

INTRODUCTION

We gladly welcome you to this year's Parents' Meeting which coincides with the last Visitation Day of 2018. The meeting will commence at 1.30 pm and end at 3.00pm whence you will have a chance to spend quality time with your child/children. The end-time for the VD remains unaltered at 5.00pm. I take the early chance to thank each one of you for the support and cooperation you have accorded us, not to mention our appreciation for choosing Riviera as the school for your child's education. The support has seen the school grow to near full capacity, a clear manifestation of a high approval rating by you the parents/guardians.

In this report I wish to highlight the important events, activities, progress and some of the challenges recorded in the school since the beginning of the year. The school opened on 16th January 2018 and has continued to register good progress in nearly all departments, thanks to the teachers and the students for their effort in forging a healthy cooperation. This has brought about a number of successes in academics, sports, creativity, social work and spiritual growth. In the month of June, during the mourning period, we had a number of activities, mainly spearheaded by students or their leaders. For example the Candle-night organized by the Never Again club was a sight to behold. The invited speakers gave it a thumbs-up! Otherwise the pedagogical activities have progressed well over the time and we are looking forward to better results in the foreseeable future. We have had our share of challenges in areas such as water, high fever among the learners (in May). Somehow we have managed to navigate them in the best interest of the learners and of the school.

THE ADVISORY COUNCIL (AC)

This is a selected group of professionals who assist in the running of the institution. They have expertise in key areas of our service such as Education, Human Resource, Legal matters and Finance. Their work is to provide guidance by advising the management and the Directors of the school on the said key areas. This they do on purely voluntary terms for a period of two (2) years, renewable as per need. The current membership is made of;



Dr. Monique
Nsanzabaganwa

Dr. Monique Nsanzabaganwa

She is the Chairperson of the AC and also a parent of the school. Monique holds a PhD in Economics and is currently the Deputy Governor of the Central Bank of Rwanda. She has held various Government positions including; Ministry of Trade and Industries, Ministry of Sate in charge of Economic Planning and an Assistant Lecturer at the University of Rwanda. She is a member of the Finance Committee of the AC.



Prof. Silas Lwakabamba

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Prof, as he is commonly referred, has vast experience in the field of education. He holds a PhD in Mechanical Engineering and has held a number of management positions in both public and private universities. He was a Vice Chancellor of the National University of Rwanda, Kigali Institute of Science and Technology and University of Kibungo. Prof. has served in the Government as the Minister of Infrastructure and the Minister of Education. He was a member of the inaugural Advisory Council of the school and is currently the Chair of the Academics Committee of the AC.



Prof. Nkusi Laurent

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He is a Linguist by profession, with a PhD in Human Art and Social Sciences. He taught at the University of Rwanda from 1976 to 2000. He was a member of the Cabinet as the Minister of Land, Environment and Settlement from 2000 – 2003 and Minister of Information in the office of the Prime Minister from 2003 – 2008. He is the Chair of the Welfare Committee of the AC



Mr. Rumaragishyika
Dieudonne

Mr. Rumaragishyika Dieudonne

He is an accomplished finance specialist with a bias (a Bachelors Degree) in Accounting and Management. Dieudone has worked with insurance, Banking, Telecommunication and Petroleum companies. He is a parent of the school and the Chair of the Finance Committee of the AC.



ACADEMICS DEPARTMENT

Examination Results 2017, O-Level and Cambridge

As you may have seen in an earlier analysis, the results were a great improvement compared to the previous year, especially the REB O-level. The Cambridge also registered remarkable improvement particularly in the IGCSE and the Checkpoint. In the REB O-Level exams, we had 100% pass rate with 85% of students achieving Division I & II while 15% attained Division III & IV. **Abdulkarim Mugisha was our best student in these exams and he was also among the top 10 students countrywide. Our best three were Abdulkarim Mugisha, Murenzi Frank and Kalisa Honore who all scored 8 in 8.** The three have since moved onto A-Level, on full scholarship, confident of their choice of subjects. In the Cambridge O-Level, we had 67% pass rate in grades A* to C. This implies that our students are able to move onto post IGCSE programmes of their choice. Our A-Level Cambridge had 61% pass rate of grades A* to C and most of the students in this group have attained university admissions worldwide.

The A-level Results 2017

We are proud of our A-level candidates of 2017! They have posted us on the national scoreboard by posting six top performers, meaning six of them scored the maximum mark of 73. Again two of them, Natacha Ursule and Umulisa Sonia, were in the top ten nationally. Here below are the great performers of that year.

Name	Gender	Combination	Grade	Points
TETA BELISE KUNDA	F	PCM/Ent	AAA/A	73
MAYANI EMANUEL	M	PCM/Ent	AAA/A	73
MAKUZA ELIA	M	HEG/Ent	AAA/A	73
NATACHA URSULE IREBE	F	HEG/Ent	AAA/A	73
UMULISA SONIA	F	HEG/Ent	AAA/A	73
MWESIGYE RUZINDANA EUGENE	M	PCB/Ent	AAA/A	73
MUTABAZI MARVELLA SANGWA	F	HEG/Ent	AAB/A	70
NKURUNZIZA PATRICK	M	MPG/Ent	BAA/A	70
ISHIMWE JAMES	M	MPC/Ent	AAC/A	67
MBANJIMFURA HAMZA PRINCE	M	PCM/Ent	AAB/B	67
KATUREBE C. STEVEN	M	HEG/Ent	BAA/B	67

BTEC

This new program, which we communicated about in earlier documents, has picked up very well and is proceeding according to plan. The coordinator **Mr. Dampson Mubangizi** is doing a good job in driving it forward. He was in Nairobi early this year for a one-week training on the curriculum and came back with useful information, which he has shared with the other members of staff involved with the program. In the last VD they carried out a very successful Business Plan project, the proceeds of which were channeled to a program for the needy. If you wish to enroll your child in the program, Mr. Dampson Mubangizi, the program coordinator will be at hand to assist.

The Rwanda National Math Challenge (Hosted at Riviera High School)

We had the opportunity to host the inaugural event of the above challenge, which involved schools from across the nation, sponsored by Strathmore University. The event was very successful and it ended with the award of two scholarships for a boy and a girl. The two will take a course of their choice at Strathmore University. They were:

- » **Twiringiyimana Dodos** - **Riviera High School**
- » **Irakoze Premice** - **Gashora Girls High School**

The two have been awarded FULL SCHOLARSHIP at STRATHMORE UNIVERSITY! I met the parents of Dodos and Premice to shed more light on the scholarships. The challenge involved all classes of the National program (S1-S6) and there were prize awards for all categories. May God keep blessing RIVIERA.

The current group of candidates for REB and the Cambridge are quite promising and we are not leaving anything to chance with regard to syllabus coverage and revision.

Scholarships

Every year Riviera High School awards scholarships to deserving students in the National curriculum (REB). A student must be outstanding in academic work and discipline for him/her to qualify. We therefore encourage Parents/Guardians with students or relatives who meet the requirements to register them with the school for the necessary evaluation. It is limited to four (4) students per class for Senior One (S1) and Senior Four (S4) classes only. Canvassing for a candidate is strictly forbidden. Once awarded at S1 or S4, the recipients continue with the scholarship to S3 or S6 respectively. The beneficiaries must maintain academic and discipline excellence to continue with the scholarship.

Teaching / Learning Programs

This is the lifeline of any learning institution and ours is not an exception. We have ensured an invigorated learning environment for the learner by making sure that teachers are close to the learners, give specialized

attention where and when necessary, support the learners' creativity in and out class. For example in a week, we have two days of compulsory sport for all students. It has been designed in a way that fits all of them. The play field is increased to include all forms of games such as scrabble, badminton, monopoly, chess, table tennis etc, so the learner chooses what interests him/her most.

Staff Appraisal

This is designed and structured in our system as a management tool, helping teachers to upgrade and improve on their delivery skills. Sometimes new members of staff view it with a bit of suspicion, effectively failing to appreciate its potential gains. But after taking them through the induction process and insets (internal training sessions) the results are great. They quickly embrace it and become its ardent drivers. The earlier cageyness that precedes the exercise disappears and is replaced with quests for its improvement. As managers we are not lost to the fact that if a teacher is found to be wanting through the appraisal process, the necessary action must be taken because that is the only way we can remain qualitative and relevant. I can confidently say that both the teachers and the learners have seen the gains of the program, in and out of class. This is the world order and it is incumbent upon the management to ensure its effectiveness.

Staff Changes

I wish to clear the air on this subject. Staff changes do occur from time to time and we handle such cases nearly all the time. Two major reasons occasion the same; one is when a person moves on along their career growth and the other is when a staff does not meet the expectations of an organization. As an institution charged with providing quality education, we must remain alive to the element of performances that fall below the set marks and expectations. We, like all other organizations, encourage staff growth and embrace change along those lines. So yes, we have had to discontinue some staff in accordance with our appraisal scheme, mentioned above, while some moved-on on career paths. What we must do, to the satisfaction of all the stake holders, is to ensure competitive replacement to improve or maintain quality delivery. I would like to confirm to you that this has been done and quality is assured. Quality control is a key requirement in all sectors of service and as management we must be held accountable for this to you parents/guardians.

Academic Targets

Our core business is teaching and learning and this year, we began by setting targets that would guide our wellbeing as a school. Our National and Cambridge results showed tremendous improvement and this was majorly due to the good practice we adopted in the teaching/learning program in the last academic year. The targets that we set for this year are nearly coming to term and in the interim period we have had constant

evaluation, results of which we hope to see soon. Our planning documents are centrally stored and this has enhanced an effective monitoring process. The teachers are able to access and utilize these documents and the respective Heads of Department are in a better position to gauge how teaching and learning is progressing. The syllabus coverage has been a key target this year. As things stand now the candidate classes have embarked on a rigorous revision exercise, having completed the syllabus mid October. We are leaving nothing to chance in this revision scheme and the candidates are very cooperative. Let us give them the much needed support to ensure maximum output in the results.

Resources

Despite the length of time the new Competence Based Curriculum (CBC) has been in place, we still struggle to get the requisite resources. The publishers have not met their side of the bargain by producing these relevant books in good time. This has forced us to be innovative in the content delivery. We hope too that we will invest in more Cambridge resources both in print, soft and online. This will boost our delivery of the content.

Teachers Training

The year began with our professional development focusing on the learner. All teachers were taken through training relating to Child Protection, Classroom Management, Mentoring and Results Analysis. There is a great appreciation from teachers in terms of the level of preparations they have been taken through. They also appreciate the positive interaction developed between them and the learners. Over 12 teachers of various subjects have attended the Cambridge trainings organized both in Kampala and Nairobi. This was a productive process that has benefited the school resourcefully.

SAT Centre

Our School is currently a SAT administration center. The SAT tests are taken for American University admissions. The school aims at preparing and equipping the learners for these exams for maximum performance that attract key universities. The examinations are done in the months of March, May, June, October and December every year.

Candidates Preparations and Registration

This year, we have 132 candidates with Senior 3 having 29 candidates, Senior Six having 59 candidates, Year 9 having 22 candidates, Year 11 having 18 and Year 13 having 14 candidates. The Examinations Office has registered the students for their respective examinations. All the candidates have confirmed their entries and the stage is

set. We minimize other non-academic activities in Term Three to give the candidates adequate time to cover the syllabus and to do thorough revision. This has progressed as planned and we are on course.

Library and Textbooks

Our library is in its second year of operation after the facelift and it still prides itself of the serenity it offers to our learners. The library has a sitting capacity of 140 readers including 12 work computer stations that are connected to the internet for research purposes. These computers are connected in such a way that the librarian can monitor what each learner is doing from a central control unit. This makes it impossible for the learners to stray into unwanted sites. Our learners have been well briefed about making good use of the facility and as a result we continue to register improved academic uptake.



BOARDING DEPARTMENT

Student Handbook

During the first term of this year, after consultations with the different stakeholders in the school, a booklet containing the school expectations of its learners was produced. This was inclusive of all the previously existing expectations but made broader to include all aspects of life in a boarding school. Printing of the booklets was done during the April holidays, copies of which were distributed to learners at the beginning of term2. From the beginning of term 2, we embarked on the implementation phase which went on very well. The information in the handbook has helped us implement some of the changes we made in the boarding area smoothly. We encourage all parents/guardians to read through the handbook so that we can all join hands in taking Riviera to the next level in matters education.

Food and Drinks out of the Dorms

We have been able to put these items out of the dorms to create hygiene in these areas of residence. Today, students buy and eat immediately whatever is bought from the canteen. This has also improved on the feeding habits of our students such that they no longer eat till mid-night. They also eat food prepared for them in the dining hall instead of surviving on juice, fanta and snacks. Recently we invited a nutritionist to help our learners understand the need for healthy eating habits. This was quite welcome by them and we hope to keep providing them with useful information on food and health. Conditions such as obesity, diabetes, gout etc can be avoided with proper diet.

No Cash Transaction

In an effort to mitigate some of the challenges posed by possessing cash, the school banned all cash transactions between the students and service providers. Students opened up accounts with the canteen on which deposits are made whenever cash is received. It is on the same account that deductions are made whenever a student gets an item from there. The same policy applies to the saloon since the canteen and saloon are operated by the same person. For other services/donations/offerings etc within the school, the use of tokens was introduced where students write their names, classes and signature. Then the service provider goes to the canteen with the tokens to withdrawal the money. The cashless transaction enables the learners to concentrate on their studies and avoid unnecessary side-activities.

Discipline

There is outstanding improvement on the discipline of our students especially among girls who have outsmarted the boys at all levels of cleanliness! Of course there are many areas where the boys also beat the girls,

For example when it comes to time keeping for morning and evening preps. In other words we encourage them to engage in healthy competition. The boarding area staff is doing a very commendable job in implementing expectations governing this area. The rest of the staff have also been very supportive of the welfare department and this has graduated into improved character of students.

Health

In the first month of term 1, we had minor cases of sicknesses identified but in the beginning of March, we experienced a viral infection affecting about 100 students. Some had to be rushed to hospital at some odd hours of the night. However, the situation was contained by our medical team and the assistance of parents who helped us in transferring serious cases to hospitals. I wish to thank all parents for cooperating with the relevant offices whenever we have cases sicknesses or injuries.

Visitation Days

More effort has been put in the management of V.Ds especially time management and the **“No Food Policy”**. Parents have been very cooperative in these two areas save for a few who still bring food and drinks (hard drinks inclusive). Consistency on the use of security cards has been strengthened such that whoever comes to school for visitation is verified. Security cards are a must for anyone who comes to school to pick up a student whatever the circumstances.

Mosquito Nets

It is a Government policy that all students must sleep under a mosquito net. However some of them have a phobia towards the same and can be quite stubborn when it comes to going under a net. But we have managed to ensure compliance with great success. We registered reduced cases of malaria this year.

Compulsory Sports and Clubs Program.

This program was introduced in term 1 with an overall aim of creating sound minds in sound bodies. It is done twice a week, during which time a student must involve in one of the available sporting options. The observable net effect is in reduced cases of minor ailments such flu, muscle pains, headaches etc.



FINANCE REPORT

SCHOOL FEES INCREMENT

School fees were increased effective January 2018, after a lengthy period of time without any revisions. To be precise, in eleven years of the school's existence the fees structure has been revised only twice, the steep rise in inflation and other variable costs notwithstanding. As a school we often find it rewarding to absorb some costs without compromising standards and as such we would like to appeal to all parents/guardians to pay school fees promptly. This enables us to operate smoothly over the term dates and facilitates our quality delivery. Just as a reminder, I would like to draw your attention to the fees structure below. Note that we have kept the same structure as it has been in 2018.

2018/2019 School Year Fee Structure

National Programme (Tuition & Full Board)

Class	1 st Child Full Fees (Rwf Per Term)	2 nd Child 5% Reduction (Rwf Per Term)	3 rd Child 10% Reduction (Rwf Per Term)	4 th Child + 15% Reduction (Rwf Per Term)
Seniors 1, 2 & 3	594,000	564,300	534,600	504,900
Seniors 4, 5 & 6 Arts	618,000	587,100	556,200	525,300
Seniors 4, 5 & 6 Sciences	642,000	609,900	577,800	545,700
English Language Class	618,000	No Fees Reduction		

Cambridge International Programme (Tuition & Full Board)

Class	1 st Child Full Fees (Rwf Per Term)	2 nd Child 5% Reduction (Rwf Per Term)	3 rd Child 10% Reduction (Rwf Per Term)	4 th Child + 15% Reduction (Rwf Per Term)
Years 8 & 9	834,000	792,300	750,600	708,900
Years 10 & 11	888,000	843,600	799,200	754,800
Years 12 & 13	1,134,000	1,077,300	1,020,600	963,900
English Language Class	618,000	No Fees Reduction		

Cambridge International Programme (Tuition & Full Board)

Class	1 st Child Full Fees (Rwf Per Term)	2 nd Child 5% Reduction (Rwf Per Term)	3 rd Child 10% Reduction (Rwf Per Term)	4 th Child + 15% Reduction (Rwf Per Term)
BTEC	1,184,000	1,127,300	1,070,600	1,013,900

SAT (Optional)

Administrative Fees	USD 100
Exam Fees	USD 87

Other Fees

Admission Fees	FRW 100,000
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School Account Details

Account Title: **Riviera Schools Ltd**
Account Number: **00040-0292243-15**
Bank: **Bank of Kigali, Main Branch**
Swift Code: **BKIGRWRW**
IBAN: **RW40000400029224315001**

NOTE

- Family school fees reduction applies to blood-brothers/sisters only.
- Trip and Examination fees will be charged as and when they arise and depending on the prevailing costs.
- Fees are non-refundable and are payable upfront before the beginning of each term.
- All school fees must be paid through the school's designated bank accounts. Cash payments are not allowed at the school.
- Bring the banking slip to the Accounts office upon payment of fees.
- Remember to write the Name and Class of your child on the slip.

Uniform Prices

Item	Unit Cost (FRW)
Shirt/ Blouse	12,000
Skirt/ Trouser	15,500
Tie	5,000
T-Shirt	8,000
Short	10,000
Sweater with Sleeves	15,000
Sleeveless Sweater	12,000
Optional Items	
Blazer	35,000
Polo Shirt	10,000
Scarf	5,000
Lab Coat	10,000

NOTE

Uniform prices change from time to time depending on the suppliers

- All uniforms are purchased and supplied from the school.
- Each student must have at least 2 sets of uniforms except for the sweaters and optional items.

Boniface Onyango

PRINCIPAL