



update

ARK's monthly newsletter, reviewing the charity's vision and strategy, and reporting on the impact of programmes transforming children's lives

April 2009

ARK GALA DINNER 2009

ARK's 8th Gala Dinner is fast approaching and we very much hope that you will join us this year. The event is taking place on Thursday 4 June on the platforms of the iconic Waterloo International Terminal, London (former Eurostar terminus). The 2009 Gala Dinner will be an incredibly special evening for close friends and family of ARK, in keeping with the times.

If you haven't yet reserved a table, please do so as soon as possible, as the event is booking up fast. Priority for table reservations will be given to ARK sponsors, patrons and most loyal supporters. We look forward to seeing many friends in June and are enormously grateful for the exceptional support we receive from all of our patrons and donors.

This month's *update* highlights the work of our unsung heroes in the Monitoring, Evaluation and Research Team in South Africa, who work tirelessly to provide the information to enable us to make informed decisions about the future of our HIV/AIDS programmes. We also provide an insight into our Extended Schools Programme that is contributing to the success of our Academies through the wide range of extra-curricular and enrichment activities that it provides.

Paul Bernstein, Managing Director, ARK

FUTURE LEADERS TACKLING THE SHORTAGE OF HEADTEACHERS IN INNER CITY SCHOOLS

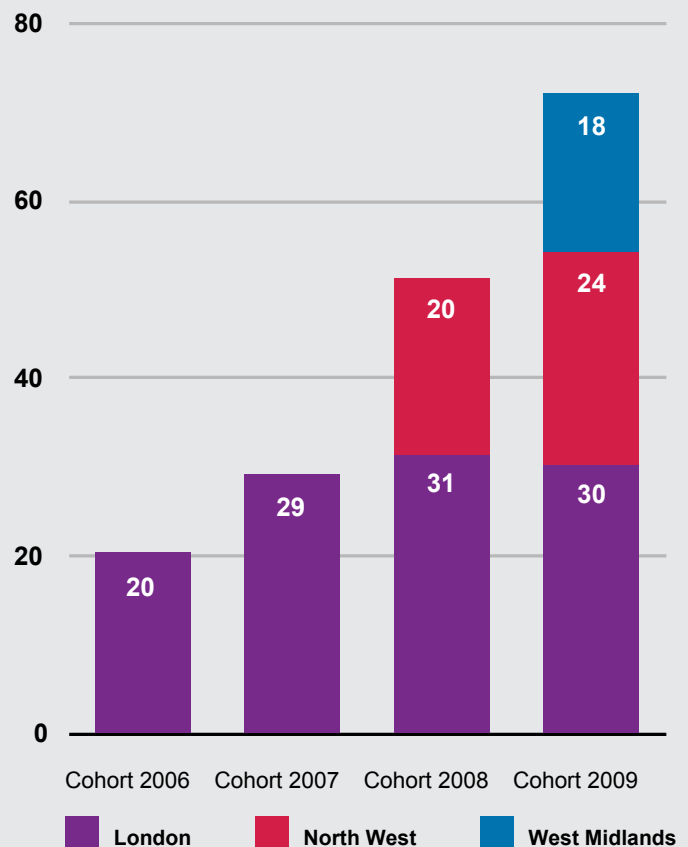
The demographic profile of Headteachers in the UK paints a concerning picture. Department for Children Schools and Families (DCSF) figures indicate that 1,000 retired in the 2004/2005 academic year, 1,250 retired in the 2006/2007 academic year and more are expected to retire in the next three to five years. According to the National College for Leadership (NCSL) a further 60% are aged over 50, and 28% of these are over 55. In short, 15-20% more aspirant school leaders are needed to maintain a healthy supply of quality candidates for leadership.

This shortage will be most acute in inner city schools where outstanding leadership is needed most. Future Leaders - a unique programme launched in 2006 by ARK, the NCSL and the Specialist Schools and Academies Trust (SSAT) - aims to expand the pool of senior leaders for inner city schools, by recruiting and training a new generation of exceptional leaders.

Future Leaders recognises that good leadership is at the heart of every good school and that a strong Headteacher, backed by an able leadership team and governing body, is vital for success. Consequently, it believes it has a crucial role in securing the best possible leadership for challenging urban schools.

Each summer, a new cohort of participants are intensively trained, coached and mentored towards becoming a Headteacher within four years. In 2008, the programme expanded to train participants in the North West. This year, it will expand into the West Midlands (see graph right). There are currently 100 Future Leaders working across 78 challenging urban secondary schools, reaching more than 80,000 pupils in disadvantaged areas.

**Future Leaders Growth per Cohort
Year and Region (Target for 2009)**



Future Leaders is making a difference. Its first Principals will take up posts in September 2009, by which time the programme expects over 100,000 pupils to be in schools that benefit from a Future Leader.

HIV/AIDS

MONITORING, EVALUATION AND RESEARCH IN SOUTH AFRICA – ENSURING ARK'S SUCCESS



In the words of ARK's Chairman, Arki Busson, "monitoring and evaluation are in ARK's DNA". Measurement and use of data to improve performance in the field and the outcomes of ARK's programmes are fundamental.

While working to maximise the benefits to children and their families, the whole ARK team is involved in some way in ensuring effective monitoring and evaluation. But programmes benefit from a core group that ensures there are the systems, processes and analytical skills to collect, analyse and offer critical insights. In ARK's HIV/AIDS programmes in South Africa, for example, the close knit Monitoring, Evaluation and Research (ME&R) team, headed by Esca Scheepers, provides the heart of this operation.

The ME&R unit holds up a mirror to the face of ARK's Antiretroviral Therapy (ART) and Grant Access Strategy (GAS) programmes which operate in 60+ sites across four provinces in South Africa. ME&R provides critical insights into their outcomes. The team ensures that programmes are assessed against their pre-defined objectives.

The managers of each programme in South Africa require frequent, site-based reports to assess how to adjust the programmes' strategy and delivery. ME&R ensures ARK can measure its performance against

programme objectives, providing data on, for example, how many patients have been enrolled on antiretroviral therapy and treatment success, how many families have been supported to access social care grants and ultimately how many children's lives ARK has touched. These outcomes are aggregated on a quarterly basis, to enable the ARK Board and central management team to assess progress, to make effective strategic decisions, and to be accountable to donors.

The ME&R team is multi-disciplinary, ranging from those responsible for capturing data and ensuring its quality, through to analysts and researchers, working with programme staff to ensure that ME&R is relevant and valuable.

There are approximately 80 data capturers, who often work in remote areas and under difficult circumstances – dealing with high patient volumes and weak infrastructure, including lack of space, interrupted electricity supply, limited e-mail access and so on. In the field, they remain dependent on paper-based systems for the continuous collection of relevant data – all the bits and pieces necessary to answer a myriad of questions. Electronic systems are then used to facilitate efficient and effective capturing, extraction and analysis of information.

Given the complexity and scope of data collected, the geographical spread of sites and international reporting conventions, it can take up to six weeks to collect, verify, transform and analyse all the data collected for each quarter's report. The ARV Programme clinical data base alone has in excess of 70,000 individual patient records, with longitudinal data over as many as 5 years across 78 sites.

ARK is always looking at ways to enhance and improve its programmes. The ME&R team provides a wider analysis, for example, comparing ARK's outcomes with those of similar programmes. The challenge is to turn data into knowledge that will drive and enhance service delivery, and to use this knowledge to make sure that interventions are resourced wisely in the context of health and development needs.

HIV/AIDS

YOUNG DOCTORS PROGRAMME LAUNCHED IN MOZAMBIQUE

The health system in Mozambique is desperately under resourced: there are only 800 doctors for a population of 20 million. Moreover, existing health care workers need further training on initiating and managing Antiretroviral Therapy's complex regime. To help address these issues ARK recently launched the Young Doctors Programme.

This programme has been developed in partnership with the University of Eduardo Mondlane and will help provide clinical capacity in ARK sites, as well as essential mentoring of new graduates in HIV management. It will also allow access to primary care clinics in the community for other medical students and give them the necessary field experience needed to administer antiretroviral therapy.



The first cohort of five doctors who recently joined the programme are the cream of the crop from the University of Beira's innovative medical programme. They will support ARK's clinics for an initial period of one year. The programme has the support of the Rector and key professors at the university, and also ensures that ARK continues to support and grow the skills of local Mozambican doctors.

EDUCATION

CREATING OPPORTUNITIES AND RAISING ASPIRATIONS

The Extended Schools programme focuses on ensuring that every pupil in an ARK academy develops not only academically but also socially and emotionally. It aims to provide pupils with the skills and attributes to interact positively with society and make affirmative life choices for their future success and happiness. It does this by engaging pupils in a wide range of extra-curricular and enrichment opportunities.

Pupils take part in after-school, Saturday morning and residential programmes that are helping to raise their attainment in the key subjects of English, Maths and Science. Year 11 pupils are also provided with the extra support needed to enable them to achieve in their GCSE's.

Pupils are now actively involved in specialist sports such as fencing, futsal and Tai Kwon Do as well as gaining insight into more traditional sports. This month for example pupils from King Solomon, Globe and Walworth academies participated in the first ARK Schools Football Festival at Leyton Orient Football Club. Pupils participated and competed in a day of football related activities, toured the club and received careers advice from youth coaches.

In the creative arts, pupils from ARK's academies are being provided with opportunities to develop their talents, increase their confidence and improve their social skills. Activities provided range from film making, to public speaking, to performing. On 15 June representative pupils from all of ARK's six academies will perform in the ARK Schools One Voice Music Gala at the Barbican Centre. This will be accompanied by a photography exhibition of winners from the ARK Schools Photography competition.

The Extended Schools programme helps to create and instil a positive and aspirational culture in ARK academies and is popular with staff, pupils and parents alike. Since it began in 2006, it has provided many positive results. One example being the 'Inspire Football Breakfast Programme' that is targeting poor attendance. Run at Burlington Danes Academy in partnership with QPR Football Club this programme has improved participants' performance in class by 3%.



Parents have said that they like the fact that pupils have something constructive to do after school which keeps them off the streets and in a safe environment.

The programme is also having a positive impact on Ofsted inspections. Burlington Danes Academy which was in special measures in 2006 recently had an inspection and was rated as 'good'. In their report the inspector highlighted the Extended Schools programme saying "The provision of extra-curricular activities is strong. Students respond well to a wide range of opportunities and many are involved in music, dance and sporting activities, as well as academically challenging options such as writing, extra mathematics and Latin."

By investing in this programme ARK has leveraged significant funding from academy partners. In the first term of this year, for every £1 spent by ARK it leveraged an additional £1.04 from academy partners. Since the programme began in 2006 it has become a valuable and valued part of life at ARK academies that continues to contribute towards their success.

CHILDREN IN CARE

DEVELOPMENTS IN THE CLOSURE OF OCNA SUGATAG INSTITUTION

Ocna Sugatag Institution is the first of the four remaining institutions in Maramures county that ARK, in partnership with Hope and Homes for Children, plans to close in Romania by the end of 2010.

Work to support this closure is well underway. Assessments have been completed for all 84 children at the institution (aged 7-18+) to inform their placements and provide an insight into their lives. Most were abandoned at birth and have moved from one institution to another - a traumatic experience which has resulted in challenging behaviour for many.

Following the assessments, 12 children have left the institution: 8 were reintegrated with their families, 3 were placed into local alternative services and 1 was old enough to leave the child care system and was assisted to live independently.

Based on initial assessments, the remaining 72 children will be placed as follows:

- 16 will be reintegrated with their families
- 26 will be assisted to live independently
- 6 will attend boarding school
- 6 will be placed into local small group homes
- 18 will be placed in new ARK small group homes

The plans for these children may change as new opportunities arise. For children who can't be reintegrated with their families, ARK is supporting the development of two new small group homes (SGH) for the 18 children; the first will be finished in May. The local authorities have offered a significant discount on the land for the second SGH, which is yet another example of their commitment to closing all the institutions in their county.

NEWS

GALA DINNER 2009 THURSDAY 4 JUNE

We are delighted to invite you to take a table at ARK's 8th Annual Gala Dinner. This will be the first ever event of its kind held on the platforms of the iconic Waterloo International Terminal, London (former Eurostar terminus).

Today more than ever, all of us together must answer this call to action – continuing our commitment to transform the lives of children most in need. The 2009 Gala Dinner will be an incredibly special evening for close friends and family of ARK, in keeping with the times. Priority for table reservations will be given to ARK's sponsors, patrons and most loyal supporters.

To reserve a table please contact Elizabeth Wilkinson on +44 (0) 20 7395 1489 or at elizabeth.wilkinson@arkonline.org.

Tables will be confirmed to you by ARK at the earliest opportunity.

TEACHING LEADERS LEVERAGING PARTNERS FOR GROWTH



Teaching Leaders recently received confirmation from the DCSF and NCSL that they will provide funding to cover the training costs of the second participant cohort. The second cohort is envisaged to comprise of between 60 and 80 participants, more than double the size of the first year. Ministerial approval for the expansion came after very positive external evaluation of the programme's quality and impact, despite the programme having only launched in August 2008. ARK will continue to fund the infrastructure costs of the second cohort and was the primary funder of the programme's first cohort.

Teaching Leaders has also created a partnership with Pearson Education. This will reward participants for the most innovative and effective 'Improvement Initiative' created, that has the highest impact on pupil's achievement. Both these examples demonstrate Teaching Leaders ability to work with corporate and government partners to leverage ARK funding.

THANK YOU NEW PATRONS

ARK is delighted to welcome Bianca and Stuart Roden as new Patrons. Bianca and Stuart have been tremendous supporters of ARK for three years, and have previously supported both the HIV/AIDS programme in South Africa and the Children in Care programme in Romania. Many thanks to them both for their wonderful commitment.

OUR MODEL

ARK is an international charity whose purpose is to transform children's lives:

- Founded in 2002 by leaders in the alternative investment industry with a shared vision of collective philanthropy
- A direct implementor to maximise impact and ensure measurability and accountability
- Investment philosophy of high social return on investment
- Trustees and Patrons ensure 100% of donations go directly to fund programmes
- Funds committed as soon as pledged, not endowment based

Direct Implementation:

Management teams, combining passionate experts with programme directors, deliver ARK's programmes which are:

- Transformational for children
- Researched and evidence based
- Effective and efficient
- Scaleable and sustainable
- Leveraged
- Driving systemic change

BOARD OF TRUSTEES

- UK:** Arpad A Busson, *Chairman* – The EIM Group
Paul Dunning
Stanley Fink – International Standard Asset Management
David Gorton – London Diversified Fund Management
Kevin Gundle – Aurum Funds
Paul Marshall – Marshall Wace
Jennifer Moses – UK Government Special Adviser
Blaine Tomlinson – Financial Risk Management
Ian Wace – Marshall Wace
- US:** Arpad A Busson, *Chairman* – The EIM Group
Jeffrey Tarrant, *Vice Chairman* – Protégé Partners
Philip Falcone – Harbinger Capital Partners
Thomas Sandell – Sandell Asset Management
Blaine Tomlinson – Financial Risk Management
William von Mueffling – Cantillon Capital Management

For further information on ARK and its programme work, please contact:
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