



**LOVEMUSTACT**

*Partnerships for Sustainable Education*

**ANNUAL REPORT**

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Brief Biography of Andrew W. Joyce  
Vice President



# LOVEMUSTACT

*Partnerships for Sustainable Education*

Andrew W. Joyce  
Vice President, Love Must Act

A cradle Episcopalian, Andrew Joyce has strong ties to the Anglican Church, both domestically and abroad, and most recently has worked in international development programs for The Episcopal Church based in the Philippines. As a lifelong member of Christ Church, Bowling Green, KY, he has experience at the local, regional, and national levels of The Episcopal Church and its programs. He has served as both a youth and voting member of his home parish's vestry, a youth and voting member at Diocesan conventions, a camp counselor at All Saints Summer Camp, and as a representative of the Diocese at the National Acolyte Summit in Washington, D.C. He brings not only international development experience but the invaluable perspective of the Millennial generation to his work.

Upon completion of his studies, at the University of Kentucky in 2012, Joyce served as a missionary in the Young Adult Service Corps to the Episcopal Church in the Philippines for a year. During his time as a missionary, Joyce oversaw the re-visioning, structuring, implementation, and operation of the Episcopal Care Foundation's Demonstration Farm and Learning Center. During his time as the director of the Learning Center, he was responsible for not only the budgeting and enhancement of the center's financial sustainability, but also for the development of course curriculum and the nurturing of international partnerships. Specifically, he was responsible for the initial partnership document preparation, which includes, but was not limited to, the partnership terms of reference, goals, objectives, outputs, outcomes, timeline, and the corresponding monitoring and evaluation plan.

From 2013-2017, Joyce worked as a consultant for Episcopal Relief & Development (ER&D), with his primary scope of work revolving around Asset Based Community Development training and project implementation, livelihood program inception, planning and implementation, partnership development and monitoring and evaluation. During his tenure as a consultant with ER&D, he was based in Manila, Philippines, which allowed him to spend quality time on the ground with the programmatic partners and beneficiaries. He also worked extensively on ER&D projects throughout Asia. He is well-versed and well-known in The Episcopal Church's Pacific and South East Asia partners in New Guinea, the Solomon Islands, Myanmar, Hong Kong, Japan, and Korea.

Joyce and his fiancée Elise now reside in Louisville with their dog Daisy and cat Bella.

President's Report to the Love Must Act Board  
Annual Meeting (January 13, 2020)



# LOVEMUSTACT

*Partnerships for Sustainable Education*

## MEMORANDUM

To: Board of Directors  
From: President and Chief Executive Officer  
Date: January 13, 2020  
Re: Annual Report for 2019

What follows is a synopsis of highlights for the year and a few things about the coming year. I'm opting for less detail, which may well prompt questions, which would be most welcome. To make sure everyone has the same information, I would suggest holding questions until the meeting so that everyone may hear them and the responses. However, if you prefer, feel free to use email prior to that time.

I am very pleased with 2019 on a number of fronts. High up on that list is board giving, which continues to go up. The total for the year, including a late-arriving gift for 2019 not credited until 2020, is nearly \$29,000. Andrew and I are tremendously grateful. Your commitment is an inspiration to us and your confidence, a challenge to do our best.

A major step for us was taken last summer when the Internal Revenue Service approved our application for tax exempt status under Section 501(c)(3) of the Internal Revenue Code. This simplifies the way we have been working and will make us much better able to care for our donors. Sandi McPhee handled the application. Thank you, Sandi.

On other fundraising matters, I note the following:

- Grant funding for operating funds decreased.
- We received a grant for \$40,000 to cover renovations at the Holy Cross School from the Mary Oppenheimer & Daughters Foundation.
- Our partners at the Order of the Holy Cross have expressed their commitment financially. The monasteries in West Park, Toronto, and Santa Barbara are participating as *SHARE*holders collectively along with many of the monks individually. I take this as a very significant statement of on-going support.

A financial report for 2019 is included in this mailing. I would note, though, that our primary learning is that cash flow is challenging. Like churches and many non-profits, we have

learned that gifts tend to come at the end of the year. I'm afraid this caused some anxiety at times, both in the United States and South Africa. We worked with the Order of the Holy Cross to solve these issues, including the most pressing one in early December. In that case, the Order sent the 2020 Endowment draw of \$30,000 in early December instead of waiting until January. This allowed Love Must Act to carry over \$30,000 in late December gifts to cover January and February expenses in place of the endowment draw.

#### Holy Cross School, Grahamstown

- The Order of the Holy Cross donated the building formally used as the monastic residence to the school for its expansion. That expansion was completed in September, and the dedication was held on Holy Cross Day, September 14. Br. Scott Borden, OHC attended on behalf of the Order along with over a hundred others from the Grahamstown Community.
- We added grade 4 in the new building in 2019 and will be adding grade 5 in 2020. New staff has been hired.
- There is a fairly urgent need for changes in the school's governance structure, which tends to separate responsibility from authority in an unhelpful way. I am discussing these changes with the Superior, who agrees that changes need to be made, and with the Independent Schools Association of South Africa (ISASA), especially regarding current best practices in that country. With ISASA's help, we hope to propose new governance structures in the near future.
- Our local ISASA representative, Jan Immelman, is also being a great help in securing the government subsidy to which the school is entitled.
- As a matter of reducing expenditures, we anticipate fewer trips to South Africa in the coming year.
- We are working to develop a potentially advantageous partnership with Trinity Church in Rochester, New York. The rector is South African and the leadership of two young people is showing promising results.

#### Ophthalmic Nursing Specialty Program in Gaza

- We procured \$11,000 in funding in 2019, about \$3,000 in excess of program expenses. \$10,000 has already been transmitted to the St. John Eye Hospital, our partner.
- The program consists of two intensive weeks along with distance learning because of the difficulty of travel from and to Gaza. The first intensive week was held January 6-10. It had been postponed due to violence in Gaza on two other occasions in the last part of 2019.
- There were 224 applicants for the program. Sixteen students were selected (three men and 13 women).
- We are working toward funding this program for a second year.

#### Dominican Republic

- The Diocese of Western Michigan has expressed an interest in working with Love Must Act to launch a vocational education program in the Dominican Republic.

- Initial meetings took place in November, and a draft proposal has been submitted for consideration.

### *The Women of Advent*

- This book project has two purposes. The first is to thank donors. All donors up until Advent 2019 (about 550 individuals) received a copy with a note of appreciation.
- The second purpose is to be a resource for **SHARE**holder group use in future years.
- In the most surprising development of all, some people actually ordered additional copies.

### Committees

We have come to a point in the life of this new organization that would make a committee structure on the board helpful. I am including a list of possible committees in this mailing. I ask for your input as to whether this is the right list and, just as importantly, request that you let me know which ones you might like to serve on. We don't meet as a whole often, but the committee structure will help us function better and with greater accountability.

Again, thank you for all you do. Your friendship means the world to me, and I am very grateful to share this dream of a lifetime with you.

Director of Operations Report to the Love Must  
Act Board Annual Meeting (January 13, 2020)



January 08, 2020

# BOARD MEETING 1/16/20

## DIRECTOR OF OPERATIONS

### REPORT

#### 1. IQAA ACCREDITATION

South African Independent Accreditation Board

Solely for the independent sector of South African Schools

- A. Accreditation is a status granted to a private provider at the end of a quality assurance process and attests to the quality of provision offered. Private providers are accredited to offer / assess specific qualifications on the General and Further Education and Training Qualifications Framework.
- B. This achieves two primary objectives for us:
  - i. It qualifies us to apply for specific, sequestered private funding, that is available only to independent schools
  - ii. Elevates our credibility and status as a quality institution of learning

#### 2. UPSCALING OF HCS OPERATIONS

- i. In 2019, the Holy Cross School expanded its operations from Kindergarten through 3, to Kindergarten through Grade 4!
- ii. In 2020 we have begun grade 5.
- iii. Renovation and outfitting of Grade 3,4,5,6 classrooms.
- iv. Recruitment and Hiring of new Gr.3, 4 and 5 teachers.
- v. Implementation of mandatory weekly schooling hours to 27.5
- vi. Creation and implementation of a new faculty and staff benefits package.
  - 1. *Pension Fund*
  - 2. *Death Benefits*
- vii. Installation of new lock and security system for school grounds.

### 3. FUNDING

- i. We have secured ZAR 2,000,000 (\$142,857 at 14 ZAR:1 USD) from the Mary Oppenheimer & Daughter Foundation (to be disbursed over 4 years).
- ii. \$35,000 renovation grant for classrooms 4-6.
- iii. \$141,000 in Grant funds
- iv. \$24,000+ in Staff and Board Contributions
- v. \$14,000+ in Student Sponsorship
- vi. Significant reduction in LMA operating expenses

### 4. ASSUMPTION OF PAYROLL PROCESSING AND FIDUCIARY OVERSIGHT OF THE HOLY CROSS SCHOOL EXPENSES

#### A. Love Must Act now captures and process all school-related expenses and payroll

- i. This gives us significantly greater insight into the true operating budget of the school, as well as greater insight into where/what the schools cash is truly used for.
- ii. This will aid greatly in the formation of, and adherence to, a working budget for LMA and the school

### 5. CREATION AND IMPLEMENTATION OF MONTHLY KEY PERORMANCE ASSESSMENTS FOR FACULTY AND STAFF OF THE HOLY CROSS SCHOOL

#### A. Entails specific, measurable performance indicators to be compiled on a weekly basis, and then evaluated at the end of every month.

#### B. The individual faculty and staff assess themselves, on a 1-5 scale; and, the school principle assess them, also on a 1-5 scale.

#### C. The scores are tabulated, and then a performance review meeting is held to discuss the scores.

- i. Support staff indicators are primarily focused upon the frequency, consistency, and quality of the completion of their generally tangibly-seen and felt individual jobs (mowing of grass, cleanliness of restrooms etc).
- ii. And, while the above are still measured for teachers, there are segments built in to measure successfulness of their teaching methods and programs, too.

## 6. CREATION, APPROVAL, AND IMPLEMENTATION OF NEW ADMISSIONS, CONDUCT, AND RELIGIOUS SCHOOL POLICIES

- A. Because of our new accreditation status, with UMALUSI, as well as our transition into a fee-paying school, the policies had to be updated.
- B. Aside from general vocabulary changes, some of the more substantial changes were:
  - i. The upscaling of required documentation of the mother/father/guardian of the child
    - 1. *An increase of required health and educational documentation of the child.*
    - 2. *The implementation of a non-refundable deposit upon acceptance into the school*
  - ii. An explicit, measured, step-by-step breakdown of the school's expectations and corresponding disciplinary actions, including the process for expulsion and suspension
    - 1. *Additionally, the process and actions to be taken in the event of the non-payment of fees is given*
  - iii. The adaptation of the vernacular used to establish that, yes, we are a Christianity-oriented school; But, we accept children of all faiths, and do not discriminate based upon a child (households) religious views or beliefs.
    - 1. *However, it is explicitly stated that those who do choose to attend HCS, that they will be expected to participate in school activities that may have religious undertones*

## 7. CREATION, APPROVAL, AND IMPLEMENTATION OF NEW FEE SCHEDULE AND STRUCTURE

- A. Appendix 1(compiled with Admissions Policy and Application)

## 8. CREATION OF MARKETING CAMPAIGN TO ATTRACT NEW, FEE-PAYING STUDENTS

- A. Due to the necessity of the increasing of the # of pupils at Holy Cross, and in an effort to mirror other quality, independent schools in the area, Holy Cross has begun advertising in:
  - i. The ISASA Newsletter and website
  - ii. Grahamstown's local papers: Grocotts and the GPN

## 9. ENROLLING OF THE HOLY CROSS SCHOOL WITH S.A.-SAMS (SOUTH AFRICAN-SCHOOL ADMINISTRATION MONITOING SYSTEM)

- A. S.A.-SAMS is the program provided by the department of education to help track the metrics of not only a child, as they rise through the grades, but also the metrics of schools, too
- B. Things tracked and measure, for example, are:
  - i. Daily, Weekly, Quarterly attendance rates of the individuals students, classes, grades, and teachers
  - ii. Household Variables
    - 1. *Single parent, both parents, grandparent-led homes*
    - 2. *Number of school aged children*
    - 3. *Education level of guardians*
  - iii. # of Boys at school
  - iv. # of Girls at school
  - v. Performance levels of boys, girls
  - vi. Matriculation rate of girls, boys
  - vii. Qualification of teachers/furthering of education programs undertaken/professional development

# Holy Cross School Annual Report (2019)

## Holy Cross School



## HOLY CROSS SCHOOL ANNUAL REPORT 2019



A year of interesting milestones! We can certainly reflect on a remarkable year of events and developments at Holy Cross School. It feels as if there has been no quiet time at all as there was something happening throughout the year that helped the school to grow to new levels and insights. We were anticipating changes when I wrote my last report, but not as many or of such magnitude. We were hopeful of developing one more classroom, but have achieved a fully completed Intermediate Phase building with 4 beautiful classrooms. Alongside the highs were also the losses of loved ones, deep reflections and personal growth. But, as always, we can say our learners learnt amazing lessons in a most beautiful environment.

Let me take you on our annual journey for this momentous 2019 year.

**January:** We welcomed three new teachers to our staff: Thimna Nobebe to teach our Grade 1's, Zena Makeleni to teach our Grade 3's and Zanexolo Klaas to teach our Grade 4's. Our year opened with a very excited Grade 4 class in the new classroom with the spectacular view. I taught this class with the help of other staff until our Gr 4 teacher could be



released from his departmental obligations. Our learner enrolment had increased to 70 learners. Andrew Joyce from Love Must Act came to help us from the time the school opened and together we met Barbara Proudfoot of the Mary Oppenheimer and Daughters Foundation to show her our proposed Intermediate Phase building where only the Gr 4 classroom was in operation. We found three quotes for the proposed renovations and were absolutely delighted when later Barbara announced that Victoria Freudenheim was willing to fund our renovations for all four classrooms.

**February:** As has become a firm tradition to celebrate the school's birthday, we held our Country Fair and Fun Run on the 2<sup>nd</sup> February. We were well supported by DSG girls who again proved to be the best helpers on the day doing face painting, serving teas, selling items and supporting the children. The Fun Run grew to almost 100 people and our local Rotarians turned out to support us. Our parents did a great job helping at all the stalls and doing the cooking. Unfortunately the drought was already so bad that we had to cancel the ever popular slippery slide. We made a great profit of R8000 that went towards our school needs. Then it was an intense time of preparation for the Umalusi Site visit that went very well on the 14<sup>th</sup> February. We were all quite exhausted once that ordeal was over.

**March:** Athletics practices were in full swing as we prepared for our annual Sports Day which was to be held on the 9<sup>th</sup> March. But.....a little miracle happened and it rained! Normally we would have all been devastated, but because it meant a brief respite from the drought, we were all comfortable postponing the day to the Wednesday, 13<sup>th</sup> March. It was a happy day with lots of team spirit and a whole set of new school sports day chants and songs. Winners and losers were celebrated and completing the event was the most important aspect of any race. We ended off the day with delicious ice cream cones and doughnuts. Our Grade 4 class also had an opportunity to visit the SciFest exhibitions and learnt many new facts. Our holidays started earlier than usual and school closed on 15<sup>th</sup> March for the Easter break.



**April:** An interesting period started for us during April. After discussions with Brother Robert James, the Superior of the Order of the Holy Cross who was visiting the Brothers, the monastery section of this property was offered to DSG (the Diocesan School for Girls) for their outdoor education. DSG was interested and just needed to obtain their Council's approval. This

changed a number of things as the Brothers then prepared to move to Volmoed in



the Western Cape. At the same time we had to prepare our learners, parents and staff to take the IQAA surveys that would determine our evaluation by this board for ISASA later in June. Anne Irwine was our very gracious mentor and guide through this process. Our IQAA school team was Tembisa, Mpumie and myself and we were very kindly allowed to join Kingswood College for our IQAA training. Our two first year teachers attended their graduation ceremony and we then celebrated our Easter egg hunt. The debate is still very serious as to who this Easter Bunny could be. On the renovations front Mr Gerald Adriaan submitted his final quote for the renovations and Mr Billy Krige was appointed as the project manager for this exciting development scheduled to start in June.



**May:** Our first semester teacher appraisal process was conducted successfully and all teachers felt it was a valuable experience. Election Day was interesting and our children learnt about the voting process and took an interest in what their family members did on such a day. The staff also elected Thimna Nobebe as their Council representative. The IQAA team tackled the survey results and held various meetings to discuss challenges and successes. We were delighted to have Andrew Joyce back with us and I valued his support as the month ended in a really bad flu epidemic (even

Nurse Jenny was booked off work for a week!) and to add to our challenges the water pumps on the property were stolen and we were without water. We had to close the school for three days.

**June:** At the beginning of the month there was so much excitement as we prepared for the start of the Intermediate Phase renovations. At the same time we had to finalize all our documents and classrooms for the final IQAA assessment that took place on 5<sup>th</sup> June. This process ended very successfully with Anne reassuring us that our report would follow shortly. There were last minute meetings, storing of items, moving of learning material up to the library and then the inside walls came down in the Intermediate Phase building. While the building operations got under way, the children all practised for their talent show that was held on our last day of term. I am always amazed at how much talent these little Superstars have. We were also in celebratory mode as the interim IQAA report





was returned to us with very positive results. The staff and children went on holiday and the building project continued very well and had made considerable progress by the time Barbara Proudfoot visited us again to see the transformation.

**July:** The renovations continued at a great pace and light fittings and cupboards had to be negotiated with Barbara as these were outside the original quote. The teachers underwent a number of barriers to learning workshops on Friday afternoons to equip them to deal with Autistic Spectrum Disorders more easily. Our discussions were very rewarding and we all felt more equipped to deal with the challenges that we all face with our learners. Inclusive education can be very demanding and teachers need as much support as possible. The DSG development around the Guesthouse complex moved to the next level when I met with Shelley Frayne (the DSG head) to discuss how the two schools could best work together. The Brothers were also making space for renovations to take place to convert the guest rooms into accommodation for 80 girls.



**August:** This was a busy month at the uMariya uMama weThemba Monastery property. The Intermediate Phase building operations were moving into the final stages. The DSG refurbishing of the Guesthouse continued and the Brothers prepared for their departure to Volmoed. All the children were involved in an art project that created a beautiful gift for the Brothers' farewell Eucharist on the 20<sup>th</sup> August. Staff then also attended the formal farewell Eucharist held on the 24<sup>th</sup> August. It was such a sad time and the end of an era for the Grahamstown community. You can imagine what a welcome diversion the happy visit was of Ryan and Anna from the Rochester Diocese together with Andrew of LMA. They brought us so much fun and the children loved interacting with them and practising their English.





**September:** Our preparations for our Dedication and Heritage Day reached fever pitch and we were delighted when Bishop Stacy arrived to help with final preparations on 6<sup>th</sup> September. Sadly Andrew had to return to the USA before our big day. Bishop Stacy and I supported the St Cyprians' fete that was held to raise funds for us. (They donated R35000 to us to help with our Gr 5 classroom). Then on 11<sup>th</sup> September our dear friend and supporter, Mary Jane Amick, arrived to be at our ceremony. The teachers and children practised every day and the organising team shopped and prepared for the feast. At last our big day, Holy Cross Day, 14<sup>th</sup> September, arrived and Barbar Proudfoot and all the other guests poured in with many in traditional outfits to celebrate the day. Bishop Ebenezer presided together with Bishop Stacy and a wonderful Dedication Ceremony followed. Our children performed beautifully and people were moved to tears. We felt that our little school had just expanded into a very special bigger school!







**October:** Our final term started with preparations to find our new Grade 5 teacher. The process was done by the selection panel and we were quite overwhelmed to find 113 candidates applying for this one post. We are pleased to say we have found a very good teacher who will join us in January. He is delighted to be returning to the Eastern Cape. The school play was developed by the staff based on an environmental theme written by Basil Mills again. Rehearsals were soon under way and much singing was heard up and down the corridor. We also celebrated a huge harvest from our little class gardens under Joyce's supervision with a giant pot of spinach and vegetables. Our Superstars nearly all love spinach! Our teachers underwent their second appraisal programme and once again worked very hard to do their best. At our final PTA meeting of the year the parents voted to change our uniform slightly and to experiment with a dual home language system in 2020 to improve our English proficiency.



**November:** This was probably the busiest month ever. Rehearsals reached fever pitch and we all moved to the beautiful Amazwi Museum building to put on our very moving production: "Keep our world beautiful". Every single child took part and performed brilliantly. Adults and children in the audience were moved to tears and felt that our children delivered a very powerful message to the public about saving our world from greed and pollution.



The week after the play saw the whole school get an opportunity to go on beautiful game drives in the Pumba Nature Reserve. Classes then held themed class parties with goodies and movies. This was followed by a moving final Eucharist conducted



by Rev Rachel from DSG and the Outdoor Education team from DSG then hosted a Christmas lunch complete with hats and crackers and gifts for everyone. Our prizegiving was held on 28<sup>th</sup> November with the Love Award going to Sima Qwebi and our new academic award going to Siyamthanda Menze who consistently scored over 80%. Our last day was spent at the Stone

Crescent Hotel pools with delicious food and lots of fun. And so our momentous year ended on a really happy high note.





**Financial Matters:** The school has again managed to stay within its budget and has maintained its standards as regards the grounds and facilities. In addition we managed the renovation project and kept that within budget too with the builder being highly commended by the project manager. A new development was the introduction of a Provident Fund for the professional staff and a funeral policy for every staff member. This was greatly appreciated by all staff. With the departure of the Brothers the school had to separate its bank account from the monastery. This process took some time and still has teething problems, but we are managing our own finances very well now. The 2020 budget has been approved by the Council and we hope to develop our new classrooms during the next year. We are hoping to raise additional funds and to explore options as to how we can move into an eLearning space over the next few years especially in our Intermediate Phase. We are also considering a specialist English teacher on a part time basis to assist our teachers with our language development. Our vehicles are all still going well, but our oldest Quantum bus is starting to show signs of wear and tear and a fundraising drive will have to be started sometime in 2020 to look at replacing this bus.

**Staff matters:** The two accreditation processes plus the uncertainty of our future at the beginning of the year did make some staff members feel insecure and vulnerable. A very good mediation process, introspection through the IQAA surveys and support from Love Must Act have helped us get through the difficult times. In addition some of our children have significant support needs and teaching these children has put considerable pressure on our staff. Our “Barriers to Learning” workshops helped with this to some extent and we have come to deeper understandings of the challenges that these children face on a daily basis. I can honestly say we must be the most inclusive primary school in our district. It remains a great joy to me to watch our children accommodate difference in each other and more and more are becoming caring people as they enjoy the gifts that every individual brings to their lives. Some of our staff members are facing difficult home circumstances at the moment and we pray that they will remain strong and return with renewed energy in the new year.

The Umalusi saga will then hopefully also be completed with the three items they still required from us: SACE registration of our newest staff members, the Gr 3 benchmarks and the annual calendar that they saw but failed to register. There is much to look forward to in 2020.

It has again been a privilege to lead Holy Cross School for another year. It is such a unique and beautiful school and I thank every one of you that has helped to support and sustain us during this past year. Without you it would not have been possible.

God bless you all  
Kary McConnachie  
(Principal)

# Grants Received and Gifts Related to the Order of the Holy Cross



# LOVEMUSTACT

*Partnerships for Sustainable Education*

## **Grants Received by Love Must Act in 2019**

St. Luke's, Salisbury, NC (\$20,000)

Mary Oppenheimer & Daughters Foundation Operations Grant (\$30,000)

Mary Oppenheimer & Daughters Foundation Building Grant (\$40,000)

Shields Family Foundation (\$30,000)

Gregory-Greeneberg Children's Trust (\$15,000)

St. James, Hendersonville, NC (\$1,000)

Nippon Sei Ko Kai (\$3,000)

The Diocese of Rochester (\$2,000)

## **Gifts Related to OHC**

OHC Individual Houses and Brothers (\$4,000)

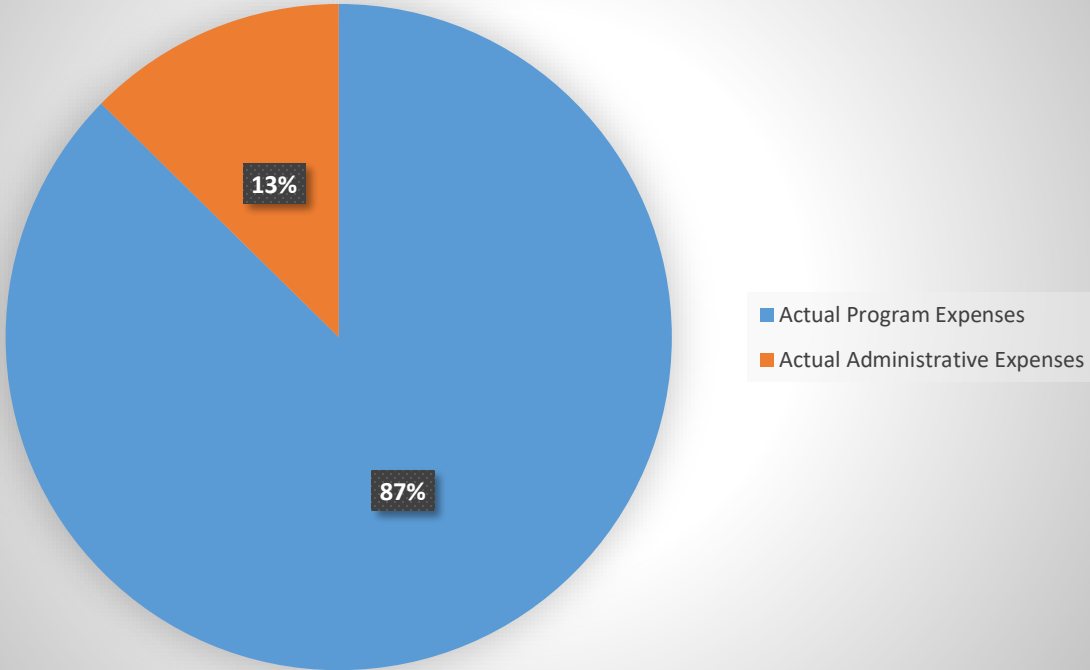
OHC Associates Appeal (\$920)

Gifts to the Holy Cross School sent first to OHC (\$22,057)



## Program v. Administrative Expenses

### 2019 Actual Expense



### 2020 Planned Expenses

