



The School of St Jude Annual Report, 2013



Message from our Founder, Gemma Sisia

What a year 2013 was! It's never ceases to amaze me how St Jude's has grown over the years and it really is thanks to the support of the entire St Jude's family. From our students and their families, to our support staff of cooks, cleaners, gardeners and drivers, volunteers, academic teams, donors, sponsors and people supporting in us in a variety of ways. It feels somewhat overwhelming to sit back and think about all the people that make up our school and really do believe in our mission of fighting poverty through education.

For me personally, heading over to Australia in March 2013 was a highlight. The annual trip gives me a chance to catch up with key supporters to say a big 'thanks' to them and also meet with new groups who will hopefully be inspired to support our school. I am forever grateful to the people who host events for me, offer a bed for me to sleep or introduce me to new people. I really couldn't do it without you.

I know this sentiment is shared by my great friend and colleague, Kim. Thanks to her, even more people all over the world are also able to be personally thanked and met with when she travels to spread the word about St Jude's. In October, Kim travelled with our dear colleague Felix. This was the first time that we had one of our Tanzanian

staff members travel overseas to promote the school and we were so thrilled that Felix could represent us and meet up with the many people who he had showed around campus over the years.

2013 was also a special year as we welcomed Jon Ford as our new School Director. Jon comes to St Jude's with a wealth of knowledge and education expertise which I know will support our school so much.

I hope you enjoy reading this Annual Report for 2013 and would like to personally thank each and every one of you for the support that you have given The School of St Jude. Every bit really does help and I feel honoured that you believe in my vision for Tanzania's future leaders.





Message from our Chair Lady, Bibiana Mardai

2013 was a year of change and challenge for The School of St Jude. We said a fond farewell to our Acting School Director Shean Gannon and warmly welcomed our new School Director Jon Ford. The Board continues to work closely with our Founder, Gemma Sisia. It is our role to uphold and develop the underlying principles of the school and provide Jon with the freedom to introduce new learning methods and further improve the academic and social performance of the school.

Student numbers reached 1,650 by the end of the year and our older students and now young adults. Our building program finished when we opened two new 'A Level' boarding houses at the Smith Campus. Whilst we rejoice at the completion of our campuses, we now turn our attention to the sustainability and future of the school. Our commitment as a Board is to foster an environment of openness and accountability and to ensure gifts given to the school are spent wisely and for the overriding benefit of the children. We love having lots of visitors seeing what we do and mixing freely with our staff and students.

It is a privilege and a joy to be involved with St Jude's and to be part of a global community offering free education to bright, disadvantaged Tanzanian children. It is a miracle that the vision and drive of a young Australian girl has come to fruition with one of the finest schools in Tanzania and a model of good practice between supporters in the developed world and education providers in the less developed world. St Jude's is an emblem of hope for the many who strive against enormous odds to provide good education for poor children and allow them to achieve their full potential.



Message from our Director, Jon Ford

At St Jude's we are trying to change lives; the lives of our students with the quality education they are receiving but others too in our very own "ripple effect."

St Jude's certainly changed my life in 2013 which started with a Skype interview - speaking with Gemma and other leaders at the school. This was followed a few weeks later by my first visit to St Jude's.

In common with many first time visitors, I was amazed by what I saw and by what has been achieved here at this amazing place. I had the opportunity to talk with Gemma at length about the history and mission of the school and the great vision for the future of our wonderful students.

It was an enormous wrench for me to leave another great school in England where I had worked for 17 years but the opportunity to be a part of the mission to fight poverty through education was something I could not turn away from.

Since arriving I have met some wonderful, dedicated people working together in our shared mission that make up the St Jude's family: these include teachers and other staff, the students themselves and their incredibly supportive parents, volunteers who have come from around the world to help and the many visitors, sponsors, donors and supporters who make this all possible through their generosity.

The school has faced and overcome many challenges in the past and there are more ahead of us. 2013 was marked by the excitement of fantastic Form 4 results and the start of A level studies at St Jude's and this was another key step in the life and development of the school. For me, I am humbled to be a part of this great story.

Keeping on track with our
strategic goals...



Goal 1: Establish St Jude's as a Centre of Excellence for primary and secondary education.

In February 2013 St Jude's received its first Form 4 results. These are the 'O' levels and students are ranked by their best seven subjects into Divisions with Division 1 the highest.

About 50% of the students achieved the top division and 95% achieved Division 1 or 2 and were eligible to continue into A Level study at the School based on these excellent results. St Jude's was ranked the Number 1 school in the region and 10th in the whole of Tanzania.

A Level courses last for two years (Form 5 & 6) and 17 new students were enrolled to join the 43 existing students to start the first A Level program of studies. St Jude's faced the challenge of recruiting new staff to teach the demanding curriculum, prepare new resources and structures to meet the needs of these senior students.

The school expects most of the F5 students to continue with their studies at University. In November a week of activities, consultations and discussions took place to plan how the School can support these students at the tertiary level and the first St Jude's Careers Fair was held in September at the Secondary Campus to help the students as they think about their future plans.

Earlier in the year the 3rd St Jude's Science Fair took place with many exceptional projects on display.

Many other schools took part in the event. The Science labs are very well equipped thanks to the generosity of many donors and the academic results matched the enthusiasm and ability of the students. The physics results were ranked 3rd of all schools in Tanzania and Chemistry and Biology were not far behind.

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The winning project from the Science Fair was entered for the National Young Scientists competition. The students had made a hybrid generator that uses three different fuels and their project won the overall special award at this prestigious event.

The young scientists were not done in achieving to recognition beyond the school. Two young writers won awards for their essays. One student was placed 3rd by the Africa Leadership Academy's essay competition which had entries from across Africa including 20 different countries. (He will be attending a 3 weeks leadership camp in South Africa in 2014 as his prize). Another student made the top 10 in the 2013 Student's Day Essay Competition.

The curriculum at St Judes is a mixture of the academic and the wider curriculum. In 2013 St Judes Students had the opportunity to take part in a range of educational excursions. These included a History trip to the site of the 'first man', a visit by primary students to a local clothing manufacturer and a trip to one of the nearby National Parks to look at both the wildlife and the tourism industry.

Also each week students at the Moshono Schools have an afternoon of Extra-Curricular Activities (ECA). In these activities staff from across the School share skills and hobbies with groups of students who chose which skill they want to develop.

A Centre of Excellence for Primary & Secondary education requires outstanding academic excellence as measured in the form of examination success but it also excels in developing the wider skills of leadership and other life-skills which our young people will need as future leaders in their community and of the country.



Top left: Student cheer at the announcement of House Boy & Girl; Top Right: 2013 Smith Science Fair; Middle: Essay writing comp winner Weneselaus; Above: Excursion at the Sunflag Factory; Right: Gidion and Evaline celebrate their top marks.

Goal 2: Establish a sustainable business model for the school and all its activities.

In the second half of 2013 an important change of leadership took place at The School of St Jude. Shean Gannon ended his term as Acting Director, after a tenure that included positions as Construction Manager and Business Manager. Shean worked closely with Gemma to lead St Jude's through an important transition, with the professionalization of the Human Resources and Marketing teams; the design, execution and completion of the last buildings at Smith Campus; and the recruitment of new team leaders.

Jon Ford took over in September as the new School Director. Jon brought with him more than 30 years of experience in teaching and school leadership, and an ability to mentor and guide people to focus on achieving results. Jon has been working closely with the international mentors and the school leadership and is happy to be working towards the schools mission.

On the non-academic business side, Jon is supported by Jim Hopkins. Jim joined St Jude's in July as the new Business Manager. He brought his wide management experience in logistics, manufacturing and schools to help St Jude's improve its financial and operational performance. Working with the business teams in 2013, he is now focused on finding solutions to ensure the school is sustainable well into the future.

Top picture: Shean Gannon leaves his mark on St Jude's; Middle: Jon Ford meeting with St Jude's Parents Committee; Bottom: Jim Hopkins installing new solar panels with our maintenance team.



St Jude's is determined to contribute to the social and economic development of the community it serves. We do that not only by educating future generations of professional leaders in Arusha. We buy local produce and supplies as often as possible, which benefits local businesses, and we employ over 400 local staff, causing a virtuous cycle in the local economy. We are also hiring, mentoring and empowering more Tanzanian employees to occupy positions previously carried out by international volunteers. Here are some examples:



Onesmo Daniel, a graduate of the Kilimanjaro Film Institute, is now a full-time photographer working across different teams (Sponsor and Donor Relations, plus Marketing). Onesmo learned photography, filming and editing during his training. He was born and raised in Arusha and attended Nkoanrua Secondary School here. Before joining St Jude's, he worked as a presenter of a child protection show at TBC 1 (Tanzanian Broadcasting Company 1), and later Star TV.

Emmanuel Nkindwa started working at St Jude's as a bus mechanic. He was then promoted to Head Mechanic and now is in charge of the entire garage, including purchasing all replacement parts. Prior to working at St Jude's, Emmanuel worked as Chief Mechanic for a local bus company.



Martha Dello has a diploma in childhood education from Montessori College in Dar es Salaam and is now our first Tanzanian Teacher Mentor. Martha has worked at Children's Home Playschool in Arusha and Kilimani School in Sanawari. She is currently working towards obtaining a B.A. in Education from a local teachers college. Martha mentors the teachers in the prep level classes.



Besides hiring and promoting, we also try to help our employees acquire relevant skills. In the Moshono campus, for instance, close to 100 fundis, cooks, cleaners, gardeners, office workers and bus drivers had two hours a week of English as a Second Language (ESL) classes for three months. Many of the 2013 students are back in class in 2014 and we are encouraged to see that many are already able to communicate basic ideas in English.

Likewise, a member of the IT team teaches basic computer skills to those interested. Last year, about 20 support staff members learned how to handle a computer, such as turning it on and off, and how to use Microsoft software, email and the Internet. They are proud of their new skills because it means they can keep in touch with friends and family in new ways.

Goal 3: Plan and implement the professionalization and localization of roles and positions.

St Jude's has thousands of supporters from all over the world, particularly in Gemma's home country of Australia. Our Tanzanian staff and international volunteers work hard to keep our current supporters up to date with how their contributions are making an impact. Our Marketing, Sponsorship, Donations and Visitors teams are constantly coming up with creative ideas to keep them informed of what is happening on the ground. The teams are also focused on expanding our support base so that an increasing number of people around the world know about St Jude's. In 2013, we happily extended our network of supporters. Two new groups to the St Jude's family are:

Capitola Aptos Rotary Club In June, a group of Rotarians from Capitola Aptos, California, led by Karen Semington, Pam Goodman, and Becky Peters visited St Jude's and started a long-term relationship with the school. They helped build a pergola in the Lower Primary campus, providing a great shaded space. We placed a plaque in the pergola thanking these new Rotarian friends for their help. Their adventure in Tanzania is described on the homepage of the club's website (www.capitolaaptosrotary.org). The marketing team met with them to hear their impressions of the school and to ask for their help in reaching out to more clubs,

organizations and individuals in America. We have kept in touch with different members of the club via email and Kim Saville, Director of International Relations, is excited to catch up with the gang when she next travels to America to promote

St Jude's. Capitola Aptos has a strategically important location in California, because it sits close to Silicon Valley, well-known center of digital companies and venture capitalists.

Louisville Collegiate School

Another visit in June, 2013, was from a group of teachers from a high school in Kentucky, USA. Teachers Amanda Sobiech, Frankie Moore, Melissa Martin, Katherine Skarbek, Kevin Jackson and Janice Mulligan came to St Jude's representing Louisville Collegiate School. They came in contact with St Jude's through EAF board member Cindy Skarbek, who is also a former Collegiate parent and Trustee. Louisville Collegiate's website mentions the exchange program with St Jude's (<http://bit.ly/MQqOjq>). The school's note states, "we remain hopeful that this adventure will be the start of an ongoing relationship that benefits both schools."



Goal 4: Expand the school support base beyond Australia and beyond sponsorship.

Top: Gemma with the group from Capitola Aptos Rotary Club; Middle: xxx from Louisville; Bottom: Kristen, Helen and Erin from Global Immersion with St Jude's student.

WE LOVE VISITORS



Goal 5: Complete the building, curriculum, staffing and student intake needs for Forms V & VI

Two high quality multi-story 'A' level dormitory blocks were commissioned in 2013. They bring the boarding capacity of the thirty acre Smith campus to nine hundred students. It was originally assumed there would be a uniform boy/girl ratio, but the current ratio is nearer 2/3, so one boys dormitory block will be modified in 2014 to take girls in 2015.

Hereafter, the challenge is to maintain our beautiful school buildings as the fierce equatorial sun, heavy deluges and sudden temperature changes conspire to harm the building fabric; sustaining our structures for our happy, energetic student population is a key goal.

Following the excellent Form 4 results the school worked with the students to finalise their curriculum choices for A level studies in Form 5 and 6. Students follow one of a range of agreed "combinations" such as PCM (Physics, Chemistry and Mathematics).

New staff had been appointed to ensure we had enough staff qualified to teach at this advanced level. Mr Revocatus was appointed to be the Academic

Master for the Sixth Form and appropriate curriculum materials and equipment was purchased thanks to the school's generous supporters. This included the special Science apparatus needed to equip the excellent A level laboratories for the Form 5 and 6 curriculum.

Before the Form 5 students returned to St Jude's to begin their A Level studies, they participated in a two-week "Induction Programme," challenging them to think outside of the box and to engage their minds. It consisted of various elements: physical activities, social interaction, mental challenges, learning about study skills, developing life skills and an introduction to study at A Level.

We also had 17 new students who were accepted into Form 5 – these students have all performed wonderfully in government school, and now have the chance to study at St Jude's!

Top: New A Level Boarding House at Smith Campus; Second from top: Mr Revocatus in class; Third: xx in science class; Bottom: Students at the Form 5 Induction Programme



Goal 6: Establish a support system for St Jude's graduates to pursue post-secondary learning.

St Jude's moved forward in our preparations for 2015, when our very first class of students will graduate from secondary school, marking a major milestone in our history and their lives.

St Jude's invited more than 15 academic institutions from the Arusha region and 36 professionals from different job areas for our very first Careers Fair. Students from Forms 1 through 5 had the opportunity to move around different tables and talk to people about their professions in medicine, law, architecture, engineering, business, aviation, government, banking and journalism, among others. They also met representatives from 10 local tertiary institutions.

In November members of the East Africa Fund Committee came to Arusha for joint meetings with the Board of The School of St Jude. The main focus of these meetings was the plans for the students after they graduate from Form 6 in June 2015.

After an initial meeting to agree the scope of the discussions, the committee spent a week meeting with the students, representatives of the parents and with

academic staff and school leaders.

During these meetings a number of key principles and ideas emerged and a general consensus was reached. A report was prepared and presented in a further joint meeting.

It was agreed in principle that students would be supported with grants to top-up their Government loans where necessary providing the students work hard and maintain good grades. Students will also be expected to give updates to the school which will be communicated to their sponsors.

Further discussions with the students revealed that they have high aspirations and that many would like to apply to Universities in South Africa for their tertiary studies which will be much more expensive and would not qualify for Tanzanian Government loans. The level of support that will be provided will depend on the amount raised for the "Tertiary Fund" and it is hoped that some scholarships will be offered for South Africa. Selection for these will be based on academic performance and the spirit and attitude of the student.

Another outcome of the discussions is the idea of a community service year. St Jude's students are

expected to use their education for the benefit of the community. After graduating from St Jude's but before going to university students will have the opportunity to take part in a year of community service. During this year they will work in a local Government school as assistant teachers for about 6 months and spend the other 6 months working within the school in various roles.

Gemma agreed to lead the development of the tertiary plans and their implementation. A dedicated team is working with her. In December Gemma and other school leaders met with the Form 5 students and their parents at a special meeting to share these ideas which received widespread support.



Goal 7: Establish efficient, effective and transparent management structures and processes.

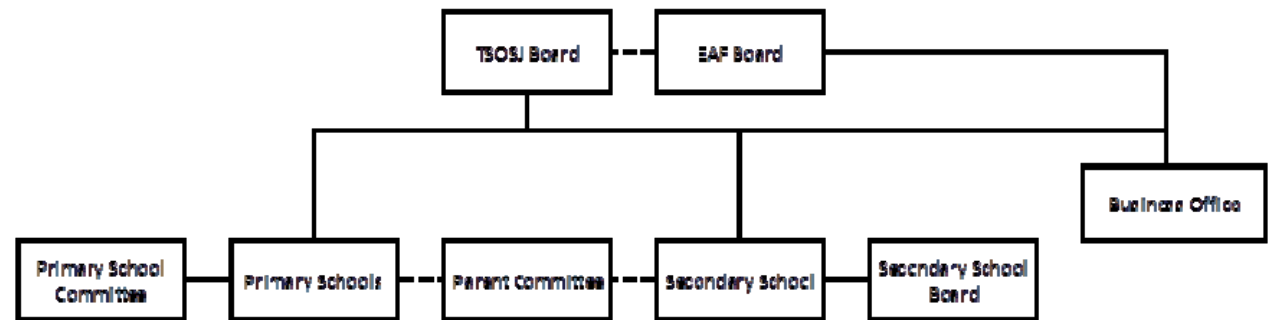
It is a Founder Principle that The School of St Jude be efficient, effective and transparent.

St Jude's is governed by a group of leaders who make up The School of St Jude Board. It is their role to ensure that the school's mission and policies are maintained. They support the management team and ensure that strategic goals are being achieved within specific timeframes. The primary and secondary schools have a statutory governance structure comprising a Primary School Committee, a Secondary School, Board and a Parent Committee.

The schools have a conventional Head, Deputy Head, Department Head and teacher structure. The business office has Finance, Human Resources, Marketing, IT, Operations and Fundraising departments. The School Director and the Business Manager coordinate the activities of the schools and the business office.

As the rapid growth of the school is drawing to a close, we have introduced structures and systems to improve efficiencies and match the 'best practices' of International Schools. Staffing levels are being re-defined to provide outstanding teaching and essential support services.

PricewaterhouseCoopers conduct our annual audits. Our systems are transparent and we have an active St Jude Board Finance Sub-Committee to monitor our finances and address statutory compliance and tax issues.



The Academic Leadership Teams of our three campuses (top left: Lower Primary; Top Right: Secondary; Bottom: Lower Primary)

Goal 8: Facilitate and assist improvements in teaching and learning in Tanzania.

Teachers from Lower and Upper Primary participated in a series of subject-based teacher professional development meetings for the Moshono Ward on Saturday mornings in April and May. This was a new initiative by the Ward Education Officer, in consultation with local Headmasters, designed to share good teaching practice across the 8 schools in the ward. Approximately 50 teachers attended each subject meeting, to hear presentations from key teachers who had been selected to present ideas about how to teach an area of the subject in which students were having difficulty. St Jude's hosted workshops for Maths and Science teachers. Several St Jude's teachers had the opportunity to present their ideas about good teaching strategies and teaching resources at their respective subject meetings.

In September, three primary teachers attended the Mathematical Association of Tanzania National Seminar in Mbeya. The seminar was conducted over five days, with participants attending various lectures and discussion groups about many aspects of mathematics teaching. St Jude's teachers were the only delegates from the Arusha region. Each teacher reported learning a lot at the seminar, including the realization of how low Maths achievement is nationally and the importance of good Maths teaching. All St Jude teachers had the opportunity to share their

experience and knowledge at a staff meeting after the conference. As a result of the conference, Jonas Michael (Academic Deputy, Lower Primary) was selected as the Maths coordinator for primary schools in the Arusha municipality. His responsibility, in consultation with Headmasters, is to promote good Mathematics Teaching at a local level, through workshops for teachers.

St Jude's hosted a three day workshop for teachers from S.O.S. (Save our Souls) school in December. We were approached by an Australian teacher who has had ongoing involvement in the professional development of S.O.S. teachers, and he wanted to run another conference this year. Approximately six St Jude's teachers presented sessions about interactive teaching strategies in the areas of Maths and English. Another presentation was about Non-Violent Communication (NVC); a follow-up from two St Jude's teachers who had attended a NVC conference in Nairobi earlier in the year.



Top: Upper Primary Headmaster Peter Manjala with visiting teachers; Bottom: Visiting teachers as part of the December conference.

On behalf of everyone at St Jude's, we would like to say a huge **THANK YOU** to all of our supporters. For every donation, every visit, sponsorship, friend you've told about our school and more! We really could not do it without you and want you to know how appreciative we are.



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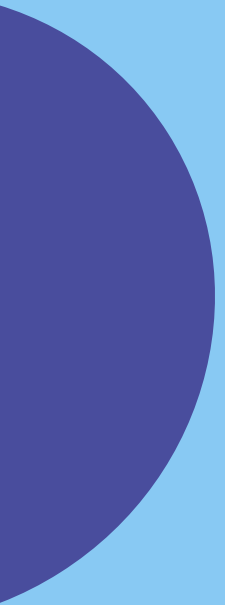
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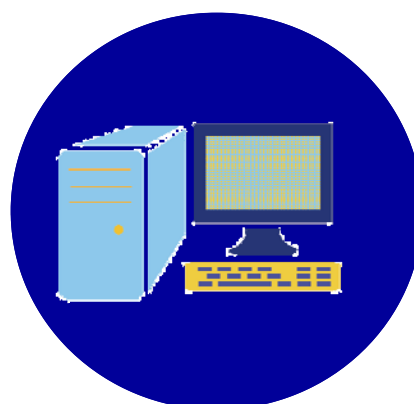
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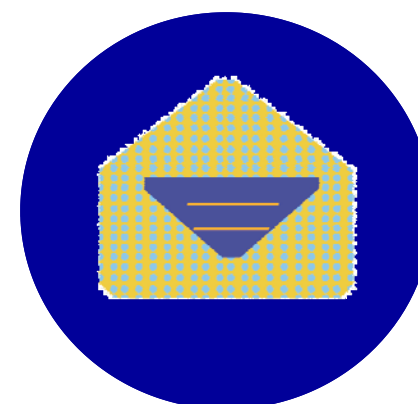
Watch on YouTube

www.youtube.com/user/SchoolOfStJude



St Jude's website

www.schoolofstjude.com



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