



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

# DIL PAKISTAN ANNUAL REPORT

## 2014

*Dear Friends,*

*Quality education has the power to impact lives and change futures — it's not only about learning to read and write but about human dignity, making the right choices and taking charge of one's destiny.*

*Through child-centered approaches, tailored curriculum and classroom instruction, DIL schools equip students with the abilities, attitudes and aspirations to succeed. DIL's child-friendly schools provide comprehensive concept knowledge through evidence-based pedagogy, relevant low-cost materials, and ongoing monitoring and assessment.*



*Our confident, respectful and curious learners enjoy co-curricular activities, IT programs, and Project Based Learning collaborations. We inspire students' self-motivation through a nurturing classroom environment and offer opportunities for life skills development. DIL schools are not only serving as educational models for the surrounding communities, but as torchbearers for grassroots change.*

*None of the above would be possible without the generous support of our many dedicated patrons and volunteers. A very special thank you to them for enabling almost 22,000 students to stay in school and receive the education they deserve.*

*Fiza Shah*

**Fiza Shah**  
CEO and Founder  
Developments in Literacy

## MISSION

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

## VISION

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

*“My name is Ikhlq. I’m a student of Grade 8 at DIL Junior 9. I joined this school when I was five years old and have now spent eight amazing years here. This school is wonderful and teachers are very cooperative. They teach us in a friendly way as a school is not just a place to learn; it is also a place that models how to give respect to others and expect it in return.*

*I have done many projects in this school. These projects helped me to enhance my confidence level and improve communication with others. We attend soft skills classes. I have also enhanced my English language speaking through classes at the school.”*



## School Program

DIL ended 2014 with 124 school campuses, enrolling nearly 22,000 children from Nursery to Class 10. In line with the DIL Strategic Plan 2014-18, two Khairpur schools and two more in Orangi Town were upgraded to high schools; providing DIL students a pathway to completing 10 years of education within the DIL system. The annual matric results were very encouraging: a total of 84 students appeared, out of which 10 students scored A-1 grade, and 40 scored A.

DIL expanded its partner network by adopting two girls' schools, established by the Mukhtaran Mai Women's Organization (MMWO) in District Muzaffar Garh. The two schools enroll over 700 students, and we now provide free books, uniforms and transportation to the teachers and students along with quality teaching and learning. The impact has been very tangible: an increase in the student enrollment and a considerable change in parental attitudes towards girls' education.

*"My name is Farzana and I am a DIL school Officer. If true happiness is what you seek, these are the things to do in small towns and backward areas. A lot of people are working in the big cities. It really means something to get things done in small villages."*



Besides extensive macro interventions to ensure quality teaching in all its schools, there are micro level initiatives that are showing very positive results. DIL's self-help mentoring program within individual schools engages stronger students to support those who are struggling with reading and homework, creating a positive and supportive environment where all students can thrive.

## Teacher Training & Curriculum Development

DIL started designing its own foundation course in 2013 and by the end of 2014, had ready 17 different subject courses for face-to-face and online trainings. Over the year, the team trained 1,690 DIL teachers. An additional 485 non-DIL teachers received training as well, of which 30 teachers successfully completed DIL's Early Childhood Education foundation certification programme.

Empowered with the new pedagogy skills and content knowledge, these teachers went on to improve education delivery in their classrooms, and DIL estimates that over 39,000 primary school children across Pakistan benefitted as a result. The school principals received training on school management to ensure that they provided the requisite support to their trained teachers for training implementation. In the area of curriculum development, DIL continued developing and implementing comprehensive curriculum packages with the completion of KG math, English, Urdu and circle time; Grade 6 English, math and Urdu; and Grades 4 and 5 sciences. During this period work has begun on writing the second edition of the materials for English, Urdu and math for Grades 1-5 which will provide more targeted support to meet our student's needs determined by content gaps in assessment data.

The Target grant for science curriculum development and teacher training was also successfully completed in 2014. The trainings have been very effective and DIL trained teachers are sought after by government and private schools.

In 2015, DIL aims to build on our gains by scaling up training to reach over 2,500 teachers within the DIL network and beyond. We will add to the body of knowledge by developing curriculum enhancement materials and training modules that will continue to build on the subject content and concept clarity as well as pioneer blended training methodology to make the training more quality controlled and cost effective.

## Information and Communications Technology (ICT) in Schools

DIL's Information and Communications Technology (ICT) Programme for Schools continues to improve and expand IT-enabled services to its students, faculty and staff. There were a number of significant achievements in 2014-15.

As part of our grant activities for DFID, DIL established a mobile training van and three training hubs. Approximately 100 laptops were delivered to students in DIR and Khairpur regions to enhance and polish their 21<sup>st</sup> century skills through Project Based Learning activities with the help of our donors, we upgraded five existing computer labs by replacing desktops with laptops and set up a computer lab in Mansehra. In addition, 10 DIL schools were provided two laptops as a classroom resource. Over the year, DIL upgraded internet connectivity at seven schools and provided alternative power to 16 schools by installing solar panels.

In our efforts to better track our activities and impact, we improved information flow, updated assessment tools and developed monitoring and data collection methodology. DIL has an active IT training programme for teachers, and in 2014, we were able to finalize course material as well as train 110 computer teachers and assistants, all of whom received relevant certifications. DIL appreciates our partners - iEARN/SIE and the British Council - for their support in developing IT driven project-based activities for students to learn and grow from.



## Reading and Libraries

Libraries play a vital role in developing the love for reading and broadening horizons. DIL has strengthened its Library & Reading Department to provide access to reading materials across all project schools in Pakistan. There are 53 dedicated library rooms, staffed with trained librarians who facilitate students in accessing grade appropriate and engaging reading materials. DIL strives to provide access to a collection of reading materials that meet the learning and recreational needs of the students and teachers. For this purpose, DIL procured more than 10,000 library books in 2014-15 to enhance library stocks at all 124 schools. Our school libraries also support a number of organized activities.

An After School Reading Program was introduced in 2014 as a pilot activity in 10 schools to promote and develop reading in students. Reading Friend and Book Club are two main activities under the After School Reading Program.

We are now further building capacity of library staff so they can better support teachers in designing and implementing reading strategies through library activities. In 2014, 132 school staff were trained on effective planning and utilization of the library period.

DIL has conducted Word Reading Fluency (WRF) assessment through its library staff to assess students from Grade 2 to 5. A total of 3,348 students from 42 schools in ICT (Islamabad Capital Territory), RRP (Rawalpindi Rural Project), NOWA (Naz Old Boys Welfare Association), IRC (Indus Resource Center),

Orangi, KSK (Kala Shah Kaku) & Manshera participated in WRF assessment. WRF is an internationally recognized tool used to assess student's ability to automatically recognize words, which is needed in order to read with comprehension.



## Gateway Initiative

DIL launched its life skills training program for students in 2014 and piloted it in Orangi and Khairpur with middle and high school students. The field reports have identified a notable impact on students in raising awareness, gaining self-confidence and increasing self-esteem. Teachers and principals have shared positive feedback about the program and many have suggested additional topic areas to be covered. Students have also started sharing their knowledge and experiences with adults in their lives, including teachers. A teacher from Mehran School reported that the students of Grade 9 and 10 gave her tips when she was going for her interview for graduate school admission, which helped her tremendously. The IT and English vocational training centers have helped students improve their skills as well as job opportunities.

Four IT graduates are working as IT teachers in different DIL schools and one of these teachers received the Best IT Teacher Award. Others are working as graphic designers, data entry and computer printing jobs and also offering home tuition in IT. Twelve English learners have successfully found employment as English teachers and three are working as trainers at the two new English centers that have opened in Orangi.

## Programme Development

DIL's Programme Development team has been the driving force innovating technology integration into teaching and learning as well as piloting delivery models to scale our impact. In 2014, DIL concluded our Mobile Learning for Teachers pilot, funded by USAID Small Grants and Ambassador's Fund Program (SGAFP).



The results were very pleasing indeed, with a 47% improvement in both English and math subject knowledge. More than 90% of teachers surveyed expressed that mobile learning had positively impacted their teaching. DIL's Mobile Learning Project benefitted from the WISE Accelerator Program sponsored by the Qatar Foundation. Over the course of 2015, DIL will receive mentorship from Ashoka Globalizer experts to scale the program to further DIL's mission of improving quality of education. Up next, in 2015, plans to meet the demand for plentiful leveled books that support reading development through the piloting of *eLibraries for Rural Schools*.



## DIL builds, operates and manages girl-centric, child-friendly school campuses.

- Appropriate and plentiful books and materials.
- Middle and high school grades available.
- Year-round family involvement and participation.
- Secure buildings, ventilated classrooms, sufficient restrooms and adequate utilities.



## A DIL education empowers children for success in school and beyond

Comprehensive; science labs for practicals, curriculum with guides, lesson plans, books and learning materials.

Opportunities for project-based group work through the IT program.

Rich library program that promotes reading and language comprehension.

After-school clubs, field trips, life skills & leadership training.

Scholarships, career counseling, and vocational training.



## DIL invests in the professional development of teachers

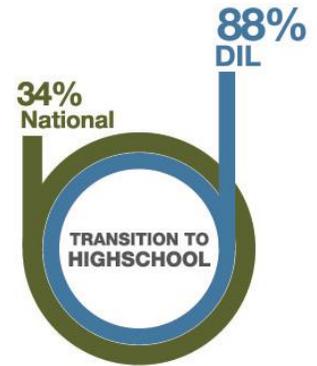
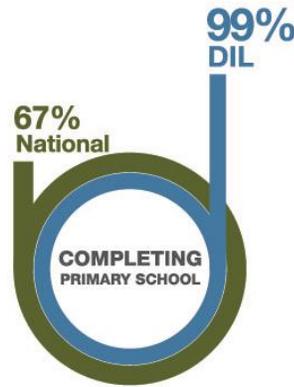
Custom-designed training in academic leadership and school management for principals and head teachers.

Contextualized training in core subject knowledge and pedagogy skills for school teachers. Additional support with teaching materials and onsite supervision.

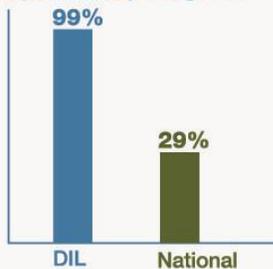
Professional and personal development workshops, English proficiency and higher education scholarships to support career development.

## On Student Engagement

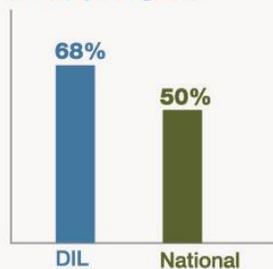
DIL provides safe, nurturing learning environments for students in marginalized communities.



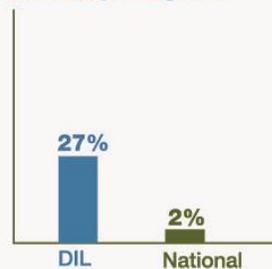
Recognize English alphabets by 1st grade



Recognizing numbers 10-99 by 1st grade

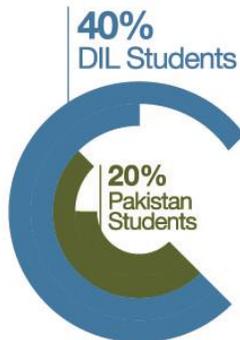


Reading Urdu stories by 2nd grade



## On Student LEARNING OUTCOMES

A DIL education promotes the child's concept clarity, critical thinking and problem solving skills, as well as the ability to work in teams.



## Success in school and beyond Students scoring A or A+

### 10<sup>th</sup> GRADE BOARD RESULTS

## On Teachers' Skills AND CONTENT KNOWLEDGE



DIL's teacher training program provides teachers and principals with knowledge they need to transform their schools and classrooms into environments where meaningful learning takes place.

### 2010 to 2014

Total number of teachers trained: 8,864

Number of students benefitting in 2014 alone: 39,000

### 2015 CASE STUDY

DIL successfully delivered Math and English content knowledge videos to 200 teachers across Pakistan through smart phones. Post testing conducted at the end of the training demonstrated a **47% increase in proficiency.**

## Community Success Story

Chatro is a remote village with 3,500 inhabitants in the outskirts of Islamabad. The people live off the land with agriculture and dairy farming as the main livelihood. The women in the village work the farms and harvest, just like the male population.

Historically, the practice of unpaid female labour has promoted female illiteracy, so much so that girls were put to work instead of being sent to school. Besides, the single government primary school had two rooms only, and could not accommodate all the children in the village. For the few that somehow managed to attend the single existing school, the road abruptly ended at Grade 5. The community estimates **that only 10% of the girls of school going children were enrolled** if at all. The girls in the village grew up knowing no better and imagined a fate for themselves akin to their mothers - working in the fields, dealing with cattle, and leading a sheltered life.

Village population: 3,500  
Number of households: 500  
Literacy rate of village: 50%  
Male literacy rate: 60%  
Female literacy rate: 40%  
Total enrolled students: 241  
Percentage girls: 59%  
Total graduates (Grade 5): 55  
Total teachers: 14 teachers (all female)

When DIL first broached the issue of opening a school for girls and boys, a local woman Saiqa Parveen, stepped up to donate the land. Saiqa is the only woman in the village to have had any higher education and she was a role model. She was offered the job of principal, a position she gladly accepted. Since the school first opened in 2007, DIL approach has been child-centered, building confidence, independent thought and communicative learning. The training department trains teachers in modern pedagogical concepts and subject knowledge. IT-based teaching and learning is often incorporated into the core curriculum, helping children broaden their core knowledge. The school is connected with the rest of the world for online research opportunities. Students are able to access a well-furnished library to expand, and the librarian is always available to guide the children over selection of books and reading methods.

To date, 55 students have completed their primary education at Chatro; of this, 84% have been girls and some have even gone on to pursue higher education with awards and distinctions. Twenty community members have completed vocational training through the vocational centre. A functioning Parent Teachers Association (PTA) is responsible for managing school matters.

The PTA estimates female literacy now at 70% and at least 2% of the women in the village are digitally literate. Mothers take pride in accompanying their children to school and stay engaged with the class teacher. In 2014, the school had an impressive 92% pass rate and 95% attendance rate. Three cohorts have now graduated, and the school now goes up to middle school. "We had remained deprived of education but now our daughters are blessed. Without DIL support our daughters' fates would be same as ours," said one mother gratefully.

## DIL Trailblazers

*“My name is Neelam, and I come from the small farming village of Buthqilla, in the north of Pakistan. I am one of 11 siblings and my parents are both illiterate. I joined a DIL school in Grade 3, and passed out in Grade 5 with distinction, topping in a cluster of 22 schools. I then walked 5 kilometers every day to go to a government middle school, but when DIL upgraded Buthqila School to middle school, I rejoined DIL.*

*“After passing Grade 8, I joined the Government Girls High School Kityari, and passed matric with a 70% score overall. During this time, things were extremely difficult with the presence of the Taliban and their anti-girls’ education views. I persisted and completed my intermediate diploma in 2012 with a score of over 85%!*

*“I have always wanted to be a doctor. In November 2014, I applied to and was accepted by the Fatima Jinnah Medical Collage (FJMC) in Lahore, a premier institution. At this time, a man approached my father and offered him Rs.1.2 million if I would withdraw and his daughter – who was on the waiting list – would take my place. My father refused him. My father eventually sold his land to pay for my education and is now a daily labourer. DIL is helping me as well. I hope to return home one day and make my parents proud and be a positive role models for other girls in my community to follow their dreams. I did, and see where it got me!”*



*“My name is Ishrat. I am 30 years old and am school officer at DIL’s Orangi project, overseeing five campuses. I joined DIL eight years ago, first as a teacher before I was quickly promoted to a head teacher, and then school officer. Over the years, I have learnt so much. I now know how to read, understand and implement policy guidelines. We have vocational training centers, computer labs, and solar panels. Not just that – our communities are supportive and they pressure the administration to keep growing enrollment and add grade levels.*”

*“DIL has shown me the way. I can often find solutions to the problems that principals’ face by sitting down with them and helping them think through the issues. I watch the teachers very closely. If she does well, the children flourish. I want my child to have this school environment... there is no better place than a DIL school. DIL students are far more confident than the students of other nearby schools. The strength of the education system here comes from the focus on activity-based learning. This promotes concept clarity and promotes creativity and confidence. I want to see the momentum continue with more grade levels, more learning content and continued opportunities for career growth for all of us.”*



## Accomplishments 2014

Funds raised: PKR: 305,276,897

Increase in enrollment by 17% to 21,962

Increase in staffing by 13% to 1,021 teachers and 122 principals

Provided 667 scholarships for DIL graduates to continue education

Trained 2,175 DIL & non-DIL teachers & principals

Established additional computer labs, bringing the total to 52

Enrolled 170 students in a life skills training program

Provided internet connectivity to 22 new computer labs

Introduced laptops as teacher resources at 10 school sites

Added 4 new vocational training centers, taking the total number to 10

Piloted mobile training for teachers with funding from USAID



## Targets 2015

Fundraising Goal: PKR 367,000,000 million

Increase enrollment by 15% to 25,323

Manage 3 new campuses through partnerships with other non-profits

Increase staffing, adding 170 teachers and principals

Establish 2 dedicated libraries, bringing to 50 the number of DIL libraries

Provide 870 scholarships for DIL graduates to continue education

Establish 4 new computer labs

Enroll 405 students in a life skills program

Train 3,172 DIL and non-DIL teachers in concept clarity and pedagogy



## Financial Overview

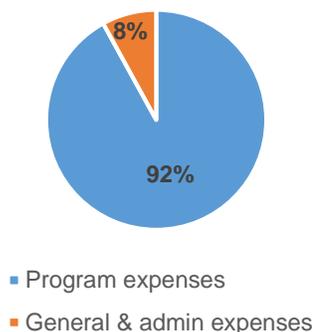
<b>ASSETS</b>	<b>2014(PKR)</b>
Cash and bank balances	60,170,897
Property and equipment	30,691,469
Advances	6,766,408
Short term deposits and pre-payments	2,303,690
All other current and non-current assets	2,066,280
<b>Total assets</b>	<b>101,998,744</b>

<b>LIABILITIES</b>	
Deferred grant	31,117,647
Restricted grant	63,126,127
	<b>94,243,774</b>
Accrued and other liabilities	7,754,970
<b>Total liabilities</b>	<b>101,998,744</b>

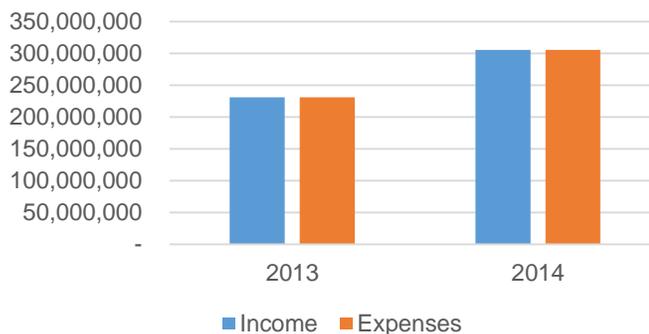
<b>REVENUE</b>	
<u>Grants and contributions</u>	<u>305,276,897</u>

<b>EXPENSES</b>	
Programs, partners and projects	281,041,763
General and administration	24,235,134
<b>Total</b>	<b>305,276,897</b>

**Use of Funds, 2014**



**Income & Expenditure Growth, 2013-14**



## Board of Trustees, DIL Pakistan

Shazad Dada, Chairperson  
Shahida Azfar, Deputy Chairperson  
Saeeda Fancy  
Nasreen Iqbal  
Parveen Malik  
Tauseef Hyat  
Amna Paracha (new inductee in 2014)  
Tasnim Shaheryar (new inductee in 2014)  
Anjum Riyaz ul Haq (new inductee in 2014)  
Shahnaz Ahmed (resigned in 2014)  
Imran Ahmed (resigned in 2014)

## Senior Management, DIL Pakistan

Executive Director, Jennifer Bennett (till 2 August 2014)  
Executive Director, Zeba Bukhari (from 14 November 2014)  
Finance Director, Waqas Pervaiz  
Curriculum Director, Annie Field  
Training Director, Saima Rashid  
Director Programme Development, Brenda Erlinger  
Regional Manager North, Salma Sufi  
Regional Manager South, Zeba Shafi  
Senior IT Manager, Ali Ijaz  
Manager Libraries, Asad Jahangir  
Manager Gateway Initiative, Zohra Wazir

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