



Developments in Literacy
Educating Children • Empowering Communities

ANNUAL REPORT 2021

A YEAR OF HOPE

**EDUCATING
CHILDREN,
EMPOWERING
COMMUNITIES**

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25 YEARS OF
EDUCATION

INTRODUCING DIL



DEAR FRIENDS

Developments in Literacy (DIL) aims to equip students with the skills they need to build a better future by providing them a strong education. 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 been improving the education we provide to children across Pakistan. These improvements are best evaluated in the context of the coronavirus epidemic, which continued to close schools intermittently throughout the year.

Despite the effects of Covid-19, DIL has ensured that Pakistani children continue to receive the highest quality of teaching. We have laid emphasis on five key areas:

- (1) The continued adoption of government schools
- (2) The continued enhancement of DIL's signature Technology Enabled Academic Learning (TEAL) program
- (3) To remedy loss of learning caused by school closure in partnership with the Center for Economic Research in Pakistan (CERP)

(4) To teach students coding, creative computing, and problem-solving

(5) A new strategy to educate out-of-school young girls called Teach and Educate Adolescent Girls with Community Help (TEACH) in partnership with the International Rescue Committee (IRC) and the Balochistan Education Foundation.

Although 2021 has presented its fair share of challenges, we have, thankfully, seen the majority of our efforts come to fruition.

Sincerely,



Fiza Shah
CEO, Developments in Literacy



DIL'S VISION & MISSION

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 to the socioeconomic betterment of their communities.

To achieve this, DIL educates and empowers underserved students, especially girls, by operating student-centered model schools and offering high-quality professional development to teachers and principals throughout Pakistan.



A SUCCESS STORY

"I was the girl with the messy hair who used to sit in the back of class to avoid the teacher's glare and couldn't wait for recess to play with my friends. When holidays were announced, I'd dance with joy—I even prayed for school to close.


And then it happened. Month after month, our school stayed closed. At first, I was happy just staying at home and playing with my siblings. But as time passed, I started feeling trapped inside and lonely. And that's when something changed within me. My school bag became my new friend, and I wanted to do my homework. I started doing one assignment after another. Slowly, my yucky handwriting and expression improved.

When schools opened again, my teachers were delighted to see my positive attitude—and my neatly made hair! I pray that God ends the pandemic and lets us stay in school."

Adeeba (DIL Rehmat Chowk School)




DIL'S WORK: WHAT WE DO



OPERATE SCHOOLS

DIL operates and manages a network of student-centered schools, including a number of adopted government schools, across Pakistan.



DEVELOP EDUCATORS

DIL provides pre-service and in-service training to build the conceptual knowledge and pedagogical skills both of government school teachers and our own.



INNOVATE FOR IMPACT

DIL creates innovative EdTech solutions, activity-oriented curricular materials that foster problem-solving and critical thinking skills in our students.



WORK WITH PARTNERS

DIL works with regional partners, including policy institutions like the Centre for Economic Research in Pakistan (CERP) and Teach and Educate Adolescent Girls with Community Help (TEACH).



**DIL was inaugurated with a single aim:
TO TRANSFORM THE LIVES OF UNDERSERVED
CHILDREN AND CHANGE THEIR COMMUNITIES FOR
GOOD.**

DIL'S FOOTPRINT: WHERE WE WORK

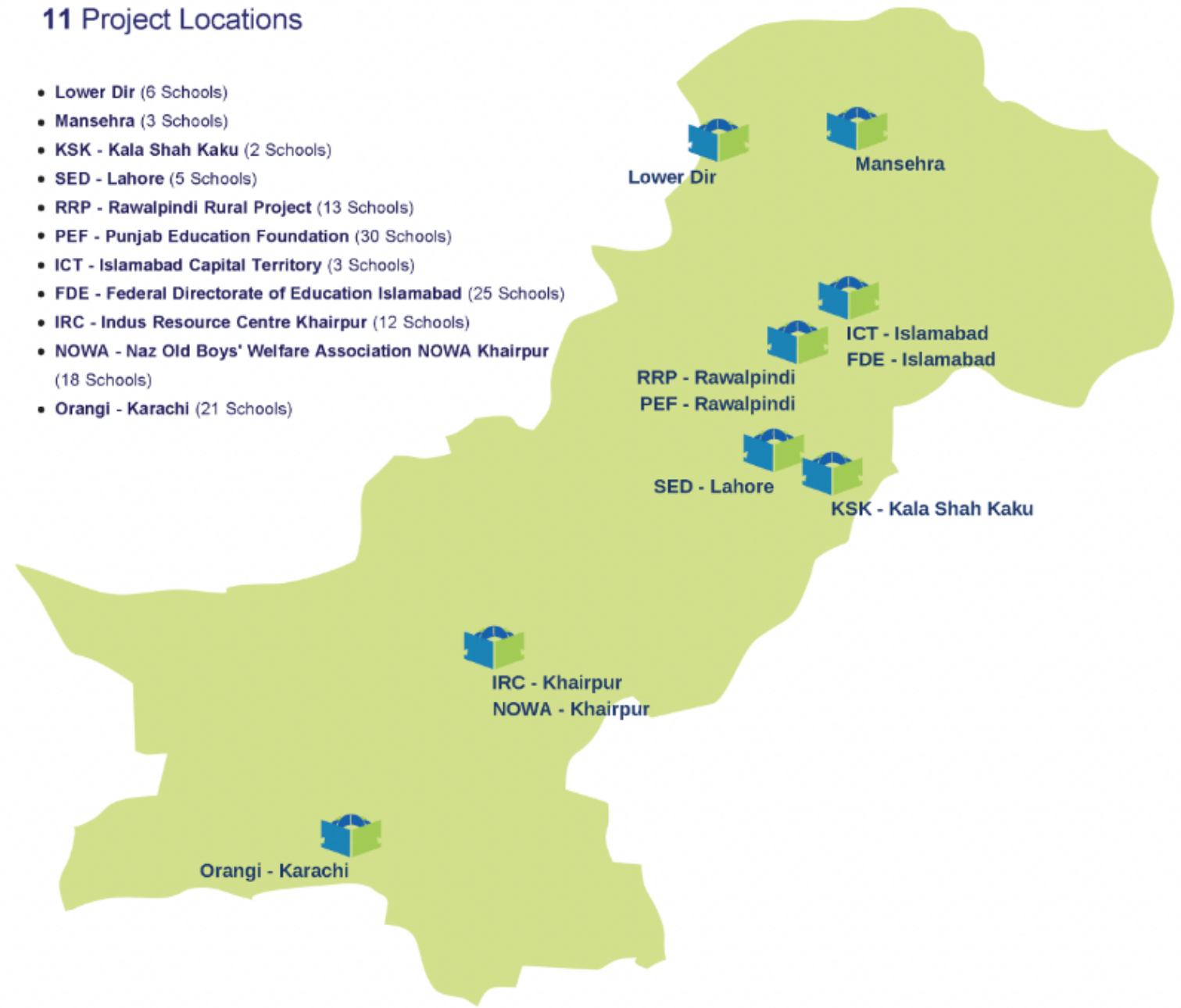


DEVELOPMENTS IN LITERACY - FOOTPRINT ACROSS PAKISTAN

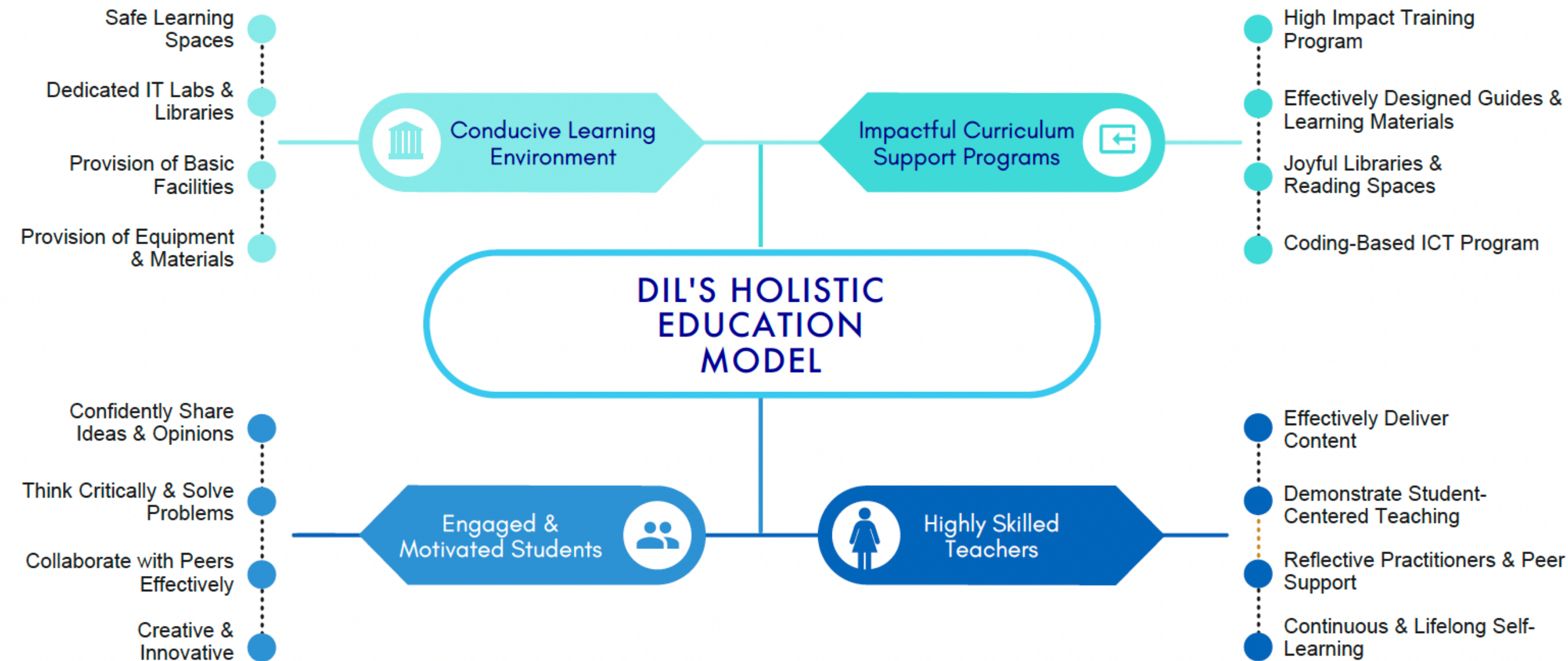
138 School Campuses

11 Project Locations

- Lower Dir (6 Schools)
- Mansehra (3 Schools)
- KSK - Kala Shah Kaku (2 Schools)
- SED - Lahore (5 Schools)
- RRP - Rawalpindi Rural Project (13 Schools)
- PEF - Punjab Education Foundation (30 Schools)
- ICT - Islamabad Capital Territory (3 Schools)
- FDE - Federal Directorate of Education Islamabad (25 Schools)
- IRC - Indus Resource Centre Khairpur (12 Schools)
- NOWA - Naz Old Boys' Welfare Association NOWA Khairpur (18 Schools)
- Orangi - Karachi (21 Schools)



HOW WE TEACH STUDENTS





PROGRESS
REPORT

MEASURING
IMPACT



KEY ANNUAL STATISTICS



138
SCHOOL
CAMPUSES



29,323
STUDENTS
ENROLLED



1,464
TEACHERS &
PRINCIPALS



75
DEDICATED
IT LABS

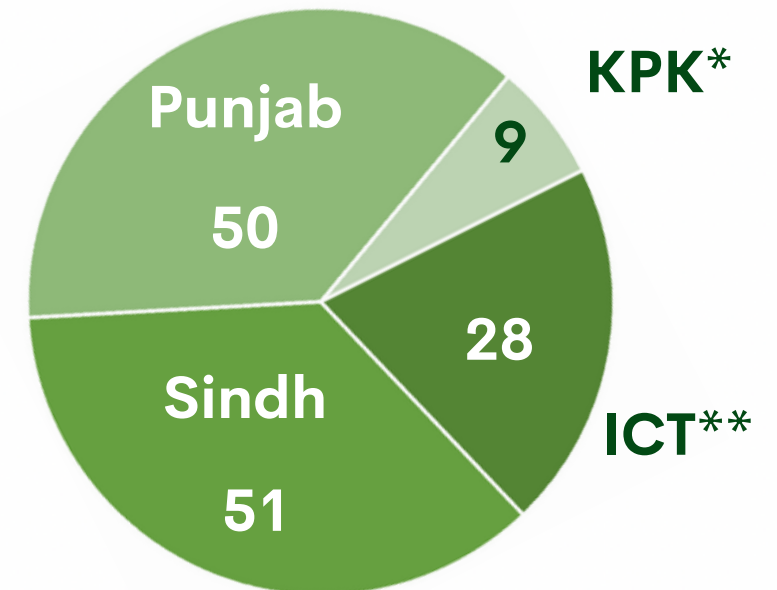


53
SCHOOLS WITH
DIGITAL LEARNING



51
DIGITAL
LIBRARIES

**NUMBER OF
DIL
SCHOOLS
BY
PROVINCE**



* Khyber Pakhtunkhwa

** Islamabad Capital Territory

DELIVERING RESULTS

Less than 4%

Student Dropout Rate

**62% Grades
A/A+**

Matric Board Exams
in 2021

**79%
Graduates**

Proceed to Higher
Education or
Vocational
Training

**279,425
Students**

Impacted
Through DIL Programs

**87%
Transition**

From Primary to Middle
and Middle to
Secondary School

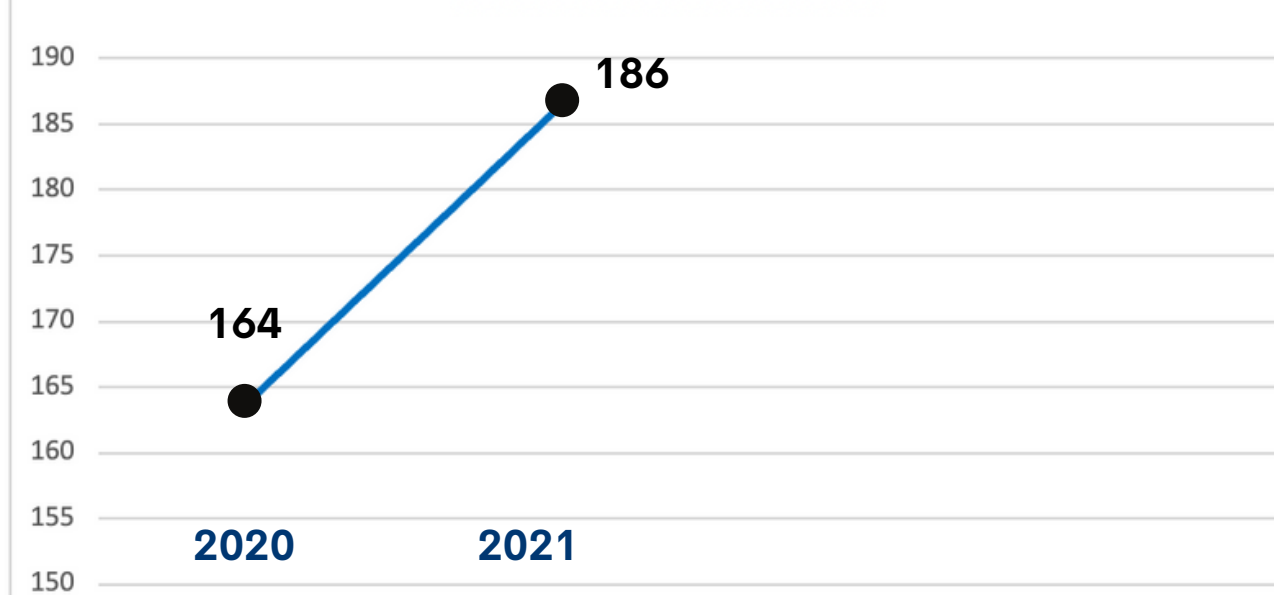
**21,493
Teachers**

DIL and non-DIL
educators trained
since 2010



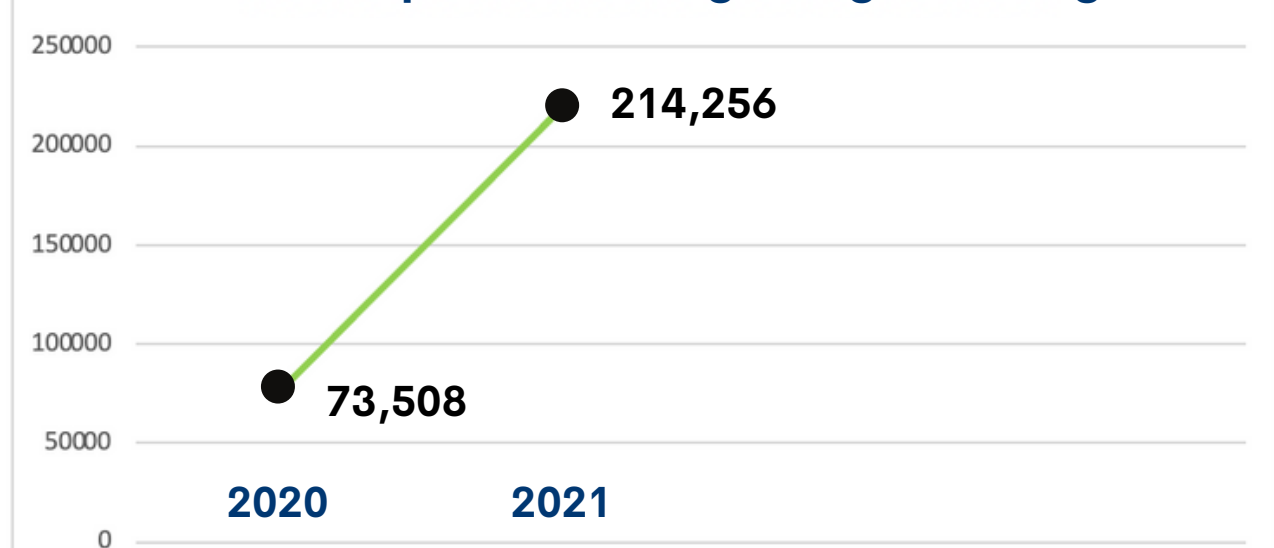
ANNUAL GROWTH TRENDS

Graduated Teachers



In 2020, 164 students who graduated from DIL became teachers. This number rose to 186 students in 2021, representing a **13% increase**.

Students Impacted Through Targeted Programs



Between 2014 and 2020, a total of 73,508 students were directly impacted upon by our various targeted enrichment programs (see page 19). By 2021, there were 214,256 students directly impacted upon by these programs, representing a **191% increase**.





**We recognize
that girls'
education is vital
to the health of
families. That is
why our female
enrollment rate
remains at 72%.**

COLLABORATING WITH THE GOVERNMENT

SEF - ESSP
47 schools

SED
5 schools

**Government
Partnership**

FDE
25 schools

PEIMA - PSSP
30 schools

In total, **107** of DIL's 138 schools, equal to roughly **78%** of our network, are managed in partnership with the Pakistani government. For the sake of ease, they are referred to as government schools. Joint management is distributed across the following sectors:



- (1) The Federal Directorate of Education (FDE)
- (2) The Special Education Department (SED)
- (3) The Existing School Support Program (ESSP) of the Sindh Education Foundation (SEF)
- (4) The Public School Support Program (PSSP) of the Punjab Education Initiatives Management Authority (PEIMA).





ACCELERATING
LEARNING

OUR PROGRAMS

HARNESSING THE POWER OF TECHNOLOGY



The principal aim of using cutting-edge technological interventions in education is to reduce the 'digital divide' among DIL students. The number of IT labs available in DIL projects climbed from 52 to 55 at the same time that overall **student access to technology rose from 65% to 78%** in 2021.

ONE LAPTOP PER CHILD (OLPC)

One Laptop Per Child (OLPC) is a program originally developed in response to the repeated closing of schools, allowing students to complete their grade's respective science, math and English syllabi at home. It is now used to enhance student reading comprehension skills more broadly, with new learning content for Grades 3 to 5 downloaded onto a total of **224 OLPC devices**.

INFRASTRUCTURE DEVELOPMENT

To keep up with student needs in 2021, DIL introduced new E5430 Dell laptops, Lenovo T440p laptops, and hybrid solar energy to schools. In addition, **31 teachers** were successfully trained in 6 Information and Communication Technology (ICT) modules—Introduction to Computers, Multimedia, MSO, Computer Maintenance, Internet and Online Communication, and IT Syllabus.

Functional Labs

DIL has **75 functional computer labs**, each with 7 to 10 laptops, throughout our network of schools. Every lab has solar panels to generate backup power, internet connectivity, and a team of dedicated IT teachers who assist students as needed.



Project-Based Learning


The program is cross-curricular and spans multiple grade levels, assigning activity-based projects that permit students to transpose novel concepts to everyday life.



**We give students
the technological
tools they need
to engage in
project-based
learning that
helps them solve
problems within
their
surroundings.**



CONNECTING CLASSROOMS



Connecting Classrooms is an educational program that helps young people cultivate the knowledge, skills, and values needed for global citizenship.

Sponsored by the British Council, Connecting Classrooms helps enhance teaching and learning outcomes in education systems worldwide, including in Pakistan.

Since 2015, Connecting Classrooms has positively impacted on 5,000 public and private schools across the country, training nearly 25,000 teachers.

In Orangi, Sindh, 5 DIL schools partook in this program, winning International School Awards (ISA) for outstanding portfolios.





CREATIVE
STRIDES

CURRICULUM DEVELOPMENT



A MODEL FOR ENRICHMENT



TEACHERS' GUIDES

Compilation of
grade-wise lesson
plans for all subjects



SUPPLEMENTARY RESOURCES

Standards-based
teaching materials and
kits for all subjects



SCHEMES OF WORK (SOW)

Schedules for weekly
breakdown of syllabus



SLO-BASED ASSESSMENTS

Formative and summative
assessments based on
established Student
Learning Objectives (SLO)



A PHILOSOPHY OF TEACHING

The vision that underpins curricular development is to equip learners with methods and materials that meet the demands of the twenty-first 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 2021, DIL continued to make significant strides in extending our sui generis Technology Enabled Academic Learning (TEAL) Program from Grade 6 to Grades 7 and 8. Covering the four core subjects of math, science, English and Urdu, this program enables students to construct their own understanding of concepts through a synthesis of video lessons, student-centered activities and assessments (see page 39).





DIL believes in raising the self-esteem not only of our students, but also that of our hardworking teachers.





ELEVATING THE
QUALITY OF
TEACHING

TEACHER TRAINING

A PARADIGM FOR TEACHER TRAINING

How does DIL build capacity among teachers and principals?



Teaching Modular
Certified Courses

+

Using a
Constructivist,
Learner-Centered
Approach

+

Implementing an
Activity-Based
Methodology

+

Nurturing Teacher
Confidence

THE NUMBERS AT A GLANCE



16,183

DIL Teachers
Trained Until 2021



5,310

Non-DIL Teachers
Trained Until 2021



2,001

Staff Trained Until
2021

Total Number of Students
Impacted Until 2021: **28,218**

A **448%** increase
since 2010

A HIGH-IMPACT ACADEMIC MODEL

The mission of the Teacher Training Department is to (a) continue fortifying teachers' content knowledge and teaching skills, and (b) 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.

EARLY TEACHING EXPOSURE

Introduce dedicated teachers in early years

SUBJECT-PLACED TEACHERS

Place teachers according to subject in all grades

CAPACITY-BUILDING

Assure ongoing training of teachers via modular certified coursework

CURRICULAR SUPPORT

Distribute guides as well as teaching and learning materials to maximize instruction quality

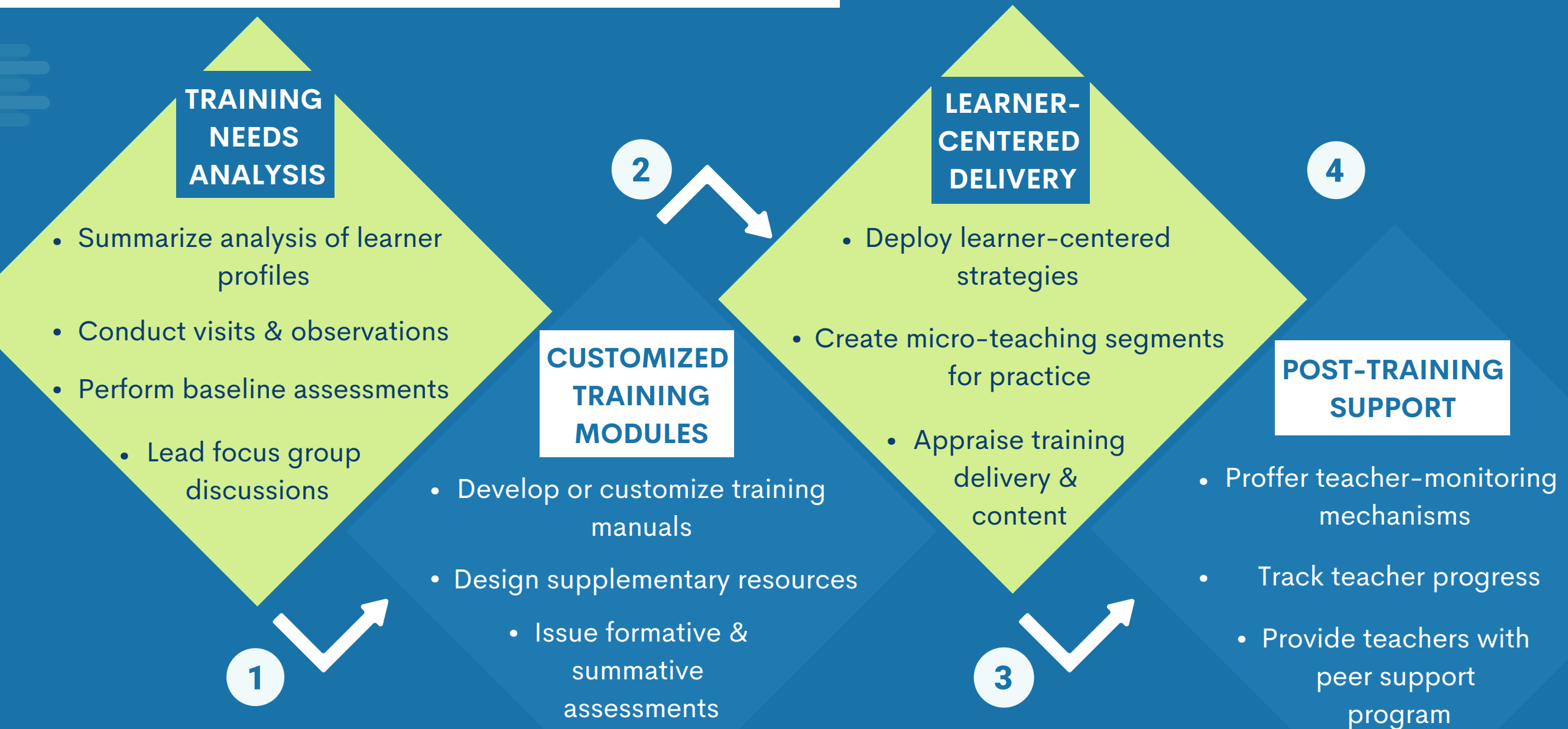
SCHOOL MANAGEMENT TRAINING

Offer school monitors and principals continuous management training

CENTRALIZED ASSESSMENTS

Issue midterm and final exams to appraise training efficacy

TRAINING DELIVERY PROCESS



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



Induction Course



Induction helps new teachers orient themselves toward sound pedagogy, and is regularly upgraded and delivered across all projects on a quarterly basis. In 2021, 159 newly hired teachers completed their induction, representing a **56% increase** from the previous year.

Principal Training

Principals receive continuous training through courses that target leadership and management skills. Topics in the training modules include the roles and responsibilities of a school head, academic planning, maintenance of a healthy learning environment for children, and school improvement planning. The year saw 78 principals trained in the use of new classroom observation tools, signifying an **11% increase** from 2020.

Technoknowledge

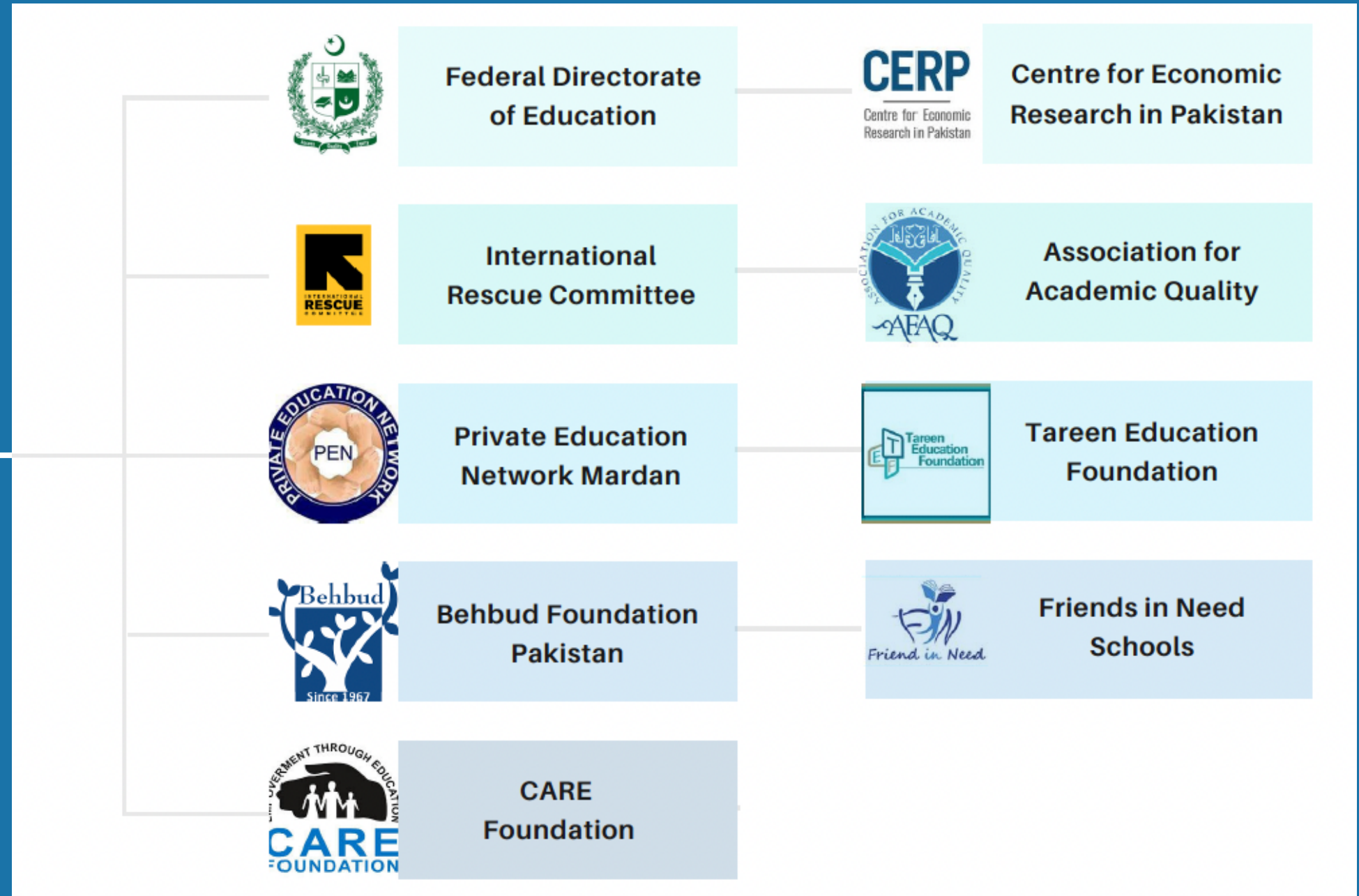


In select DIL schools in Orangi, Sindh, we continue to pilot Technoknowledge's Information and Communications Technology (ICT) training program for faculty. Technoknowledge emphasizes STEM-based, as well as using open-source applications for, block programming. In 2021, 39 teachers, 1 IT Coordinator, 2 IT Officers, and 1 Manager completed this training.

OUR TRAINING PARTNERS

Several organizations partnered with DIL in 2021 to provide technical support to our operations and train **10,000** teachers and principals.

The **Centre for Economic Research in Pakistan (CERP)**, in particular, proffers remedial education to compensate for learning loss caused by school closure.





EDUCATIONAL
TECHNOLOGY

DIGITAL LEARNING: TEAL



DIL's latest innovation, **Technology Enabled Academic Learning (TEAL)**, represents the acme of all our successes in EdTech interventions over the past 25 years, using video to strengthen core subject instruction in the classroom. Currently, these subjects include **math, science, English, and Urdu**.

The main purpose of TEAL is to enable students to **construct their own understanding of a concept** through a combination of video, student-centered learning activities, and assessments. It has recast the way teachers teach and students learn by shifting (a) the teacher's function from direct instruction to guiding students' acquisition of knowledge, and (b) the students from **passive to active learners**. As newly learned concepts constellate in students' minds, teachers use scripted, activity-based lesson plans to support students in **creatively applying those concepts**.

Unique to TEAL is its holistic coloration. Reducing teacher talk time and carefully structuring student engagement with digital learning content, the program permits students to use their creativity and imagination as they practically demonstrate their comprehension of new ideas.



HOW TEAL WORKS

1 Prior Knowledge



Teacher introduces a TEAL lesson and elicits prior student knowledge

2 Video Viewing



Students view the lesson in video format on LCD screens

3 Think Pair Share



Students discuss video lesson with a partner

6 Assessment Results



Teacher uses assessment results to further guide students

5 Digital Assessment



Students take assessments, recording their responses using clickers

4 Hands-On Activity



Students do an activity that applies newly learned concepts



DIL employs EdTech solutions like TEAL to standardize the quality of education across our school projects.

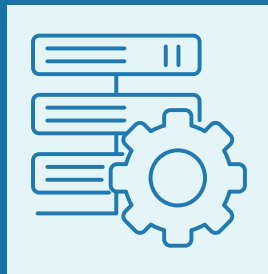
The addition of a large number of government schools to DIL's portfolio required a more systematic approach to installing and operating TEAL, such that variables beyond lesson packages, training sessions, and technical support had to be assessed. What follows is a breakdown of the growth and overall impact of TEAL in 2021.

Metric	DIL Schools	Government Schools	Impact
LCD Screens Supplied	82	33	115 Total LCDs
Laptops Supplied	82	33	115 Total Laptops
Teachers Trained for TEAL	215 (English, Urdu, math, science, IT)	44 (English, Urdu, math, science)	259 Teachers Trained
WhatsApp Teacher Support	3 Groups	3 Groups	6 WhatsApp Groups
Observation of Teachers	13 Observations of Teachers teaching TEAL (8 Math, 4 English, 1 Science)		
Observation of Classrooms	TEAL Classroom Observation Tool developed and piloted with Math in field		
Feedback Loop	All teachers share feedback on lesson packages, including weekly reports		

TEAL APP AND TECHNOLOGY BLUEPRINT

Office-based Server

- Hosts app and digital depository
- Displays video lesson
- Supplies assessment instrument
- Receives results for analytics and reporting



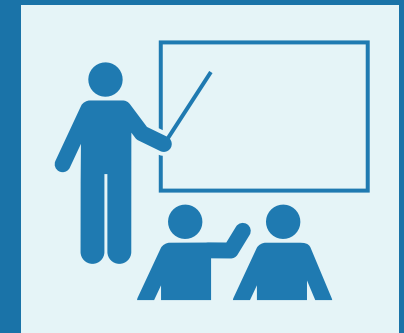
Classroom-based Laptop

Local server for hosting digital repository generates the student's results



Classroom LCD Screens

Large display screens for group video viewing and post-test content



Base Station



Transmits data from clicker devices to office-based server



Clicker Devices

Record individual student responses to assessments



SCALING TEAL DELIVERY



Delivered Via DIL ICT Program

21 DIL Schools + **11** Government Schools



A SUCCESS STORY

"Growing up in socially conservative Buner, Khyber Pakhtunkhwa as a young girl, I wasn't sure what kind of future lay ahead of me, but I always loved reading. During my childhood, we migrated regularly so my father, a carpet maker, could support his family. We finally settled in a low-income community near Lahore called Khuda Ki Basti, where I enrolled in Grade 7 at the local DIL school. I never imagined that I would be learning with the aid of technology!

It's an incredible feeling when a concept that's hard to grasp finally becomes crystal clear.

One subject I struggled with was science, especially when we got to the life cycle of a plant. There was so much to remember! But everything changed when we were introduced to TEAL, which took me step by step from seed to pollination on an LCD screen. Instead of memorizing a list, I could now appreciate the beauty of plant life by picturing its every stage in my mind."

Waseela (DIL Khuda Ki Basti School)







ENCOURAGING
READERS

DIGITAL LEARNING:
E-LIBRARIES

LIBRARIES AND READING PROGRAM

Since children residing in rural areas have little or no access to library books to help them become ardent readers, DIL's Libraries and Reading Program has been designed to inspire in children a love and habit of reading, furnishing ample books across 95 libraries to match students' reading abilities and interests.

51 DIGITAL LIBRARIES

Give students a digitized collection to choose from

66 DEDICATED LIBRARIES

Provide students in DIL and Government schools traditional books

5.6 AVERAGE CHECKOUTS

In 2021, students checked out a higher number of books than in 2020

300 LEVELED STORYBOOKS

Offer students reading material suited to their competency on tablets

79,794 BOOKS CHECKED OUT

Out of 134,572 book options, 79,794 is a **69% increase** from 2020



READ TO GROW, READ TO KNOW



Uploading books onto reading tablets helps young readers by mimicking ordinary page-turning, introducing aural-visual interactivity, and allowing them to keep track of the texts they are reading. Students can access a virtual library, which is specially curated for DIL's growing tablet-based reading program, **Read to Grow, Read to Know (RGRK)**.

RGRK accelerates reading development in comprehension in English, a skill children must master to succeed academically in Pakistan. The program has consistently enhanced key reading skills.

PILOT STUDY

One study has shown that, over an 8-month period, 1,000 students in Grades 3 to 5 across DIL schools saw a significant improvement in reading comprehension.

117% ↑

in average
performance on
familiar word
reading skills

138% ↑

in average
performance on
oral reading
fluency

217% ↑

in overall reading
comprehension

336.4% ↑

in the proportion of children able to learn
from what they read

In addition to enhancing students' reading comprehension, we aim to increase their confidence by reading aloud in a library or classroom setting.



STUDENTS AS AUTHORS

In 2021, the ongoing **Students as Authors** initiative was launched to fulfill 3 core objectives:

- Meet the need for localized stories composed in English and Urdu
- Give students authentic writing opportunities, including writing to be read and learning about career connections through engagement with published Pakistani authors
- Share student stories with an American audience via e-publishing to promote awareness of students' culture and identity.

1 Train



Train school staff in facilitating writing (in Urdu) and illustrating

2 Writing & Review



School staff reviews student submissions, and Libraries team reviews school submissions

3 Edits & Translation



Select stories are translated into English and edited, then translated back into Urdu

4 Publish



Create shortlist of writing entries to convert to E-Pub book format

STUDENTS AS AUTHORS

In total, 140 librarians, language instructors, and principals from **48 middle and secondary schools** received an orientation on Students as Authors.

Participating students are coached through several drafts, a process that not only sharpens their adeptness at creating plot, setting, and characters with motives, but equally strengthens their grammar and vocabulary skills.

The rubric for story writing consists of:

- Having a clear beginning, middle, and end
- Applying knowledge gained from TEAL video lessons on descriptive writing
- Reflecting a personal experience

Grade 5 student Shazia Hassan with a first draft of her story 'لڑکی اور لومڑی' ('Larki Aur Lomri' or 'The Girl and the Fox')



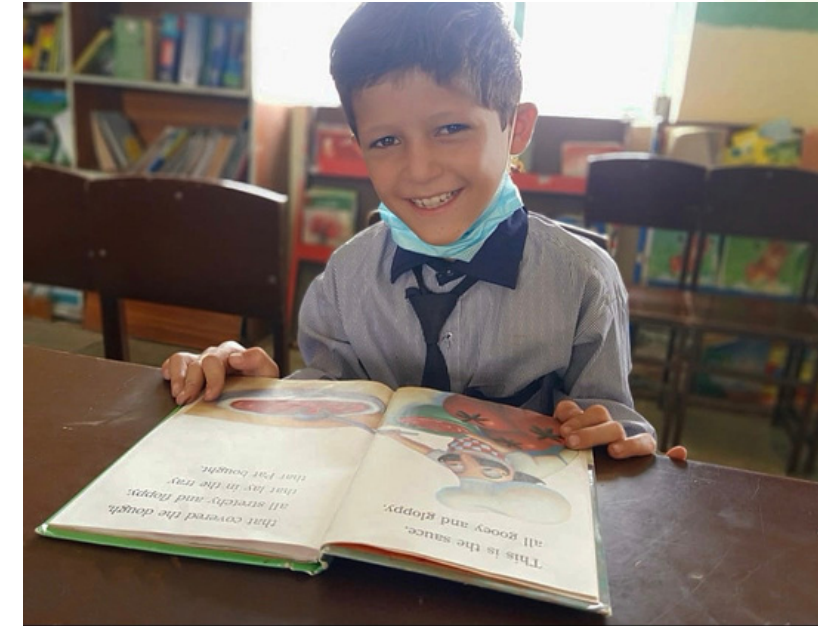
'میلا اور بلی' ('Mela Aur Billi' or 'The Festival and the Cat') by Grade 4 student Mohsin Mushtaq

21-DAY READING CHALLENGE

The 21 Days of Reading Challenge was launched as a campaign to playfully encourage students, teachers, and school staff to read at least 20 minutes a day for 21 consecutive days to develop a habit of reading, which DIL's Libraries and Reading Program seeks to inculcate.

Students who read regularly become better at reading and, more generally, academic achievement. What is more, recreational reading has been strongly linked to vocabulary growth, comprehension skills, and language proficiency—all skills crucial to compensating for loss in learning owing to pandemic-related school closures. All reading makes a difference, but studies show that reading for pleasure makes the most.

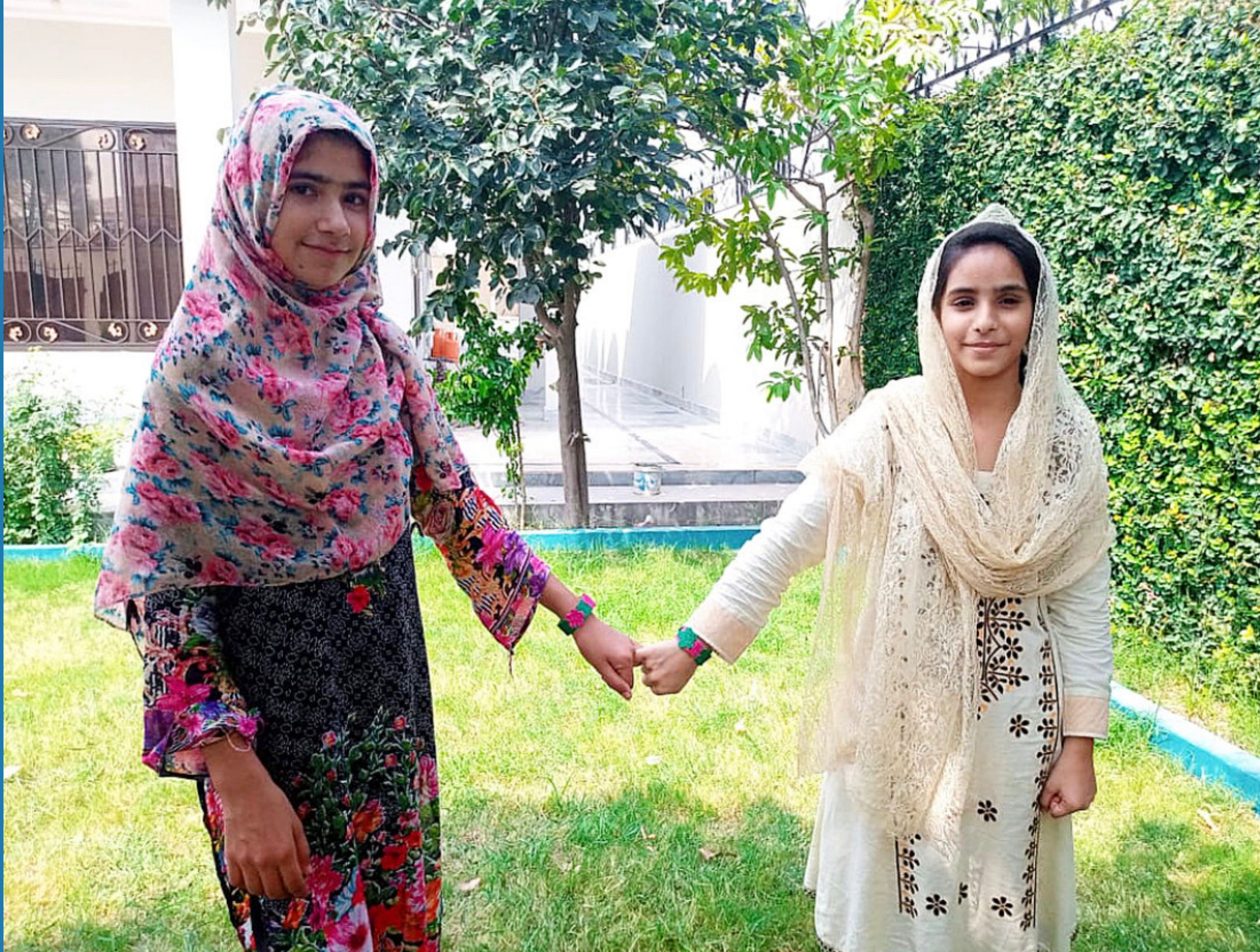
Throughout 2021, **66 schools** took part in this initiative, as well as **2,448 students** in Orangi, Khairpur, and the northern districts.





FORTIFYING
RELATIONSHIPS

STRATEGIC PARTNERSHIPS



THE TEACH PROGRAM



DIL is part of a consortium led by the **International Rescue Committee (IRC)** and inclusive as downstream partners of the Balochistan Education Foundation and the Tameer-e-Khalaq Foundation. We jointly implement a girls' education program called **Teach and Educate Adolescent Girls with Community Help** or **TEACH**, which is funded by the Department for International Development in the UK under the UN's Leave No Girl Behind Initiative. TEACH has helped 11,000 out-of-school girls between the ages of 10 and 19 in five districts of Balochistan. The aim of this project is to enable these girls to integrate into

formal schools, and thence acquire basic literacy, numeracy, and practical skills that will maximize their opportunities for a future livelihood. In Q3, DIL worked with the consortium to produce specialized learning packages and audio lessons for TEACH facilitators.



ADDRESSING LOSS OF LEARNING

Targeted Instruction Program (TIP)

Anticipating the significant loss of learning owing to repeated school closures throughout 2021, DIL worked in conjunction with the Center for Economic Research in Pakistan (CERP) to develop a remedial teaching program that offers targeted support to students.

We gave teachers curricular materials designed to help them implement the TIP program effectively, such as lesson plans for small children from KG to Grade 3, training manuals for teacher training, and training workshops for master trainers. These trainers have not only piloted TIP in **20 FDE schools**, but have also scaled it to **1,000 schools** across the country and are on course to cascade it to **6,000 teachers** in KPK.



DIL College began as an educational solution for young girls in Orangi pressured by their families to stay close to home after completing secondary school. In 2021, 65 students enrolled at the college, an **increase of 51%** from the previous year. Since many students come from poverty-stricken areas, DIL provided them with mobile phones and OLPC technology to study and attend lectures from home.

Among the academic assignments and exercises DIL College students participated in were monthly exams, laboratory practicals, and presentations. To facilitate these activities, DIL's ICT team fashioned a connectivity mechanism using TEAL as a virtual schooling platform with the help of mobile telecommunications company, Telenor.



DIL ALUMNI PROGRAM

In 2021, DIL launched the Graduates and Alumni Program to guide and support DIL graduates as they advance in their academic and career paths. Data was collected for 76% of Matric graduates since 2006.

651 STUDENTS

The program included a career guidance workshop for 651 students in Grades 8 and 9, covering five major areas across the country.

1 UPGRADE

The Alumni Program required announcing the availability of DIL scholarships to all project areas in Pakistan.

20 HOURS

Fifteen students completed 20 hours of training for an entrepreneurship program designed by StartUp Early. They also learned about entrepreneurial skills on Business Model Canvas.

30 GRADUATES

DIL worked with AAP Trust to develop the University Test Preparation (UTP) application for students between Matric and 2nd year. A total of 30 graduates from Orangi participated.

1 SPECIAL COLLABORATION

DIL and Aahung together created a customized LSBE (Life, Science, Business, Entrepreneurship) course on decision-making, bullying, and communication.

GATEWAY INITIATIVE

The purpose of DIL's Gateway Initiative is to (a) instill the psychosocial skills ('Life Skills') of students and alumni, and (b) ensure that the maximum number of DIL graduates are transitioning to higher education and technical institutes.

In 2021, Life Skills sessions were carried out in 9 schools with **169 students** across 4 projects, including Mansehra for the first time. These sessions covered multifarious topics.

COMMUNITY ACTION PLAN

Using problem-solving and decision-making skills to develop and address the needs of students' communities

SAHIL

Continued partnership with Sahil to raise community awareness of child abduction and early forced marriages

MOTIVATIONAL SESSIONS

In 3 projects, motivational sessions to brief parents on the importance of education and life skills

SEWA

Continued partnership with Sewa Development Trust Sindh to arrange further motivational sessions

PARENT-STUDENT COMMUNICATION

A session on improving parent-student discussion of academics

MOVE

Partnering with Motivated Volunteer Empowerment (MOVE) program to help students tackle goal-setting

GRADUATE ACHIEVEMENTS

The Gateway Initiative has made possible some noteworthy achievements among DIL graduates:

Farheen Nizam gained admission to the Federal Urdu University of Arts, Science, and Technology, pursuing a BS in Mathematics. Now in her second year, she secured a 3.5 GPA in her first.

Farah Sohail continues to be supported in her studies by DIL and is currently in her second year at the University of Karachi, where she is pursuing a BBA. In her first year at the institution, she got a 3.98 GPA.

Nimrah Yaseen is now a second-year student pursuing a Bachelors in Engineering or BAE at Dawood University of Engineering and Technology. She received a 3.72 GPA in her first year.



Farheen Nizam (Left)



**Farah Sohail
(Above)**

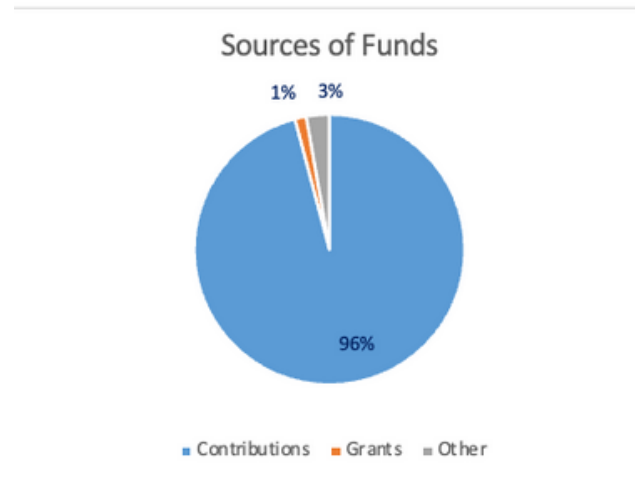
**Nimrah Yaseen
(Left)**



2021 Financial Summary

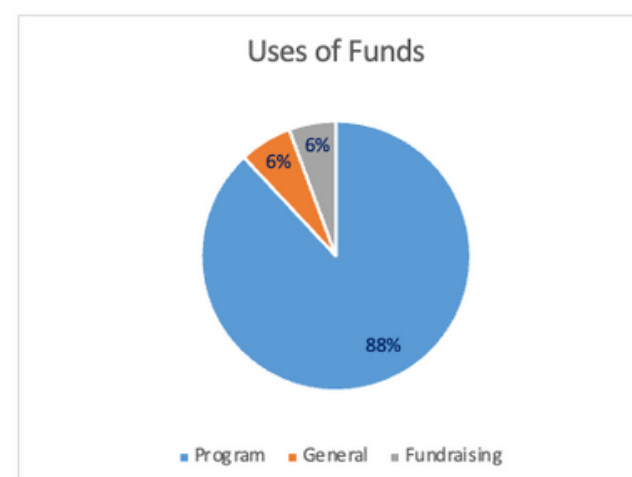
	2021
Assets	
Cash	\$ 899,210
Investments	\$ 732,385
Receivables	\$ 77,104
Other Assets	\$ 6,875
Fixed Assets	\$ 1,025
Total Assets	<u>\$ 1,716,599</u>
Liabilities and Net Assets	
Liabilities	
Accounts and Credit Cards Payable	8,264
Accrued Vacation	18,135
Other Liabilities	-
Total Liabilities	<u>26,399</u>
 Net Assets	 1,690,201
 Total Liabilities and Net Assets	 <u>\$ 1,716,599</u>

Sources of Funds	
Contributions	96%
Grants	1%
Other	3%



	2021
Revenues and Other Support	
Special Events	\$ 1,221,371
General Donations	784,623
Grant Revenue	28,500
Interest and Dividend Income	28,534
Unrealized Gain/(Loss)	29,227
Total Revenues and Other Support	<u>\$ 2,092,255</u>
Expenses	
Program Services	\$ 1,602,990
Supporting Services	114,746
Management & General	102,570
Fundraising	-
Total Expenses	<u>\$ 1,820,306</u>
 Change in Net Assets	 <u>\$ 271,949</u>

Use of Funds	
Program	88%
General	6%
Fundraising	6%



BOARD OF DIRECTORS

Aneeqa Akhtar

Maha Hayat

Malika Junaid

Wajid Mirza

Fiza Shah (CEO)

Muhammad Shahzad

Shaila Zamir

Adnan Zuberi