



Jamshed Akhtar Qureshi Education Trust

Annual Report 2016



Note from the Trustees

It is a pleasure to present our 2016 Annual Report, for the period July 2015- June 2016, summarizing a year of strong growth and solid performance.

This year marked the **opening of two new Pehli Kiran Schools (PKS)**, and the growth of PKS student enrollment by 25% to over **1800, of which 41% are girls**. In addition, we helped mainstream 365 students into the formal schooling system (mostly government schools), fully 25% of the PK students enrolled at the start of the year, underlining PKS's anchor role as a bridge, bringing out-of-school children into the fold. Details provided in the Key Progress Indicators section.

As Islamabad's urban periphery spreads to engulf once remote villages, we are expanding our schools to localities where many children remain out-of-school, due primarily to access and economic factors. With limited public schools and unaffordable, low-quality private schools as the only option, parents choose to keep their children at home, especially daughters, for whom any investment in education is unfortunately still considered a waste of resources.

Expansion entails additional costs and requires **intensified fund-raising efforts**. Despite continuing challenges, we covered our annual expenditure requirements through a two-pronged strategy of expanding donor-outreach and controlling costs. Receipts were up by 17% while expenditures only increased by 5% over the previous year. While the majority of funds were raised in Pakistan, our US-based PKS entity has also been active in fund-raising, contributing 23% of total receipts in its first year. Details are provided in the financial overview section of this report.

We also continued to strengthen the foundations for our expansion strategy of devolved, school-centered operations. This was carried out through:

1. **Intensive capacity building of Pehli Kiran staff:** The PKS management has put in significant effort to build-up and train additional teaching teams for the new schools, as well as strengthen existing staff. We especially focused on School Principals as they take on greater management and operational responsibilities of their respective schools. This was done through formal trainings as well as on-the-job, hands-on practical coaching/demonstration sessions. Early results are quite promising.
2. **Ongoing development of the Pehli Kiran school-in-a-box package:** Which provides detailed step-by-step guidelines for all aspects of school operational and academic management.



3. **Strengthening PKS monitoring systems:** As PK principals take on increasing responsibility, the Trust is tightening its monitoring controls. This quality assurance oversight through stringent monitoring protocols is essential to ensure smooth operations and sustained academic quality.

Furthermore, we have completed all filing requirements with the Federal Board of Revenue (FBR) in Pakistan for seeking tax exemption status for donations made to the Trust, and are now awaiting FBR's final approval. This will significantly enhance our ability to tap the corporate sector in particular, for CSR donations.



For more information please visit our website <http://www.jaqtrust.org>.

Annual Highlights

Our students and staff continued to participate in a range of exciting new experiences over the course of the year. Some of these activities are listed below.

Academics

PKS management introduced the Montessori method of teaching in 2014, starting with the lower grades, in all PK schools. The first year was challenging, but rewarding. This year, we focused on building upon the initial success of the Montessori pilot. As our teachers had become familiar with the new teaching methodology and materials, we were able to enhance our program by expanding the curriculum, concentrating on phonics-based reading and early writing, and merge the Montessori curriculum with the regular mainstream curriculum by M2 (equivalent of grade 2). In grades 3, 4 and 5 there was a special focus on creative writing, in an attempt to break away from rote memorization and enable students to think independently and be able to express themselves.

Co-curricular Activities

Varied co-curricular activities remained a high point for PK students and a cornerstone of our PK education model. A brief listing below highlights the diverse range of activities, both educational as well as recreational. Some parents also participated in these events by accompanying their children as chaperones, while one activity was exclusively focused on parents.



- ✓ Cartoon screening of Activism Against Gender Violence sponsored by Aurat Foundation.
- ✓ Air Transport day observed in all PK Schools

- ✓ Participation in the Teachers' and Children's Literature Festival (CLF) sponsored by Idara-e-Taleem-o-Agahi and CLF.
- ✓ Arts and craft activity sponsored by Nomad Art Gallery in Saidpur village. Some of the eye-catching products made by PK students sold well.
- ✓ CSR activity sponsored by Telenor, included tree plantation and wall painting in schools.
- ✓ Outings to the zoo and other parks in Islamabad sponsored by S&P Global (Standard and Poor's), formerly SNL Pakistan.
- ✓ Movie outing sponsored by Mobilink.
- ✓ Drugs awareness activity sponsored by KKAWF (Karim Khan Afridi Welfare Foundation) .
- ✓ Eid Milan parties were organized in all PK-Schools.
- ✓ Earth Day celebrated in Kuch Khaas community Centre. PK students bagged the 1st position in the Art Mural. activity, even as they competed against some of the premier, elite private schools in Islamabad.
- ✓ Charity Carnival and Puppet Show sponsored by SLS School.
- ✓ Sports events were held in each school, and a combined PKS Annual Sports Day sponsored by Cities for Children.
- ✓ Independence Day was celebrated in all PK Schools.
- ✓ Kitchen gardening activity for PKS- families sponsored by Global Shapers, an informative session greatly appreciated by parents.
- ✓ Numerous visitors over the year provided opportunities for the students and teachers to interact and exchange thoughts on a range of subjects relevant to PK students.



Key Progress Indicators

Student enrollment grew by 25% - to **1809** in June 2016 (from 1442 in June 2015). This significant increase is attributed to the **addition of two new schools** plus a major community mobilization effort, reflecting the Trust's focus on awareness-raising, which is helping foster a growing demand for children's education. The JAQ Education Trust is now operating 8 schools.

Girls' enrollment remained steady across all schools at 41% of students overall. We continue striving to improve the male/female student ratio.

Student attendance averaged around 79% over the year, but registered a significant improvement in the second half with a jump to 86% from January 2016 onwards. The fluctuation in attendance reflects seasonal drops during harvesting periods and occasions like Eid, weddings and funerals when families go back to their villages.



95% of PK students **passed the annual examination**, and were promoted to the next class, reflecting a 10% increase over last year's results – an encouraging indication that the Montessori system is working well.

86% of PK students **passed the Class 5 Board Exam**, conducted by the Government's Federal Directorate of Education. 50 students appeared of whom 43 passed, including 19 girls. All 43 students have obtained admission into formal (mostly government) schools, and are continuing their education in Class 6. It is particularly encouraging to note the increase in the number of PK girl students reaching Class 5, and continuing their education beyond PKs as compared to the past, given the generally higher drop-out rate for older girls.

322 PK students (22% of the total), **from grades below Class 5, transferred to formal schools** during the year. Of these, 159 (49%) were girls compared to 44% girls last year. This reflects the encouraging trend of an increasing number of girls mainstreamed into formal schools.

PKS continued to maintain a **Student-Teacher ratio averaging 30:1**, with higher one-to-one teacher-student interaction at the Montessori level. Nursery classes are supported by additional teacher aides, many of whom are PKS alumni.

JAQ Trust currently employs **53 staff, of whom 33 (or 62%) are women**. A very encouraging trend is the **growing number of former PK students, particularly girls, being recruited as teachers in PK schools**. After completing their high school/college education, several former students are returning to teach in their *alma maters*.

Student Welfare

Keeping to the Trust's 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 (large pot) of 'rice pulao' in PK-8.
 - Weekly milk supplement in PK-3 and PK-4.
- ✓ **Montessori Kits:** Upgraded learning and teaching aids in all schools, some of which continue to be produced in-house.
- ✓ **Text books:** We are using Oxford University Textbooks based on the Pakistan's National Curriculum in Classes 3-4, while we continue to use Federal Government Textbooks for Class 5, whose students sit the Federal Board Exam. Stationery and art materials for all students, are provided on a need basis. Notebooks are largely supplemented by parents and in-kind donations.
- ✓ **Sports equipment and first aid kits** were renewed at all PK schools.



Infrastructure

Infrastructure upgrades included routine repair and maintenance as well as some new additions as listed below. Last reporting year we received a donation from Mobilink enabling us to provide much-needed toilets in all schools. This reporting period we upgraded and renovated the older toilets in PK 3, PK 4, PK 7 and PK 8. In addition:



- PK 5: was renovated with support from Iqra University students, including the addition of a temporary class shed due to the large increase in students.
- PK 7: boundary wall was raised by one foot using concrete blocks. New windows were installed and a temporary class shed provided to accommodate more students. A sewerage line consisting of two concrete pipes was installed for drainage.
- PK 8: a boundary wall was constructed using concrete blocks with partial funding from a patron, while labour and some blocks were contributed by the community. A new steel shed was also installed in PK 8 to accommodate the rapid increase in the number of students, along with floor tiles for the new shed.
- Steel storage sheds in all schools were repainted.

- PK teachers and students continued to plant trees, bushes, and flowering plants in an effort to beautify their schools and surroundings and make them more eco-friendly.

Community Engagement

Community involvement remains critical, especially as the Trust moves towards decentralized school operations. School Principals focused on community mobilization and strengthening PTAs (Parent-Teacher Associations). Improved PTA meetings continue to 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. Increase in PTA membership last reporting year (from ten to twenty parents - 10 women and 10 men) at each school has improved parent attendance at meetings, with more active participation.



Increased community involvement and contributions for school related expenses reflect deepening community engagement, demonstrated by numerous examples of support, particularly in repair and maintenance of infrastructure (as listed above), conflict resolution, and other issues. There is also increased awareness among parents about the importance of their children's education, reflected in more frequent school visits and keen interest in their children's studies.

PK Alumni:

This year we formed a PKSS Alumni Association comprising former PK students at each school. Alumni members are involved in PK schools through different activities. They help with teaching when required, community visits, increasing student enrollment and attendance, and also facilitating, supervising and participating in different school outings and events, especially the CLF where one of them, Wahab, has won a number of prizes and awards over the years.

Financial Summary

The Trust's operations are financed entirely by the generous donations of our patrons and supporters - mostly individuals, some corporate supporters, and our Trustees. A nominal school fee introduced to ensure greater community ownership, now covers about 9% of PKSS expenditures.

Although the current financial year is not yet over, we project the following financials for FY 2015-16 (based on as yet un-audited cash based accounting):

- Total JAQ Trust receipts in Pakistan (donations, fees and endowments): Rs.9.7 million
- Total receipts by Pehli Kiran Schools, USA: \$26,500. Of this amount \$16,000 were transferred to the JAQ Trust during this fiscal year.
- Therefore, aggregate financial receipts of the JAQ Trust in Pakistan during 2015-16 are projected at Rs.11.3 million which is *17% above the previous year.*

- Total expenses are projected at Pak Rs.10.3 million, *up 5% from last year*¹.

In view of the above, **the average cost per student per annum increased nominally from Rs.7000 last year to approximately Rs.7,200 (US\$70) this year.** We continue to proudly claim that *PKSS is 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 chartered accountancy firm. For the last two years JAQ Trust accounts have been audited by BDO Ebrahim & Co., a Pakistan registered partnership firm, member of BDO International Limited, a UK company, which forms part of the international BDO network of independent member firms. We would like to thank BDO for providing this service on a *pro bono* basis. Audited financial statements are available up to financial year 2014-15, and are posted on the Trust's website (www.jaqtrust.org).

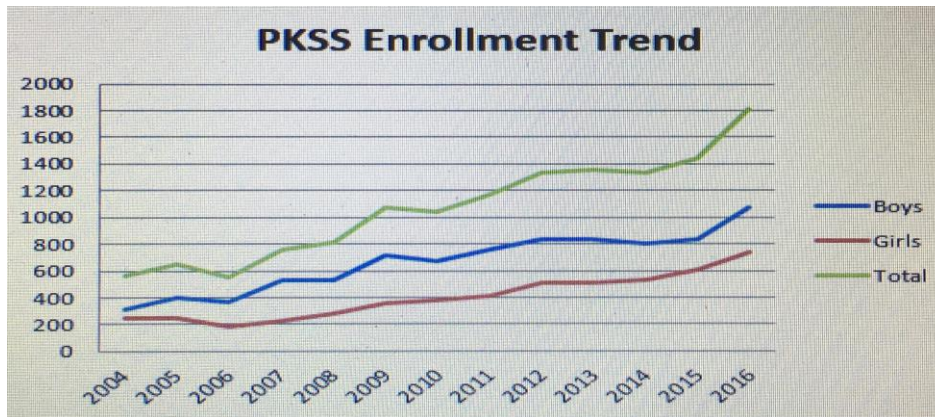
We also continued to receive thoughtful in-kind donations from patrons, as listed below:

In-Kind Donations (FY 2015-16)			
Sr #	Donor	-	Donation Description
1	Mohsin Ali Qazi	Individuals	Office Printer and books for Mobile Library
2	Khalida Samar		Weekly Rice Pulao for PK students
3	Owner of Capital School Uniforms		73 girls uniforms for PK 7
4	Khalida Samar		113 Uniforms and Shawls for PK 8 girl students
5	Dr. Asma Samar		Refreshment (Milk + Chicken Pulao) for Pk-3 & Pk-7 students.
6	Hena Tayib		Water dispenser for the Trust office
7	Rotary Club of Pakistan	Teams	Engraved polio campaign stationery: 300 Note books, pencils, buttons, wristbands.
8	Right to Play		Sports Items (Football + Table Tennis table, bats and balls) and 8 book shelves
9	Community		Pk-8 Boundary Wall (Door + Blocks + Labour)
10	Iqra Univ Students		PK 5 renovation (Benches, Mats, Paint)
11	Iqra Univ Students		PK 1 Renovation (Shed, Water Tank, 50 chairs, ceiling fan)
12	Aims Educ System		320 Notebooks, 150 pencils, 150 Erasers
14	Telenor		Wall painting, cleaning and gardening tools for plantation in Pk 2, 8, & 7. Also a large donation for earmarked school ops.
15	IBO- Intl Brotherhood Organization		Stationery items for PK-4 Students
16	S&P Global (formerly SNL)		6 White Boards/stands, 80 Gift bags. Also a donation for recreational and educational school outings.
17	Mobilink		Cinema field trip,

¹Total Receipts are based on actual receipts to June 20, 2016, less advance for payments for earmarked expenditures. Total expenditures are based on actuals for (July 2015– June 20, 2016)

Final Thoughts

Despite challenging ground conditions, working in some of the most unserved, lowest income, marginalized communities in Pakistan, total student enrollment at PKS has grown by an average of 12.5% annually over the past decade to over 1,800 today. Girls' enrollment has grown by an even stronger 15% annually as reflected in the graph below.



We are deeply grateful to all our generous patrons and kind supporters and volunteers (including, very importantly the JAQET Trustees) who have helped make this amazing PKS journey possible, from our humble beginnings.

We need such continuing support now more than ever, as we embark on the next phase: striving to scale up PKS coverage more extensively in the coming years, so that more children in our partner communities can access quality primary education - a basic human right in all civilized societies. And we remain committed to delivering the best value for each Rupee or Dollar that you contribute towards this shared goal.





