

**KHULA**  
**EDUCATION**  
SUPPORTED BY THE  
**DAVID RATTRAY FOUNDATION**

**UK Board of Trustees  
Trustee Recruitment  
December 2020**

## **KHULA Education: Trustee Recruitment**

### **Letter from Robin Woodhead, Chair, David Rattray Foundation UK (KHULA Education)**

Thank you for your interest in joining KHULA's mission to transform young lives.

From the day I first set foot in Rorke's Drift, the breath-taking scenery and local warmth touched me so deeply that I knew I wanted to be connected to it for the rest of my life. I bought a property next to Fugitive's Drift, David and Nicky Rattray's Lodge in the rural hinterland of KwaZulu-Natal. It was here they combined David's famous tours of the Anglo-Zulu battlefields with a lodge located among rural communities. It is also where they dreamed of a better future shared by their children and those of the community.

The Rattrays had already invested in local education initiatives, consistent with their values and beliefs in empowering young people. When David was tragically killed, Nicky remarkably recommitted herself and her family to the area. We established charities in the UK and in South Africa that aimed to better resource local schools. With our first Director Ben Henderson on site, we made a significant impact on many schools in the area, largely through infrastructure at the beginning and then shifting towards support for teaching and teachers.



In the past two years, since Debbie Heustice joined as our CEO in South Africa, our work has developed significantly, and our approach deepened. Our Linked Schools Model has expanded so that we now serve two communities with programmes that deliver educational outcomes from pre-school through to graduation. We establish and run pre-schools next to state primary schools and then work with the schools and educators to ensure more children obtain their high school certificates and associated greater employment prospects. The fact that children from our pre-schools go on to outperform their peers throughout their school career is something that fills me with immense pride. More importantly, families and the education authorities are experiencing this impact and they want more.

There is so much demand in Rorke's Drift and beyond. There are many partnerships and strategic opportunities to explore, all aimed at changing the lives of the children and their communities for the better. As board members, we are committed to supporting this, and to ensuring that we continue to build KHULA Education so it can deliver a better future to the communities in rural KwaZulu-Natal. We hope too, that what we achieve in this part of Zululand, can act as a blueprint for elsewhere in South Africa and beyond and we look forward to working with the new Trustees to make this happen.

## **KHULA Education: Trustee Recruitment**

### **Letter from Nicky Rattray, Chair, David Rattray Foundation SA (KHULA Education)**

We are so pleased you are considering joining our remarkable board in the UK. When David and I started the Fugitive's Drift Lodge in the late 80s, we knew that our presence would bring great opportunities as well as important responsibilities. We were the major commercial investors in the area and the communities of Rorke's Drift were key partners for us, as people sharing an historic and beautiful part of South Africa. The Anglo-Zulu wars were fought here, and the natural beauty of the area can still mask the poverty and desperation of so many of its people. We started a number of projects in the local area, hoping that in our small way we could help the people of Rorke's Drift to tackle some of these challenges.



When David was killed in 2007, our three young sons and I turned our loss into even greater determination. Our future depended more than ever on our relationships with the community and the land. We also wanted to honour David's legacy by fulfilling his wish to educate the young people of the area so that they might fulfil their potential and bring greater prosperity to Rorke's Drift. We set up the Foundation in 2007 to take our commitment to the community to the next stage.

KHULA Education encapsulates this commitment to the region, its past, present and future. We believe in giving fishing rods rather than fish, and that every child can make their lives more prosperous given a chance to learn and to grow in a holistic way. We have made mistakes along the way, but we have also achieved and learned a lot about how to work with leaders, educators and families to support our local children towards a more empowered future.

We are now looking forward with ambition and excitement. The boards in South Africa and the UK have decided it is time to take KHULA Education to the next level of development, to build new partnerships, and expand our impact by replicating our Linked Schools Model. We are looking forward to working with our existing team and our new Trustees to define and implement this vision. Our future depends on it.

## **KHULA Education: Trustee Recruitment**

### **Letter from Debbie Heustice, CEO, KHULA Education**

When I started as CEO at KHULA Education, I was greeted with an exceptionally committed team of trustees and staff rooted in the community and surrounding hills of Rorke's Drift. They were determined to further the educational opportunities and futures of not only the children, but also the educators in the area. There was also an emerging model, the KHULA Linked Schools Model, which had shown success in Rorke's Drift. The Linked Schools Model was carefully conceived to strengthen and support the government system, filling gaps where needed such as Early Childhood Development (ECD) and teacher training, in addition to bringing stakeholders even closer together.

My initial challenge from the boards was to build on our strong foundations, make our model more robust and consistent in quality, and to help understand and evidence the impact we were having. Robin, Nicky and the boards in London and SA have been great pillars of strength and support, and together as a global team we are now poised for growth.

I am proud of the progress we have made over the past two years. We have replicated our Linked Schools Model in neighbouring Isandlwana and are now reaching 6,000 children and 200 Educators. We have enhanced our impact measurement and know that our local KHULA schools are achieving English and Maths results and pass rates above the district and provincial benchmarks. Our reputation has grown so widely that we are working hand in hand with many more local leaders, school principals, district officials and more.

But we must not stop here. We can still improve what we do, and we can do more, not only in Rorke's Drift and Isandlwana but further afield too – sharing our learning and model and eventually replicating it in other rural areas, possibly connected to other lodges or committed investors. The demand confronts us daily, whether from local government, school or community leaders, or from families and children themselves.

By bringing their expertise, time and networks, every trustee has helped us to achieve more. I know that they each feel a great connection with our work in South Africa, whether that has evolved from a commitment to transformative education elsewhere in the world or from a love for rural Africa. When they come to visit, they can feel and see the tangible impact their contributions are making for families.

Going forward, I am excited to combine the forces of the UK and SA boards more actively and to ensure that we innovate and scale our ability to enable more children from underserved, rural communities to have the opportunity of a quality education. We are looking for trustees who can help us convert our vision into the next strategic plan and make sure we can deliver on it.



## KHULA Education: Trustee Recruitment

### KHULA Education: An Introduction

KHULA Education, supported by The David Rattray Foundation was founded in 2007. KHULA is an isiZulu word, meaning 'to grow'. We operate with a Board of Trustees in the UK and SA\* and are supported by our Patron HRH The Prince of Wales.

KHULA spans the historic battlefields of rural KwaZulu-Natal from Elandskraal, through Rorke's Drift to Nquthu and Isandlwana, some of the most isolated and marginalised areas in South Africa. This is a region of outstanding beauty and dramatic history, but those elements alone are no substitute for education.

The inspiration for KHULA's educational initiatives came from the late David Rattray who was passionate about helping local Zulu children through education. We are guided by his quote: 'Without education there is no hope and without hope there is no future'.

**Our vision** is that all children, regardless of background or location are able to reach their potential and make a difference to their families and communities.

**Our mission** is to enable children from underserved, rural communities in South Africa to obtain a quality education.

In the early days of Fugitive's Drift Lodge and in discussions with the local communities, numerous projects were undertaken, ranging from building toilets to classrooms, school halls and more. Since the establishment of



KHULA Education our work has become more outcomes focused. Based on extensive experience and consultation with local stakeholders, we shifted focus towards supporting children through school in order to reduce dropout rates, improve their matric results and boost their chances of post-matric employment. It was also clear that early childhood development (ECD) was an important element to include in the mix.

**Our approach** now is built on four key programmes:

- Early childhood development
- Improving Maths and English education
- Life skills development and job readiness
- Curriculum support interventions for teachers and principals

### Early Childhood Development

At KHULA, we recognise the importance of those early years of learning and how they will shape a child's school career and beyond. With emphasis on intellectual, physical and emotional development, KHULA works with each child individually to ensure they have the very best start which, in turn, shows in the consistently excellent results that our learners achieve year on year. One extraordinary measure is that despite having limited or no exposure to English when they started preschool, 68% of our children were fluent in English by the end of this year, compared with just 23% at the beginning of the school year.

We can demonstrate the impact of KHULA's early years programme by comparing our pupils in Reception (Grade R) with those in the local primary schools. In the benchmark tests, over 80% of KHULA children are in the top 10% of the Grade. Our preschools have developed a reputation for quality early years education and are the popular choice with parents, evidenced by the 30% growth in the number of children attending our pre-schools in 2020 (157 children). We are delighted to be taking on a new, local pre-school in Amoibe community in January 2021. This expansion will ultimately give an additional 40 three- and four-years olds the opportunity of a KHULA education and comes as a direct result of parental demand.

## **KHULA Education: Trustee Recruitment**

### **Improving Maths and English Education**

Our Foundation teaching programme focuses on the first four years of formal schooling, allowing us to grow with our young learners as they transition from pre-school to 'big school'. Our senior school education specialists work intensively with seven local schools to support improvements in Maths and English education outcomes and support a further 13 schools with targeted interventions such as access to the internet, and Maths and English study packs. In 2019, results improved across all grades in comparison to results for the same grades in 2018.



This year, through our intensive support programmes, our Grade 12 students have steadily improved their results and are on track to graduate in December. This is commendable given the disruptions the education sector has experienced this year as a result of COVID-19.

### **Life Skills Development and Job Readiness**

KHULA has a commitment to all children beyond their school years. We help youth shape their future in their last years of secondary school by running subject choice and study skills workshops. Our life skills and career guidance workshops help Year 12 students apply for tertiary study and better prepare for life after school. We assist with applications for study bursaries and scholarships and currently have 15 students studying at tertiary institutions across South Africa. KHULA collaborates with a variety of partners to enable access to career advice from inspirational people as well as opportunities for internships and work placements. With an 80% unemployment rate in our communities KHULA's interventions are vital in helping local youth to secure a brighter future for themselves and their families.

### **Curriculum Support Interventions for Teachers and Principals**

KHULA Education knows that the best teachers are the ones who have a team around them, so we offer individual mentoring and group workshops to ensure that the 200 educators in our network know they have the support they need to perform one of the hardest, but most rewarding jobs in the world. Our goal is to build a community of dedicated and professional educators.

### **Tech for Good in Education**

By working with a number of international partners, we have introduced technology and access to online learning tools into the classrooms from pre-school through to Grade 12 – helping rural learners to be as connected to quality educational opportunities and resources as their urban counterparts. This has tripled our reach ensuring 6,000 school children and their teachers have been able to continue their studies during the lockdown. As our final year students approach their final school exams, we know that they have benefitted from this digital access as they are well prepared and on course to graduate. In a particularly difficult year, their success is even more poignant.

### **Going forward**

Whilst COVID-19 provides the most immediate challenges, we must look to the future. Our successes and 'can-do' attitude have been recognised by the South African Department of Education and commercial partners such as Apple and Pick 'n Pay, building on the core support we receive from inspiring philanthropists. We look forward to continue developing the KHULA Linked Schools Model further, both by strengthening our programmes in Rorke's Drift and Isandlwana and by sharing our model elsewhere.

For further information, please visit <https://www.khula-education.org/>.

## **KHULA Education: Trustee Recruitment**

### **The Role**

We are looking for people who are passionate about bringing excellence in education to even the most remote rural areas. We have a clear vision, a solid platform in our excellent operational team, and a growing reputation for delivery. What KHULA needs from you, our new UK trustees, are people keen to contribute their strategic and entrepreneurial skill, to help us achieve lift-off and accelerate our impact.

From what you have read about us, you will love KHULA's determination to transform the lives of young people in rural Africa through quality learning opportunities for both children and teachers. You deeply believe in ensuring young people are empowered to take control of their future.

You will be willing to take calls from the CEO, understanding your strategic, listening and "critical friend" role as a board member. You are someone who enjoys working with diverse people and thinking innovatively about challenging problems, whether those are strategic choices about new programmes or entrepreneurial approaches to mobilising resources for resilience.

You are excited at the prospect of converting KHULA's vision, mission and strategic framework into a clear and concrete strategy for the next five years. You will encourage and support the Chair and CEO to identify and drive the associated partnerships, funding and delivery of this strategy.

You may be interested in the worlds of art, tourism and culture given the strong links to these from the Chair, other trustees and the Lodge itself. You see significant opportunities to co-create funding and social investment opportunities in these fields. If you know the international development world, KHULA's strong links with the district government and place-based rural focus also offer interesting potential for tapping into institutional and outcomes-based funding.

You will be willing to bring your network to bear to help KHULA Education wherever possible. We encourage all our Trustees to visit the Lodge and KHULA's work to see the tangible difference the excellent team is making on the ground, and to meet the team and communities KHULA Education touches every day.

As a Trustee, you will understand and deliver your Charities Commission responsibilities and provide oversight to ensure we are held to our promise of quality.

Ideally trustees will have one or more of the following specific areas of expertise and experience to bring to KHULA Education:

- Leading or supporting a strategy development process in the social impact arena
- Strategic communications, including an understanding of digital media, to weave together the narratives of our past and future
- Institutional, philanthropic or social investment funding experience
- International development, charity, social enterprise, or local government expertise in an entrepreneurial or intrapreneurial dynamic setting
- Experience as an educator or in the education field with a holistic approach
- Lived experience of transformational education (whether in the UK or elsewhere)
- Charity Finance or related experience

You may be interested in a Deputy Chair, Senior Independent Trustee or Financial Advisory role now or in the future and you are keen to work with the Chair to ensure our board is always fit for purpose.

Bottom line – you want a board role where you can add real value, engage with passionate and highly competent colleagues on the board and executive, and see your efforts translate into tangible change in the lives of rural children. We can offer you the opportunity of being part of an exceptionally innovative, historical but future-focused educational organisation deeply rooted in an exquisite but deeply underserved rural part of Africa.



## **KHULA Education: Trustee Recruitment**

### **Terms of Appointment – What We Expect**

All trustees are expected to participate in quarterly team meetings (currently virtual) in London and to join our Annual Away Half Day. Ideally you will also be willing to travel to South Africa every couple of years or more often if you wish!

We are excited to launch our new thematic groups or subcommittees that will have participation from board members drawn from both the SA and UK boards and other experts. The aim would be to ensure cross-fertilisation of knowledge and expertise and create a “brains trust” for areas of particular importance to KHULA Education’s future. These could include:

- Holistic Education and Careers
- Strategic Communications
- Innovative Funding and Enterprise Development
- Finance, Audit and Risk

Terms are three years with a maximum of two renewals. You will also be asked to participate in one to two events in the UK each year, use your network to realise donor support for KHULA’s programmes and to provide occasional ad hoc phone support to the CEO as needed.

\*KHULA Education is the umbrella / trading name encompassing both The David Rattray Memorial Trust (U.K. Registered Charity No.1119353) and The David Rattray Foundation (a Non-Profit Company registered in South Africa NPC: 2007/015903/08 PBO: 930026587). This Trustee position is to serve on the board of the The David Rattray Memorial Trust.

### **How to Apply – Please get in touch!**

Please send a one-page cover letter and CV (no longer than two pages) by 7 January to Stephen Harvey at Bateleur Partners [stephenharvey@bateleurpartners.net](mailto:stephenharvey@bateleurpartners.net)

