



Roko 20 Academy Yearly Report - 2018

Letter from the Management Team

Roko 20 Academy was founded in 2014 by us in order to provide a quality education to children from very poor backgrounds in Murang'a, a small city about 1 hour and a half north of Nairobi.

The philosophy of Roko 20 is that, beyond performing well academically, children should be educated to such values as honesty, mutual respect, discipline, and work. Discipline has in fact a very specific flavour in Roko 20, as we thrive to educate our children by stressing positive discipline, and by refraining, as much as possible, from using punishment; corporal punishment is never used in Roko 20.

We believe that all children, regardless of their background, deserve to be educated this way. As a result, close to ¾ of the children enrolled in Roko 20 do not pay fees, and attend school for free; in fact, they also get school uniforms, books, and food for free.

For such children, and in fact, for all children attending **Roko 20, the school is a place where they learn, meet friends, discover new things, or simply have fun.** For many of them, school is a welcome reprieve from a sometimes otherwise grim family life.

So, when they are at school, they are smiling. The joy we see on their faces is our reward and is what motivates us to do what we do.

Given the extreme poverty of many families in the area, Roko 20 has also, from the start, put in place a **community assistance programme**, whereby certain families receive special assistance from the school (apart from the school taking charge of the education of their children): an elderly group has been organized, producing baskets for sale, participate in a seeds planting programme; certain families are involved in the goat project, or may receive hens, to have a more diverse food.

We are happy to present in this report the situation of the school, the main areas of improvement in 2018 and, the financial situation for 2018.

Thanks to **the generosity of our donors and supporters** we received enough funds to continue developing the school. We can't thank them enough.

2018 was, without a doubt, a year of highs and lows. Fortunately, the highs more than outweighed the lows and we are happy to report that we ended the year on a positive high.



We hope you will find in this report useful information and the motivation to continue helping us.

Tracey

Mathewai

Tracey and Job

SITUATION OF THE SCHOOL

Children and discipline issues

Enrolment for 2018 reached 98 children at the end of the year, an increase of 28 children compared to the beginning of the 2017 school year.

The children were distributed among the different classes as follows:

| | |
|------------------|----|
| Day care and PP1 | 17 |
| PP2 | 18 |
| Grade 1 | 15 |
| Grade 2 | 16 |
| Grade 3 | 12 |
| Grade 4 | 20 |

Total population **98**

As of the beginning of the school year 2019, we have 97 children, with ages ranging from 3 to 14: We have opened a class 5 and we now have 7 classes: 2 pre-primary classes (PP1 and PP2) and 5 primary classes (class 1 to 5).

Among those 97 children, 72 are non-paying children and 59 have a "sponsor". We have 49 boys and 48 girls.

Discipline, and specifically, a certain way to implement discipline, is at the core of the founding principles of the school. And yet, it is felt that both behaviour rules, and disciplinary rules were not well known by staff and children alike – and that, as a result, they were at times inadequately complied with.

Therefore, it was decided that school rules pertaining to behaviour and discipline would be entirely overhauled and simplified, to be easily accessible to all. This work was an ambitious one, as it was initiated in June 2018, and was officially put in place in the beginning of 2019. New disciplinary rules (both positive: rewards, and negative: punishment – but excluding corporal punishment) were devised, discussed and amended with teachers during two workshops which took place before the start of the 2019 school year.



Now, rules are simple, and displayed to all in every classroom. Clarity of rules has made it easier for children to comply with them, and for teachers to enforce them. An assessment about the new rules made 3 weeks after school start seems to confirm a globally positive opinion on the part of teachers concerning the new rules.

Staff and management

Tracey is the school Director. She oversees communication, fundraising, and relations with volunteers.

Job is the school Manager. He oversees management of teachers and staff, finance, operations and logistics; in summary, he is responsible for the smooth running of the school.

Job is assisted in this task by a team of seven teachers, one intern, one administrative assistant, and two cooks. In addition, volunteers from all over the world come regularly, and provide help in certain areas (like specific courses, sports, etc...).

Florence and Benoit



Teachers and staff



Parents of non-fee paying children contribute voluntarily with their work, and help us with menial – but important – tasks: maintaining the garden, cleaning the compound or the kitchen, etc...

Finally, an Advisory Board, comprising four Kenyans and the school Director, has been active since the school founding. It advises and assists the school on such matters as strategy, organisation and dealing with the local administration.

Management underwent important adjustments over the course of 2018.

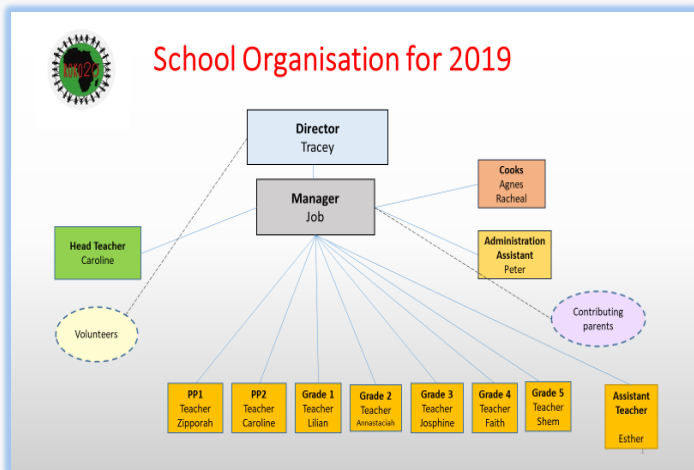
After having left for one year, Job relocated back to Murang'a and to work again for Roko 20. Tracey and Job were conscious enough that they had to work on their communication, as it is crucial for an organization like Roko 20; they benefitted from the assistance of Florence and Benoit, two French (pro bono) consultants, in fact, former volunteers, who put to work with the director and the manager to iron out differences, improve communication, and restore cohesion within the management team.

This intervention started in May, by way of Florence and Benoit spending 15 days in Murang'a and working full time with the management team, and was pursued during the entire second half of 2018, through weekly conference calls.



Florence and Benoit

Over the course of their intervention, Florence and Benoit helped Tracey and Job clarify the organization of the school. An organization chart was drawn, work descriptions were elaborated for all positions in the school and are being incorporated in work contracts.



All modifications were presented to and discussed with the staff members in October, and a **new organization was officially put in place beginning of 2019.**

This effort resulted in greater clarity for the tasks and responsibilities for everyone in the school and were welcome by the staff when they were announced. It will result in the school being more efficient in carrying out its tasks.

Benoit and Florence have been tremendous in their support, hard work and commitment to putting Roko 20 *"on the right track"*.

IT Organization

While IT organization may not, at first glance, seem like a crucial point in the operation of a small institution like Roko 20, the way information was managed before 2018 caused considerable waste of time and efficiency, as information was problematic to collect, to retrieve, and was subject to frequent loss (notably as a result of IT systems being very precarious in Roko 20...).

In order to put an end to this situation, a simple, secure file organization was put in place. **Information is now neatly classified, and thus easy to find.** Internet cloud-based storage of all data means that even in case a computer crashes, no data is lost, and allows management to share information easily.

Donors

All this would not be possible without the support, and financial help, of approx. 100 of our donors and sponsors. Roko 20 donors and sponsors come from all walks of life; they are for the most part early friends of Roko 20, people who have come to know of Roko 20 through various means, former volunteers, etc... They are, for the time being, mostly UK residents, but there are also quite a few continental Europeans, Americans, and Australians. Some sponsor 1, 2 or more children; others give donations to the school. All deserve our profound gratitude, as Roko 20 would not exist without their generosity.

We had to do a special call for financial support earlier on in the year (February 2018), which resulted in an important response from our donors and supporters. Thanks to their generosity, we received enough funds to continue operating. Allow us to reassure you that we learnt a valuable lesson back then and have worked extensively on our budgeting forecast...

Volunteers

We had 11 volunteers last year who helped improve the standard of education particularly with computer lessons, art, PE, literacy and in Day Care.

A big thanks go to **Emilia, Meral, Benny, Vincent, Camille, Maura, Kristina, Maria and Jonny** who all did great work at Roko 20.

Our pupils are sports mad, particularly for football. Who better to develop their talents than Jonny, hailing from a small town in Wales, he arrived in Kenya and hit the ground running.

Through his contacts working in the RAF he arranged to have flown over by RAF plane two goal posts, sports equipment, football kit and a large amount of school resources!



FINANCIAL REPORTING

Financial reporting was **significantly improved in 2018**.

Clear accounting lines have been defined, and are now budgeted, and followed-up on a monthly basis. As a result, the school can present, at all times, a clear view of its financial situation.

The school's financial organisation rests on two entities:

- A UK Charity
- A Kenya entity, operating the school

The UK Charity is operated by Tracey Neale-Ferreira. It is officially registered as a Charity with the HMRC in the UK. It serves as the entry point for most donations. All money received by the Charity is transferred to the Kenya entity – save for some minor expenses made in the UK.

The Kenya entity is operated by Tracey and Job. Most of its income comes from transfers from the UK Charity. A small part (approx. 7%), however, comes from the fees paid by the fee-paying children.

Both entities are subject to rigorous and transparent accounting procedures.

Income in the Kenyan charity for 2018 (In Kenyan shillings - KSH)

(note that 1 dollar is approximately 100 KSH)

| INCOME (in KSH) | |
|--|--------------------------|
| | ACHIEVED END OF DECEMBER |
| Total UK Donations (money received from UK) | 4 225 682 |
| Total School fees | 276 331 |
| Total local donations | 136 890 |
| Total sales | 72 095 |
| TOTAL INCOME | 4 710 998 |

The total income reaches 4.7 Million KSH.

90% of all income comes from the UK charity.
(Note that 82 % comes from donations, and 18 % from sponsorships).

We had 96 donors, with the following distribution:

- 9 gave more than 1000 GBP
- 11 gave between 500 and 1000 GBP

- 16 gave between 200 and 500 GBP
- 35 gave between 100 and 200 GBP
- 25 gave less than 200 GBP

We have 5 institutions, and 91 individuals.

The donations made through Global Giving were 2,950 GBP.

Expenditure in the Kenyan charity for 2018 (In Kenyan shillings (KSH))

| | ACHIEVED END OF DECEMBER | % of allocation |
|---|--------------------------|-----------------|
| Salaries | 1 776 729 | 38% |
| Staff expenses | 340 923 | 7% |
| Feeding programme | 342 000 | 7% |
| School supplies and pupils expenses | 471 629 | 10% |
| Rent and utilities (of the school) | 169 057 | 4% |
| Repairs and maintenance (of the school) | 134 245 | 3% |
| Vehicle and insurance costs | 613 428 | 13% |
| Special Projects | 698 214 | 15% |
| Accounting legal and dev expenses | 94 907 | 2% |
| TOTAL EXPENSES | 4 641 131 | 100% |

The global expenditure reaches 4.6 Million KSH.

The cost per child is around 47,000 KSH (470 dollars) dollars per year. Note that the amount of a sponsorship (around 240 dollars per year) does not cover the costs of a child.

The salaries are the main expenditure, followed by vehicle and insurance costs, and special projects (see details below; the construction of the new class 5 is 44 % of the "special projects" costs).

| SPECIAL PROJECTS | |
|---|---------------|
| project 1 : goat | 41 820 |
| project 2 : elderly group (including baskets, seeds...) | 188 445 |
| project 3 - Purity Medical | 11 500 |
| project 4 - Timothy house | 14 000 |
| Project 5 - Devt class 5- Capitalise | 308 040 |
| Secondary fees and others | 134 409 |
| TOTAL SPECIAL PROJECTS | 698214 |

For 2019, we have the following budget, which shows stability compared to 2018

| INCOME (in KSH) | | EXPENSES (in KSH) | | |
|---------------------------------------|------------------|---|------------------|-----------------|
| | budget 2019 | | BUDGET 2019 | % of Allocation |
| Total Donations through the UK | 4 200 000 | Salaries | 2 125 145 | 47% |
| Total School fees | 330 000 | Staff expenses | 326 600 | 7% |
| Total local donations | 0 | Feeding programme | 413 709 | 9% |
| Total sales | 0 | School supplies and pupils expenses | 419 400 | 9% |
| | | Rent and utilities (of the school) | 284 600 | 6% |
| | | Repairs and maintenance (of the school) | 80 500 | 2% |
| | | Vehicle and insurance costs | 491 780 | 11% |
| | | Special Projects | 265 000 | 6% |
| | | Accounting legal and dev expenses | 126 300 | 3% |
| | | | | |
| TOTAL INCOME | 4 530 000 | TOTAL EXPENSES | 4 533 034 | 100% |

The increase in salaries is due to stabilization of staff, and arrival of new more qualified teachers for class 4 and class 5.