.00	X					
34	10 analogue milliameters [0-3mA]	2,200.00		X				
35	50 new stop watches	3,750.00	X					
TOTAL (GH¢)		2,714,260.00						

Note. The list of Projects stated in the table above is in order of priority.

List of Needs for Non-Teaching Functions

<i>ITEM</i>	<i>Estimated cost (GHc)</i>	<i>Remainder of 2015/16</i>	<i>YEAR</i>				
			<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>
1. 1 tabletop fridge for the store	1,500.00		X				
2. 1 office table and chair for the store	400.00		X				
3. 1 set of computer for the store	5,000.00		X				
4. 1 set of computer for the secretariat	5,000.00		X				
5. 6 Swivel chairs for the general office and the front office	4,800.00		X				
6. 2 sets of computers for the school library	10,000.00		X				
7. 1 Motorbike for errands	5,000.00		X				
8. 6 metal shelves for storage of books	3,000.00		X				
9. 1 tabletop fridge for the clinic	1,500.00		X				
10. 20 bed sheets for the clinic	1,000.00		X				
11. 20 blankets for the clinic	2,000.00		X				
12. 2 stretchers	500.00		X				
13. 2 printers	3,000.00		X				
14. 1 tabletop fridge for the general office	1,500.00		X				
15. 2 computers for the general office	10,000.00		X				
16. 1 step and 1 long ladder for electrical works	3,000.00		X				
17. Set of electrical tools including drilling machine and safety clothing	10,000.00		X				
18. Street lights complete (250 watts), bulbs, fittings and cables	40,000.00		X				
19. 5 polytanks (1000 litres)	12,500.00		X				
20. 1"- 4" PVC pipes for plumbing works	10,000.00		X				
21. Sets of circular saw machines (small size for carpentry works)	4,000.00		X				
22. Assorted nails (10 boxes each)	550.00		X				
23. Building materials (roofing sheets and	10,000.00		X				

boards) for repair works							
24. 2 mowers	10,000.00		X				
25. 13 car cable torch lights for security staff	2,600.00		X				
26. 13 pair of protective shoes	2,600.00		X				
27. Crockery for use by the school during occasions	30,000.00		X				
28. Refrigerator for the kitchen	2,000.00		X				
29. Equipment (pots, burners, tomato miller, corn mill)	30,000.00		X				
30. Uniform for kitchen staff	1,800.00		X				
31. Changing room for staff	20,000.00		X				
32. Commercial measuring scale	40,000.00		X				
33. Microwave	250.00		X				
34. 1 set of computer and printer for the kitchen	6,500.00		X				
TOTAL (GH¢)	252,300.00						

THE OVERALL ESTIMATED COST OF INFRASTRUCTURE PROJECTS AND OTHER NEEDS FOR THE PERIOD OF THE STRATEGIC PLAN

	TARGETED SOURCE OF FUNDS	ESTIMATED COST (GH¢)
1	GOVERNMENT OF GHANA (GoG)	2,750,000.00
2	PTA/OMSU/OTHER BODIES	2,714,260.00
3	GoG/PTA/OMSU/OTHER BODIES (Needs specific to non-teaching functions)	252,300.00
	TOTAL	5,716,560.00