2019-2023
STRATEGIC PLAN

Quality Education from Kindergarten to Secondary.
Girls access to Education
Teacher Training
Economic Empowerment
WHO WE ARE

We are a Ugandan non-profit that works in rural Uganda to ensure that all disadvantaged children grow up with access to a quality education that prepares them to be critical thinkers, innovators and problem solvers and able to break their own cycle of poverty. Coupled with economic empowerment for parents to increase household income through enterprises, agriculture and micro-credits to improve their livelihoods.

We realize this by ensuring appropriate mobilization, participatory planning, allocation and appropriate utilization of resources, and meaningful participation of children, women and youth in order to break the cycle of poverty in Uganda.

JOIN US AS WE OUTLINE OUR JOURNEY TO COME.
THE CRISIS

21% of students in Uganda complete a full cycle of Primary School. Because in many rural schools, over 100 children try to cram into one classroom, children spend the whole day studying on empty stomachs and only 1 teacher for over 77 children.

80% of Girls in rural Uganda do not attend High School.

20% of Uganda’s primary school teachers meets the minimum standards of proficiency in numeracy, literacy and pedagogy. 84% of teachers in Uganda report wanting to quit their job.

21% of women are not paid for the work they perform.
A critical thinker, Problem solver, innovative and entrepreneur child/youth able to break his/her own cycle of poverty

Quality education  
Innovative and effective learning

Good government education policies that support children and youth

Improved household income

1. Role model schools  
2. Trained and equipped teachers  
3. Developed curriculums

Evidence based results to influence policy change and development in education system

1. Trained families in agriculture practices.  
2. Trained families in entrepreneurship and business acumen  
3. Trained families in micro-financing management  
4. Strengthened School Parents savings and loan associations
Our Vision

Having witnessed the devastating impact of illiteracy, unemployment, and suffering of families, women and children in Uganda, BESO is working to create a community where children reach their full potential by increasing access to quality education, promoting skills development, creating opportunities and increasing household income to break poverty.

Vision

We envision a world where children are critical thinkers, problem solvers and break their own cycle of poverty.

Mission

To be a community-driven centre of excellence for education through our model schools that accelerate quality teaching and learning outcomes.

Path to our Vision

We are embarking upon a process of establishing model schools in rural districts in Uganda. Beginning with Kayunga District, we have established an Early Childhood Learning Center, Primary School, and a Secondary and Vocational School. Once completed, these three schools will serve as model schools and be resource centers for other schools in the district and country. Each school offers scholarships to bright students in need, providing nutritious meals, uniforms, learning aids, healthcare, and teacher mentorship.
CORE VALUES

The BESO Foundation is passionate about our vision of developing critical thinkers. At BESO our values are what defines us and shape the work that we do. The following five values serve as core principles that guide everything that we do and strive to do. We are:

**Learning:** We strive to be open to learning and promote the sharing of knowledge.

**Responsibility:** We endeavor to deliver what our stakeholders expect of us.

** Honest:** We endeavor to be reliable and accountable for quality service delivery to our beneficiaries and all stakeholders.

**Innovative:** We strive to pioneer new approaches to how we solve community problems.

**Big Dreamers:** We envision serving thousands of children, We build for scale with every idea and solution

**TARGET POPULATION**

- Children and youth
- Women

**GEOGRAPHICAL LOCATION**

- Kayunga district as pilot area
- Uganda as scale
Our Commitment

During 2019-2023, BESO will continue to improve the lives of children, women, and youth by working in the following four areas:

- Quality Education from Kindergarten to Secondary.
- Girls access to Education
- Teacher Training
- Economic Empowerment

All of these program areas will be realized through the creation of strategic partnerships and collaboration, awareness raising, advocacy, ensuring participation in all aspects, and sustainability.
QUALITY EDUCATION

GOAL
This program aims to create a community where children are empowered with an education that enables them break their own cycle of poverty and to make significant contribution to the development of their society.

PROJECTS
In order to realize this goal, BESO provides formal education, sponsorship, and vocational training to children in rural Uganda.

St. Mark Schools: BESO operates a Kindergarten, Primary and Secondary quality Schools that provides formal education to children and youth in Kayunga district of Uganda. BESO furthermore provides sponsorship to high-potential but economically disenfranchised students to study at the three schools. In addition to academics, BESO sponsors a feeding program, arts classes, and extra-curricular activities and a vocational skill to the high school students to promote skills development and increased employment and income generation.

Why St. Mark Schools?
In 2010 a child called Mark Mubiru of 6 years was knocked to death by a local taxi motorcycle while taking a long walk of 5 miles to the nearest school where 100 students cram into one classroom and one teacher for 77 students. Driven by this injustice, Aaron (BESO-Founder) joined with 80 mothers from his village to start a school for Mark and other children like him with a microgrant of $1600 from Spark-Microgrants, Aaron had started up a community based Organisation that was providing half bursaries to over 250 children from rural villages to study in the capital and supporting rural women.
GIRLS EDUCATION

GOAL
This program aims to create an educational environment that enables a girl child to have the same equal opportunity like a boy child and to help her unlock her potential to succeed and break their cycle of poverty.

PROJECTS
In order to realize this goal, BESO provides formal education, sponsorship, and vocational training to the girls, over 75% of our enrollment are girls.

At St.Mark Schools:
• We enroll 75% as girls in our schools
• Formed a girls' club that helps them to build their confidence.
• Run a sexual and reproductive program for both girls and boys.
• Provide Sanitary towels for girls for free and have sanitary facilities.
• We run a leadership development for girls
• We run a parents dialogue on issues with early marriage for the girl child and also advocate for the girl's rights
Teacher training

Goal
This program aims to enhance the teaching capacity and delivery of the teachers for children to have access to right content, assessment, active learning and safe environment which lead to quality education.

Projects
In order to realize this goal, BESO trains teachers with the technical support they need for delivering quality learning.

• Train teachers in modern pedagogy
• Train teachers in delivery and classroom instruction
• Train teachers to be innovative and develop friendly learning classrooms
• Build teacher training cycles and support groups
Economic Empowerment

Goal
This program aims to build an economically empowered community of women and families that enjoys improved livelihoods.

Projects
In order to realize this goal, BESO provides agricultural training, improved agricultural input, and business literacy training and support through,

- **Micro-credits**: BESO organizes women/parents into small saving groups and provide them the financial literacy and seed capital.
- **Agriculture**: BESO provides comprehensive training to small-scale women farmers in planting, harvesting, and post-harvest techniques and market access. In addition,
- **Business Training**: BESO provides business literacy and skills training to women entrepreneurs to increase their marketability, manage their finances, and increase their access to local markets.
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<th>2019-2023 Strategic goals</th>
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<td><strong>1.</strong> Establish St. Mark Schools as Centre of Excellence for Early Childhood, Primary and Secondary Education to educate 1,600 students of which 1,000 are girls.</td>
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<td><strong>2.</strong> Plan and Implement the professionalization, staffing, capacity building and retention of staffs and clarity of roles and positions.</td>
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<td><strong>2.</strong> Establish a sustainable business model for the St. Mark schools and all their activities.</td>
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<td><strong>4.</strong> Expand the BESO Foundation support base beyond donations, grants and sponsorships and generate 50% earned income.</td>
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<td><strong>5.</strong> Complete the building at St. Mark Schools, curriculum, staffing and student intake, needs for classrooms, boarding section and staffs.</td>
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<td><strong>6.</strong> Establish a support system for St. Mark Schools’ graduates to pursue post-Secondary School.</td>
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<td><strong>7.</strong> Improve management structures and processes for efficient and effectiveness</td>
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<td><strong>9.</strong> Facilitate and assist improvements in teaching and learning in Kayunga district and Uganda. Through Scaling the best practices of quality education and teacher training across 300 schools and impacting 50,000 children in the district.</td>
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<td><strong>8.</strong> Develop the Women saving groups (VSLAs) into a micro finance institution for sustainability.</td>
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**2019-2023 our focus will be:**

**QUALITY SERVICES | SCALE | SUSTAINABILITY**
## Four core strategic pillars for success

### Quality Education/services
- Deliver Quality education and economical empowerment services that provides all children with the opportunity to help themselves, their families and their communities out of poverty.
- Through quality education we will ensure that all children have equal opportunities to obtain long term skilled employment.
- Focus on holistic education for each child.

### Scale Model
- Focus on becoming the most efficient, effective and productive we can be to enable this model to be scalable and replicable both from an internal and external perspective.
- Ensuring that we have the right processes and policies in place that drive consistency in values, behaviours and performance.
- Sharing knowledge with other peer organisations to share best practices in the education sector.

### Sustainability
- Building sustainability through the provision of education, employment, vocational training- extending beyond our schools, diversification of revenue stream and driving operating costs efficiently.
- Drive toward developing schools that in the longer term are run by their revenue collections.
- Increasing fee paying students through building a great reputation – academically, holistically.

### Leadership & Development
- Building the best leadership team to drive the strategic plan.
- Developing the right structure, systems, culture and skills to support the staff to achieve key outcomes.
- Ensuring there are clear accountabilities and measures in place for all of foundation staff.
- Ensure development plans in place for all of your staff.
Key performance indicators (KPIs)

How we measure success

1. Percent of children able to read and write.
2. Percent of children passing a standard numeracy and literacy test.
3. Percent of children passing above a school average mark.
4. Percent of children able to pass national examinations (boys Vs girls).
5. Percent of candidate class students pass one vocational skill.
6. Number of dropouts per academic term (boys Vs girls).
7. Number of new enrollments per year (boys Vs girls).
8. Parents attendance percentage in meetings.
9. Number of Teachers Trained Annually.
10. Total Savings made by families through PSLAS.
   a) Percentage increase of savings and loans
   b) Number of loans dispersed and average loan size
   c) Repayment success rate
11. Change in income as a result of micro-credits through surveys.
12. Number of staffs employed, trained and retained.
13.. Revenue growth, grants verses earned revenue.
Join us on our journey to come

“As we break the cycle of poverty through education and economic empowerment”

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“Breaking the cycle of poverty through education”