

Moi Girls High School Eldoret

Abridged Strategic Plan

2013-2017

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF MANAGEMENT

Moi Girls High School – Eldoret has taken yet another bold step of developing a second strategic plan after having worked hard in the past guided by their first ever school strategic plan 2007-2012. As a result, the school has steadily improved both in standards of management and academic performance. In planning, the school was constantly aware of certain facts.

First of all, without planning, any performance is good enough. Planning enables one to see the big picture before setting off on a journey. The school has received a lot of praise and recognition for its sterling achievements over the last 5 years. Yet, for Moi Girls, that success has not been seen as the ultimate. In the situational analysis carried out before the development of this second strategic plan, it was evident that there was still room for improvement. This plan is therefore about the deliberate and concerted efforts to make the improvements.

Secondly, orderliness is paramount in the growth pattern of the school. In orderliness, the school can be taken through a controlled and predictable pace which all stakeholders are able to resonate with. This harmony is necessary for the entire system to remain sustainable.

Thirdly, ambition is a useful motivator to success. There are schools of our category that have performed at the level we are seeking to perform at, and we are both confident and committed to rise to that level and even surpass it. We want to be in a class of elite schools worldwide. Our ambition is to be a world class school.

May I now take this opportunity to thank all representatives of the stakeholders who made the development of this second school strategic plan possible. I continue to call on the team spirit in pursuit of the objectives set out in the plan. I believe that each one of us can make a unique contribution to make and that is critical to the success of the school. Let all of us, the board of management, the parents association, the teachers, the support staff, the students unite to implement this strategic plan. I welcome the support of alumni and all people of goodwill to support the various strategies outlined in this plan. We are continuing the wonderful process of developing the premier school in the twenty-first century. We are committed to applying best practices in school management and curriculum implementation to take this school to the top.

DR. JULIUS KIPNG'ETICH

MESSAGE FROM THE PA CHAIRMAN

Moi Girls' High School – Eldoret, is an old school with a rich heritage of continued excellence and outstanding achievements in academics, co-curricular activities and support to the less privileged. This is a heritage that should continue to be emulated in the forthcoming years.

Our Students and Staff should never be underestimated. They are talented, and committed, and they will rise above the obstacles that stand in their way. However, in order to lead our daughters to surely soar like the eagle to even greater heights; a clear and focused direction is required.

The Strategic Plan 2013-2017 therefore comes in handy. With clear set performance targets - it will definitely guide the school management in making prudent decisions in a clear direction towards achievement of identified goals and objectives.

The Parents Association is proud to have been actively involved in the review of the strategic plan and looks forward to actively participate in its implementation.

ARCH. S. L. KHAZENZI

INTRODUCTION

Moi Girls' High School – Eldoret is a school with a very rich heritage spanning over many years and with a diverse identity. Currently, the school is a national girls boarding school with 1170 students and over 60 teachers. We also have 70 non teaching staff members supporting the school programs. The school has frequently been among the top ten in the country. It ranked 9th nationally in the 2012 KCSE results.

The school was originally founded in 1923 as a “Whites Only” primary school by the Europeans who had settled on the what was then known as The White Highlands. It was later transformed into a secondary school for girls of European origin in the East African region. The Europeans invested greatly to establish a school of quality construction and with diverse facilities. This has remained a mark of quality for the school up to today.

When Kenya attained its independence and self rule in 1963 and 1964 respectively, many of the alumni of the school spread to various countries, carrying with them fond memories of this great institution. They are now serving in various positions in countries including the United Kingdom, The Netherlands, South Africa, Australia, etcetera. Later, the school opened its doors to Kenyans of diverse origins. It became one of the few national schools that played an important role in creating an image of a unified Kenya. The government gave it special support and this made it possible to maintain the quality facilities and provide quality teaching and learning. This has also remained an important identity of the school over the years. As a result the school has been able to make its contribution in developing leaders serving in various key positions in the Kenya and indeed in other parts of the world.

In the recent past the school has had to ride over a challenging period as government support to schools greatly diminished leaving the parents as the main financiers. It is encouraging to note that the parents of this school have played their role with exceptional commitment. Through their efforts the school has, with some challenges, maintained its standards of quality facilities and performance. In addition, The educational standards have steadily risen to be among the very best in the country today. Parents have been the single most important motivating factor in the programmes that have raised the school educational standards.

The rich history that makes our school have an international foundation, an identity that gives our school a national outlook and programmes that have lifted the school to respectable educational performance is the basis of this strategic plan. We are inspired by a vision to take the school to the next level. We have done very well in the past, now we want to do better.

As we look back at this heritage one factor that has remained constant is that God has been a great inspiration and guide. Through His grace, all things have worked together for the good of this great school. “With God all things are possible” and we believe that it is possible to make our school the best in the country. It is equally possible to make it the best in the world. We put our faith in God and our confidence in the people who believe in us. We believe that God “is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us.”

Our just ended strategic plan (2007-2012) did serve us well. We have developed this revised strategic plan with the belief that, as we embark on its implementation we will never be the same again. We will be the best we can be – the top school countrywide.

a) **VISION**

To Be The Premier National School for Girls.

b) **MISSION**

To provide quality education, nurture talent and innovation, and to develop responsible 21st century leaders.

c) **GUIDING VALUES**

We, the Moi Girls' High School – Eldoret, as a leading educational institution for the girl child, cherish the following ideals:

God-fearing

Living a moral life based on reverence to God.

Innovativeness and Intellectualism

Ability to use imagination to develop and apply original ideas.

Focused and Visionary

Having foresight and committed to working hard and applying one's resources to a given task.

Team Spirit:

Willingness to learn and share complementary skills and to foster mutual accountability.

Embracing Excellence

Striving to stay relevant and to maintain competitive standing both locally and globally.

Discerning and Disciplined

Ability to make good judgment and adaptability to diverse situations.

It is our commitment to nurture truly GIFTED leaders.

MOTTO: Honour, Courage and Industry

SLOGAN: Integrity

STUDENTS' DECLARATION: I am a Moigean. I am responsible. I conduct myself with dignity and with integrity

WHO WE ARE

Moi Girls High School Eldoret is a national girls boarding school. It is a public school managed by the Board of Management appointed by the Minister (now Cabinet Secretary) for Education. The school is founded on Christian principles and provides secondary cycle of the 8-4-4 system of education. We have an enrollment of 1170 students (in the year 2013). Admission is undertaken only in Form One on merit and on quota basis. We have 60 teachers in the school and majority of the serving teachers were posted by the Teachers Service Commission. About 40 of them have served continuously in the school for longer than 10 years. Currently, every form has six streams and it is set to expand to a maximum of 10 streams in the coming years.

OUR CONTACTS

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OUR CORE FUNCTIONS

1. Teaching of and Learning by Students
2. Measurement and Evaluation of students' learning
3. Preparation of Students for Excellence in KCSE
4. Guiding Students for Satisfying Careers
5. Identification and Developing Talents in Students
6. Developing Students' Character to Bring Out Virtue

THE STRATEGIC PLAN

A. STRATEGIC ISSUE

TEACHING /LEARNING AND STUDENT AFFAIRS

STRATEGIC OBJECTIVES

To ensure every student makes a successful transition to university or tertiary education and eventually secures the career of choice.

To ensure that students' welfare services effectively meet priority their needs.

STRATEGIES

- ii) Set class enrolment in accordance with international standards
- iii) Avail adequate and relevant teaching and learning resources
- iv) Employ good practices in teaching and learning to enhance individual performance at all levels
- v) Establish an effective revision programme
- vi) Establish an effective testing and evaluation program
- vii) Bring on board high performing teachers
- viii) Effective supervision of teaching and learning process
- ix) Guide students to focus on personal goals and careers
- x) Establish effective corrective measures to help deviant students
- xi) Enhance programmes for recreation and expression of student talent
- xii) Invite appropriate motivational speakers to encourage the students to aim for academic excellence, to act as role models and advice on social issues
- xiii) Strengthen counseling and chaplaincy services with the aim to minimizing cases of indiscipline or spiritual challenge
- xiv) Establish a system of meeting the needs of the needy students
- xv) Establish a systematic process of exchange of information between parents /guardians and the school
- xvi) Enhance the role of PA in student welfare issues

ACTIVITIES

- i) Document information that defines international standards for various provisions in the school and advise the authorities accordingly
- ii) Allocate facilities and resources at optimum requirements according to international standards
- iii) Allocate adequate teaching and learning resources
- iv) Use student-centred teaching methods including remedial teaching, group discussions, assignments, experiments, research, team teaching and role-play.
- v) Cover the syllabus early enough to allow adequate revision time
- vi) Draw out effective and efficient revision schedules
- vii) Avail appropriate and adequate revision material
- viii) Draw out effective and efficient testing and evaluation schedules
- ix) Ensure panel setting, proper coordination and moderation, administering, marking, grading and analyzing of exams
- x) Competitively recruit high caliber BOM teachers

- xi) BOM to engage with TSC to vet teachers transferred to the school
- xii) Put in place an effective induction program for new teachers
- xiii) Establish an effective appraisal system for teaching staff
- xiv) Set personal targets for every student in academics and co-curricular activities
- xv) Ensure that every student belongs to one club, one society, and one sport/game
- xvi) Establish sustainable student mentorship programs
- xvii) Avail information on career opportunities and requirements
- xviii) Establish effective career guidance programs
- xix) Enhance the capacity building of the school discipline committee
- xx) Clearly spell out school rules and the consequences for non-compliance
- xxi) Empower the prefect body to assist in managing indiscipline
- xxii) Provide psycho-social support to deviant students
- xxiii) Enhance the management of co-curricular activities
- xxiv) Build the capacity of coaches and club patrons
- xxv) Enhance a system of appraisal and reward for games and club activities
- xxvi) Allocate and avail resources for supporting the operations of co-curricular activities
- xxvii) Sensitize teachers and students on the benefits of co-curricular activities
- xxviii) Facilitate programmes that enable students to develop their talents to the highest level possible
- xxix) Facilitate programmes that enable every student to participate effectively in one sport and one club at any one given time
- xxx) Have a school sports day or get-together once a term
- xxxii) Develop a school band
- xxxiii) Improve the existing programme of inviting and appreciating motivational speakers
- xxxiv) Allocate adequate resources to fund expenses incurred during these programme
- xxxv) Enhance the participation of corporate sponsors and well-wishers in student welfare activities
- xxxvi) Offer capacity building to staff and students involved in counseling and chaplaincy
- xxxvii) Increase number of teachers involved in the guidance and counseling programme
- xxxviii) Allocate adequate time for the counseling programmes
- xxxix) Sensitize teachers and students on the benefits of co-curricular activities
- xl) Establish a system of identifying needy students
- xli) Highlight the cases of needy students appropriately and effectively
- xlii) Write letters of request and appreciation to donors who assist needy students
- xliii) Establish feedback system for parents / guardians
- xliiii) Discuss student welfare issues in PA meetings
- xliiii) Organize class meetings with PA members

B. STRATEGIC ISSUE
SCHOOL GOVERNANCE STRUCTURES AND HUMAN RESOURCE

STRATEGIC OBJECTIVES

To institutionalize an effective and efficient school governance systems and processes.
To facilitate high morale and motivation among staff.

STRATEGIES

- Develop school governance structure
- Develop a student governance structure that is linked to the overall governance structure
- Design effective communication systems
- Establish student and staff open forums
- Develop the school rites and rituals (ethos) to inspire performance and patriotism
- Develop a viable and sustainable scheme of service for non-teaching staff
- Enhance supervision of the non-teaching staff
- Establish an effective performance appraisal and reward system for all staff
- Provide adequate and appropriate working tools and equipment
- Establish a programme of regular training and capacity building on skills addition, management and leadership development
- Strengthen staff welfare programmes
- Provide subsidy for members of staff for services and goods available in school

ACTIVITIES

- i) Define school governance roles
- ii) Draw and define school governance structure
- iii) Execute all aspects of school governance as enshrined in the law
- iv) Review and improve the prefects' structure
- v) Organize benchmarking visits to schools with effective prefects systems
- vi) Apply appropriate methods of exchanging information through the governance structure
- vii) Incorporate feedback mechanisms in the governance structure
- viii) Organize team building activities involving management team, staff and students
- ix) Identify, define and review the rites and rituals including EAC anthem, national anthem, school anthem, loyalty pledge and flags raising
- x) Draw a programme of implementation
- xi) Include the school flag in flag-raising ceremonies
- xii) Establish an improved and sustainable scheme of service for the non-teaching staff
- xiii) Keep staff wages and other benefits above set minimum Government or legal guidelines
- xiv) Establish the correct CBE for non-teaching staff
- xv) Develop and implement a non-teaching staff organogram
- xvi) Supervisors to develop short-term (weekly and monthly) work-plans and obtain approval for the same from higher office
- xvii) Departments to maintain a daily record of work done

- xviii) Supervisors to regularly confirm conformity of records with actual and quality work done and report to higher office
- xix) Establish clearly defined performance standards
- xx) Establish effective appraisal and reward system
- xxi) Establish a responsive system for procuring working tools on time
- xxii) Facilitate regular staff training and capacity building programs for staff on general and leadership skills addition
- xxiii) Facilitate forums in which staff are educated on pertinent professional and social issues
- xxiv) Establish a community counseling service and engage a professional to offer the services
- xxv) Create awareness for need of staff to seek counseling in various issues
- xxvi) Strengthen the existing staff welfare associations.
- xxvii) Widen the scope of the welfare association to include investment opportunities
- xxviii) Maintain the subsidized housing for staff
- xxix) Subsidize for staff the cost of goods and services from school enterprises

C. STRATEGIC ISSUE
ICT AND PHYSICAL FACILITIES

STRATEGIC OBJECTIVES

To enhance the effectiveness of management and the quality of teaching and learning through ICT.
To provide and maintain adequate and quality physical facilities and ensure their effective and efficient use.

STRATEGIES

- Computerize school governance/management systems
- Establish a programme for maintenance and repairs of ICT equipment
- Network the school management systems
- Establish an effective utilization of internet facilities
- Train staff and students in computer skills
- Expand the computer laboratory
- Train teaching staff on ICT integration in teaching
- Provide the necessary infrastructure for ICT integration in the teaching and learning process
- Train staff on ICT integration in general school functions
- Establish a system of allocation of school facilities for optimum use
- Establish a policy for maintenance of school facilities and equipment
- Draw a master plan for school facilities to acceptable international standards for school environment.
- Expand learning and boarding facilities to accommodate optimum numbers
- Enhance safety measures in the school

ACTIVITIES

- i) Train relevant staff to manage the ICT infrastructure
- ii) Draw out a management structure for the computer department
- iii) Acquire more computers for the school
- iv) Avail computers in all school offices and special rooms
- v) Procure an efficient and effective school governance software
- vi) Document all management processes and create and utilize the appropriate database
- vii) Develop and apply a computer programme to manage assets, equipment and stores
- viii) Improve and increase the facilities available for computer studies
- ix) Establish maintenance, repair and replacement policy for computers
- x) Outsource regularly the services of a qualified computer technician to maintain the ICT equipment
- xi) Establish complete computer network to facilitate effective communication
- xii) Document e-mail addresses for all staff in the school and stakeholders
- xiii) Use internet in accessing teaching resource materials
- xiv) Enhance the speed of internet access through *Wi-Fi*
- xv) Update the school website regularly and promptly so as to improve the image of the school
- xvi) Maintain a regularly updated page for the school alumni in the website
- xvii) Seek the services of a consultant to train the school working teams
- xviii) Allocate resources for the web-site management
- xix) Establish a network management process

- xx) Equip all students in form one and two with basic computers skills
- xxi) Employ qualified personnel to teach computer lessons
- xxii) Introduce e-learning
- xxiii) Make computer studies compulsory for Forms One and Two students
- xxiv) Allocate adequate funding to build a modern computer laboratory
- xxv) Acquire more computers and increase number of staff in the department
- xxvi) Create an ICT teaching and learning resource rooms
- xxvii) Develop a program that allows every class an opportunity to utilize the ICT resources
- xxviii) Procure more projectors, smart screens and other relevant equipment for ICT teaching and learning
- xxix) Implement as far as possible the experts recommendations to include availing free *Wi-Fi* in the school
- xxx) Register a school domain
- xxxi) Maintain a team to manage all school facilities
- xxxii) Document a policy of allocation of school facilities
- xxxiii) Maintain an inventory of school facilities and equipment
- xxxiv) Engage skilled manpower relevant for the maintenance needs of the school
- xxxv) Develop a scheduled maintenance program
- xxxvi) Allocate funds for the above
- xxxvii) Continue the renovation of the dormitories, laboratories, staff room and offices and staff houses
- xxxviii) Improve the sports and games facilities to high standards
- xxxix) Produce a master plan for development of school facilities
- xl) Allocate resources to accord individual spaces of acceptable international standards.
- xli) Construct school multi-purpose hall
- xlii) Construct an attractive and modern school gate with attendant facilities
- xliii) Expand recreational facilities for students and staff
- xliv) Train staff and students regularly on fire-fighting skills
- xlv) Regularly conduct fire drills
- xlvi) Improve fire-fighting equipment
- xlvii) Establish emergency exits (that open outwards) on buildings and fire assembly points
- xlviii) Provide emergency equipment at the swimming pool
- xliv) Enhance security lighting in all dark sections of the school campus
- l) Install security alarms in strategic places
- li) Ensure constant supply of water in the school to handle emergencies
- lii) Identify and seek to get enlisted in a viable insurance scheme
- liii) Identify and clearly mark a fire assembly point for use in the event of a fire or similar emergency

D. STRATEGIC ISSUE
SCHOOL IMAGE

STRATEGIC OBJECTIVE

To enhance the school image as the premier institution nationally

STRATEGIES

- Construct a modern school entrance and attendant facilities
- Enhance the security of the school perimeter wall
- Establish programmes that enable the school to be favorably covered in the media
- Nurture a culture of appreciating a clean and neat environment within the school community
- Improve the school magazine project
- Declare the old buildings as national monuments with the National museums of Kenya
- Register the school logo with the state law office
- Create quality and consistent signages
- Create an open day for all stake-holders and partners on a regular basis

ACTIVITIES

- i) Allocate funds for construction of a state of the art school gate and all attendant facilities
- ii) Allocate funds for enhancing the security of the school perimeter fence
- iii) Organize relevant and attractive events that positively portray the school's image
- iv) Allocate resources to facilitate implementation of the programmes above
- v) Educate the school community on practices that enhance a good working and living environment
- vi) Develop programmes that enhance clean living and working environment
- vii) Establish an appraisal and reward system for the programme above
- viii) Enhance the journalism team
- ix) Form a school magazine editorial team involving a cross-section of staff
- x) Allocate resources for the school magazine project
- xi) Organize effective and efficient methods of advertisement and distribution
- xii) Seek information from the National museums of Kenya on the procedure to follow on declaring a national monument and act on the information received
- xiii) Seek information from the legal experts on how to register the school logo with the state law office and act on the information received
- xiv) Identify appropriate locations for the signage within and without the school
- xv) Determine the appropriate quality (font type, color and size) of the signage
- xvi) Allocate the resources for establishing and maintaining the signage
- xvii) Identify appropriate time for the school open day
- xviii) Identify and organize relevant activities for the school open day
- xix) Publicize the date of the open day and popularize the activities
- xx) Organize social responsibility activities
- xxi) Encourage all stakeholders to be role models

E. STRATEGIC ISSUE
RESOURCE MOBILIZATION

STRATEGIC OBJECTIVE

To mobilize adequate resources to meet the growing needs of the school

STRATEGIES

- Invest on improving and expanding income generating projects
- Invest on establishing new enterprises for the school
- Enhance the endowment fund
- Mobilize support from alumni
- Improve the school fees and other levies collection system and process.

ACTIVITIES

- i) Recruit a manager for school income generating projects
- ii) Put in place an oversight committee to offer oversight services for income generating activities
- iii) Improve the skills of the staff managing the existing projects
- iv) Increase production in the dairy project
- v) Establish a value addition project for milk produced
- vi) Expand the pig and poultry unit
- vii) Improve the vegetable production to supply vegetables throughout the year
- viii) Establish a greenhouse horticultural project
- ix) Revive the bakery project
- x) Purchase goods for sale in the school canteen from distributors at a lower prices
- xi) Establish a *posho* mill project that targets both the school and external market
- xii) Establish a sustainable Kindergarten and Nursery School in the compound targeting the internal and external market
- xiii) Maintain good working relationship with existing development partners
- xiv) Highlight the bursary needs of various students in the school
- xv) Approach various potential donors
- xvi) Mobilize resources through fundraising to be invested in an endowment fund
- xvii) Identify an appropriate method of investing the fund
- xviii) Establish a management system for the endowment fund
- xix) Activate the alumni association
- xx) Facilitate regular meetings of the alumni
- xxi) Enhance and regularly update the school fees and other dues payment database.
- xxii) Invite defaulting parents / guardians to commit themselves on arrangements of fees payment

THE STRATEGIC PLAN MANAGEMENT TEAM

Shall consist of members of the School Management Team as follows:

1. The Principal
2. The Deputy Principal – Administration
3. The Deputy Principal – Academics
4. The School Chaplain
5. The Director of Studies
6. The Dean of Students
7. The School Bursar
8. The Director of Quality Assurance and Standards

The team shall be chaired by the Principal and shall be charged with, among other duties:

- i) Facilitating the implementation of the strategic plan
- ii) Approve activities for implementation according to the strategic plan implementation matrix
- iii) Approve expenditure for the implementation of the strategies in the strategic plan
- iv) Request for and receive funds required for the implementation of the strategies in the strategic plan
- v) Review the success of the implementation of the strategies in the strategic plan
- vi) Prepare and present to the Board of Management and the Parents' Association the progress report of the implementation of the strategies in the strategic plan
- vii) Any other duties as may be assigned from time to time by the BOM or the PA as pertaining to the implementation of the strategic plan

THE STRATEGIC PLAN COORDINATION TEAM

Shall consist of members of the Coordinator, the Bursar and the champions (leaders) of the Strategic Plan Implementation teams as follows:

1. The School Strategic Plan Coordinator
2. The School Bursar
3. The Team Champion – Teaching / learning and Student Affairs
4. The Team Champion – School Governance and Human Resource
5. The Team Champion – ICT and Physical Facilities
6. The Team Champion – School Image
7. The Team Champion – Resource Mobilization

The team shall be chaired by the School Strategic Plan Coordinator and shall be charged with, among other duties:

- viii) Coordinating the implementation of the strategic plan
- ix) Harmonize the activities of the different teams to enhance effective implementation of the strategies in the strategic plan
- x) according to the strategic plan implementation matrix
- xi) Harmonize the different budgetary requests from the various teams and prepare the same for presentation to the Strategic Plan Management Team
- xii) Plan for capacity building in the teams to enhance performance of each team in line with the implementation of the strategies in the strategic plan
- xiii) Monitor and evaluate the implementation of the strategies in the strategic plan
- xiv) Participate in the review of the success of the implementation of the strategic plan
- xv) Prepare and present to the Board of Management and the Parents' Association the progress report of the implementation of the strategies in the strategic plan
- xvi) Any other duties as may be assigned from time to time by the Strategic Plan Management Team as pertaining to the implementation of the strategic plan

**REPRESENTATIVES OF STAKEHOLDERS WHO DEVELOPED THIS SCHOOL
STRATEGIC PLAN 2013-2017**

1. County Director of Education	Uasin Gishu
2. The District Education Officer	Eldoret East
3. Dr. Julius Kipng'etich	BOM Chairman
4. Hon. Joel Barmasai	BOM Executive Chairman
5. Arch. Simon Khazensi	PA Chair
6. Mrs Jane Rotich	School Principal
7. Mrs Loyce Karoney	PA/ Deputy Principal Admin
8. Mrs. Truphosa Mengech	PA/ Deputy Principal Academics
9. Mrs. Bilha Ayieko	School Chaplain
10. Mr. David Limo	School Bursar
11. Mrs. Ann Maiyo	BOM Member
12. Rev. Saul Tanui	BOM Member
13. Mrs. Rebecca Tarus	PA Member
14. Dr. Kirwa	PA Member
15. Justice (Mrs)...	PA Member
16. Justice Kimaru	PA Member
17. Dr. Cheruiyot	PA Member
18. Mr. Henry Kimngok	Director of Studies
19. Mrs. Jane Rotich	Dean of Students
20. Mr. Simon P. Wafula	SP Coordinator
21. Mr. Jotham Ndunde	SP Team Leader
22. Mr. Felix Samkul	SP Team Leader
23. Mr. Erick Maelo	SP Team Leader
24. Mr. Hilary Tum	SP Team Leader
25. Mrs. Emma Ogutu	SP Team Leader
26. Ms. Susan Serem	SP Team Leader
27. Mrs. Anastacia Tirop	SP Team Leader
28. Mrs Jemima Choge	Standards & Quality Assurance