

**ASSOCIATION OF SECONDARY SCHOOL
HEADTEACHERS' OF UGANDA-MUKONO**

**A Five-year Strategic Development Plan
2020-2024**

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FOREWARD

Drawing lessons from the achievements of other district associations, weighing the current realities, and in order for tapping into future opportunities in the field of education, ASSHU Mukono executive has a vision of making strategic development plan to further strengthen its position to improve the quality of service delivery to the schools, students, ministry and the nation at large.

The 5-year development Strategic Plan, elaborates the ASSHU Mukono executive strategic vision and objectives in achieving the mission below. **We believe that quality education in Mukono can be achieved through improving the quality of management, teaching and learning, having enabling educational infrastructure as well promotion of continuous social interaction between administrators and teachers. We also believe in tapping into the potentials of the human resource in secondary education in Mukono, harness into their economic potentials making them a cohesive force that among others be able to address the economic challenges of the individuals and the groups, prepare them for greater economic emancipation and development.**

My appeal to all ASSHU members is to embrace this strategic plan, follow it religiously, support it, own it by heart and implement it to the dot for the benefit of those living and those yet to live in the education circles of Mukono. My prayer is that the strategic plan becomes our guiding tool so that our legacy as the executive shall live to be remembered long after we are gone.

Edna Constance Namugalu

CHAIRMAN ASSHU MUKONO

EXECUTIVE SUMMARY.

ASSHU Mukono is an arm of the Association of Secondary School Headteachers of Uganda (National) which is an umbrella body that brings together all headteachers/Principals of Secondary Schools in Uganda. ASSHU national and all other district bodies are recognized by the Ministry of Education and sports as associations and are mandated to perform duties in line with the ASSHU national objectives, vision, mission and core values.

The executive of ASSHU Mukono like other districts has come up with a 5 year strategic development plan to promote our aspirations as mentioned; *We believe that quality education in Mukono can be achieved through improving the quality of management, teaching and learning, having enabling educational infrastructure as well promotion of continuous social interaction between administrators and teachers. We also believe in tapping into the potentials of the human resource in secondary education in Mukono, harness into their economic potentials making them a cohesive force that among others be able to address the economic challenges of the individuals and the groups, prepare them for greater economic emancipation and development.*

In the chapters below a number of aspects shall be addressed such as background information to cover objectives, mission, vision, rationale, operating environment, Situation analysis, strategic focus, Administration, project targets, project benefits, operational parameters, priority development targets, ghanta chart and implementation infrastructure.

This strategic plan is comprehensive though subject to periodic review. Its premised on the assumption that an enabling environment shall prevail and the required resources for its successful implementation will be available.

When successfully achieved will obviously bring joy to all stakeholders that's my prayer. Our strength to the successful implementation of the planned activities shall mainly be commitment, credibility and communication amongst ASSHU stakeholders.

.....
Chairperson ASSHU Mukono.

Chapter one

1.0 Background

ASSHU Mukono is an umbrella body of ASSHU National.

ASSHU has since then, committed its efforts to improved access to quality education and promotion of vocational training and skills development.

The fund is mainly anchored on the following objectives;

To assist schools in promoting quality education through the provision of qualified personnel, instructional materials and logistics

To identify the relevant needs of society by influencing policy in reviewing school curriculum development.

Since its inception Asshu has been able to register the following achievements;

- ✓ Continuous free and fair election of the executive members.
- ✓ Participation of ASSHU schools in M.D.D activities both at national and at school level.
- ✓ Having in place mocks through the academic arm of the association (Mukono Examination Council-M.E.C)
- ✓ Participation in ASSHU activities both at region and at national levels
- ✓ Subscription to ASSHU national periodically.
- ✓ Termly head teachers' meetings.
- ✓ End of year get together parties.

It is upon this background that the ASSHU Mukono executive decided to develop a Strategic Plan to provide a clear pathway to the realization of ASSHU mission of **unifying members and providing a forum for them to grow and influence the agenda for quality education and exchange of ideas and good practices nationally and internationally.**

Strategic planning is a step-by-step process that looks 5 years into the future on a yearly basis. This process has definite objectives and end products that can be implemented and evaluated. It is a process by which ASSHU Mukono management looks into the future, paints a picture of that future based on current trends, and influence the forces that will affect its operations.

1.1 Rationale for Strategic Development Plan.

In taking ASSHU to the future, a strategic development plan offers at least 6 factors:

1. Helps to understand the overall mission and vision of ASSHU Mukono.
2. Provides a sense of direction, continuity, and effective leadership.

3. Provides a system of standards with accountability, programs, and allocated resources.
4. Builds an Action Plan, which is reviewed and updated on a yearly basis.
5. Forges a look into the future and therefore, provides an opportunity to prepare for it.
6. Provides better awareness of the ASSHU Mukono needs along with emerging issues and changing environment.

1.2 SWOT ANALYSIS FOR ASSHU MUKONO

ASSHU executive has conducted a SWOT Analysis where the Strengths, Weaknesses, Opportunities and Threats (SWOT) could either have a positive or negative impact on ASSHU Mukono operations were identified as detailed in.

A. STRENGTHS

Very Good quality Headteachers and teachers.	Big number of secondary schools in Mukono (over 150)
Unity among teachers in government and private secondary schools.	Good academic ranking in national exams (ranked 3 rd)

Urban location of ASSHU Mukono.	Good reputation of schools in Mukono in society.
Proximity (nearness) between schools in Mukono.	Good Cooperation among school leaders in Mukono.
Mukono's access to quick transport, routes/means(Kampala-Nairobi highway).	Government support and political will for schools in Mukono

B.WEAKNESSES

Poor communication and mobilization among leaders.	Few capacity building workshops.
Poor response to calls for meetings by Headteachers.	Linking ASSHU activities to Sesemat programmes.
Negative attitude to ASSHU activities.	Limited information about ASSHU.
Failure to implement ASSHU activities and programmes.	Poor response to ASSHU activities and programmes like mocks.
Limited financial contributions by members.	Lack of financial commitment by ASSHU members.

C.OPPORTUNITIES

Enabling political climate.	Good urban parent population.
Transport infrastructure for easy networking.	Support from M.O.E.S to ASSHU activities.
Big school population.	Cordial relations among headteachers/teachers in Mukono
Closeness to many higher institutions of learning.	Many business opportunities in the region.
Nearness to other organized regions for benchmarking.	Experienced teachers and administrators.

D.THREATS

Stiff competition from other Associations.	High teacher turnover mainly in private schools.
Changes in administration especially in private schools.	Competition among schools both private and government.
Negativity among private school directors.	Under-declaration of student numbers by headteachers.
Failure to own the association by members.	Job insecurity among school heads.
Government policy against bodies that set mock exams.	Unhealthy competition among private and government secondary schools in Mukono.
Theoretical curriculum taught in schools.	

1.3 External Environmental Scanning

External Environmental Scan is a key preliminary step to observe what trends and events are occurring around Education System in Uganda - that are outside of our control - yet may well have a profound impact on ASSHU Mukono Strategic Plan. By using the acronym **SCEPTIC**, the executive examined seven distinct environmental factors

that could have a dramatic impact on the operations of ASSHU Mukono in the years ahead.

No .	Environmental factors	Key trends.
1.	Socio-demographic Factors	Demographic indicators show that in future the number of students will increase as a result of increased population in Mukono especially now that it's becoming an industrial hub. This imply increased demand for secondary education, more schools coming up, increased student enrolment, competition for education services as well as increased number of teachers to offer services. Also public feeling on the quality of curriculum has questions to be answered especially skills based education. All these indicate opportunities for ASSHU Mukono to offer solutions to society.
2.	Competition Factors	As a result of increased schools/student numbers, many bodies similar to ASSHU shall come up to offer similar or alternative services. ASSHU must plan for a way of building a competitive advantage over all other similar associations.
3.	Economics Factors	The cost of education is increasingly getting higher especially with rising inflation. This has an impact on cost of capital development, cost of service delivery, visa-vis ASSHU revenues. ASSHU must build frameworks for economic survival amidst these challenges.

4.	Political Factors	There's good will from the government as far as liberalization of the education sector for schools and enabling bodies like ASSHU Mukono are concerned. The Education Act 2008 supports establishment of private schools, private- government partnership which works as a locus for bringing institutions both gov't and private together and this strengthens ASSHU position.
5.	Technological Factors	With the world being global village today, ASSHU Mukono shall be able to make linkages internally and externally as well as increasing opportunities for strategic partnerships for research, innovation and otherwise.
6.	Industry Factors	Inclusion of practical /skills education on the curriculum as most schools are moving towards this direction to be relevant. ASSHU Mukono should spear-head this move.
7.	Customer/Client / Citizen Factors	The changing educational demands that require less of academic information and more of skills for survival and self reliance. ASSHU Mukono should be prepared to make itself relevant to societal demands.

1.4 Keys Strategic Objectives.

The external analysis has culminated into the following key issues that merit attention by ASSHU executive over the next 5 years:

- 1) Increase ASSHU Visibility among schools and stakeholders in Mukono.
- 2) Mobilize resources to fund projects planned.
- 3) Acquire land space for infrastructural development.
- 4) Develop infrastructure to enable service delivery.
- 5) Revive the Mukono Examination council to increase participants from Mukono.
- 6) Strengthen the institution through capacity building.

Chapter Two**2.0 ASSHU 2020- 2024 STRATEGIC POSITIONING****2.1 Strategic positioning**

ASSHU strategic positioning is summarized as body that seeks to improve the quality of service provision. This strategic standpoint demands that the ASSHU executive takes the lead in providing a strategic direction to achieve

mission as stated above. In view of the current status of ASSHU, and the future strategic intent, the fundamental instruments of realizing this strategic positioning are through provision of unparalleled framework.

2.2 ASSHU Strategic Framework

The 2020 -2024 strategic direction of ASSHU is presented using the framework below:

2.3 ASSHU Vision

“United for professional and quality school leadership”

2.4 ASSHU Mission Statement

To unify members and provide a forum for them to grow and influence the agenda for quality education and exchange of ideas and good practices nationally and internationally.

2.5 ASSHU Core Values

Transparency: *All decisions and acts shall be done in an open and transparent manner.*

Efficiency: *All association resources shall be put to optimal use to attain quality and timely results.*

Professionalism: *All business of the Association shall be conducted in a professional manner.*

Integrity: *Honesty and integrity shall be upheld at all times.*

Accountability: *All officer bearers shall hold office in public trust and shall be personally responsible for their actions and inactions.*

2.6 Strategic Objectives

ASSHU will pursue the following five strategic objectives (SOS) in order to achieve its mission stated above.

- I. Foster unity harmonious working relationship and cooperation amongst secondary schools in Uganda
- II. Raise the standard of education to duty, and capacity building in our institutions by organizing leadership and professional development training of the system operators in schools.
- III. To promote cooperation and good relations through affiliation, joint endeavors otherwise with persons, organizations, associations or other entities regional and or international, which have the same or similar objectives of NASSHU.

- IV. To find ways and means of improving the welfare of members and encourage personal development.
- V. Raise funds by way of accepting gifts, donations or otherwise, for the Association.
- VI. To accept the management of any trust fund or endowment in which the Association is interested or is conferred with.
- VII. To acquire, hold, manage, develop or dispose of properties of all kinds, whether moveable or immovable, and to derive capital or income the reform for all or any of the objects of the Association.
- VIII. To incorporate and register, in accordance with the Trustees Incorporation Act of Uganda, various
- IX. Trusts for purposes of holding managing and administering the properties owned by the Association in the various Districts of Uganda.
- X. To raise or borrow money for all or any of the foregoing objects in such manner and upon such security as may from time to time be determined by the Central Executive Committee of the Association.

- XI. To invest and deal with funds of the Association in such manner as may from time to time, be determined by the Central Executive Committee of the Association.
- XII. To cooperate with the government of Uganda, Education, Sports and Technology.
- XIII. To enter any partnership with Government, Ministries, Districts, NGO's or any other organization registered and recognized in Uganda at an agreed consideration in implementation of any government.

Chapter Three.

ASSHU STRATEGIC OBJECTIVES.

SOS 1: To improve ASSHU's visibility in Mukono.

Strategic objectives.

- I. To make **ASSHU** presence felt by all concerned.*
- II. Publicizing the activities of ASSHU within the district and beyond*

S02:To widen ASSHU financial resource base.

Strategic objectives.

- I. Ensure prompt payment of membership and subscription fees.*
- II. Identifying and engaging possible donors.*
- III. Increase member participation in ASSHU mock exams (MEC)*
- IV.*

SO3:Land Acquisition.

Strategic objectives.

- I. Introduction of the land fund system of resource mobilization.*
- II. Share buying by individual head teachers.*

SO4:Infrastructure development

Strategic objectives.

- I. Engage the services of an architect.*
- II. Study the bills of Quantities.*
- II. Build infrastructure for development.*

SO5: Revive Mukono Examination Council (MEC)

Strategic objectives.

- i.Publicize Mec Programmes.*
- ii. Engage with school headteachers.*
- iii. Train teachers on setting and marking.*
- iv. Provide mock exams.*

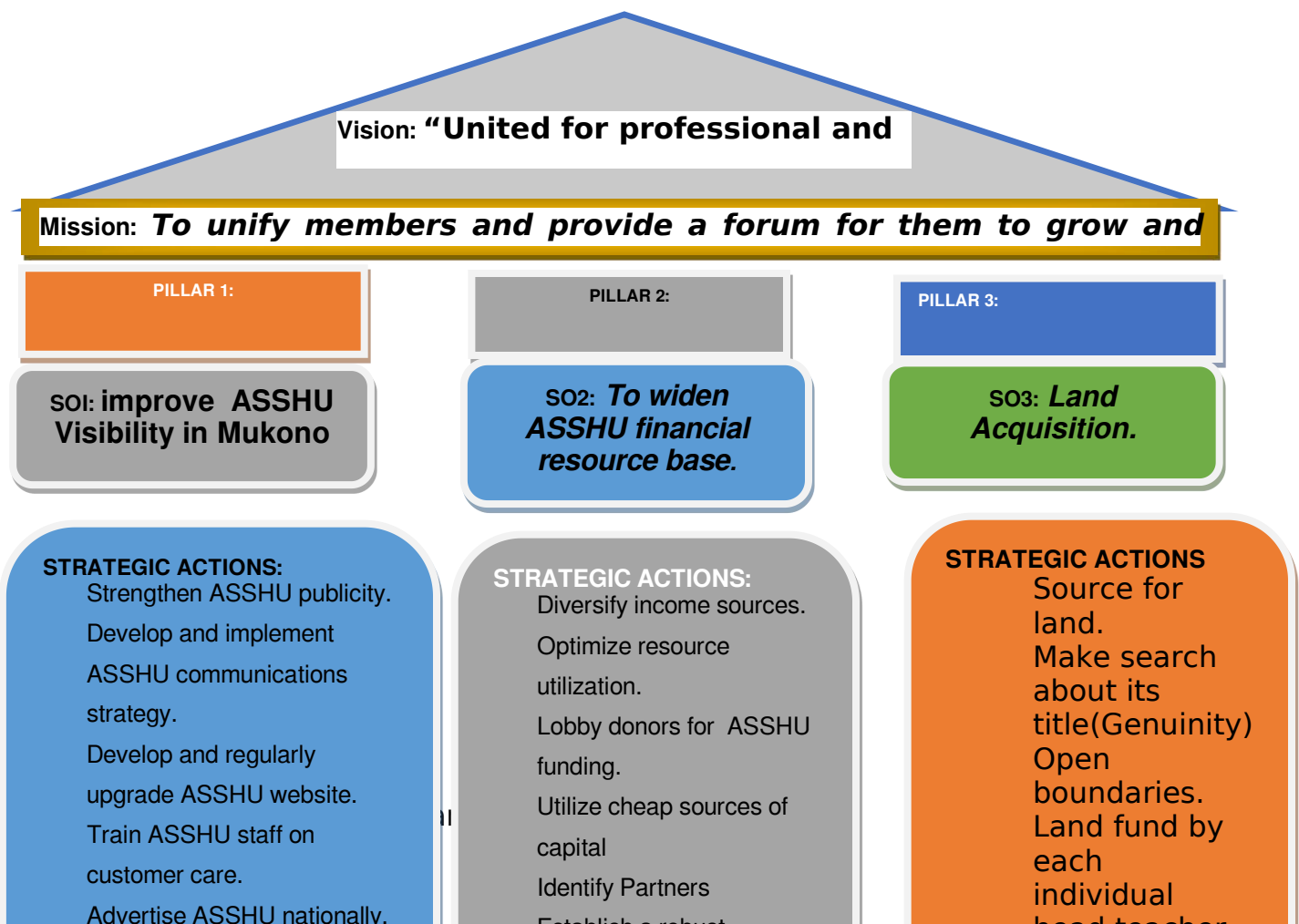
SO6: Strengthen institution Capacity building.

Strategic objectives.

- i. Identify areas of need.*
- ii. Source for training consultants.*

- iii. *Schedule the training timelines.*
- iv. *Develop and operationalize policies and guidelines.*

FIG 1: ASSHU STRATEGIC FRAMEWORK 2020-2024



Vision: **"United for professional and**

Mission: *To unify members and provide a forum for them to grow and influence the agenda for quality education and exchange of ideas and good practices nationally and internationally.*

PILLAR 4:

SO4: *Infrastructure development*

STRATEGIC ACTION.
Engage the services of an architect.
Have layout plan for the land.
Have structural plans made.
Have the B.O.Qs presented to the board.
Discuss the construction commencement

PILLAR 5:

SO5. *Revive Mukono Examination Council (MEC)*

STRATEGIC ACTIONS
Create a data base for schools.
Print materials for mock adverts.
Visit schools in Mukono to sensitize about mocks.
Call stakeholders' meetings to discuss mocks.
Create up-

SO6 *Strengthen institution Capacity building.*

STRATEGIC ACTIONS

Enhance the capacity of ASSHU Board members.
Develop and operationalize policies and guidelines.
Introduce M&E function.
Build staff capacity.
Streamline ASSHU Information and Records Management

CORE VALUES: Transparency, Efficiency, Professionalism, Integrity, Accountability

3.2 Critical Success Factors

The successful implementation of the Strategic Plan is highly contingent on the following:

3.2.1 Ability to make Asshu more visible in Mukono.

Making Asshu more visible in Mukono and beyond is more critical as it has direct and indirect bearing on success of other factors since it will form a core base for others to ride on.

3.2.2 Ability to mobilize the required resources.

Resource mobilization is key as any success is tagged on resources. Indeed without resources, nothing can be achieved in this strategic plan as it will simply remain on paper.

3.2.3 Securing of land required.

Its also critical that land is secured within the areas of Asshu desire as this would imply a lot on Asshu presence in Mukono in terms of accessibility and convenience. Therefore its not a matter of acquiring land but rather land that is strategic for stakeholders.

3.2.4 Ability to Coordinate all implementer's efforts and stakeholders

Implementation of the Strategic Plan requires coordination of the different Committees as well as other functions within the ASSHU executive and other stakeholders such as the development partners that need to be brought on board.

Good coordination will improve communication, and align the different players towards a common goal and vision.

3.2.5 Ability to build the required infrastructure.

Building infrastructure is also critical since Asshu requires a visible address and this would have a big impact of stakeholder perception of Asshu success and vision and ultimately will improve visibility, trust and a sense of continuity.

Chapter Four

4.0 IMPLEMENTATION OF THE STRATEGIC PLAN ACTION ITEMS

The key actors in the implementation of the strategic plan shall mainly be the ASSHU executive, staff as well as general members.

4.1 PILLAR 1: To improve Asshu Visibility.

Strategy Description: To achieve this objective, ASSHU shall implement the following strategic actions

FROM TO

<i>Invisible Asshu in Mukono.</i> <i>Unclear objectives.</i> <i>Little knowledge about Asshu</i> <i>Less active in Asshu activities and programmes</i>	<i>Visible Asshu in Mukono and beyond</i> <i>Clear objectives</i> <i>More knowledge about Asshu.</i> <i>More active in Asshu activities and programmes.</i>
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Strategic Action Items:

S/N	Strategic Action	Indicators	Targets	Y	E	A	R	S	
PILLAR 1: ASSHU VIBILITY				1	2	3	4	5	Lead
4.1.1	Strengthen ASSHU publicity.	Increased school enrolment	150 schools						
4.1.2	Develop and implement ASSHU communication strategy.	Informed members about Asshu activities/ programmes.	Recruitment of more Headteacher s/ Deputies (300)						
4.1.3	Develop and regularly upgrade ASSHU website.	Presence of the website. Many people visiting the website.	All members using the website.						
4.1.4	Train ASSHU staff on customer care.	Staff demonstrate customer care practices.	Every staff who joins Asshu.						
4.1.5	Advertise ASSHU nationally.	Asshu adverts on national programmes/public media	People Knowledge of Asshu nationally.						
4.1.6	Make reach-out programmes to schools.	High number of schools visited.	Visit all schools in Mukono.						

4.2.0 PILLAR 2: *To widen ASSHU financial resource base.*

Strategic objective: .

To achieve the above objective, ASSHU executive shall implement the following strategic actions:

FROM TO

<i>Few resources</i> <i>Small resource base</i> <i>Few sources of income</i> <i>Less well managed resources</i>	<i>More resources.</i> <i>Large resource base.</i> <i>Diversified source of income.</i> <i>Efficiently managed resources.</i>
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Strategic Action Items:

S/N	Strategic Action	Indicators	Targets						
PILLAR 2: To widen ASSHU financial resource base.				1	2	3	4	5	Lead
4.2.1	Diversify income sources.	Diversified income sources	Exhaust all possible sources						

4.2.2	Optimize resource utilization.	Optimized resource utilization	Beyond breakeven point						
4.2.3	Identify Partners	Number of MOUs signed.	About 10 MOUs signed.						
4.2.4	Lobby donors for ASSHU funding.	Number of donors acquired.	Capturing big donors in Education.						
4.2.5	Utilize cheap sources of capital	Cheap capital acquired.	Low interest loans borrowed.						
4.2.6	Establish a robust Financial Management System.	Having a finance management system.	Being able to capture every Asshu transaction.						
4.2.7	Training in finance mgt.	Internal trainings done	10 trainings.						

4.3.0 PILLAR 3: *Land Acquisition.*

Strategic objective: To acquire Land

To achieve the above objective, ASSHU shall implement the following strategic actions:

FROM TO

<i>Landless</i>	<i>Landlord</i>
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Strategic Action Items:

S/N	Strategic Action	Indicators	Targets						
PILLAR 3: <i>Land Acquisition.</i>				1	2	3	4	5	Lead
43.1	Land fund by each individual head teacher.	Accumulated land money	450 Millions.						
4.3.2	Source for land.	Engage brokers.							
4.3.3	Open boundaries.	Engage surveyors							
4.3.4	Purchase land	Land Title under Asshu custody.	5 Acres of land						

4.4.0 PILLAR 4: *Strengthen institution Capacity building.*

Strategic objective:

To achieve the above objective, ASSHU shall implement the following strategic actions:

ASSHU Strategic Plan 2019.

FROM TO

<i>Un-informed board.</i> <i>Less trained staff</i> <i>No operational manuals</i> <i>Less organized</i> <i>administration.</i>	<i>Informed board.</i> <i>More trained staff.</i> <i>With operational manuals</i> <i>More organized</i> <i>administration</i>
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Strategic Action Items:

S/N	Strategic Action	Indicators	Targets						
PILLAR 3: Strengthen institution Capacity building.				1	2	3	4	5	Lead
4.4.1	Build capacity for ASSHU leaders and managers.	Workshops organized.	10 workshops						
4.4.2	Enhance the capacity of ASSHU members.	Workshops for members.	5 workshops						
4.4.3	Establish a succession plan for top management.	Human resource policy in place	NA						
4.4.4	Develop and operationalize policies and guidelines.	Presence of Asshu policy manual	NA						
4.4.5	Streamline	HR policy.	Total						

	decision making processes.		adherence to policy						
4.4.6	Improve performance management.	Effective management.	Efficiency indicators.						
4.4.7	Introduce M&E function.	M&E tools	M&E reports made periodically						
4.4.8	Streamline stakeholder management.	Constitutional implementation.	100% compliance.						
4.4.9	Build staff capacity	Workshops	20 workshops						
4.4.10	Create linkages within the Ministry activities	Correspondences made with Ministry.	NA						
4.4.11	Streamline ASSHU Information and Records Management System.	Information management in place	All records be captured at all times.						
4.4.12	Improve Research and development.	Number of researches done	5 Products Developed						

4.5.0 PILLAR 5 :Infrastructure development

<p><i>Undeveloped land</i></p> <p><i>Less valued land</i></p>	<p><i>Developed land</i></p> <p><i>More valued land.</i></p>
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<i>Less beautiful</i>	<i>More beautiful</i>
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S/N	Strategic Action	Indicators	Targets						
PILLAR 5: Infrastructure Development				1	2	3	4	5	Lead
4.5.1	Engage the services of an architect.	Contract with architecture.	Dates						
4.5.2	Have layout plan for the land.	Layout plans	Dates						
4.5.3	Have structural plans made.	Presence of architectural.	Dates						
4.5.4	Have the B.O.Qs presented to the board.	Bills of Quantities.	Dates						
4.5.5	Discuss the construction commencement date	Minutes of the meetings.	Set dates.						
4.5.6	Supervise the construction.	Supervision report	Date set.						

4.6.0 PILLAR 6: *Revive Mukono Examination Council (MEC)*

<i>Few schools participating.</i> <i>Small number of candidates</i> <i>L</i>	<i>More schools participating.</i> <i>Large number of candidates doing our mocks</i> <i>More beautiful</i>
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S/N	Strategic Action	Indicators	Targets						
PILLAR 6: <i>Revive Mukono Examination Council (MEC)</i>				1	2	3	4	5	Lead
4.6.1	Create a data base for schools.	Lists of schools	End of term 1 (2020)						
4.6.2	Print materials for mock adverts.	MEC circular letters							
4.6.3	Visit schools in Mukono to sensitize about mocks.	Lists of visited schools, contacts							
4.6.4	Call stakeholders' meetings to discuss	Minutes of meeting							

	mocks.	deliberations.						
4.6. 5	Create up-country contact agent.	List of Offices, places and names of agents.						

APPENDIX 1: ASSHU STRATEGIC PLAN 2020 -2024 COST IMPLICATION

PILLAR 1:		ASSHU' VISIBILITY	
S/N	Strategic action	Cost (UGX)	
1.1	Strengthen ASSHU publicity.		
1.2	Develop and implement ASSHU communications		
1.3	Develop and regularly upgrade ASSHU website.		
1.4	Train ASSHU staff on customer care.		
1.5	Advertise ASSHU nationally.		
1.6	Make reach-out programmes to schools.		

PILLAR 2:		RESOURCE MOBLIZATION	
S/N	Strategic action	Cost (UGX)	
1.1	Diversify income sources.		
1.2	Optimize resource utilization.		
1.3	Lobby donors for funding.		
1.4	Strengthen ASSHU partnerships and		
1.5	Identify partners		
1.6	Establish a robust Financial Management System.		
1.7	Organize training workshops on resource	100,000,000	

PILLAR 3:		LAND ACQUISITION	
S/N	Strategic action	Cost (UGX)	
1.1			
1.2			
1.3			
1.4			

1.5		
1.6		

PILLAR 4: INFRASTRUCTURE DEVELOPMENT		
S/N	Strategic action	Cost (UGX)
1.1	Engage the services of an architect.	
1.2	Have layout plan for the land.	
1.3	Have structural plans made.	
1.4	Have the B.O.Qs presented to the board.	
1.5	Discuss the construction commencement	
1.6	Supervise the construction.	

PILLAR 5: REVIVE MUKONO EXAMINATION COUNCIL		
S/N	Strategic action	Cost (UGX)
1.1	Create a data base for schools.	
1.2	Print materials for mock adverts.	
1.3	Visit schools in Mukono to sensitize about	
1.4	Call stakeholders' meetings to discuss mocks.	
1.5	Create up-country contact agent.	

PILLAR 6: CAPACITY BUILDING		
S/N	Strategic action	Cost (UGX)
1.1	Enhance the capacity of ASSHU Board	
1.2	Develop and operationalize policies and	
1.3	Introduce M&E function.	
1.4	Build staff capacity.	
1.5	Streamline ASSHU Information and Records	

ANNEX 1:		SUMMARY OF THE ESTIMATED COST	
S/N	PILLAR	Strategic Objective	Estimated
1.	ASSHU' visibility	To improve the visibility of ASSHU Mukono.	
2.	Resource mobilization	To widen ASSHU financial Resource base	
3.	Acquire Land	Own space on earth.	
4.	Infrastructure development	Have a visible Physical address and location.	
5.	Revive MEC	Put back the mock setting and marking	
6.	Capacity building	Train all persons that are attached to Asshu mukono	

ANNEX 2: ASSHU EXECUTIVE

S/ N	NAME(S)	SCHOOL	DESIGNATION
1.	Namugalu Edna Constance	St. Charles Lwanga Sec.School Bukerere	Chairperson
2.	Obbo Allan Warayamo	Seeta High Green Campus	V/Chairperson
3.	Katimbo Gordon	Hilton High School	Publicity Sec.5
4.	Kasirye Yusuf	Kasana S.S. Vocational	Secretary
5.	Nsubuga Agnes	St.Josephs High Nagalama	Treasurer

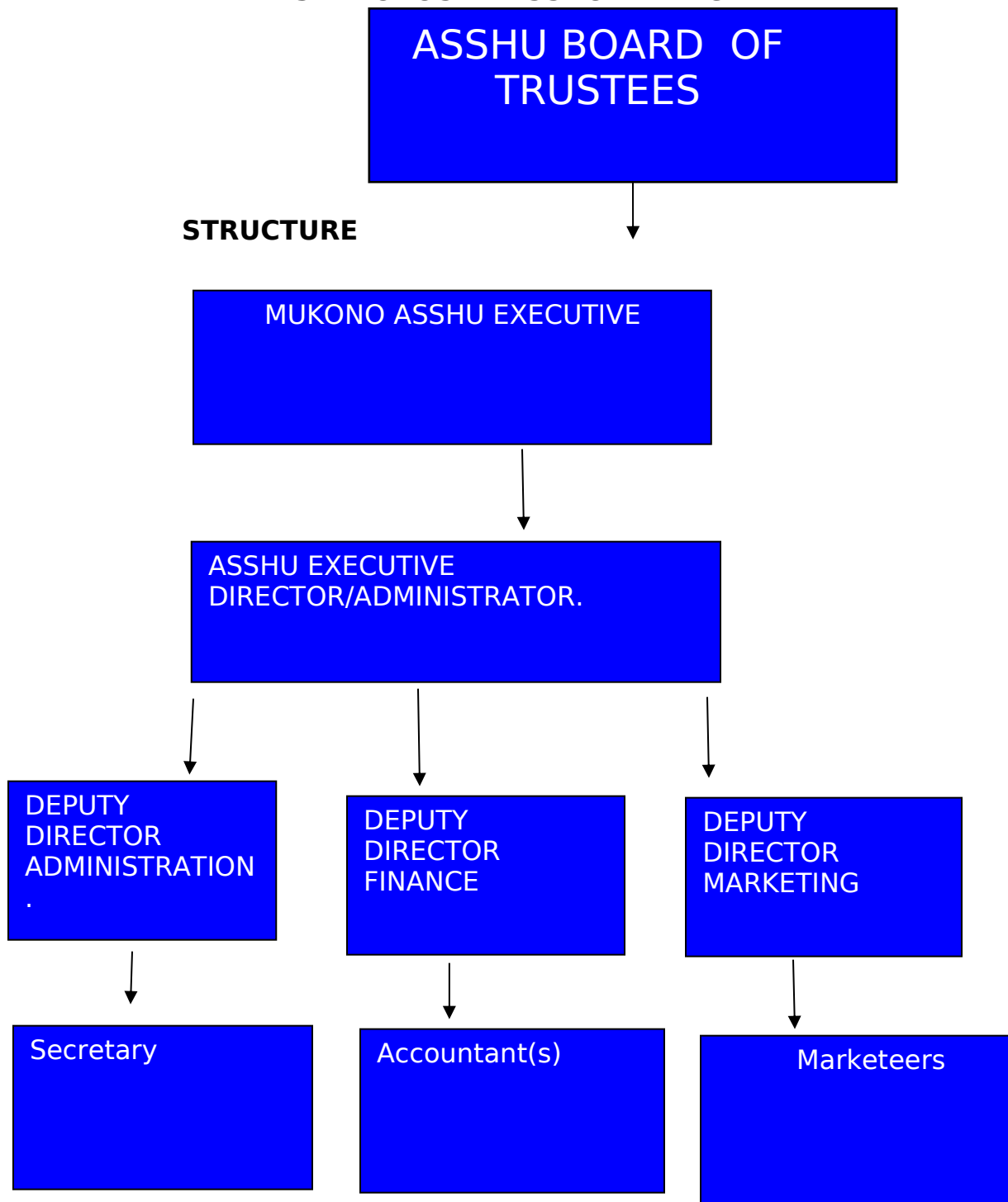
COMMITTEE MEMBERS UNEB Stations

No.	Names	School	Area
1.	Bwire Chris	Mpoma School	Naggalama
2.	Kyakulaga Robert	Bishop Senior	Mukono

		School	
3.	Mabirizi Sseguja	Kamda Seed S.S	Kisoga
4.	Nsubuga Aziida	Kasawo S.S	Kasawo
5.	Mpaka Richard	St.Micheal Hs Sonde	Goma

COMMITTEE MEMBERS DEPARTMENTS

NO	Names	School	Department
1.	Mpuuga Constantine	Namilyango College	Sports & Games
2.	Kafuluma Luswata	Mubanda S.S	M.D.D
3.	Matovu Lilian	Our Lady of Africa.	Welfare
4.	Walusimbi Hajara	Nagalama S.S	Academic
5.	Kalungi Rosemary	Kojja S.S	Editorial
6.	Mwebesa James	Retired	Senior citizen

ANNEX 3: PROPOSED ASSHU MANAGEMENT

APPENDIX 4: ASSHU VISION QUESTIONNAIRE (AVQ): ASSHU DEVELOPMENT ASSESSMENT, (CURRENT STATE)

The objective of this questionnaire is to assess the current status of Asshu in the general areas of Education (Enter an X in the box beneath that number that represents the average of your opinion.)

Rate your opinion on each statement, using a scale of 1 to 5, where...

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree	Not Applicable / Don't Know
1	2	3	4	5	N/A

ASSHU MANAGEMENT								
S/ N	Statements	1	2	3	4	5	n/a	Comments
1.	Orientation is consistently and regularly provided for board members.							
2.	ASSHU seeks visibility.							
3.	We maintain a comprehensive plan for improving the quality of education in Mukono.							
4.								
5.								

6.	ASSHU staffs are well oriented on the vision and mission of the association.							
7.	ASSHU is proactive about resources mobilization							

Conclusion

The following measures shall be taken for the successful implementation of the plan:

- a. The strategic plan implementation progress will be part of the agenda of every Board, executive and staff meeting.
- b. The strategic plan will be available to every Board/executive member and member of staff for reference and deeper understanding of what is expected of them.
- c. There will be an official handover of the strategic plan to Asshu executive who will ensure continuity of the plan.
- d. The performance indicator in the implementation matrix will be the monitored parameter.
- e. Finally, the various activities itemized in the action tables should be linked to the Sacco's annual budget allocation to avail financial resources necessary facilitate implementation.