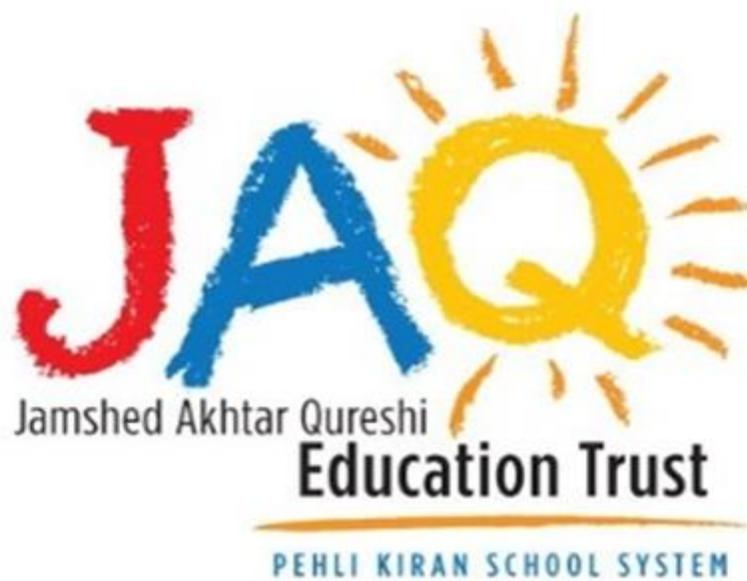




Annual Report 2015



*Building an Inclusive Future,
One Child at a Time...*



We are pleased to share with you our 2015 annual report summarizing another year of steady progress, along with exciting new beginnings. Also included are stories of some of our alumni showing the difference these schools are beginning to make in the life of these communities. For more information, please visit our website at <http://www.jaqtrust.org/> .

We are embarking on an ambitious expansion plan, as we complete twenty years of operations (fifteen since our formal registration as a Trust in 2000). Last year we developed a growth strategy for the Pehli Kiran School System (PKSS). 2014-15 marks the beginning of its implementation. We initiated two pilots to start promoting Pehli Kiran's (PK) model of high quality, low-cost education delivery across a wider canvas:

1. School-Centered Operations:

We began devolving education service delivery from a centralized operation to autonomously operating units at our six PK schools, each headed by experienced, senior staff now designated Principal. The process involved (i) detailed documentation of the Pehli Kiran model in a 'School-in-a-Box' package, including Operations, Academics, and Financial Management modules, and (ii) an intensive, one-month long training of staff based on these modules during March 2015. The training focused on coaching the new leaders and strengthening academic and management systems and capacity for decentralized school-centered operations. As principals begin to take on expanded operational responsibility, the JAQ Trust continues to provide funding, technical assistance and quality assurance oversight through stringent monitoring to ensure sustained academic quality.

2. Partnerships:

We also launched a partnership program, which will work closely with selected existing schools in similar low-income communities to help strengthen their academic quality and operational capacities to deliver improved learning outcomes. We started working with three partner schools with a total enrollment of around 300 students: two low-cost private schools that are striving to achieve quality, and one madrassah which is looking to add a regular academic curriculum to its religious teaching. Staff from these partner schools also participated in the one-month training in March.

This year also marked the start of a concerted marketing and branding strategy for PKSS. This is aimed at expanding our funding base to support scaled up operations. We produced a new brochure and a short documentary on PKS operations, and increased our presence on social media. We also enlisted a team of fund-raising agents, who have launched campaigns to mobilize resources for PKSS in Pakistan.

Another key milestone this year was the registration of Pehli Kiran Schools (PKS) as a non-profit, with 501c-3 (tax free) status, in the U.S. Guided by a three-member Board of Directors, PKS-US will focus on resource mobilization efforts in the US.

Annual Highlights

Our students and staff continued to be exposed to a range of exciting new experiences over the course of the year. Some of the activities our students enjoyed are listed below.

Academics

On the academic front, we made adjustments to the Montessori program introduced last year, with a focus on stronger assessment systems. After a year of taking the program into our



classrooms, PKSS teachers have become familiar and comfortable with the content. Their increased confidence has led to more interesting classes, and students have shown great enthusiasm for the new way of teaching and learning. One of our biggest successes is the way our students work with manipulative materials individually and in groups, independent of their teachers. Given the success of the Montessori Primary program, we hope to be able to introduce the Montessori Elementary program up to Grade 4 soon.

Co-curricular Activities

Diversified co-curricular activities remained a cornerstone of our education model, providing valuable exposure to PK students. These included:

- ✚ Art fair organized by SIL (School of International Law) College
- ✚ Music concert at Kuch Khaas, a centre for arts, culture and dialogue
- ✚ Book reading activity organized by the Mobilink team



- ✚ Story telling activity organized by Zara Dheeray Bolo team
- ✚ Essay writing competition organized by the Pakistan Coalition for Education. All three top positions – 1st, 2nd, and 3rd went to PKSS students!
- ✚ Tree plantation activity organized by SPLC Foundation
- ✚ Educational visits to Lok Virsa
- ✚ Annual Parents Days observed in all PK schools
- ✚ PKSS Fun Gala
- ✚ Animal Care Campaign organized by each PK school.
- ✚ Eid Milan parties and Eid Miladul Nabi celebrated in all PK schools
- ✚ Christmas day observed in two schools – Muslim students made cards for their Christian classmates.



Key Progress Indicators

- ✚ Student enrolment grew by 8% to 1442 by June 2015. In addition, a large number of students (404) were mainstreamed into the formal school system (detailed below). Girls' enrollment grew steadily across all schools, averaging 42% of students overall—with one school achieving a female student ratio of 48%. The steady growth in student enrolment, especially girls, reflects the Trust's continuous efforts at awareness raising, which is helping foster a growing demand for children's education across a large segment of hitherto disinterested households in these unserved communities.
- ✚ Student attendance averaged around 76%. This figure fluctuates considerably over the year, with significant seasonal drops during harvesting periods, when families go back to their villages.
- ✚ 89% of the students passed the annual examination, and were promoted to the next class – reflecting a 13% increase over last year's results.

- ✦ 41 PK students, including 12 girls, passed the Class 5 exam conducted by the Government's Federal Directorate of Education. 40 obtained admission into formal schools and are continuing their education in class 6.

- ✦ 364 PK students (25% of the total), from lower classes, transferred to formal schools during the year, compared to 292 students last year. Of these, 162 (44%) were girls compared to 120 last year. This indicates that 26% of the total female student body transferred to formal schools this year, up from 10% last year. We view the growing number of PK students, especially girls, transferring to the formal school system a major achievement, which highlights the vital 'feeder-school' function being performed by PK schools.



- ✦ PKSS continued to maintain a Student-Teacher ratio averaging 30:1, with higher one-to-one teacher-student interaction at the Montessori level.
- ✦ PKSS currently employs 46 staff, of whom 33 (or 72%) are female.

Student Welfare

Keeping to our tradition of promoting student welfare, we continued to provide the following facilities free-of-cost, some made possible through earmarked donations from kind patrons:

- ✦ Nutrition support:
 - Weekly nutritional supplements (seasonal fruit) in four PK schools.
 - A weekly daig of 'rice pulao' in PK-8, courtesy a generous patron.
 - Weekly milk in PK-4 courtesy the Australian Education Office in Pakistan.
 - Weekly milk in PK-3 courtesy another kind patron.
- ✦ Montessori Kits: Upgraded learning and teaching aids in all schools, particularly for the Montessori program. Some of these continue to be produced in-house.

- Text books: This year we are using Oxford University Textbooks based on the Pakistan National Curriculum in Grades 3 and 4, while we continue to use Federal Government Textbooks for Grade 5, which takes the Federal Board Examination at the end of the year. Text books for classes 3-5, stationery and art materials for all students, provided on a need basis. Notebooks largely supplemented by parents.



- ✚ Sports equipment and first aid kits were upgraded at all PK schools.
- ✚ PK teachers and students continued to plant trees, bushes, and flowering plants in an effort to beautify their schools and make them more eco-friendly.

Infrastructure

Infrastructure upgrades included critically needed items listed below. Of these, the much-needed toilets were made possible courtesy a generous donation from Mobilink.

- ✚ One toilet each was constructed in PK 3 and PK 7 this year.
- ✚ Two toilets were constructed in PK 5, for which block masonry units and doors were provided by the property owner. Other repairs to PK 5 included installing electrical wiring, raising the boundary wall and a new entrance gate contributed by the community.
- ✚ Two toilets were constructed in PK 8. Due to a rapid increase in the number of students, a temporary bamboo shed was also added in PK 8, with floor tiles.
- ✚ One toilet was constructed at the JAQ Trust office located in the PK 5 community.
- ✚ PK 7 boundary wall was raised, and the facility was whitewashed by community. Since the original two rooms at PK 7 were insufficient to accommodate the growing student body, two additional bamboo sheds were added.

- ✚ All school store sheds were repaired. These are an essential component of the school infrastructure, as they house all school equipment and materials.
- ✚ Other routine maintenance and upgrades to infrastructure continued on an ongoing basis.

Community Engagement

Community involvement is critical for our success, especially as we move towards decentralized school operations. Each school has a Parent-Teacher Association (PTA) to ensure parents' participation, help resolve any conflicts, and promote quality standards. Regular PTA meetings provide a sound platform for communication and interaction between parents and school staff. They also help to deepen community ownership of the schools and ensure that school premises and property are cared for after school hours. PTA membership was increased from ten to twenty parents (10 female and 10 male members) during the past year.

Examples of strong community engagement include:

- ✚ Robust community contribution towards infrastructure upgrades, including provision of their labour where possible, or their bearing labour costs.
- ✚ Effective cooperation between PK-4 and PK-8, two adjacent communities, helped resolve the matter of shifting senior students from one school to the other.
- ✚ An increase in the student fee this year with the agreement of parents. The fee now ranges from Rs 40 to Rs 120 per student per month, depending on the paying capacity of parents in our various communities.

PTA members also help keep up student enrolment and attendance. The past few years have seen a rise in awareness among parents regarding the importance of their children's education, and many parents now take an active interest in school matters – something that was hard to imagine just a few years back.

Financial Summary

The Trust's operations are financed entirely by the generous donations of our patrons -mostly individuals, some corporate supporters, and our Trustees. A nominal school fee, introduced a few years ago to ensure greater community ownership, covers about 6% of PKSS expenditures.

We project total Trust receipts (donations, fees and endowments) for FY2014-15 to be around Rs.9,960,000 up 33% from last year. Total expenditure is around Rs.9,785,000, a 24% increase

over the previous year¹. The average annual cost-per-student is projected at Rs.7,000 (approx. US\$69). PKSS remains one of the lowest-cost, primary education delivery models in operation across Pakistan today. The Trust's financial statements are audited annually by an independent firm of chartered accountants and posted on the Trust's website. Audited financial statements are available up to financial year 2013-14.

We also continued to receive thoughtful in-kind donations from patrons, as listed below:

- ✚ Ten cell phones, with special security apps installed - donated by Mobilink

- ✚ Warm clothes distributed by Kuch Khaas

- ✚ Sweaters and shoes donated by a patron in PK 8

- ✚ Toys distributed by Head Start school

- ✚ Electric water cooler donated to PK-5 by a patron

- ✚ Some infrastructure related items, as listed above.

¹These projections are based on 11 months of actual un-audited cash-based accounts (July 2014–May2015), plus projections for June 2015.