



**Developments in Literacy**  
Educating Children • Empowering Communities

# ANNUAL REPORT

JANUARY - DECEMBER

**2022**

*A Year of Resilience & Growth!*

**PREPARED BY**

Sadia Hashir

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# **DIL**

## **Overview**





DEVELOPMENTS IN  
LITERACY

*Celebrating*

**25  
YEARS**

of Nurturing Dreams!

# CEO'S MESSAGE



Dear Friends,

At Developments in Literacy (DIL), we give underserved children across Pakistan a life-changing education so they can master the skills they need to build a better world. We are deeply grateful to our donors for investing in our schools and making a real difference in our students' future prospects.

To that end, we would like to share with you the specific ways in which DIL has enhanced the quality of education we offer our students over the past year. This progress is best assessed against the backdrop of the coronavirus epidemic and the calamitous August 2022 floods, which caused monthslong closure of a significant number of DIL schools in Sindh and southern Punjab.

Despite the challenge of natural catastrophe, DIL has expanded its footprint, laying emphasis on five key areas:

- Adoption of government schools, doubling student enrollment from the previous year
- Development of DIL's signature Technology Enabled Academic Learning (TEAL) program
- Advancement of teacher training and teacher capacity-building for both DIL and non-DIL (adopted government school) teachers
- Offering material relief and reparative resources to our school communities affected by the summer floods
- Education of young girls through the U-Go financial scholarship program as well as a program called Teach and Educate Adolescent Girls with Community Help (TEACH) in partnership with the International Rescue Committee (IRC).

Although 2022 created hardship for many of our students and their families, we are delighted to share that it was nevertheless a year of remarkable growth and resilience.

Sincerely,

A handwritten signature in black ink that reads "Fiza Shah". The signature is written in a cursive, flowing style.

**Fiza Shah**

CEO - Developments in Literacy



Educating Children.  
Empowering Communities

**OUR MOTTO,  
OUR INSPIRATION**



## A Brief History of DIL



# ABOUT US



Developments in Literacy (DIL) is a non profit organization registered under the Societies Registration Act, 1860. DIL provides high quality education to under privileged children in Pakistan and has been working towards this mission since 1997. We operate a network of schools in the most remote and hard to access regions of the country.

DIL has attained a 94% score from Pakistan Centre for Philanthropy (PCP) for maintaining strong financial health and demonstrating commitment to accountability and transparency.

# VISION



Developments in Literacy (DIL) believes that no child in Pakistan, no matter how poor or underprivileged, should be denied access to quality education. All children should have an equal opportunity to reach their full potential and contribute toward the socio-economic betterment of their communities.



# MISSION

Developments in Literacy (DIL) educates and empowers underprivileged students, especially girls, by operating student-centered model schools and providing high quality professional development to teachers and principals across Pakistan.

# KEY MILESTONES & TIMELINE



## Initiate Operations

DIL US register as a 501 (c) and initiates operations in Pakistan

1997



## Register Locally

Register DIL Pakistan under the Societies Registration Act, 1860

2003



## Design Curricula

Hire experts for designing locally contextualized support materials for teachers

2005



## Setup Training Team

Build an inhouse team of trainers for the capacity building of teachers

2008



### Initiate ICT Program

Integrate ICT into core curricula to improve learning outcomes for students

2010



### Pilot Ed Tech Solutions

Field test Mobile Learning & Digital Libraries and then initiate Blended Learning

2015



### Pilot Adoption of Schools

Adopt government schools in Punjab and the Federal Directorate of Education

2017



### Scaleup Expansion

Sign MOUs with Punjab, Sindh and FDE for adoption of 100 public schools

2022

# EXECUTIVE SUMMARY

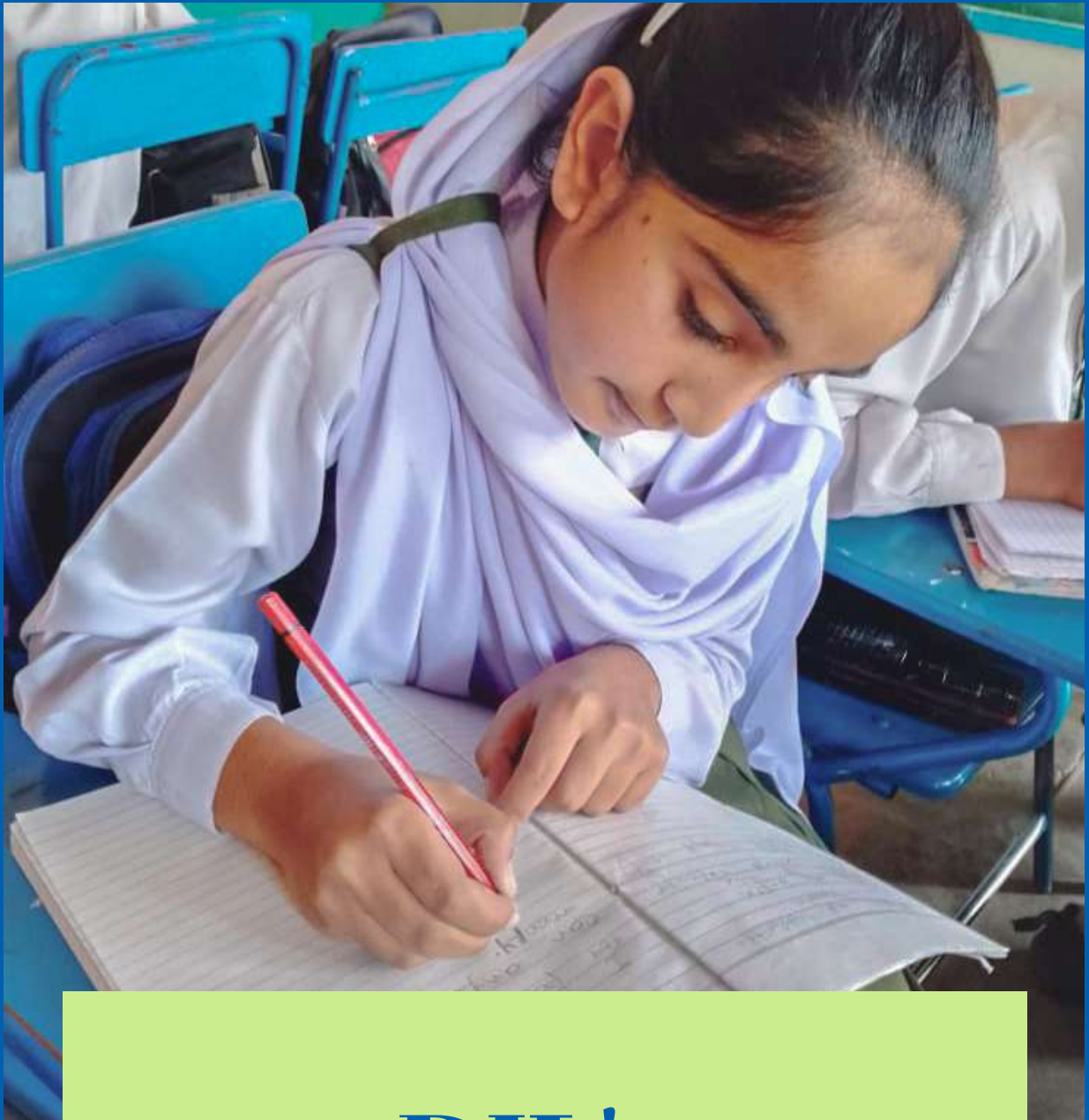
## *Overview of the Year*

Over the last 25 years, DIL has successfully established a network of student centered schools in marginalized communities of Pakistan. We have also designed a high impact training and capacity building program for teachers and principals. DIL's in house team of trainers are delivering training modules and providing post training support to our teachers and principals across our various projects. Development of localized curriculum resources for improving the quality of teaching and learning in the classrooms is also one of our major achievements.

DIL has also tried and tested a number of low cost technology solutions that have led to incremental gains for our teachers and students. In our digital libraries program, we use e-books on tablets for improving English reading and comprehension skills of our students. In our flagship blended learning program, deployed across all middle schools in DIL's network, we have introduced DIL designed digital content which is viewed by students on large LCD screens in their classrooms. Teachers also use this content to improve their own content knowledge; they can access digital lesson plans and assessments for effectively delivering their lessons and gauging student learning.

2022 proved to be the year of major expansion in DIL's journey, where we set a target of scaling our quality interventions and capacity building initiatives to 100 public and low income private schools across Pakistan. Over the next three years, through its adoption program, DIL is anticipates extending its footprint to open a world of opportunity for thousands of deserving children in the country, enabling them to gain knowledge and skills needed to break free from the shackles of poverty and live a dignified life, a life with choice and freedom!





# **DIL's Work**



# STRATEGIC OBJECTIVES

DIL focuses on the delivery of quality education for its target audience. n We are actively working towards the following core objectives:



## EXPAND SCOPE OF SERVICE DELIVERY

by adopting public and low income private schools in Pakistan



## DESIGN HIGH IMPACT INNOVATIVE SOLUTIONS

for leveraging gains for our teachers and students



## SUPPORT ALUMNI & GRADUATES

in transitioning to higher education and vocational training



## GAIN SUSTAINABILITY

through fundraising and income generation

# WHAT WE DO

## OPERATE SCHOOLS

DIL operates and manages a network of student centered schools across Pakistan

## DEVELOP EDUCATORS

DIL provides pre-service and in-service training to build concept knowledge and pedagogical skills of our teachers

## TAILOR CURRICULUM

DIL designs student centered curriculum materials that foster problem solving and critical thinking skills

## DESIGN TECH INNOVATIONS

DIL designs innovative technology solutions to improve student learning outcomes

## DIL'S WORK

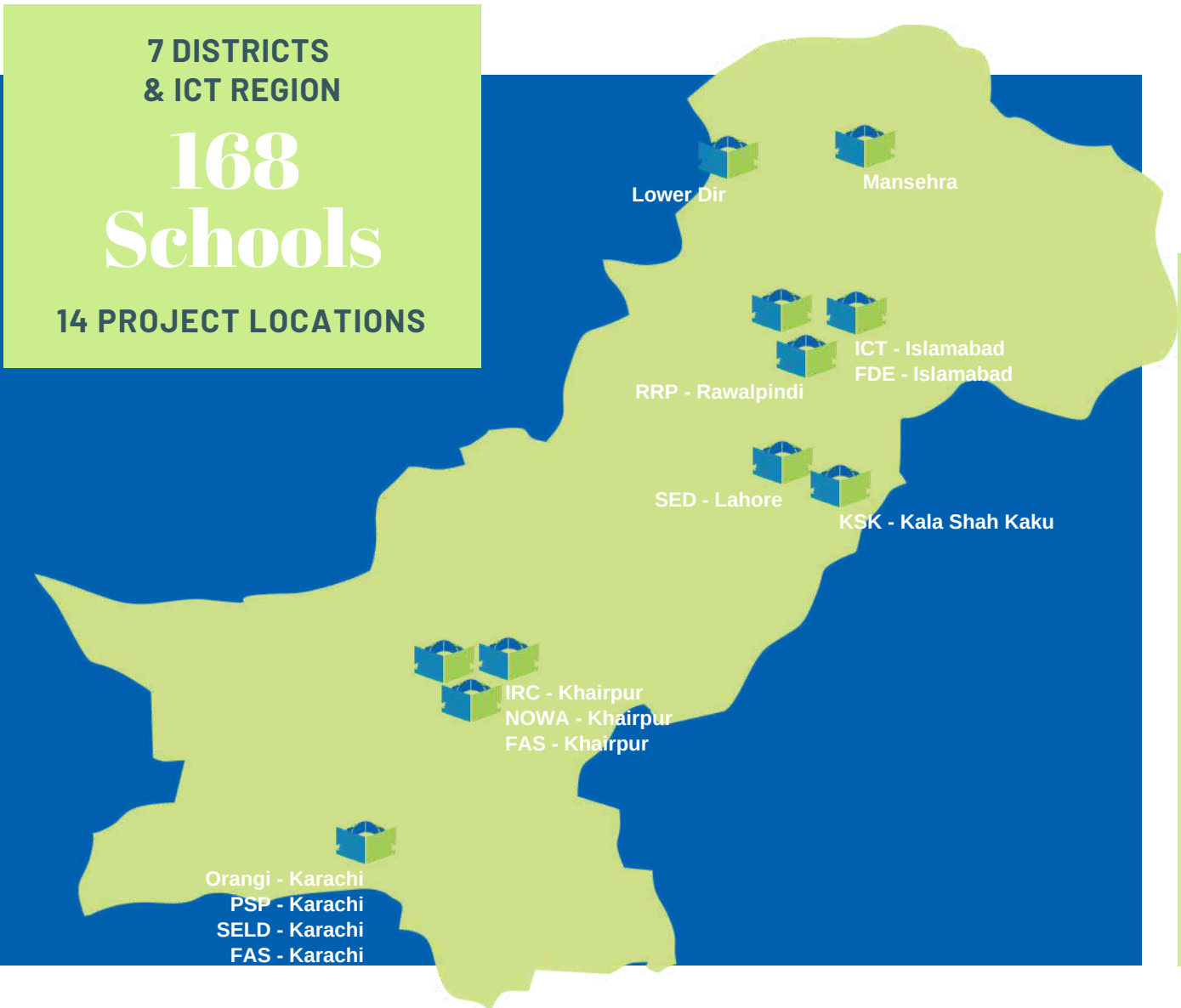
For 25 years, DIL has been providing low cost, high-quality education to thousands of deserving children across Pakistan, currently educating over 59,000 students in 168 schools.

Today our students work in fields as diverse as medicine, engineering, and public service, charting the future of their country.



# DIL FOOTPRINT

DIL operates a total of 168 schools that currently serve over 59,000 students in Pakistan. Our schools are distributed across 15 projects covering 3 provinces (Sindh, Khyber Pakhtunkhwa, and Punjab) and the federal territory (Islamabad Capital Territory or ICT).



**33%**

**PRIMARY  
SCHOOLS**

55 out of 168  
Campuses

**36%**

**MIDDLE  
SCHOOLS**

60 out of 168  
Campuses

**31%**

**SECONDARY  
SCHOOLS**

53 out of 168  
Campuses

# REGION & SECTOR WISE SCHOOLS

**80%**

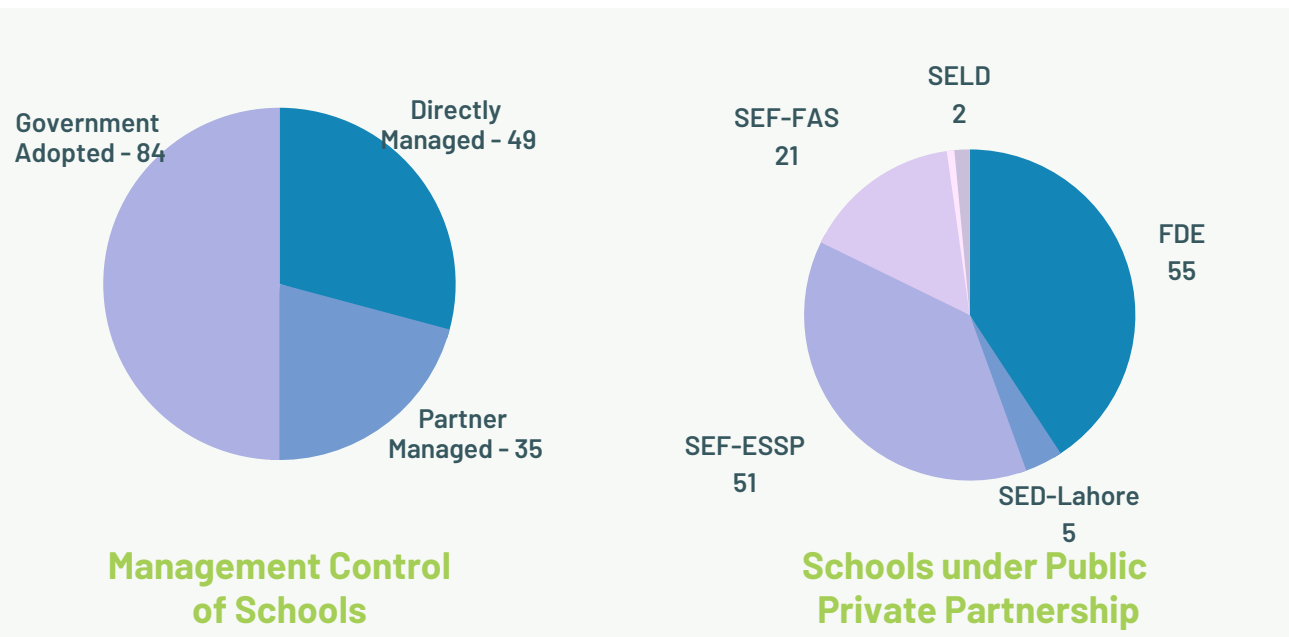
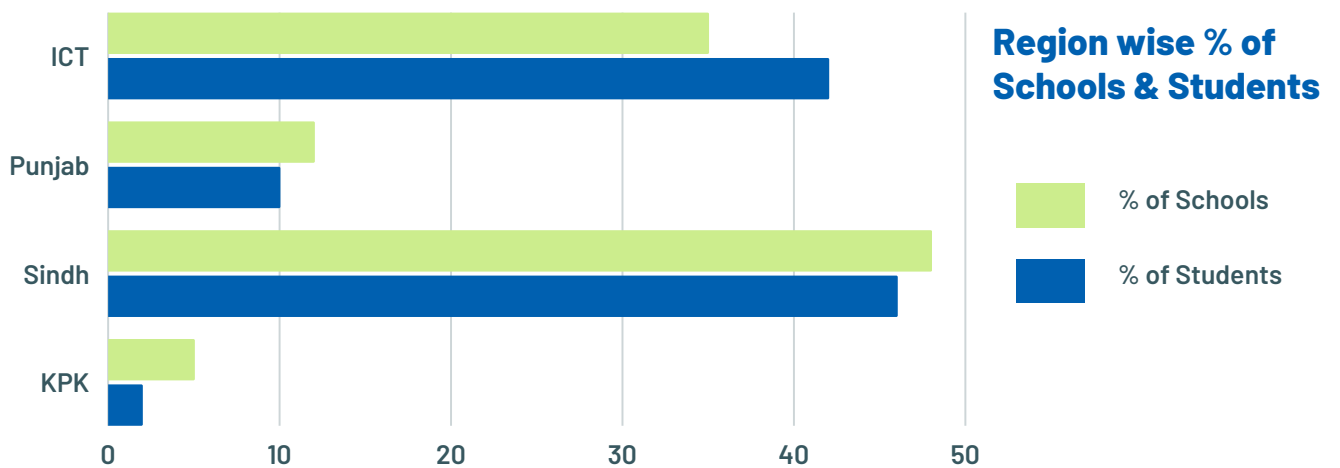
Schools under Public Private Partnership

**50%**

Adopted Public Schools

**69%**

Students in Public Schools



# DIL EXPANDING NETWORK

*New Collaborations!*



## **PARTNERING WITH SINDH EDUCATION FOUNDATION (SEF)**

DIL signed off an MOU with Sindh Education Foundation for the adoption of 30 Foundation Assisted Schools in Karachi and Khairpur. DIL will be providing technical support to these schools by deploying its Early Years, libraries and blended learning programs. DIL will also build the capacity of teachers and principals in these schools.



## **RENEWING LOU WITH THE FEDERAL DIRECTORATE OF EDUCATION (FDE)**

DIL has renewed its LOU with the Federal Directorate of Education for the next three years. The partners have agreed to add another 30 schools to DIL's FDE network taking the total number of adopted schools to 56.

Through this expansion, DIL has moved into three new sectors of the ICT region; Tarnol and Urban I & II. The designated AEOs of the new clusters are looking forward to initiating the project interventions.



## **ADOPTING AN SEF SCHOOL UNDER PEOPLE'S SCHOOLS PROGRAM (PSP)**

DIL has been selected to adopt a new purpose built school under the SEF People's School Program (PSP). The school is being operated till the 7th grade in the first year. We have also hired school staff including 12 teachers and a principal and through a rigorous enrollment campaign, we successfully enrolled 245 students within two months of the opening, taking it up to 290 by the end of the year.

## **PARTNERING WITH SCHOOL EDUCATION DEPARTMENT, LAHORE**

DIL has also signed an LOU for adopting 5 public schools in District Lahore from the School Education Department. DIL will be replicating its interventions and learning from the FDE schools here. ECE, Libraries and TEAL programs will be deployed in addition to the capacity building of teachers and principals and ongoing monitoring support to the schools.

## **NEEDS ANALYSIS IN MOMINA & DURaid FOUNDATION SCHOOLS IN KARACHI**

DIL also received a request for providing technical support to 27 public school campuses adopted by Momina & Duraid (M&D) Foundation in Karachi. DIL team has conducted a Training Needs Analysis for evaluating context and the existing practices and submitted a report to the senior management of the Foundation including its recommendations for improvement. Intervention in the schools will be initiated as soon as an MOU is signed off between the organizations.

## **NEEDS ANALYSIS IN PAKISTAN SCHOOLS MASQAT**

DIL received a request for providing technical support to the Pakistan schools in Masqat. A team of DIL experts conducted visits to 7 schools to evaluate the existing practices and give recommendations for improving the quality of teaching and learning in the schools.



# DEMOGRAPHICS: STUDENT POPULATION

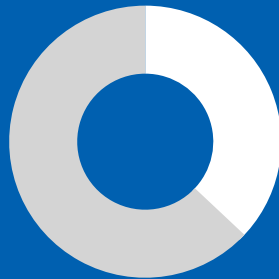
DIL programs cater to the most marginalized and deserving children across urban slums or hard to access rural regions of Pakistan. Educating young girls is crucial to the health of families and that is why our female enrollment rate is 63%.

Total Student Enrollment

**59,278**

**63%**

of Student Population Female



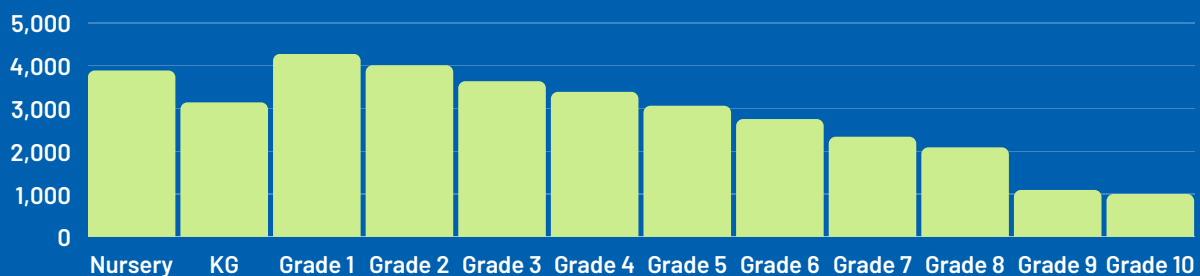
Students in Urban Slums

**54%**

Students in Rural Areas

**46%**

## Grade wise Distribution of Students



# PROFILE: TEACHING STAFF

DIL principals and teachers are all hired locally from the communities where DIL operates. This ensures that the school staff have deep rooted connections and a profound understanding of the dynamics of working with the communities. Since a large majority of the student population is female, DIL hires only female teachers for all grade levels.

Teachers &  
Principals

**2,566**

Female Teaching  
Staff

**99.9%**

Students per  
Teacher

**23 : 1**



# EXPERIENCE & QUALIFICATION

Realizing that teachers are the real change agents in education, DIL has defined a minimum criteria for teacher hiring and despite the challenge of a limited resource pool in the local communities, efforts are made to identify and hire qualified and experienced teachers for all grade levels.

**+60%**

## Teaching Experience

Teachers with a teaching experience of three years or more

**+62%**

## Academic Qualification

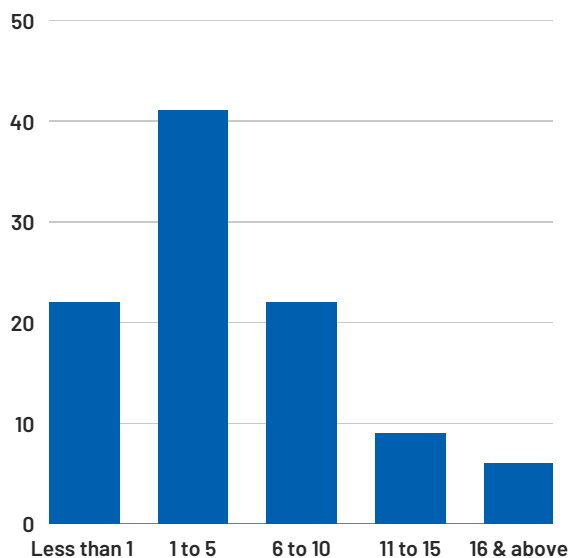
Teachers with a minimum Bachelors degree or above

**+16%**

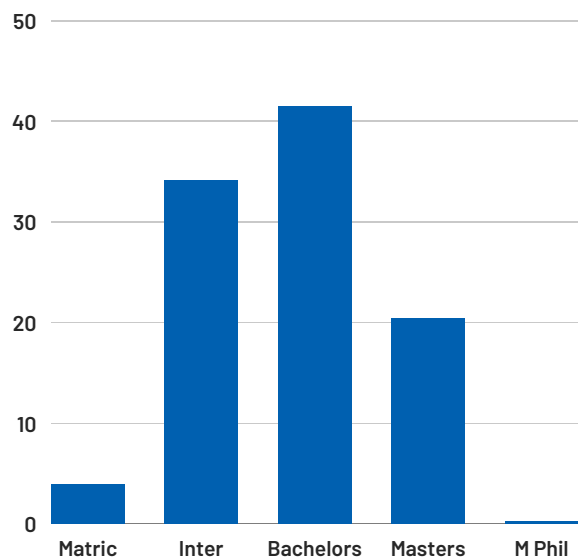
## Professional Qualification

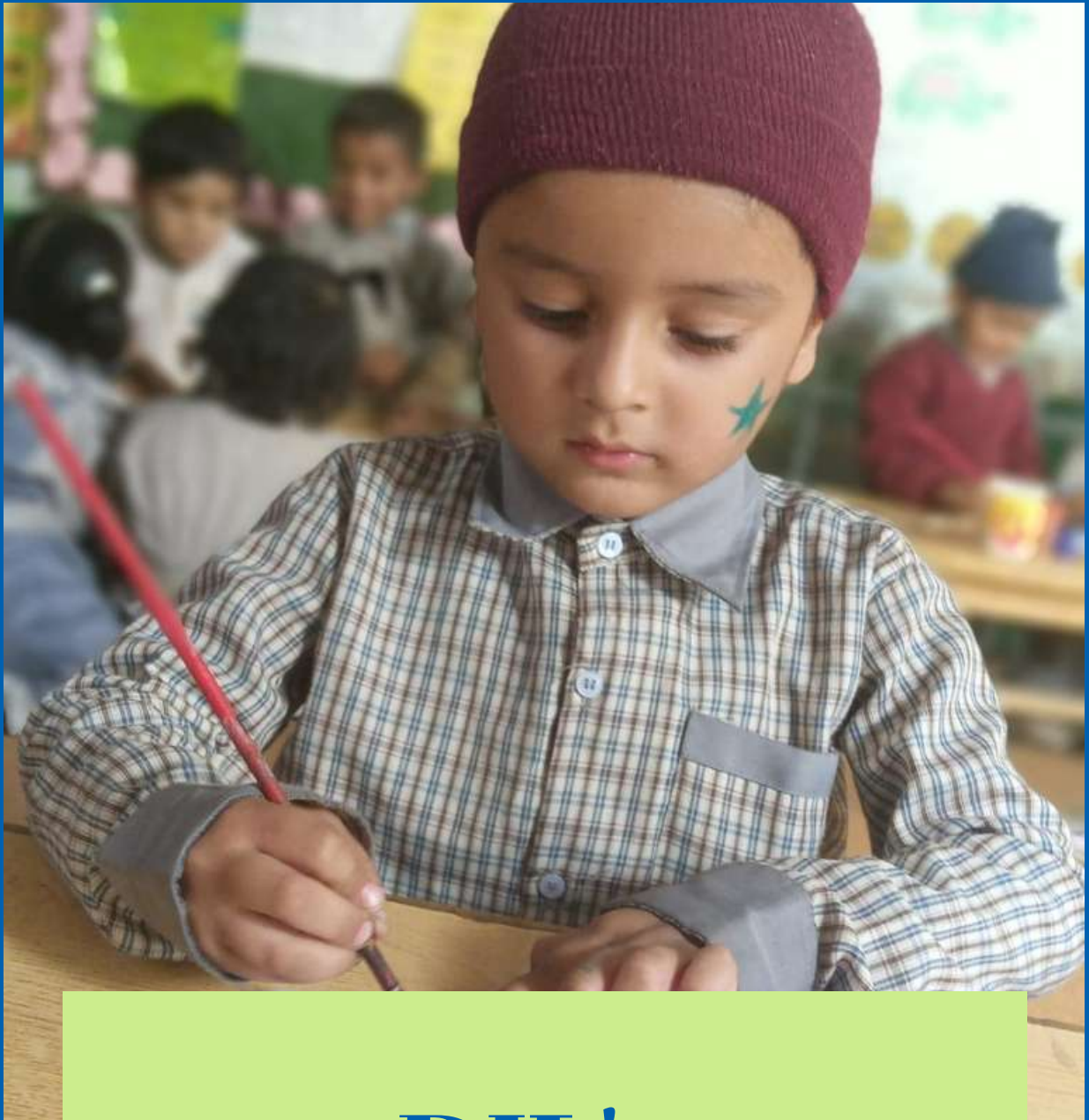
Teachers with a Bachelors in education or other professional qualification

**Experience in Years**  
% of Teachers



**Academic Qualification**  
% of Teachers





# **DIL's Model**



# SCHOOL FACILITIES

*Our Learning Environment!*

## 1 Purpose Built or Rented Campuses

DIL promotes quality education at a low cost model, maintaining a mixed blend of purpose built and rented buildings. However, ample classrooms are ensured to support single grade teaching and other curriculum support facilities.



## 2 Age Appropriate Furniture & Fixtures

Classrooms at DIL schools are furnished with age appropriate furniture and fixtures in order to create a safe and conducive learning environment. There is sufficient aisle space to allow easy movement and enable the teachers to reach out to all students.



## 3 Well Equipped Classrooms

DIL classrooms are decorated with effective displays and equipped with all the requisite supplementary teaching and learning materials for engaging students in the learning process. Charts, posters, flashcards, and AV aids are provided to support activity based learning.





# 4

## State of the Art Libraries

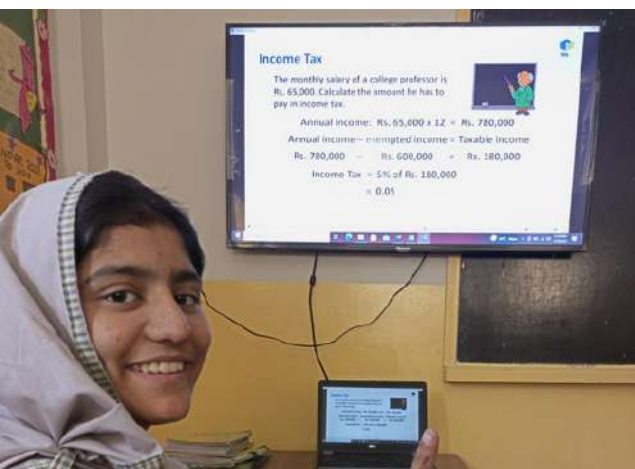
DIL schools have libraries with a dedicated library teacher. These are equipped with the requisite furniture and fixtures as well as levelled books and readers for supporting reading for joy and fun.



# 5

## Digital Readers

Libraries in DIL schools are also equipped with more than 300 levelled e-books that boost reading development and comprehension in English, a skill all children must master to succeed academically in Pakistan.



# 6

## Digital Classrooms

DIL's EdTech innovation, Technology Enabled Academic Learning (TEAL) uses large LCD screens in classrooms to show video content to support core subject instruction in Math, Science, and English.



# 7

## Fully Functional IT Labs

DIL has established well equipped IT labs in more than hundred schools in its network, bridging the digital divide for its underserved audience. Open source learning materials and applications are added to the digital resource repository to support learning in core subject areas.

# CAPACITY BUILDING MODEL

*Creating & Supporting Change!*



22,285

DIL & Non DIL Teachers  
Trained since 2010



343,378

Students Impacted  
through our Schools &  
Capacity Building  
Programs

Our trainers are responsive to the feedback of our teachers, allowing us to refine courses, workshops, and peer support as needed.

## **Academic Leadership**

Modules for school heads and principals for school management and academic support.

## **Early Years**

Modules aligned with the seven areas of learning specified in the National Curriculum, delivered through Circle Time and student-centered methodology.

## **Language Instruction**

Courses for English & Urdu teachers based upon the core skills of listening, speaking, reading and writing using phonics, blends and subject-specific and activity-based pedagogies.

## **Mathematics**

A course on activity based learning for Math teachers aligned with the National Curriculum.

## **Science Instruction**

Modules for training science teachers on Inquiry Based Learning philosophy for imparting science content and the underlying process skills of the scientific method using hands on experiments

## **Social Studies**

A course designed to train teachers for building content and inculcating map reading skills in the students.

## **General Pedagogy**

Pedagogy modules for building teachers' capacity on overarching teaching practices including lesson planning, classroom management, group work and assessment.

## DIL ACADEMIC MODEL

The mission of the teacher Training Department is to

- continue advancing teachers' content knowledge and teaching skills, and
- generate income through service delivery for sustainability and outreach

To achieve these objectives, we use a high-impact academic model that interlaces early teaching exposure, subject placement, capacity-building, curricular support, monitoring, and centralized teaching assessments.



STEP 1:

### Training Needs Analysis

- Summary analysis of learner profiles
- Conduct visits & observations
- Do baseline assessments
- Conduct Focus Group Discussions

STEP 2:

### Customized Training Modules

- Develop or customize training manuals
- Design supplementary resources
- Design formative & summative assessments

STEP 3:

### Learner-Centered Delivery

- Learner centered strategies
- Micro teaching segments for practice
- Evaluation of training delivery and content

STEP 4:

### Post Training Support

- One to one online support
- Visits and observations
- Monitoring mechanisms for principals
- Peer teachers program
- Teacher tracking through database



# CURRICULUM SUPPORT MATERIALS

## *Equipping Our Teachers*

The vision that underpins curricular development is to equip learners with methods and materials that meet the demands of the 21st century. In this spirit, DIL's Curriculum Department prepares and furnishes high-quality standards-based teaching and learning materials for teachers and students in underserved communities.

In 2022, DIL continued to make significant strides in extending our Technology Enabled Academic Learning (TEAL) Program from Grade 6 to Grades 7 and 8. Covering the core subjects of math, science, and English, this program enables students to construct their own understanding of concepts through a synthesis of video lessons, student-centered activities and assessments.



Teachers' Guides



Subject Resource Kits



Schemes of Work & Assessments

Compilation of grade wise Sample Lesson Plans for all Subjects

- Subject wise Guides with Lesson Plans
- Displays & Classroom Environment Guide
- Strategies Booklet

Standards based Teaching Materials & Kits for all Subjects

- Flash Cards
- AV Aids
- Subject Learning Materials

Schedule of Weekly Syllabus Breakdown and Formative/ Summative assessments

- Schemes of Work
- Formative Assessments
- Summative Assessments



# LIBRARIES & READING PROGRAM

DIL's Libraries and Reading Program has been designed to inspire in children a love for, and the habit of reading!

## Schools with Traditional Libraries



There are dedicated libraries in 110 out of 168 schools in our Network. With dedicated library teachers trained on library management and library period management strategies, students engage in read aloud sessions from teachers and build the skill to read selected readers independently.



## Schools with Digital Libraries



Deployed in 105 schools, DIL's digital libraries program boasts 300 levelled digital readers specially curated for DIL's growing tablet-based reading program, accelerates key reading skills and overall English comprehension, a skill children must master to succeed academically in Pakistan.



# ICT PROGRAM

*Bridging the Digital Divide!*

The principal aim of using cutting-edge technological interventions in DIL schools is to reduce the 'digital divide' among DIL students. In 2022, the number of schools with digital learning increased from 53 to 60 and the overall % of students with access to some form of technology increased from 85% to 92%.

## FEATURES OF THE ICT PROGRAM

01

### Well Equipped IT Labs

121 dedicated computer labs, each with 7 to 10 laptops, solar panels for backup power, internet connectivity

02

### Dedicated Teachers

High skilled dedicated IT teachers who conduct IT periods and assist students as needed

03

### Training Modules for Teachers

Modular training for capacity building of IT teachers based upon basic skills and teaching methods

04

### Curriculum Framework

Framework of SLOs for all grade levels aligned with the National Curriculum

05

### Core IT & Coding Skills

Block programming skills through tools like Code Studio, Scratch Junior for building problem solving skills

06

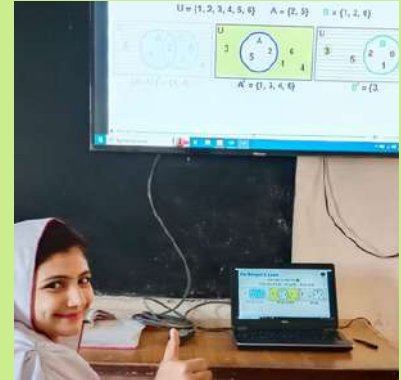
### Project Based Learning

Community Action Projects for real life problem solving

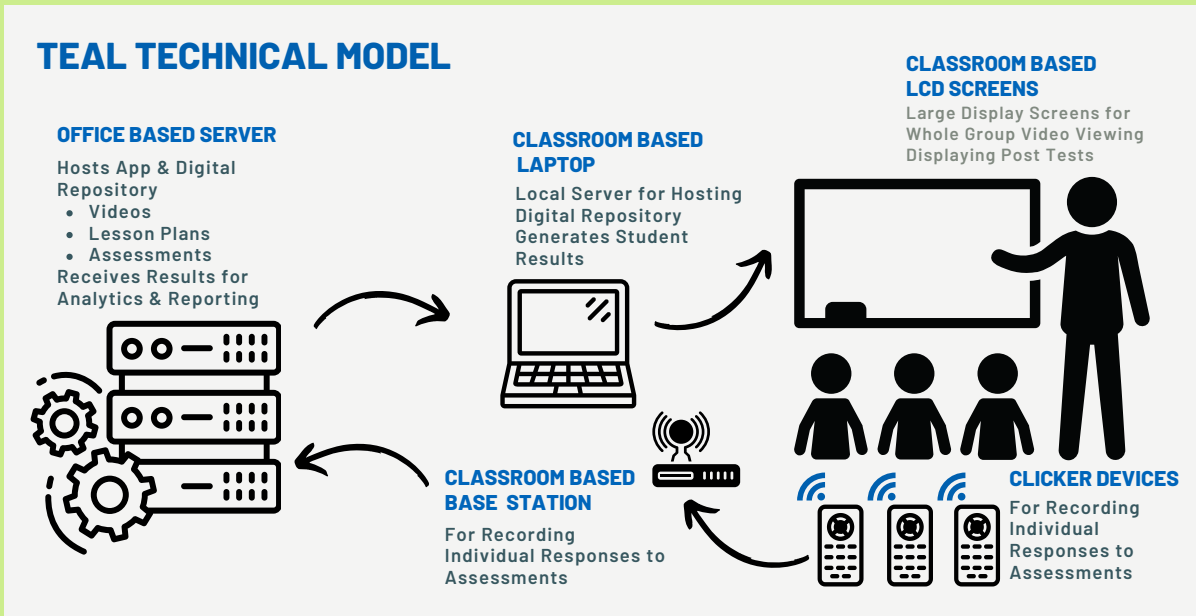


# TECHNOLOGY INNOVATION: TEAL

*Technology Enabled Academic Learning*



DIL's EdTech innovation, Technology Enabled Academic Learning (TEAL), uses videos to support core subject instruction in the classroom, enabling students to construct their own understanding of a concept through a synthesis of video, student-centered learning activities, and assessments. It has transformed teaching by shifting the function of the teacher from direct instruction to guiding students' acquisition of knowledge, and changed students from passive to active learners. In March 2022, TEAL was nominated for UNESCO's World Summit on the Information Society (WSIS) prize in their media category for the program's contribution to information exchange and knowledge creation.



# LEARNING ACTIVITIES



*Beach cleaning day*



*Science Fair projects*



*Phonics cards in ECE*



*Science experiments*



*Presenting PBL projects to the community*



*Using flash cards*



*Outdoor activities*



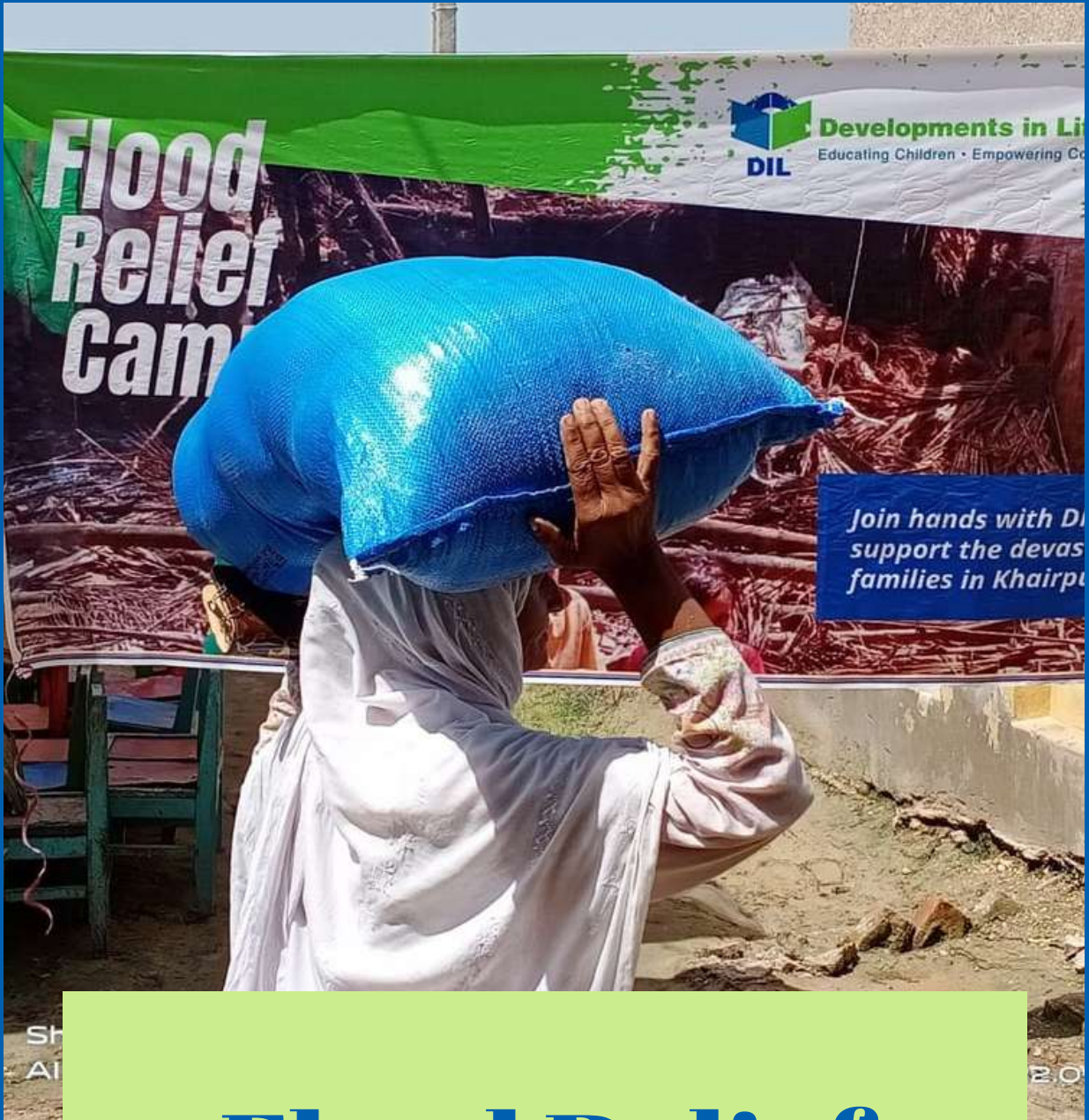
*Conducting enrollment campaigns in the community*



*Learning patterns & shapes*



*Learning map reading skills and directions*



# Flood Relief Work



# FLOOD DEVASTATION & REHABILITATION

*The Resilience to Rebuild!*



## FLOOD RELIEF

30 DIL schools sustained damage and many community members lost their homes in Khairpur, one of the worst affected districts of Sindh in the 2022 flooding. DIL's first priority was to extend rehabilitation support to the flood affected families. We immediately galvanized a team on the ground in Khairpur; schools were closed and our project staff available for this work. We procured food and materials from Sukkur and set up camps at our school locations. In parallel, our project teams started doing damage assessment of our schools for getting them ready for timely reopening. It was critical to get the children off the streets and bring them back to their normal school routine as soon as possible.

## REBUILDING SCHOOLS

As of December 31st, 2022, all 30 DIL schools in Khairpur, Sindh are operational albeit with certain makeshift arrangements where physical safety calls for adjustments in the use of space. All libraries have been refurbished, books replaced, and IT labs fixed. The challenge has chiefly involved repairs of fixtures after inundated land has fully dried out and been cleared of sludge. The rehabilitation process continues in 2023.



# HEARTBREAKING ACCOUNT FROM KHAIRPUR!

Zeba Shafi, DIL Program Director, visited Khairpur to oversee the ration distribution work in DIL camps and spoke to dozens of community members who had gathered for rations.

*"90 percent homes are inhabitable and most children are infected with malaria; people are either living with neighbours, in schools or out in the open in raised areas. Some have tried to put together a makeshift tent using old rillees, others have sold livestock at throwaway prices to purchase tarpaulins. The scale of the disaster is mind boggling. I keep thinking where are we going to find the resources to put these people back on their feet and rebuild our schools!",* narrates Zeba sadly.



**30 VILLAGES**

where DIL is operating schools



**2,500 RATION BAGS**

supporting a family of up to 5 persons for a month



**2,500 FAMILIES**

of students, teachers & support staff at DIL schools



**20,000 INDIVIDUALS**

on the average 8 persons per family



DONATIONS BY STUDENTS

With the second round of ration distribution DIL's support will be sustaining more than 20,000 individuals in the flood affected areas of Khairpur. We have included insect repellents and mosquito nets in the relief packages to check the spread of diseases. DIL Trustees, staff and students also donated clothes, shoes, bedsheets & towels for their brothers and sisters in need!



# DIL's Partners



# LEVERAGING COLLABORATIONS

## *New Pilot Initiatives!*



### **ROLLOUT OF TARGETED INSTRUCTION PROGRAM (TIP)**

In August 2022, all primary grades students across DIL projects started remedial classes for literacy and numeracy under the Targeted Instruction Program (TIP) in order to cover the learning losses of COVID period. Students were placed in different ability groups after a diagnostic assessment. They will receive targeted support and then reassessed after two months for progress on SLOs

### **TEACH & EDUCATE ADOLESCENT GIRLS WITH COMMUNITY HELP (TEACH) CONSORTIUM**

DIL remained a part of the TEACH consortium till February 2022. Under the project, 22,660 out-of-school girls have been educated in home-based centers set up across 5 districts of Baluchistan. 5,436 of these girls have transitioned to mainstream educational opportunities.



### **CODING BASED ICT CURRICULUM IN ORANGI**

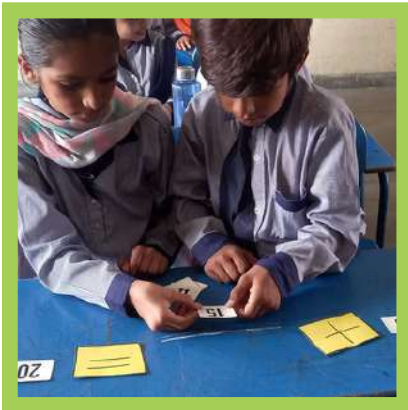
DIL has signed an MOU with TechnoKnowledge, an Ed Tech organization that has designed a coding curriculum for schools. This program is being piloted in 18 schools in Orangi Town, Karachi. Students are learning block programming skills through Scratch and Code Studio, this will help build problem solving and critical thinking skills and open future avenues for our students. The program will be scaled to other DIL projects if successful.

# 7

New MOUs Signed with New Partners

# 3

New Grants Secured for 2022 Programs



## PARTNERSHIP WITH BEHBUD FOUNDATION

DIL has a long term partnership with Behbud ('Betterment') Project, under which science, social studies, and pedagogy training was organized in 2022. In addition, the English team visited 3 schools to run a need-based workshop for 17 teachers.

## DEPLOYING A LEARNING MANAGEMENT SYSTEM WITH KHAZANA TECHNOLOGIES

DIL is partnering with Khazana Enterprise for deploying a Learning Management System in DIL schools. After a thorough requirement gathering by their teams, the solution has been deployed in two DIL schools in the pilot phase and will be taken to the remaining schools in 2023.



## MENTAL HEALTH SESSIONS WITH TASKEEN SEHATMAND PAKISTAN

DIL organized mental health sessions for flood affected students in Khairpur in order to help them cope with the devastation caused by the floods. With their lives upended in seconds, these children needed the emotional support to pick up the thread of their lives from the shambles of their homes and schools.



## GRANT FROM K-ELECTRIC FOR ORANGI SCHOOLS

DIL has secured a grant from K-Electric for covering the electricity costs for our Orangi Town schools in Karachi. This is Truaction Program (TIP). Students were placed in different ability groups after a diagnostic assessment. They will receive targeted support and then reassessed after two months for progress on SLOs

## UNESCO GRANT FOR FEDERAL DIRECTORATE (FDE) SCHOOLS

DIL was selected for a grant from UNESCO for providing teachers in FDE schools in three sectors of the ICT region. The project entails boosting enrollment of out of school girls through walks and media campaigns. The newly hired teachers were trained on general pedagogical skills to improve their teaching skills. DIL was strongly recommended by the Federal Directorate of Education (FDE) for this grant.



## MOBILE LIBRARY VANS FOR FEDERAL DIRECTORATE OF EDUCATION (FDE)

The Federal Directorate of Education (FDE) greatly values DIL's intervention in FDE schools, especially our high impact libraries program. On the Directorate's request, DIL undertook the remodeling of two mobile library vans donated by the USAID. DIL provided dedicated library teachers and equipped the vans with traditional and digital readers for circulating in 10 schools in the ICT region. The Deputy DG of the Directorate inaugurated the vans.



# UNESCO GRANT: KEY RESULTS



<b>HIRING TEACHERS</b>	Hired teachers for 22 schools in Nilore, Tarnol and Silaha sectors of ICT Region	32 Teachers
<b>ENGAGING COMMUNITIES</b>	Created local networks in school communities for advocating for girls education	9 Schools
<b>BROADCASTING MESSAGES</b>	Broadcast radio messages on local FM Radio channels advocating for girls education	40 Messages
<b>ORGANIZING WALKS</b>	Organized walks to support girls education in the target sectors	4 Walks
<b>PROVIDING STUDENT KITS</b>	Provided uniforms, bags and learning kits to deserving girls enrolled	100 girls

# SOCIAL MEDIA PRESENCE

## *Outreach & Visibility*

DIL initiated its social media presence in 2022 in order to reach out to a younger target audience. We are regularly sending out posts on Instagram and Facebook to update our audience on progress and key activities.

Our audience demonstrates engagement through their visits and likes, a summary of which is shared below:



New Followers:

34

Profile Visits:

469

Reach:

546



New Followers:

293

Page Visits:

3,679

Reach:

10,282

# Events & Networking



*DIL team at the closing ceremony of TEACH Project*



*Receiving donations from the Association of Business, Professional & Agricultural Women (ABP&AW)*



*DIL set up a stall in CSR Award Conference organized by HabibMetro Bank*



*Cycling Event organized by Karachi Chapter, the team at Port Grand*



*Meeting with Lahore Chapter*



*Student activities conducted by volunteers from HBL*

# DIL'S PARTNER NETWORK

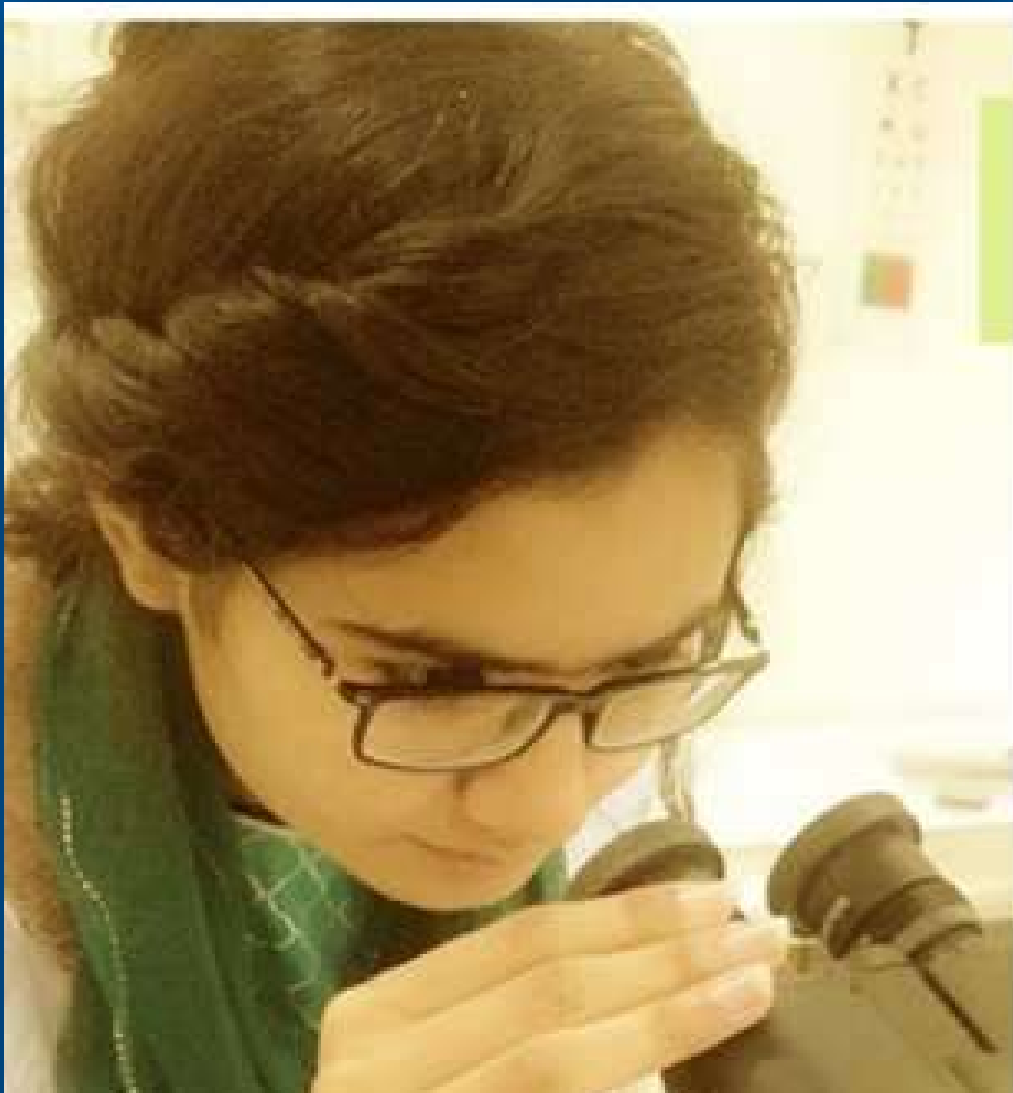
GOVERNMENT DEPARTMENTS

IMPLEMENTING PARTNERS & SCHOOL DONORS

SUPPORTERS & CONTRIBUTORS

TECHNICAL PARTNERS





# **DIL Graduates**

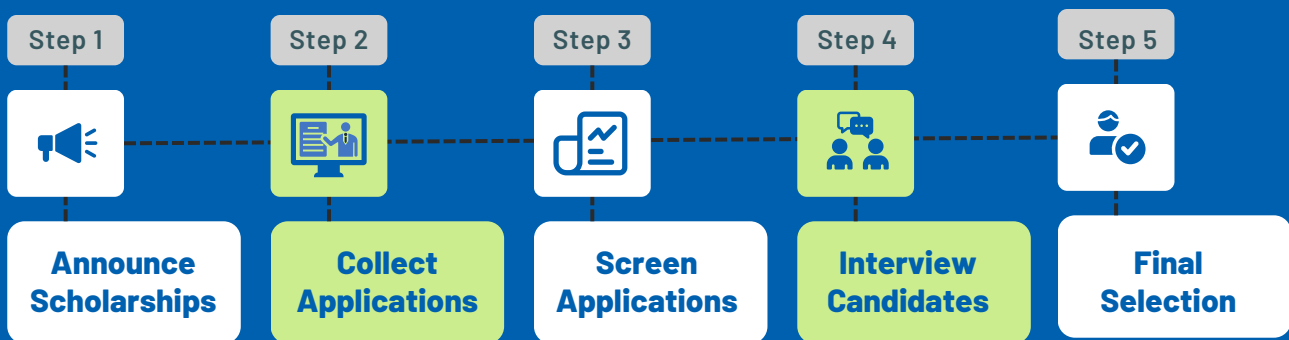


# U-GO GRANT

*Making Opportunity Universal!*

U-Go is a university scholarship program initiated by Room to Read to help ambitious and promising young women in low-income countries pursue higher education by providing financial scholarships funded by individuals and corporations. DIL has secured a grant for supporting 100 girls for 4 years of their university education @ 750 USD per student per annum.

## SCHOLAR SELECTION PROTOCOLS



## REACHING GREATER HEIGHTS

Mohsina Gul is from a marginalized community of Chaol Pattan, Islamabad. She belongs to a farmer family of 7, with a monthly income of \$125 only.

Despite living in such tough conditions, where basic necessities are also a struggle, Mohsina's father has always been a supporter of female education. She completed her Matriculation from a DIL school in her village.

Mohsina applied for a U-Go scholarship and is currently pursuing her degree in Bachelor of Science in Software Engineering from Iqra University, Islamabad, Pakistan. She has scored a 3.7 CGPA in her 1st semester and aims to promote coding and programming among young girls and youth from her community so they can participate in the digital era.



# GRADUATE STORIES

*Our Pride and Joy!!*



## AFSHAN NAZ

Bachelors in Business Administration  
Iqra University, Karachi

Afshan graduated from a DIL school in the deprived area of Korangi, Karachi. She sells hand-made baskets in her community to support her family. She aspires to have a business center in her community to support small-scale female artisans and promote female empowerment in her community.



## ZINNA ASHAR

Bachelors in Computer Science  
COMSATS University, Wah

Zinna Ashar belongs to a middle class family in Rawalpindi. She is pursuing her undergraduate studies Computer Science from Comsats University, Wah. She wants to give back to the deprived communities by helping them learn advanced technology skills.



## KAINAT NASEER

Bachelors in Business Administration  
University of Arid Agriculture, Rawalpindi

Kainat Naseer is a graduate from DIL Shah Jeevan School in rural Rawalpindi. She completed her undergraduate program on a DIL scholarship, and is now working as an HR Assistant at DIL Head Office in Islamabad.

## MISBAH HASSAN

*From Orangi Town to a Senior Manager's Position in a Multinational Corporation!*

Misbah is a DIL alumna from Orangi Town, Karachi. Born to a Rikshaw driver who was always struggling to make ends meet, she enrolled in the DIL school in her village for getting free and high quality education.

Misbah was very shy and quiet but she found her voice and gained the confidence and strength to pursue her dream through her education at DIL school. She is currently working as a Senior Manager at Oriflame, a Swedish multinational cosmetics company in Lahore.

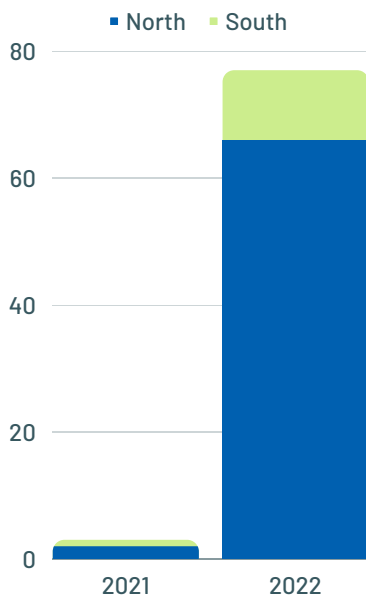


**Misbah proudly recognizes DIL's contribution in her life by saying, "I thank DIL for guiding and encouraging me and for helping me realize my full potential."**

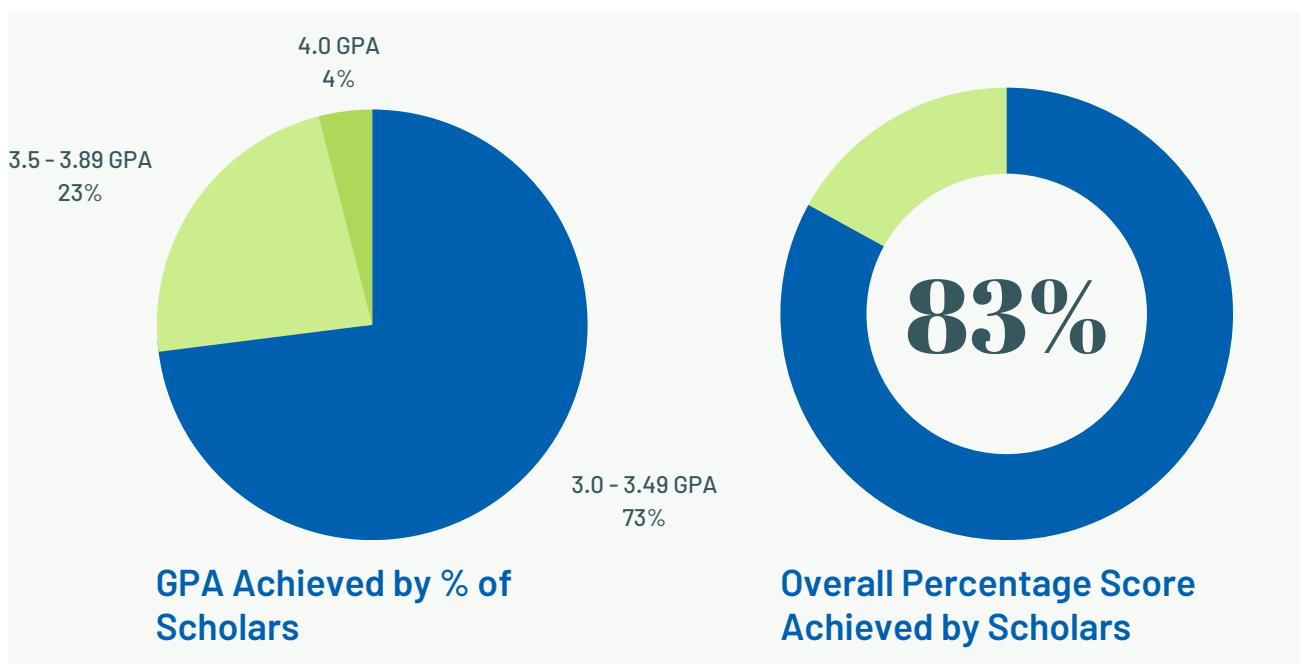
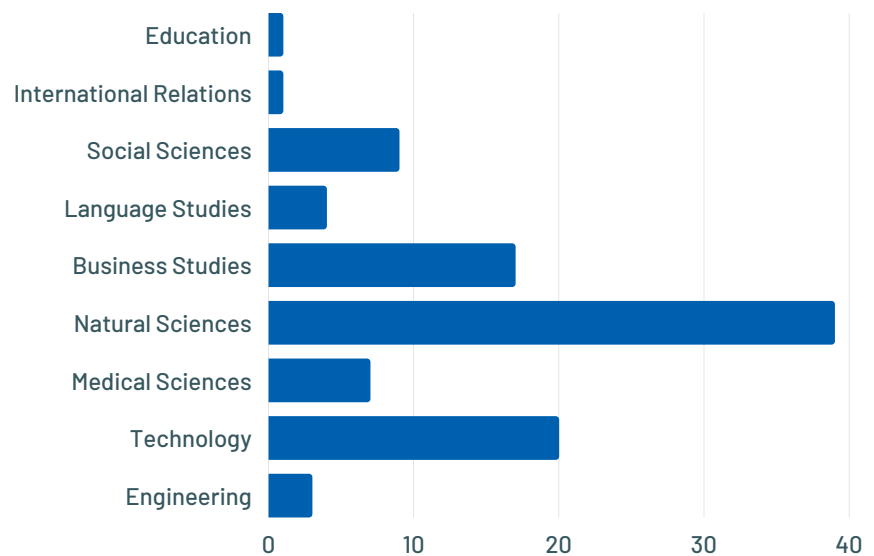
# U-GO SCHOLAR PROFILES

*80 Female Scholars Enrolled in 2022!*

Region wise Distribution of Scholars



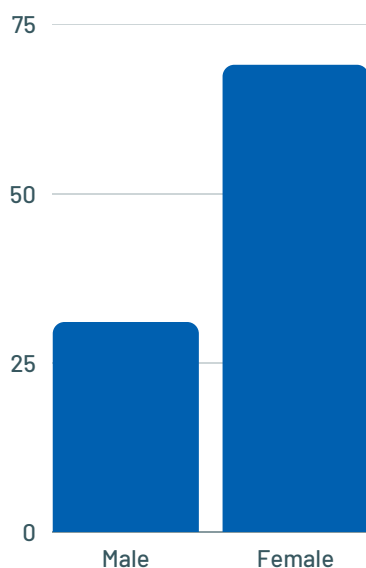
% of Scholars Enrolled in Various Fields of Study



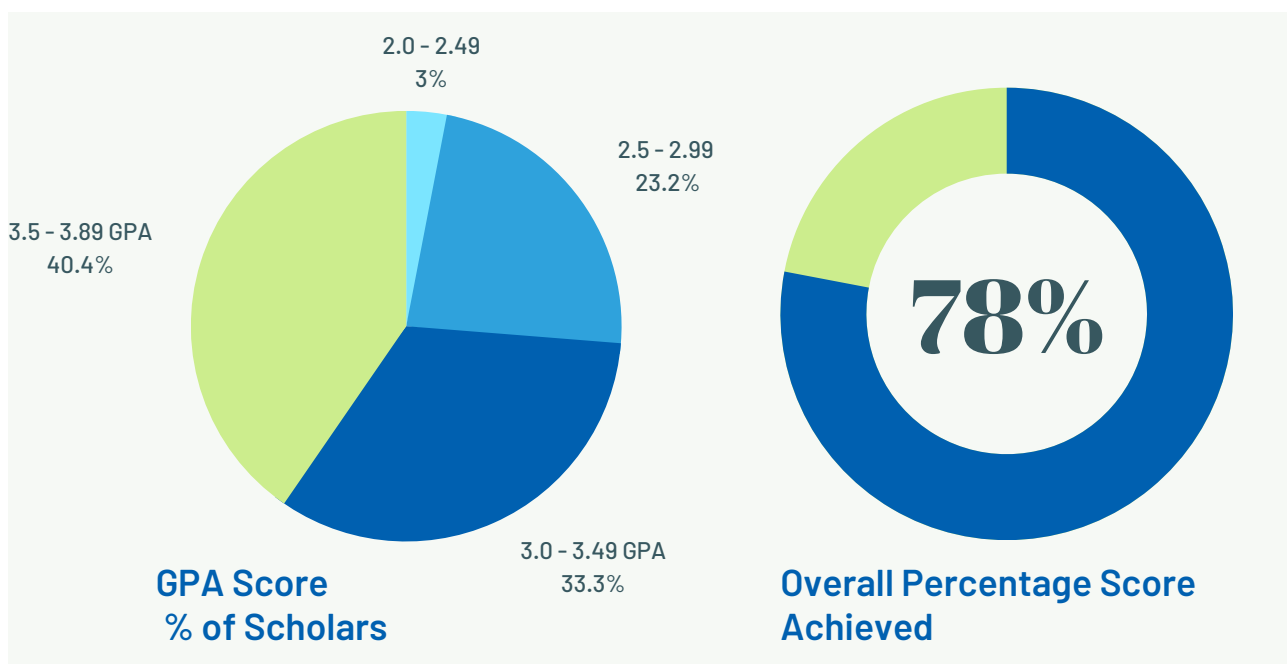
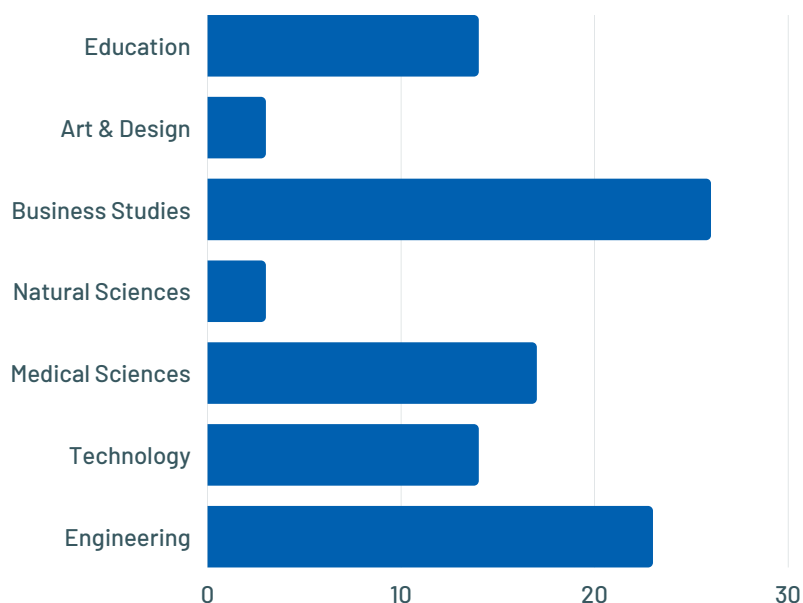
# DIL SCHOLAR PROFILES

*35 Scholars Enrolled in 2022!*

**Gender wise Distribution of Scholars**



**% Scholars Enrolled in Various Fields of Study**

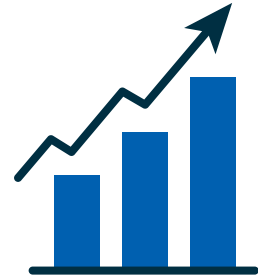




# Our Results



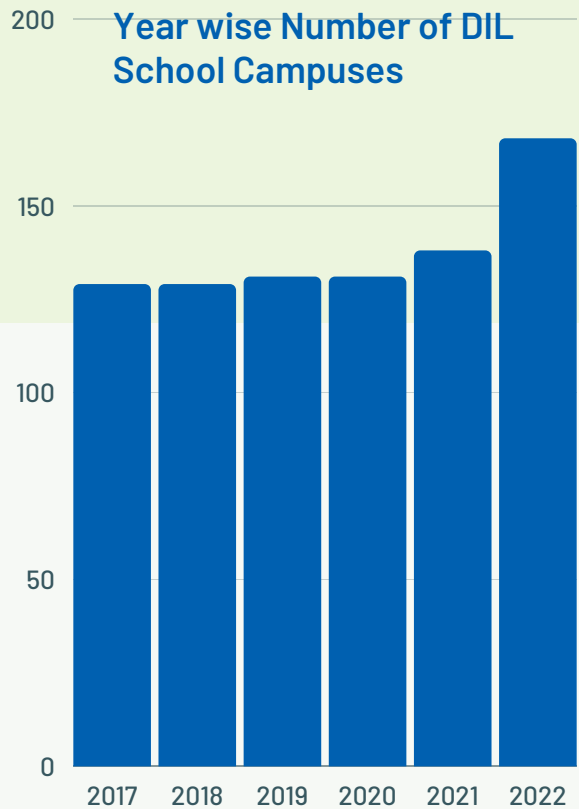
# ANNUAL NETWORK GROWTH



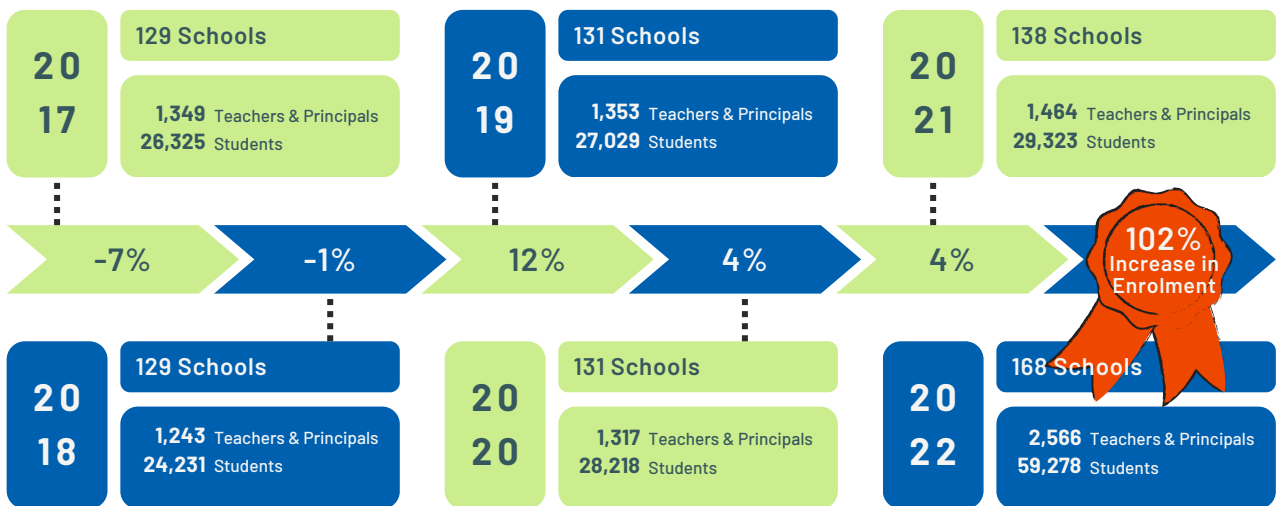
## 100

New Schools to be added in 2022-23

Year wise Number of DIL School Campuses



DIL is looking to actively expand its network and the scope of its operations by adopting new public and low income private schools. We are identifying partners for adopting schools and providing technical support. Through deploying our interventions and our capacity building support, we are making a difference in the lives of many more children now.



# ANNUAL IMPACT

LESS  
THAN 5.4%

Student Dropout  
Rate

84%  
TRANSITION

From Primary to Middle &  
Middle to Secondary

75%  
GRADES A/A+

In Matric Board Exams  
in 2022

79%  
GRADUATES

Continue into Higher  
Education or Vocational  
Training



**22,285**

DIL & NON DIL TEACHERS  
TRAINED SINCE 2010



**343,378**

STUDENTS IMPACTED  
THROUGH OUR PROGRAMS

# STUDENT ENGAGEMENT IMPACT

Due to student-centered and activity-based approaches, DIL students are highly engaged and motivated to come to school. Dropout rates in our schools are very low and on average 84% students transition to the next grade level.



**AVERAGE STUDENT  
DROPOUT RATE**

**5.4%**



**AVERAGE STUDENT  
TRANSITION RATE**

**84%**



# AWARDS & ACCOLADES



*Maliha from Orangi secured 4th Position in the 13th National ArtBeat Competition*



*Javeria Naeem, secured 3rd Position in Young Authors Competition for her story*



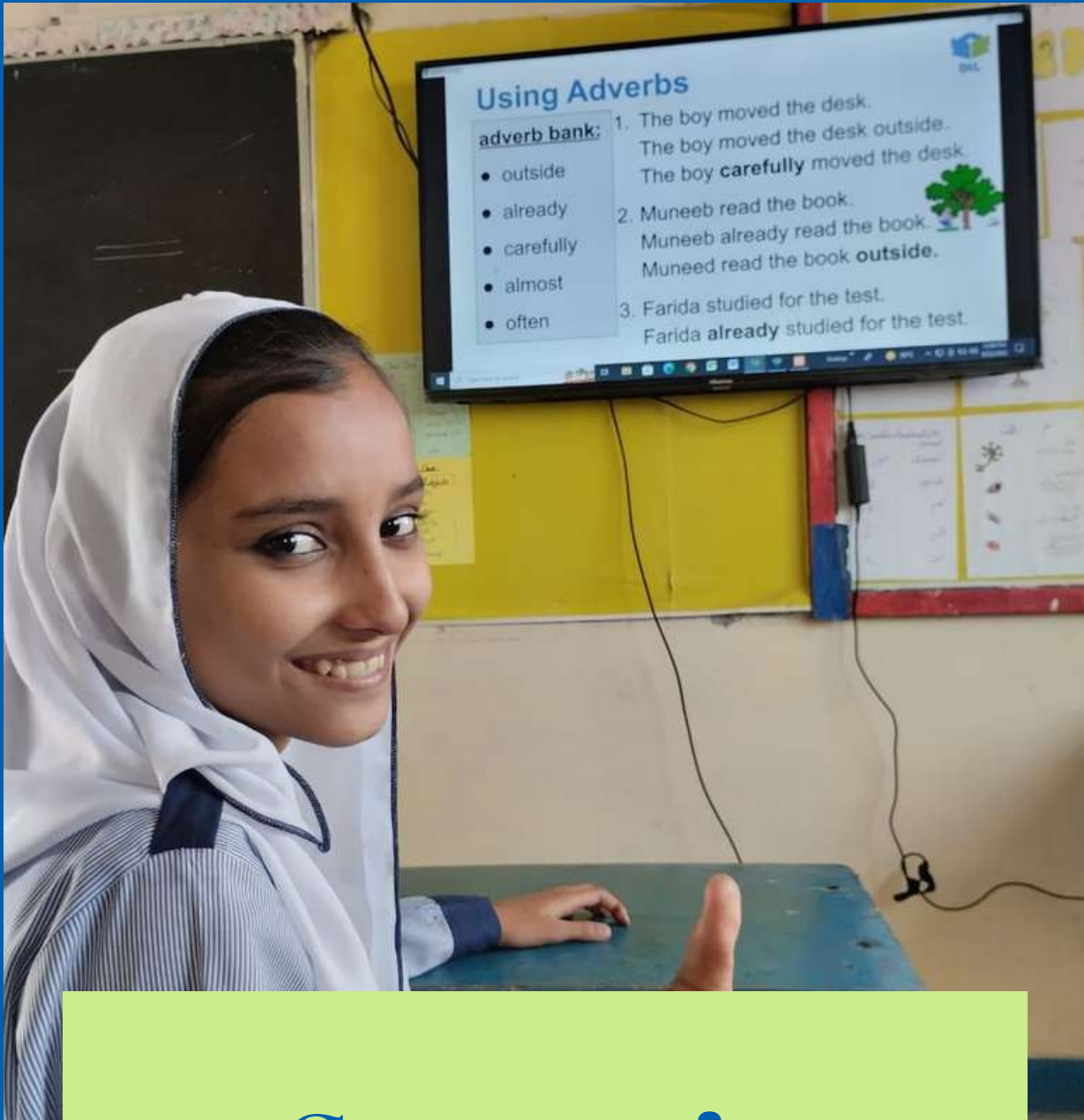
*Areeba Zahid got a Dean's Award for securing 1st Position in her First Semester at CUST*



*Afreen Mushtaq, from Orangi Town was selected as the Salamati Fellow*



*Afshan, a graduate from Khairpur, secured 1st Prize in her Final Year project*



# Strategic Direction





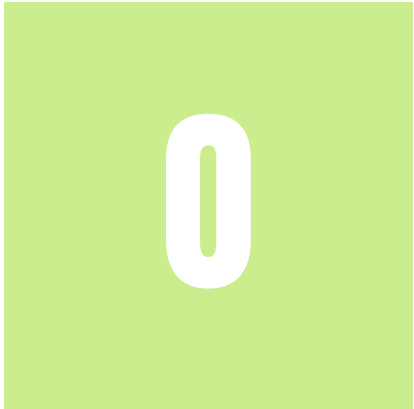
S


- Effective Technology Driven Learning Programs (TEAL & RGRK)
- High Impact Capacity Building Program for Teachers
- Standards Based Curriculum Support Materials
- Focus on 21st Century Skills
- Robust Results Based Monitoring Mechanisms
- Strong Inroads with the Government
- Ongoing R&D for Improving Quality
- Flexible & Adaptive Programs
- Centralized Data Repository for Informed Decision Making
- Brand Image & Recognition



W

- Infrastructure & Space Constraints in Rented School Buildings
- High Teacher Turnover
- Low Teacher Compensation & Benefits
- Lack of Ownership from Parents & Communities
- Lack of Recognition & Affiliation of DIL Courses
- Dependence on Philanthropy for Funds
- Lack of Organizational Visibility

- 
- O
- Capacity to Design new Products & Services
  - Potential to Access a Wider Target Audience
  - Opportunity to Build Partnerships
  - Potential to Generate Program Income
  - Opportunity to Diversify Local Funding Base
  - Potential to Gain More Visibility through Social Media

- 
- T
- Student Dropout due to Incentives by Competitors
  - Market Competition - Local & International
  - Funding Constraints due to Donor Fatigue
  - Piracy of DIL Designed Material
  - Restrictive Public Policies and Procedures
  - Frequent Policy Shifts by Government
  - Impact of Climate Change & Natural Calamities
  - Security Risks

# COMPETITIVE ADVANTAGE



DIL uses its our own schools for piloting initiatives and based upon their results, we scale up impactful solutions within and beyond our network to our technical partners. Over the past few years, we have tried and tested a number of innovative products and services that have led to incremental gains for our target audience. Our value added capacity building and technology integration solutions are unique and give us an edge over our competitors.

## Value

We believe in creating value for our stakeholders through high-impact and low cost interventions.

## Agility

We offer solutions that are more focused on the needs of the target audience rather than a more generic market.

## Niche

Our technology integration enables us to improve outcomes for our beneficiaries.

## Talent Pool

Our inhouse team of experts designs indigenous curriculum resources and capacity building modules for our teachers and principals.

## Network

We leverage gains for our target audience through complements and network effects.

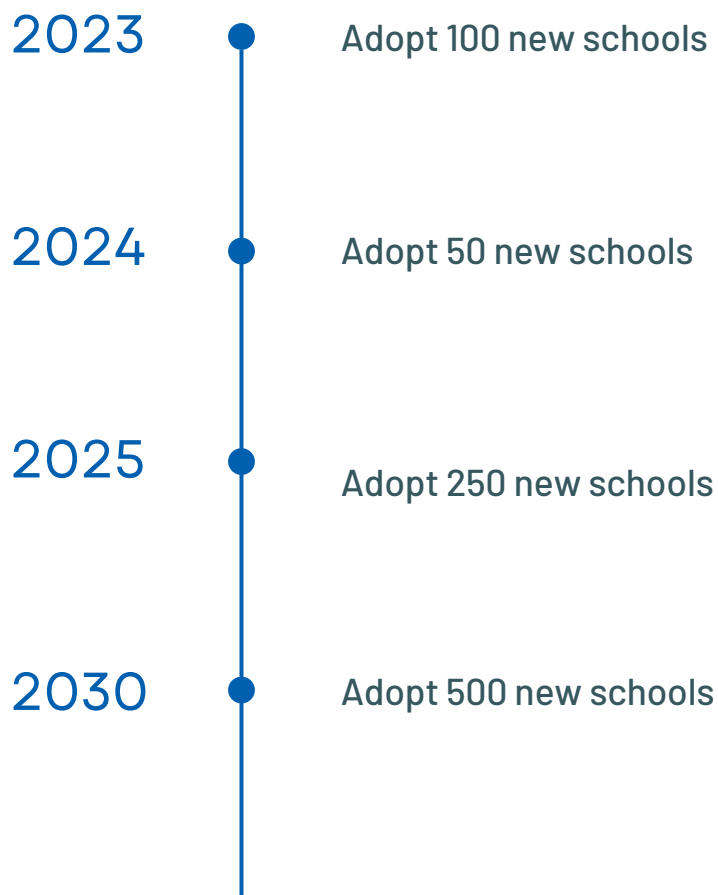
## Success

We build sustainable solutions that are based on long term success.

# FUTURE STRATEGY & MILESTONES

*Vision 2030!*

DIL is now entering into the expansion phase of achieving its vision for bringing quality education to deserving students in Pakistan. Going forward, DIL aims to continue adding new public and private sector schools to its network. We believe that the government is the biggest stakeholder in education and already has a huge infrastructure in place, and through its quality interventions, DIL can help improve the quality of education in these schools.



# CORE VALUES



## EXCELLENCE

We are committed to achieving the highest level of impact through excellence in service delivery and educational products



## EQUITY

We exercise fairness, compassion and respect when dealing with each other and those around us



## INTEGRITY

We strive to set high moral and ethical standards for ourselves and to gain the trust of others



## FLEXIBILITY

We drive and embrace change and are willing to try out different pioneering approaches



## COLLABORATION

We take a democratic and participatory approach in all aspects of our work



## TRANSFORMATION

We transform lives and empower communities by pursuing innovative ideas and approaches that improve students' learning outcomes and soft skills



## TRANSPARENCY

We exercise strong internal controls and transparency and are fully accountable to our donors and the people we serve



# BUDGET ALLOCATION

DIL receives a 63% of its funding from its chapters in US, UK, Canada and Hong Kong, These chapters are run and managed by volunteers and raise funds from non-institutional sources such as events, zakat donations and individual philanthropists (mainly Pakistani expatriates). DIL raises the remaining funds through government subsidies and local chapters in Islamabad, Karachi and Lahore.



DIL is a fully transparent organization and all its operations, including transfer of funds, is in accordance with law through the formal banking channels. DIL's accounts are annually audited by one of the Big Four audit firms (previously KPMG and now Grant Thornton). Copies of audited accounts are available on the website of DIL ([www.dilpakistan.org](http://www.dilpakistan.org)). DIL has a Shariah advisor who has written a Shariah policy for the organization. DIL has a Shariah compliant bank account and the management of all zakat funds is in compliance with the Shariah policy.

## PROGRAM COSTS

# 92%

Schools and school support programs and teams

## OVERHEAD COSTS

# 8%

Rent, utilities and support teams





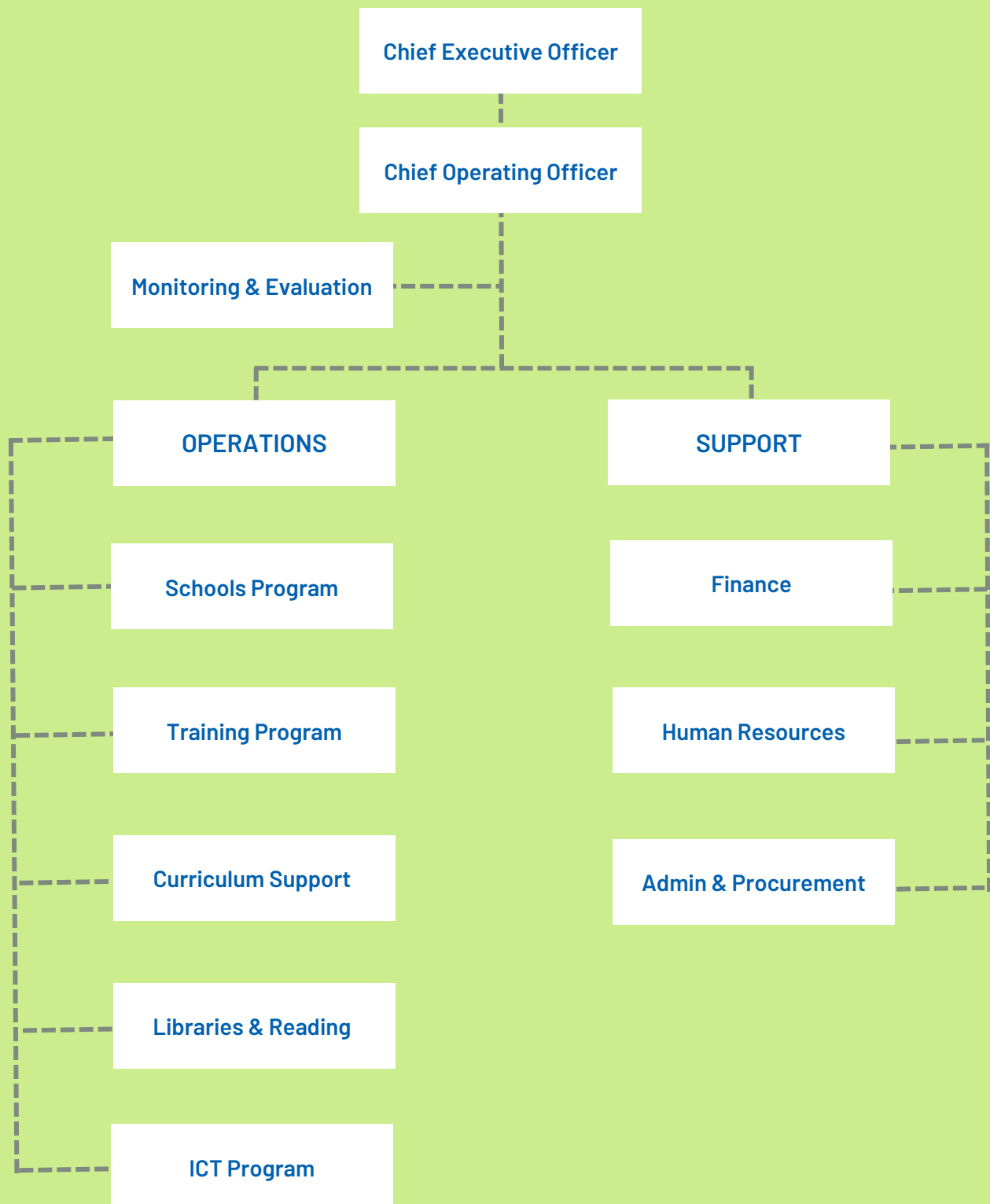
# Management Team



# TEAM BUILDING ACTIVITIES



# ORGANIZATIONAL STRUCTURE



# BOARD OF TRUSTEES



## **SHAZAD G. DADA - CHAIRPERSON**

Shazad is a seasoned banker and a businessperson who is currently on the Boards of the Securities & Exchange Commission of Pakistan, AIESEC (Pakistan), and British Business Centre. Formerly, Shazad served as the President & CEO of UBL and Standard Chartered Banks, Chairman Pakistan Mercantile Exchange Ltd., MD, Chief Country Officer & Head-Global Banking at Deutsche Bank AG (Islamabad), CEO & MD at Barclays Bank Pakistan, MD Mergers & Acquisitions at Deutsche Bank Securities, Inc., Chairman at Pakistan Banks Association, VP & Council Member at The Institute of Bankers Pakistan and Director-Governors Board at The British Overseas School.

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## **TASNIM SHAHERYAR - VICE CHAIRPERSON**

Tasnim is an IBA graduate and has worked as a business development expert in the US. She is a philanthropist and has a very long association with DIL. She was on the New York chapter and later a member of the US Board of Directors until she permanently moved to Pakistan.

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## **DR. ANJUM RIYAZUL HAQUE - TRUSTEE**

With a Ph.D in Development Education from University of Santo Tomas, Philippines, Anjum has served as an Executive Director of Pakistan Centre of Philanthropy, and been the Representative and Head of Office at UNICEF in several countries, She has also been the Programme Specialist with Asia Foundation, Islamabad and a Director at the National Academy of Higher Education at University Grants Commission.

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## **NASREEN IQBAL - TRUSTEE**

Nasreen is an educationist since 1978 and is the founder of Grammar School Rawalpindi, a UNESCO partner school with 5 branches in the city. She was a former Examiner for B.Ed with the University of Punjab and Teacher Trainer for SPELT.

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**SAEEDA FANCY - TRUSTEE**

Saeeda has over 30 years of experience in administrative, financial, human resources and customer service issues. She has served as the Head of Academics, Bay View College, Karachi and senior positions in well reputed schools including Beaconhouse, Lyceum School in Karachi. She has been a Project Manager OXED Books at Oxford University Press.

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**AMJAD ALI KHAN - TRUSTEE**

Amjad is a co-founder and former managing partner of Afridi & Angell. He headed the firm's banking and financial services practice and advises on both conventional and Shari'a compliant transactions. He also advises private equity firms and investors on UAE and cross border transactions and acquisitions. Amjad is an active speaker at conferences and seminars, and has authored several specialised publications.

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**KAMRAN NISHAT - TRUSTEE**

Accomplished senior executive with over thirty years of results driven and diversified experience with leading organizations in Automotive, Textiles, Leather, Distribution and consulting sectors etc. He is currently serving as the MD & CEO at Muller & Phipps, Pakistan. Formerly, he was the Senior Manager at Sidat Hyder Morshed,

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**ZIBBER MOHIUDDIN - TRUSTEE**

Zibber holds a Masters degree in Business Administration from George Washington University, and is currently serving as the CEO at Panasian Group, Pakistan. Previously, he has worked as the President and Country Manager at Ericsson, Pakistan and as the GM Panasian Marketing Services, Ltd. He is serving on several Boards including Equinox Ltd., VPL Ltd., Hilti Pakistan.

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# CONTACT US

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