

Title - What? The title describes the project or the focus of the case study.
Start date, Team names, contact phone numbers etc.

- **Parent Organisation----The Helpline Society(THS), Lahore**
- **Project----- Teach A child(TAC) School System**

Aims/Objectives – Why – Where - Background / Storyboard

Why was this project developed? Give some background on reasons for the project.

Where it is located and whether it is rural or urban.

What group is the **focus** of the project (youth, elderly, families. general community etc).

Why .To empower economically deprived segment of our society to get out of the poverty loop.

Where. An urban based organisation located at 41- L, Model Town Extension, Lahore.

Focus Group. Socio-economically deprived segment of the society who, due to lack of resources, have been caught in the poverty loop and are likely to remain stuck in the foreseeable future. For them to get out of the quagmire of deprivation, the only exit is through the corridors of qualitatively competitive education.

Concept

- “Privileged education for the underprivileged” is the core of the concept.
- To achieve the core of the concept, following governing parameters were devised to achieve the conceptual mission :-
 - Admission will only be at the nursery level comprising 36 students. Children will grow with TAC and there will be no lateral entry. Size of annual intake could grow in years to come. With the development of a customized campus the academic environment will get a very positive boost.
 - Selection will be based on intellectual and economic merit.
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Problem Being Addressed

What were the problems that you faced initially and how they were resolved.

- Basically there are two issues which confront our expansion programme. Financial constraints and management capacity.
- Generation of financial resources is a continual challenge to keep abreast with incremental needs ,e.g., every year we need nearly 50 new sponsorships in support of each educational unit.
- Macro and micro level Management capacity to support multiple geographically dispersed educational units is a major pre-requisite for expansion of the program.. Capacity building is a gradual and an evolutionary process. Its only after five years of experience that the members of the Board of Governors are beginning to feel comfortable with the idea of local expansion at Lahore to test multi-unit control mechanism for one to two selection and academic cycles before going nation wide.

The Approach Taken

Once the problems were resolved, what was the approach taken to implement the project.

Not applicable

Things We Would Do Differently

The Project - How, Who, When?

TAC School System is conceptually a “centre of academic excellence” dedicated for the benefit of socio-economically underprivileged families.

Funding - who provided funds and other resources?

- Seed money was contributed by the President of THS from his pension fund. Close relatives and friends joined in gradually and **circle kept enlarging with the** passage of

time. Current sponsorship/donor base is around 100. A few anonymous donations have also been received.

- In view of the fact that the beneficiaries are charged only a dignity fee of Rs: 5 per month per student against an average expenditure of Rs: 1500 per month per student, project is purely dependent on sponsorships and donations.
- Besides operational cost of approx. Rs: 350,000 per month @ Rs: 1500 per student for 230 students, major requirement of funds is for the development of academic infrastructure, i.e, a dedicated campus.
- Recently a plot measuring 11 kanals 11 marlas has been allotted for the construction of school campus by Lahore Development Authority at a concessional rate of Rs: one million a kanal (total cost will come to Rs: 12.5 million).
- Funds are required, not only for the regular operational running expenses, payment of the cost of land but also for undertaking the construction of the customized campus.

To bring you up to date on fund status, here is the full picture. Over the last six years we managed to save around Rs: 7 millions. We were lucky to receive a single large donation of Rs: 5.5 millions (55 lacs) from a local philanthropist in Jul 04 giving a strategic boost to our state of funds. We are indeed profusely grateful to him for reposing his trust in us. Exact details of the funds as on 30 Sep 04 was as follows:-

S. No.	Description	Amount in PKR
1	Cash in Prime Bank(PCBL), New Garden Town(NGT) Branch, Lahore	6,215,183.00
2	PCBL Egerton Road Branch	726,136.00
3	Term deposit for 3 months tenor in PCBL, NGT,	6,000,000.00
4	Invested with NIT	1,050,000.00
5	Cash in Soneri Bank, DHA Branch, Lahore	225,538.00
6	Total	14,216,857.00

- As you may notice that after paying the dues for the allotted land, i.e, approx. Rs: 12,500,000.00, we will be left with only Rs: 1.7 million for routine operational cost (@Rs: 350,000 per month) and construction of the campus. It is quiet obvious that efforts from all quarters will be urgently and desperately required to organize regular and adequate flow of funds to smoothly proceed with the Project "Dedicated Campus"
- **Stakeholders** - who ran the project, who else was involved and how did they contribute?
Board of Governors is responsible for providing and maintaining the strategic direction besides financial contributions according to respective capacity.

Community participation - how did you involve the community and stakeholders in the project
Beneficiaries are expected to provide conducive domestic environment in support of objectives set forth by TAC. Since the challenge lies in meeting highly demanding academic standards, parents participation assumes a crucial role in the development of our students' socio-academic profile.

Implementation -what were the steps in carrying out the project?

Basically its an incremental model. Intake is only in nursery class. Children grow with us. Those who joined the system in nursery in 1998 are now in class 6. In another three years they will be ready to enter "O" level stream and 8-9 years they will, Inshallah, qualify "A: level for entry into

professional institutions.

Time frame - what was the time frame for the project and the short-term and long-term developments?

Model envisages a 19-20 years period before it becoming cyclical. Having entered 7th year, we have traversed nearly one third of the distance.

Financial Model

Provide complete details of the financial model that was adopted for the project.

- How much was required to start the project?
>>> Truly it was undetermined. It was conceived and started with a very meager financial base. All together we had only two months sustenance at the time of the commencement in Sep 1998.
- How it is funded now? – Provide complete details including exact numbers if needed.
>>> It is funded by sponsorships and donations. Income from the beneficiaries is virtually negligible, i.e, Rs: 12000 per annum against a budgetary requirement of Rs: 3,500,000 per annum.
- Any nominal charge to community?
>>> Yes. Rs: 5 per month per student.
- How books of account maintained?
>>> As per prevailing corporate accounting practices.
- Do you audit your accounts yearly?
>>> Yes. During the last six years 5 audits have been done by a reputed chartered accounting firm. Sixth audit is due to commence from 20th Nov 2004.
- Authority procedure to maintain accounts?
>>> Proper accounting procedures are followed and authorization for expense is through approvals by a chain of authorized functionaries. All receipts are deposited in the bank and withdrawals are documented and authorized by dual signatories.

Results/Evaluation

Results/Evaluation (approx. 200 words):

How did you monitor/evaluate the project?

>>> Besides internal evaluations, Lahore University of Management Sciences (LUMS)- the most reputed management institution in Pakistan- has been involved with the evaluation of TAC. Most recent was an impact study carried out by LUMS through its students research program. Further more, LUMS has also developed a case study on our model which is to be taught in the MBA program. The Impact study and the case study can be obtained directly from LUMS.

- What changes/benefits happened for the target group from the project? (short-term and long-term)
>>> In terms of beneficiary students the impact is phenomenal. With reference to collateral impact on families particularly siblings, LUMS impact study shows influence of our children as positive agents of change.
- Did the project achieve its aims/objectives?
>>> It is moving along on the right track. So far the results are satisfactory. Our acid test will be to prepare them to take on the exacting standards of GCE (O level) examination.
Were there any unexpected outcomes? What are they?

>>> Lack of domestic support in case of illiterate or irresponsible parents has surfaced as a major obstacle to quality education.

Sustainability

- How will the project and its benefits continue into the future?
>>>As mentioned earlier, it is incremental and true benefits will begin to surface as we grow and enter the competitive phase of education.
- Can the project be replicated with other groups and in other areas?
>>> Yes provided replicas are supported by a corps of dedicated people who not only understand the concept but also believe in it. Money, though a very critical requirement, is secondary to its success. Primary resource is time and effort by a team of dedicated people.

Lessons Learnt

- What did you and other stakeholders learn from the project?
>>> Project of this nature requires a group of highly motivated volunteers and an excellent team of professionals who have the hearts and minds to be integrated into the concept.
- What were the main challenges in implementing the project? How did you meet these challenges or difficulties?
>>> Initially the main challenge was financial viability. However, having entered the secondary level of education and being only three years away from entry into GCE(O Leave) stream, it's the attainment of educational standards which is staring us in the face.
- Did anything unexpected happen? How did you handle this?
>>> As mentioned earlier, lack of domestic support has been an area of concern. Greater inter action with the parents and deeper evaluation of their capacity to support dictates of quality education.
- What would you do the same/differently if you implement such a project again?
>>> Would invest more in the academic staff right from the very beginning.
- Any advice for others implementing a similar project?
>>>They may consider reading what has been written above another time and then draw their own conclusions.

Contact/Links/Resources

Please list any contacts, links or resources that you found particularly useful in carrying out the project and which could be helpful to others.

Other information to include

Consent

Make sure you have the consent of the commissioning organization or key stakeholders before submitting your case study.

Quotes and Photos

Quotes and photographs of the participants really add to the story. Please send 1-2 photographs if possible.

Photos/graphics should be gif or jpg files.

Will send them later

Make sure you have permission from the people involved to use their quotes/photos.

ContactPakistan.com

Together are and can make a difference!

Contact details

Please provide a contact name and details that can be published on the site and where we can contact you if we need to.

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