

JSB CONNECTIONS LTD

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T/A Dar es Salaam Independent School

P.O.BOX 32391 Dar es Salaam TEL 2781515 2780355



BUSINESS AND FINANCIAL PLAN TO EXPAND

JSB CONNECTIONS



**BY BUYING AND DEVELOPING ANOTHER PIECE OF
LAND.
TO RELOCATE
DAR ES SALAAM INDEPENDENT SCHOOL**

CONTENTS

1.0 INTRODUCTION

- 1.1. Brief School Profile
- 1.2. Organisational Structure of School
- 1.3. Brief profile of Investors
- 1.4 Students and Staff
- 1.5 Competition and Market

2.0 THE PROJECT

- 2.1. Definition of the Project
- 2.2. Objectives of the Project
- 2.3. Implementation of the Project
- 2.4. Business Idea
- 2.5. Location
- 2.6. Predicted Outcomes of this Project

3.0 FINANCING THE PROJECT

- 3.1. Economic and financial analysis
- 3.2. Loan from Barclays Bank
- 3.3. Generation of Extra Money to finance Project

1.4 STUDENTS AND STAFF

At present there are 430 students on role and these come from all over Dar es Salaam. We have six bus routes bringing students to school from the various areas. A lot of our students do come from the Mbezi area. We have 90 to 95% Tanzanian students with a few expatriate students mostly from the African countries of Kenya, Uganda, Ethiopia, Rwanda, Burundi and Zimbabwe.

We employ 63 people most of whom are Tanzanian and all of whom get training with us in relevant aspects of their work. Our teaching staff totals 40 of whom 7 are expatriate (3 Zimbabweans, 2 Kenyans, 1 Ugandan and 1 Zambian). Our teachers are well known around Dar es Salaam for their professionalism and expertise. We are known as a school which pays teachers on time and offers training possibilities for all teachers. Teachers are also very satisfied with the resources they find in our school.

1.5. COMPETITION AND MARKET

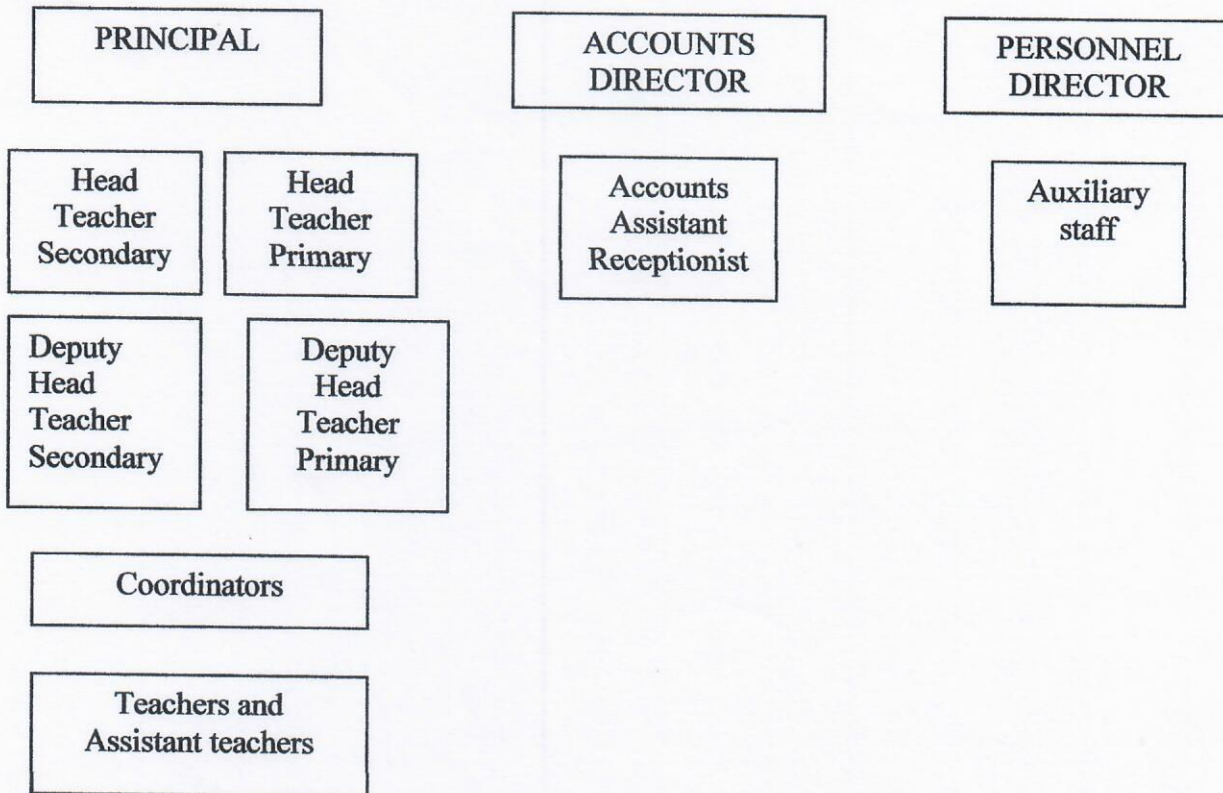
Our school compares very favourably with other "International" type schools most of which charge higher fees than us. We are in the top five schools parents consider in Dar. We do not advertise and yet for the past three years we have been full to capacity. ITV often asks to come and record our students for their broadcasts and repeats the programmes over and over. We often take part in competitions and do very well. e.g. Recently there was the First public speaking competition in Dar and one of our students came Second.

Our fees range from 1800US\$ per year for Nursery to 3000US\$ for A levels. Other schools of our standard charge more than 3000US\$ for their Nursery level of entry. There are plenty of students for the existing schools of our standard and still some Tanzanian students fly to Uganda and Kenya every year. The trend is now changing so that many Kenyan students are coming to Tanzania as their parents are more likely to search for work in the Haven of Peace.

Although the International Baccalaureate is becoming a popular examination choice, the A levels which we offer are still in demand and very acceptable anywhere in the world. We are a registered centre for the Cambridge International Examinations and have had very positive feedback about our professionalism.

Dar es Salaam Independent School students are studying all over the world at Universities, colleges and schools. We have an alumnus which stretches from Perth and Sydney in Australia to Toronto in Canada via Malaysia, India, South Africa, the United States and the United Kingdom. Our students find no difficulty in settling into these educational establishments all over the world and they achieve great success. Many of them comment on the fact that their first term at University is quite easy after the rigours of the A level programme.

1.2. ORGANISATIONAL STRUCTURE OF SCHOOL



1.3 BRIEF PROFILE OF THE INVESTORS/ SHARE HOLDERS OF JSB CONNECTIONS

Susan Huxtable; Date of birth 22/1/1948

Mrs Susan Huxtable is a British subject. She started teaching in September 1966 and has been in education ever since. She has taught in Zambia, Swaziland and Tanzania as well as United Kingdom... She arrived in Tanzania in August 1987 to teach at the International School where she taught for two years. In 1992 Mrs Huxtable returned to Tanzania to be the Head teacher of Morogoro International School. In 1996 together with Ms Gamage Mrs Huxtable invested in Dar es Salaam Independent School where she is the Principal as well as co-owner. 46.7%

Jennifer Gamage: Date of birth: 27/6/49

Ms Jennifer Gamage is a British subject. She has been in education all of her life and travelled extensively. In 1987 she arrived in Tanzania to teach at The International School of Tanganyika and continued there until July 1997 when she left to join Dar es Salaam Independent School which she invested in 1996. She is the accounts manager and co-owner. 46.7%

1.0 INTRODUCTION

1.1 BRIEF SCHOOL PROFILE

Dar es Salaam Independent School, established 1996, by Jennifer Gamage and Susan Huxtable, is a Tanzanian school which offers international education. In 2009/10 a total number of 420 students are enrolled in K – Year 13. The student and teacher body can be considered multicultural, though with a bias towards Tanzania and other African countries, which allows students to increase their understanding of and respect for each others' cultures as well as their own.

Academic Programme

Up to the end of Year 9, The Cambridge International Examinations (CIE) Framework for English, Mathematics and Science for Primary and Lower Secondary are complemented by syllabi of the Tanzanian National Curriculum for a wide range of foundation subjects.

Years 10 and 11 follow **IGCSE syllabi of CIE**. Students sit for their IGCSE examination in 7-9 subjects, the majority of them in all 5 subject areas (Language 1 and 2, Maths, Science, Humanities and Vocational Subjects).

Years 12 and 13 complete their A-level education by sitting for GCE examinations as offered by CIE. They usually opt for 3-4 subjects (out of a total of 15 subjects) in a wide range of combinations depending on interests, abilities and career expectations.

Education at DIS aims at enabling **every child** to achieve their best. By stimulating interest in skills and the desire to increasingly understand and master the world around them, by fostering independent learning, all students are enabled to at least achieve Year 11. Entry into A-level however, is then subject to high level performance in their IGCSE examinations.

Though English is used as medium of instruction, Kiswahili, the national language, is taught as a subject of equal value to English and students are encouraged to use Kiswahili as well in conversations in school. Since a lot of emphasis is put on communication skills as an important tool in cross-cultural interaction, French is taught as a foreign language and regular school trips to France are organized every year.

Learning for Life

In order to allow students at all levels learning opportunities out of class, each year group goes on a field trip to designated areas within Tanzania as a way of complementing book learning in History, Geography, Physics, Biology, Economics and Psychology with experiences of a more practical nature. Subject specific day trips are as well organized to ensure holistic learning and practical application of studies.

Participation in extra-curricular activities is given much emphasis, be it Sports, Community Service or Performing Arts.

The school's "Learning for Life" ethos is reflected as well in the approach to behavioural issues of students; the emphasis is on self motivation, recognizing the mistakes and attempting to make amends. Students are continuously encouraged to reflect on the consequences of their actions, and to seek for information in order to make informed choices.

Primary Faculty

All primary teachers are qualified and teach most subjects to a group of 25 students. We have specialist teachers for French (from Year 3 students learn this language), Music, Sports and I.T. There is a Special Needs coordinator in the school. The Head teacher of the Primary School is Mr Augustino Ntani.

Secondary Faculty

All the 14 Secondary Teaching Staff are Degree holders; besides that, they are given many opportunities to increase their professionalism by attending courses and online training sessions as provided by CIE and other organizations, thus becoming role models for continuous learning and improving oneself. The Head teacher of the Secondary Department is Mrs Catherine Shindika

Parents

An active and enthusiastic parent community constitutes the backbone of the school; students' success and parents' involvement are highly intertwined and it is important for the school to keep parents involved at all times.

2.0 THE PROJECT

2.1 DEFINITION OF THE PROJECT AND REASONS FOR EXPANSION

In 1996 when DIS opened in a large house next to its present location the plan was to register the school with the Tanzanian Government as a Primary school as soon as possible. The house we were established in was rented and we had a two year renewable lease. Due to pressure from parents we developed a Secondary department as well and in June 2000 our first group of 12 students took their IGCSE as the school had become a Cambridge International Examinations Centre.

The plans to register the school proved very difficult as, despite our Tanzanian Investment Centre Certificate, the government rules stated that we had to own our own plot of land. We looked at many properties and established a school committee to deal with the ongoing registration problems. We eventually tried to get the owner of the plot we were on to agree to a thirty years lease which would have been enough for the government of Tanzania to register us. This proved difficult and then the owner of the adjacent bigger plot of land agreed to enter into a thirty year lease with us and we moved onto our present plot in 2002. We eventually got registration for our Early years and Primary departments (2003) and our Secondary department (2007)

Now only six and a half years into the thirty year lease the owner of the plot is trying to evict us and we are engaged in a legal battle to maintain our status. After two attempts to establish a school on two different pieces of land we need to gain ownership and move once again and hopefully this time it will be final.

We have identified an excellent property and already signed a sale agreement with the owner. The land use of the plot has already been changed to school use as the present owner was planning to build a school herself. She is a Tanzanian who has spent many years in Switzerland and has decided to cash in her assets and so we were very fortunate to be offered the chance to purchase this plot. We have an expansion plan which will mean that at the end of six more years we will own a very well set out school with an excellent reputation and waiting lists for each class. The 23 acre plot will mean we can develop the sports facilities we have been aiming for and also will mean that we can have boarding houses which parents from other towns in Tanzania have been asking for. The school will be safe from interference by unscrupulous landlords and the investment will be secure.

Our motto is 'Tushikamane Katika Elimu' and we have always believed that people work better if given the feeling of ownership. This ownership should be felt by all who work or study in Dar es Salaam Independent School and it is evident in the passion people have for their work and the feelings the students have for their school. Parental interest and support are essential for a good school to continue to be good and this can only be achieved if they feel involved.

We want to continue to instil a national pride in all who are associated with DIS and can do this better if we have our own plot and cannot be asked to move at any time. A school is not just for today. It should have a long future and we should all be able to look back on traditions and the rich history DIS has to be proud of.

2.2. OBJECTIVES OF THE PROJECT

1 Expansion of present school:

- Reception 31 students
- Increase classes in Early years and Primary to 2 per year group
- Double intake into Middle or Lower Secondary
- Double intake for International General Certificate of Education
- Increase numbers of students in Form 5 and Form 6
- Implement boarding department
- Establish a vocational sector

2_Continued provision of a high standard of modern education:

- Excellent resources
- Excellent teachers
- Better sports and recreational facilities
- Continued training for teachers and auxiliary staff
- Boarding facilities
- An excellent environment
- First hand experience of solar energy and other alternative forms of energy.
- Providing an educated, environmentally aware work force

3. Provision of facilities for an up and coming community in Mpiji

- Sports facilities may be used by the community in future
- A school of our excellence will be needed in the area
- There will be jobs for persons local to the area

2.3 IMPLEMENTATION OF THE PROJECT

The school will move gradually to the new plot. The first students to move will be the August 2010 students in Form 3, 4,5and 6. The present building on the plot will accommodate these students and their teachers very well. At the same time we will increase the numbers of the present Primary school as space will be freed to do this.

Between the years 2011 and 2016 the site will be developed to accommodate all of the students and maybe boarding. With 23 acres there is plenty of room.

2.4 BUSINESS IDEA

In order to secure the present school we need to move onto a plot which we own and which is therefore not under pressure or subject to the whim of the landlord. As investors in Tanzania we have a proven track record. Our school is already recognised as an excellent one and many people have asked us to expand so that we can accommodate more pupils. At present the school is full to capacity apart from a few places available in Form 5 and Form 6. We have not pushed to fill these spaces as the classrooms for the A level students would not be adequate.

2.5 LOCATION

The plot is 162 BLOCK 7 MBWENI MPIJI an the Evaluation report has been done by Knight Frank. There is a whole community being built around plot 162 and this community will need a school. Already some of the parents of our existing school live between the present plot and Mbweni Mpiji and they are very excited that the school is moving closer to their homes. Traffic is a major factor in Dar es Salaam these days and all roads into the town are blocked before 7am. We will be travelling against the flow of the traffic to a much quieter area where the breeze is very comfortable.

2.6.PREDICTED OUTCOMES OF THIS PROJECT

Dar es Salaam Independent School will continue to be a school of note but also will have a permanent base from which it cannot be moved. The facilities will be equal to schools which are much more expensive and the atmosphere of peaceful collaboration and educational excellence will continue despite the increase in numbers.



3.0 FINANCING THE PROJECT

3.1 ECONOMIC AND FINANCIAL ANALYSIS

At present DIS is full to capacity but if we have more space we can double up the Primary Classes. We have a long waiting list and many parents have been waiting for over one year to join our school. The Upper Secondary school can be doubled and more without too much expense as the 15 subjects we offer at A Level have mostly groups of 5 and 6. With more students the income rises dramatically.

We are planning to increase the Primary numbers in August this year from One reception class and 7 classes which bring in a revenue of 524,000US\$ to one reception class and 10 Primary making a revenue of 655,000US\$.

Other classes i.e. Middle school will be able to expand when the building on the new plot is complete.

As the new plot is 45 minutes from the present school we may in the future lose pupils but not for now. We have a good enough reputation and that will encourage pupils to stay. If we start to lose pupils we may introduce weekly boarding but also the area we are moving the secondary to is "considered to be one of the better residential areas in Dar es Salaam" (Frank Knight Evaluation Report). There are many houses being built in the area which will in future provide us with pupils.

One particular advantage of the plot in Mbweni is that the land use has been changed to school use. This is a big plus for us.

We know that we need to raise 2,200,000 US\$ over the next 6-7 years to make sure the project is completed.

3.2. BANK LOAN

We are applying for a 1,000,000 US \$ loan. We will use this to purchase the plot. We have signed an agreement of sale with the owner of the plot and already paid our commitment fee.

We can pay the loan back over 6 years but would like to have the chance for the loan to be repaid over ten years.

3.3 GENERATION OF EXTRA MONEY TO FINANCE PROJECT

- We have already, this term, increased the numbers of Primary Students by splitting our Class 3/4 into two classes and taking in 20 students on the waiting list for these classes.
- Because we can move some of the students to the new plot in August 2010, this will free up space on our present plot to increase the numbers of Primary students.
- After one year and some building we can increase the number of students in the Middle and Secondary departments
- We intend to raise the fees four times over the next ten years.
- We have the option to introduce boarding if we need to attract students