



THE BRITISH ASIAN TRUST

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Φ KATHA

TRANSLATING STORIES TRANSFORMING LIVES

THE BRITISH ASIAN TRUST KATHA CONSORTIUM



Year 3 Final Report
1st April 2013 – 31st March 2016



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KATHA'S MESSAGE TO THE CONSORTIUM



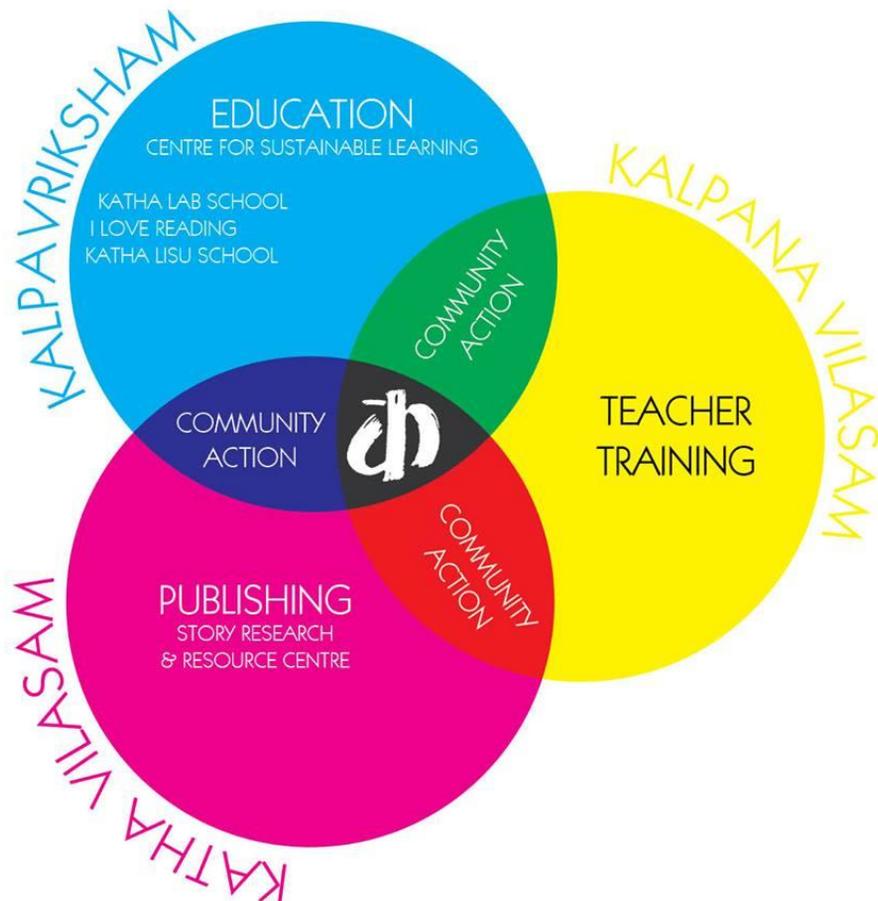
Our significant growth over the last three years is a tribute to the steadfast support of The British Asian Trust whose Donor Consortium has allowed us to deepen the learning achievement in our School and has helped us provide a palpable boost in building 'brand Katha'.

With their capacity building support for leadership at the helm, and enabling investment in people and processes, we have smoothly transitioned into the next phase of our growth story.

We hope that with The British Asian Trust by our side, we continue to catalyse, deliver, innovate and impact to fulfil our shared vision of engaging ever more children into quality education.

On behalf of Katha, I would like to share our deep and sincere thanks to **Rt Hon Patricia Hewitt, Anamika Diwali Ball, BT, Halcrow Foundation, John Lewis Foundation, Mr Lohia, Maitri Trust, Mr & Mrs Singh, Vitol Foundation** for their generous support.

Parvinder Kaur
Executive Director



THE KATHA CONSORTIUM

Charity partner	Katha, Delhi	Total Grant & Investment	
Consortium members:	Chair: Rt. Hon. Patricia Hewitt Members: Anamika, BT, Halcrow Foundation, John Lewis Foundation, Lohia Charitable Trust, Maitri Trust, Tom Singh OBE, and Vitol Foundation.		



Rt. Hon. Patricia Hewitt



Anamika Diwali Ball



Tom Singh OBE



Katha is a pioneering education organisation that creates creative learning environments where children can develop a love of learning, become active participants in their communities and reach their potential. Katha's activities can broadly be organised under three pillars: 1) Education, 2) Teacher Training, and 3) Publishing.

In 2013, Katha was a growing organisation and needed support to bring its programmes to maturity and ready for replication. The British Asian Trust successfully convened the Katha Consortium to bring together a diverse group of donors to support core areas of Katha's high impact work. Since its formation the Consortium has facilitated the delivery of efficient and effective support to Katha's organisational strengthening and programmatic work. This has enabled Katha to provide quality education, vocational skills and life skills to thousands of children and young people living in slum communities.

The Consortium has provided Katha with 3 key opportunities;

- By delivering core funding requirements, Katha have been provided with funding stability which has opened up the opportunity to focus efforts on strategic development and quality programming
- The substantial funds provided for capacity building, organisational development, leadership and communications enabled Katha to develop aspects of their work and functionality that had been neglected and under resourced for too long
- The support of the Consortium has provided opportunities for value add beyond financial means, including profile, visibility, networking and relationship building that will be a long term benefit to Katha

The British Asian Trust has been on a three year exciting journey with Katha to take on the challenge of institutional strengthening while maintaining and improving the quality of education delivery.

Through this report, we are proud to share the successes and new pathways that are opening up for Katha due to the support of the Consortium.

KATHA'S HIGHLIGHTS 2013 – 2016

Over the last three years, Katha has enjoyed a number of highlights, many of which that were catalysed by the support of the Consortium:

YEAR 3, 2015 – 2016

KEY EVENTS & VISITS



Richard Hawkes joins The British Asian Trust as CEO and visits Katha

John Lewis Foundation joins the Consortium to support Katha's School of Entrepreneurship and accepts four Katha students as interns



Self Defence classes for girl students, sports events for disabled students

2016

KEY DEVELOPMENTS

Katha signs MOU with South Delhi government to operate two of their underperforming schools

Start Up! provide Katha with capacity building support and present a strategy that will enable Katha to sustainably scale



Katha opens a new state of the art science lab



YEAR 2, 2014 – 2015

Silver Jubilee for Katha Lab Schools



Katha students win an international robotics competition

Parvinder visits the Consortium in the UK



Katha launch their new website

Parvinder Kaur transitions into the leadership role of Executive Director, while Katha Founder Geeta Dharmarajan becomes President of Katha



Katha adopts new Monitoring & Evaluation system to improve programme performance

Katha books go digital through partnership with Encyclopaedia Britannica



Katha recruits a Director of Publishing

YEAR 1, 2013 – 2014

The Katha Consortium is formed



Royal Visit to school - HRHs Prince of Wales and Duchess of Cornwall



Katha's 25th anniversary and celebrate by hosting their first ever fundraising dinner

Anamika Diwali Ball and Yorkshire Indian Society raises funds and boosts Katha's profile in the UK



Operations Director recruited

Tech Mahindra Foundation funded pilot to digitise educational content in I Love Reading schools



Katha students successfully lobby to have waste land behind the school turned into a playing field

2013

OVERVIEW OF PROGRESS

- **It is evident that Katha has fully developed its model for education and preparing young people with critical skills for future success.** This year, Katha has again shown achievement of its targets, both for the education programme and organisational growth.
- **Katha's strength lies in its knowledge of communities, desire to understand their needs and then adjust its work to meet the demand.** Through this approach Katha has developed a holistic model that attends to children's need to learn reading, writing numeracy and explore technology fearlessly, while delivering much needed information to parents and essential skills to teachers and youth. Katha has also demonstrated its adaptability by working with government, other NGOs and slum areas beyond its Lab school.
- **The challenge for Katha now is to prepare it's model for replication in mainstream government schools.** It is very exciting that Katha has already found the opportunity to test its model for scaling through a new programme led by The Education Alliance (TEA). The next three years will be a journey forward and the Trust is confident that the Katha team will rise to the challenge.
- **At an organisational level, Katha has been developing robust strategic plans and has diversified its funding** by engaging with corporate partners, embassies, government and new donors. Katha's monitoring system is in place enabling good impact assessment and timely course correction. With a communications and business strategy and plan in place, Katha has already started making itself visible to a wider public and is attracting pro-bono support from multiple organisations.
- **There is still work to be done in developing a more strategic plan for operations and ensuring it is financially viable but work is already underway.** Robust strategy plans have been developed by the capacity building partner Start Up! and Katha's senior leadership team. The strategy is being presented to the Katha Board in May 2016 for review and sign off.
- **The Trust will continue to work with Katha** through the Education Alliance Programme, providing support for the two government schools Katha have adopted until 2019. We will also continue to work with Katha to support their School of Entrepreneurship until 2018.

“Katha is a tremendous partner, and we are looking forward to continuing to work with them”

Richard Hawkes,
CEO, The British Asian Trust



OVERVIEW OF PROGRESS FROM 2013 – 2016

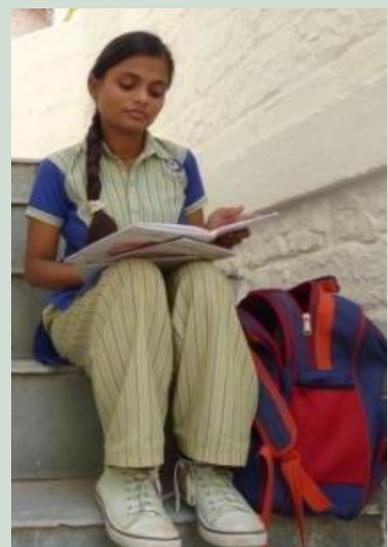
PROGRESS ACROSS KATHA'S EDUCATION PROGRAMME

With the Consortium's support, Katha has facilitated meaningful changes in the lives of thousands of people and has made further progress in its organisational development. To measure how well Katha succeeded in responding to its challenges with the support of the Consortium, we need to holistically review Katha's Education programme over the last three years:

Katha Programme Beneficiaries	Year 1	Cumulative 3 years	Average annual growth
Total number of students	200,558	375,282	29%
Total number of teachers	2,014	4,590	43%
Total number of communities	1648	4,791	64%
Total number of schools	288	1,091	93%

In the first year of the project - Katha's 23rd year of work - the participation numbers were good but it is impressive that Katha has been able to grow its programme consistently while it was also developing at an organisational level:

- Student enrolment is now increasing at a rate of 29%; teacher participation is much stronger at 43% annual increase
- Communities participating in Katha's programme is increasing at an annual rate of 64%
- The highest growth rate is 93%, representing the steady increase in number of schools engaging in Katha's work
- This annual growth rate has been achieved through the nucleus of Katha Lab School (KLS) and its strategic satellite projects of Katha School of Entrepreneurship (KSE), Katha Information and Technology E-Commerce School (KITES), Katha Reading Excellence and Teacher Education (KREATE) and I Love Reading (ILR).
- As Katha moves forward to adopt two government municipal schools under The Education Alliance Programme, we can expect the impact rate to increase over the coming years.



PROGRESS ACROSS CONSORTIUM SUPPORTED PROJECTS

Each project supported by the Consortium has performed well during the last reporting period as well as across the three years.

Enrolment by project	YEAR 1		YEAR 2		YEAR 3			Cumulative 3 Years		
	Actual	%	Actual	%	Target	Actual	%	Target	Actual	%
KLS	1,341	126	1,805	169	1,065	1,620	152	3,195	4,766	149
KSE	781	98	876	110	800	979	122	2,400	2,636	110
KITES	934	78	938	89	1,050	1,050	100	3,300	2,922	89
KREATE	1,318	88	1,894	111	1,720	2,163	126	6,517	6,775	104
ILR	202,565	159	93,180	72	122,806	82,090	67	379,913	377,835	99%
Total	208,339	Av. 110	98,693	Av. 110	127,441	87,902	Av. 113	395,325	394,934	Av. 110

- **KLS:** Katha has impressively achieved 149% of its student enrolment target over the 3 years. Given the migratory nature of the communities that Katha is working in, fluctuating enrolment figures for the school can be expected. Despite this, KLS has over performed each year.
- **KSE:** Enrolment figures for KSE have progressively increased as Katha have taken on board feedback from the community and added new courses to their training programme, creating a greater uptake from students and the community
- **KITES:** Enrolment targets for KITES in year 1 were overly ambitious, the annual project target was reduced to reflect more realistic ambitions for years 2 and 3. The depth of impact of KITES has improved as Katha have kept pace with market demands, adding relevant technology courses that has led to more graduates than ever before going onto employment and further education.
- **KREATE:** The performance of KREATE improved year on year, reaching more teachers from KLS with 160 hour in-service training, other government/low-cost schools as well as community youth volunteers. This was achieved while also adding new training components with a focus on IT skills and using e-resources like Katha e-books.
- **ILR:** Although ILR achieved 67% of its target in year 3, the project significantly over achieved in year 1 meaning that it performed well over three years. 99% of the target was achieved despite ILR undergoing a restructure in 2016 to prepare it for replication in 2017.



KATHA LAB SCHOOL (KLS)

Working in the slums of Delhi where education does not often reach children, KLS provides quality education that makes learning fun for students from pre-school up to grade 12. KLS is supported by Vitol Foundation and funds raised from the Anamika Diwali Ball. The Trust aimed to support 3,195 students over a three year period across 4 of its courses:

- **K-12:** the full-time school for children of all ages, covering grades 1 through 12 (students 5-17 years old).
- **Katha Student Support Centre (KSSC):** part-time support for students needing help with their SSC studies.
- **Crèche:** for infants aged 0 to 3, enabling parents and older siblings to work and/or attend classes.
- **Phulwadi:** Providing essential preschool education and nutrition to 0 – 4 year olds.

PERFORMANCE AGAINST ENROLMENT TARGETS

Enrolment	YEAR 1			YEAR 2			YEAR 3			Overall		
	Target	Actual	%	Target	Actual	%	Target	Actual	%	Target	Actual	%
K-12	700	802	115%	700	961	137%	700	880	126%	2100	2643	126%
KSSC	300	430	143%	300	715	238%	300	604	201%	900	1749	194%
Creche	50	90	180%	50	109	218%	50	106	212%	150	305	203%
Phulwadi	15	19	127%	15	20	133%	15	30	200%	45	69	153%
TOTAL	1,065	1,341	126%	1,065	1,805	169%	1,065	1,620	152%	3,195	4,766	149%

SUMMARY & HIGHLIGHTS

- **KLS has deepened its impact and exceeded its student enrolment target** by 1,511 students over the three years, reaching 4,766 students in total. 40% were girls.
- **The school has successfully innovated to improve the quality of its education**, shown by a retention rate of 86% while attendance rate is 98% which is particularly
- **Girls' enrolment has improved over time.** In 2013 when the project started girls' enrolment was only 38%. By the end of its third year in 2016 there are 45% girls in the school.
- **Student performance has improved in the grade 12 Secondary School Certification exam.** In Year 1, 90% students passed the SSC exam whereas in Year 3 in 2016 100% students passed their SSC exam.
- **The school continues to work closely with the community**, with students bringing awareness and information on a diverse range of issues, including health, hygiene, legal rights and the environment.
- **The school supports parents to complement the work done by the students.** For example, in 2016 the school facilitated participation of 30 young women to attend small business skills development courses at the National Small Industry Corporation (NSIC) such as candle making, soap making and product packaging.

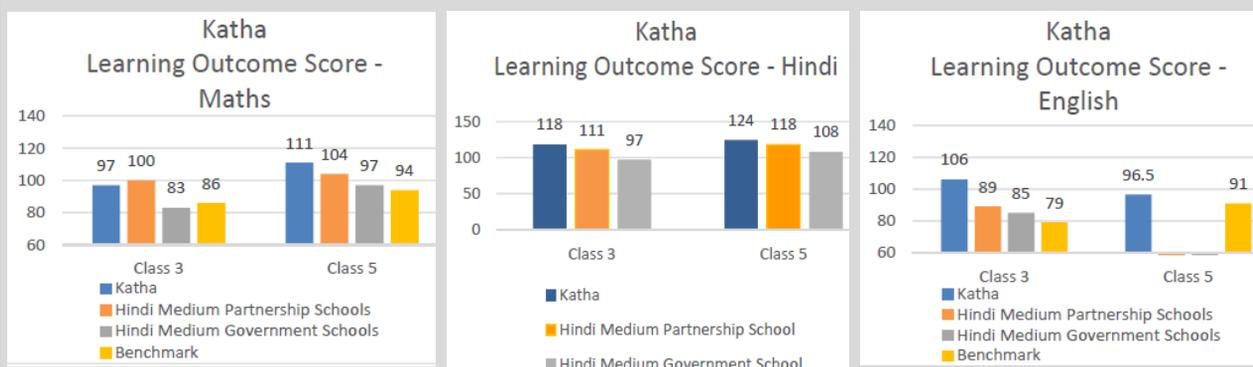
- **KLS education is inclusive, bringing disabled and non-disabled students together** to learn and play. There is currently 40 disabled students enrolled in KLS and will support these students to receive a health and learning assessments. Katha's dedicated special education teachers also spends significant time in the community to encourage parents to enrol their children and teaching students who are unable to attend the school.
- **Sport for change is key to Katha's activities for KLS students to improve confidence**, build relationships and have fun! Activities include an annual sports event for over 2,000 children, self defence classes for girls delivered by India's Crime Against Women Cell and weekly sports activities for disabled students provided by the Special Olympics.

KEY CHALLENGES

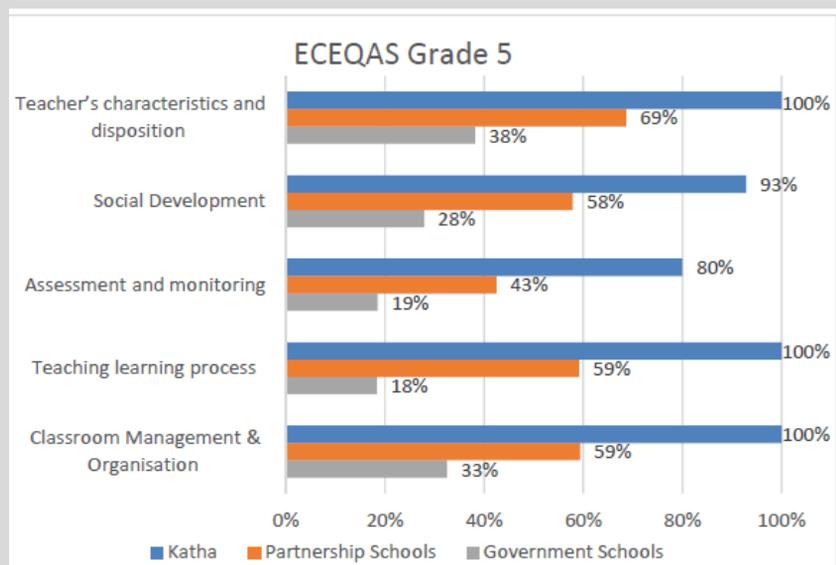
- Some teachers have found challenges in adopting new technology in the classroom through their teaching and for recording student data
- ✓ KITES teachers have been providing 1:1 support and future training will support teachers further

EXTERNAL ASSESSMENTS

In 2015, KLS students of grades 3 and 5 were assessed by **Grey Matters**, a third party assessment organisation. The students ranked very well in Maths, English and Hindi when compared to government and other NGO schools:



KLS grade 3 and grade 5 teachers were also observed by a third party assessor organised by The Education Alliance. The tool used was ECEQAS, developed by **Ambedkar University** for early grades teacher assessment. The results showed Katha teachers outperform other government or partnership schools by a significant margin:



Furthermore, The Education Alliance conducted their own assessment of Katha, before being approved to join their programme to improve the quality of schools in South Delhi. The results approved Katha for partnership and highlighted particular strengths in Academic performance, robustness of school plans,

FUTURE FOCUS

Katha's flag ship programme has been strengthened by the Consortium and will continue to unlock the potential of thousands of children in Govindpuri long into the future. Katha has secured full funding for 2016-2017 and will continue to focus on refining the programme in the following ways:

- Consolidate KLS leadership as a pioneer in active story-based learning
- Ensure continuous innovation: create and document 1-2 new theme based curricula every year
- In 2016-17 Katha are moving to get accreditation of OBE (Open Basic Education) from National Institute for classes 3, 5 and 8
- Many of Katha's Alumni have gone onto achieve significant success. Engagement with alumni will be strengthening and their skills utilised

SHALNI'S STORY

KLS ensures Katha has direct community engagement, forms the bedrock of Katha's active story-based and is the lab for testing on-going innovation in Katha. Thanks to the Consortium, almost 5,000 children have benefitted from KLS over the last 3 years. Shalni is just one of them:

With the help of KLS, Shalni went from being a school drop out to an aspiring nurse.



Shalini's father died when she was just 7, leaving behind a devastated family. Her mother became a factory worker to support her family and Shalini dropped out of the Katha School in Delhi to take care of the household chores. But Shalini's teachers did not give up on her; they persistently urged her mother to send her back to school and eventually she agreed.

Initially Shalini was subdued and her limited vocabulary meant she struggled to keep up with classroom instructions. So her teachers worked hard with Shalini, giving her the extra attention she needed and frequently encouraged her to participate in activities outside of the classroom. Shalini has taken a wide range of courses run by the school including bakery, computer basics from KITES and even movie-making.

Now at 17, Shalini is full of confidence; she excelled in her board examinations, studies nursing at college and even makes some money as a mehndi artist – a craft she is highly accomplished in.

Katha School of Entrepreneurship (KSE)

Since 1995 KSE has provided vocational training certified by the Ministry of Human Resource Development to KLS students and community members.

KSE has been supported by the Lohia Charitable Trust since 2013 and by the John Lewis Foundation since 2015. The Trust is supporting KSE to reach 2,400 students over 3 years/

PERFORMANCE AGAINST ENROLMENT TARGETS

Enrolment	YEAR 1			YEAR 2			YEAR 3			Overall		
	Target	Actual	%	Target	Actual	%	Target	Actual	%	Target	Actual	%
KLS Students	500	428	86%	500	583	117%	500	591	118%	1500	1602	107%
Professionals	300	353	118%	300	293	98%	300	388	129%	900	1034	115%
TOTAL	800	781	98%	800	876	110%	800	979	122%	2,400	2,636	110%

Enrolment	YEAR 1	YEAR 2	YEAR 3	YEAR 3 Graduates & Destination				
	Actual	Actual	Actual	Total	Employed	Self Employed	Further Education	Employed & FE
Cutting / Tailoring	132	129	121	40	2	18	15	5
Bakery / Food Processing	110	74	89	96	35	3	26	32
Dress Designing	79	122	118	36	3	19	9	5
Ayurvedic Therapy			22	0				
AC/Fridge Repair			38	0				
TOTAL	321	325	388	172	40	40	50	42

SUMMARY & HIGHLIGHTS

- **KLS has deepened its impact and exceeded its student enrolment target** by 236 students over the three years, reaching 2,636 students in total. 65% of the KSE students are migrants from other states who are particularly marginalised
- **88% of students are women.** Katha has focuses on economically empowering women in the community through KSE and offered courses that reflect their interests and feedback
- **Retention rate is high at 95%**, showing the quality of the courses and commitment of the students
- **142 out of 172 graduates (83%) went onto income generating work**
- **Based on need assessment and market analysis, KSE introduced two new courses in 2016**, including Ayurvedic Therapy and AC/Fridge Repair. While most of the courses focus on women's skills preference, the AC/Fridge Repair course targets young men. This is an important inclusion as this will enable a gender balance and support men is also contributing to the family income
- **KSE have increased their focus on employability** through working with corporates such as John Lewis to place students (4 interns recruited in 2016) and by introducing a 5 day life skills workshop for students to be better prepared for the market, learn basic finance skills and manage expectations

KEY CHALLENGES

- **Students have little experience in the work place**, unrealistic expectations of how to attain and keep a job and are lacking in employability skills.
- ✓ **Therefore, Katha have introduced Aatish, a five day workshop to enhance the employability skill among students** through hands-on training in business, economics entrepreneurship, interview skills and had the opportunity to receive career counselling and interaction with industry experts

FUTURE FOCUS

KSE has been strengthened and expanded through the support of the Consortium. The John Lewis Foundation is continuing to support KSE until 2018 and Katha will continue to focus on refining the programme to offer maximum impact for students:

- **Review existing courses offered** and as funding allows add three new training courses (Banking, Hospitality and Retail) to the menu of offerings
- **Add employability life-skills modules into each training course** to improve employment opportunities
- **Set ambitious targets for placing students in jobs within 3 months of course completion**, and create systems, processes, tools and corporate partnerships to meet the goal and to track students are staying in jobs
- **Build recognition for, and validity of, the Katha employment training certificates**
- **Build further industry links and partnerships** to improve course quality, demand and placements

PRIYANKA'S STORY

As a security guard in Delhi, Priyanka's father Gopal Rawat had seen many years of struggle just to make ends meet, barely earning £62 (Rs.6,000) a month, around £2 per day. He was determined to ensure his children had access to better opportunities and luckily, our partner organisation Katha was there to facilitate just that.

In setting up the building blocks for a bright future, Priyanka has been helped each step of the way. She is a bright and hardworking student who took the dress designing course run by Katha whilst simultaneously studying for a diploma course on apparel manufacturing technology.

Realising she would need IT skills in future employment, Priyanka took a basic computer course with KITES. Priyanka is now in her final year studying political science at the University of Delhi. She is hugely grateful for the new direction these course gave her after finishing secondary school.



Katha Information Technology and E-commerce School (KITES)

KITES offers quality IT education to students of KLS and the local community to enhance learning and employability skills. KITES is supported by BT's Connected Society programme which helps people around the world get online. BT is supporting KITES to reach 3,300 students over 3 years.

PERFORMANCE AGAINST ENROLMENT TARGETS

Enrolment	YEAR 1			YEAR 2			YEAR 3			Overall		
	Target	Actual	%	Target	Actual	%	Target	Actual	%	Target	Actual	%
KLS Students	700	603	86%	700	633	90%	700	676	97%	2100	1912	91%
Professionals	500	331	66%	350	305	87%	350	374	107%	1200	1010	84%
TOTAL	1,200	934	78%	1,050	938	89%	1,050	1,050	100%	3,300	2,922	89%

Graduates Destination	YEAR 1	YEAR 2	YEAR 3	TOTAL
	Actual	Actual	Actual	Total
Employment	24	29	76	129
Self-Employment	2	2	8	12
Further Education	58	293	229	580
Employment & Education	0	14	2	16
TOTAL	84	338	315	737

SUMMARY & HIGHLIGHTS

- **The KITES programme has grown and improved over the past 3 years** and is achieved over 100% of its target in year 3. As the reputation of the courses is spreading, mainly by word of mouth, for the first time non-KLS students exceeded the target enrolment
- **Graduates are increasingly going onto income generating activities.** In Year 2, only 29 graduates were employed, where as in Year 3 this figure more than doubled as 76 graduates have already found jobs. Self-employment numbers also rose from 2 to 8 this year
- **Katha continues to adapt and update its courses guided by industry demand.** In 2016, KITES have added courses to train students in the accounting software 'Tally ERP 9.0' which is very popular in offices and in web design using 'Bootstrap' which is popular to use for making websites mobile friendly.
- **Students in part-time and full time-employment are earning between £72 - £187 per month** (7,000 – 18,000 INR) and are engaged in a variety of activities. Firoz Alam who is working in Stock Management at ICICI Bank and Ekta Kumari who is working in Guru Teg Bahadur Hospital maintaining records. Other KITES graduates are working as freelancers designing websites or selling items on-line. The level of alumni led advertisement and improvement in earning capacity of KITES graduates is a strong indicator that the program demand will increase in the future
- **The KITES programme continues to develop student's interest and ability to tackle challenges facing their local communities.** For example, KITES students have recently organised a tuberculosis awareness camp, raised awareness of health issues effecting sewage workers and how technology can make their work safer, and used social media to speak out against global environmental issues.

KEY CHALLENGES

- In 2015 KITES alumni gave feedback that there should be exposure visits to companies so they can better understand how a company works and learn about new technologies.
- ✓ From 2016 onwards, Katha are now taking their students to Trade Fairs and IT businesses.
- With the KITES Faculty Head moving on, this left a gap in teaching staff which had the potential to disrupt learning.
- However, KITES alumni have taken the responsibility of delivering courses and a KITES alumni has now been appointed as KITES the Faculty Head. Two further students have been recruited as interns at Katha

FUTURE FOCUS

KITES has been strengthened and expanded through the support of the Consortium. BT is continuing to support KITES and Katha will continue to focus on refining the programme to offer maximum impact for students:

- **Review existing courses offered** and add new courses as required
- **Add employability life-skills modules into each training course** to improve employment opportunities
- **Set ambitious targets for placing students in jobs within 3 months of course completion**, and create systems, processes, tools and corporate partnerships to meet the goal and to track students are staying in jobs
- **Build recognition for, and validity of, the Katha employment training certificates**
- **Build further industry links and partnerships** to improve course quality, demand and placements

YAYA'S STORY

Yaya Khan had dreamed of becoming an army officer, but his hopes for the future seemed shattered when his father's roadside restaurant in Delhi was robbed, plunging the family into extremely unsettled times. As they moved around in search of work, Yaya was forced to leave education early and start working as a field officer in an export company, earning only £31 a month (Rs.3000).



That is when he was spotted by surveyors from our partner organisation Katha, who explained to Yaya that he could boost his income by learning computer software skills like MS Excel. Yaya joined Katha's KITES programme despite having never touched a computer and worked diligently on a 3 month IT course. His new skills indeed boosted his income to Rs.12000 a month; he can now help to support his family and once again envision a bright future.

Katha Reading Excellence and Teacher Education (KREATE)

KREATE trains teachers to become reflective practitioners and creatively engage students in learning, aiming to develop children's educational attainment and life-long love of learning. KREATE is supported by The Halcrow Foundation. The Trust is supporting KREATE to train over 6,500 teachers including KLS teachers, teachers and reading mentors in municipal (government) schools, reading mentors in slum communities and informal street schools and teachers at schools supported by other charities and NGOs.

PERFORMANCE AGAINST ENROLMENT TARGETS

Enrolment	YEAR 1			YEAR 2			YEAR 3			Overall		
	Target	Actual	%	Target	Actual	%	Target	Actual	%	Target	Actual	%
KLS Teachers	35	39	111%	35	47	134%	35	45	129%	105	131	125%
Municipal Teachers	1400	1,079	77%	35	158	451%	35	326	931%	1470	1259	86%
Slum Communities	1400	1400	100%	1400	1400	100%	1400	1466	105%	4200	4266	102%
NGO Schools	250	200	80%	242	289	119%	250	326	130%	742	815	110%
TOTAL	3,085	2,718	88%	1,712	1,894	111%	1,720	1,859	108%	6,517	6,471	99%

SUMMARY & HIGHLIGHTS

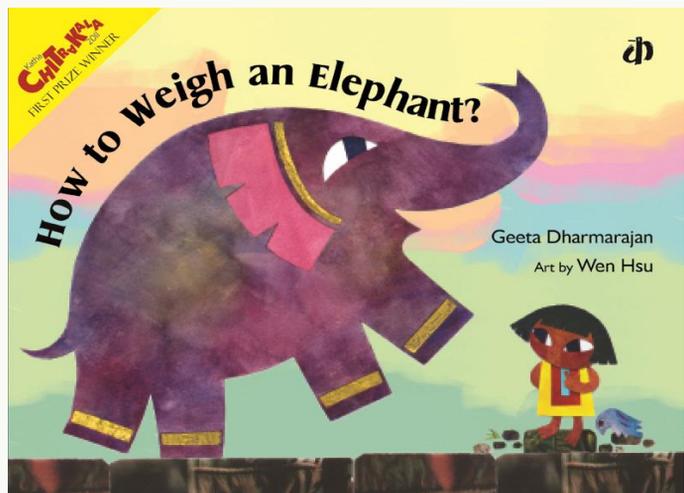
- **Katha has been very successful in engaging municipal teachers** in the KREATE programme as 326 teachers completed the course against a target of 35. This success was also noted by The Education Alliance and was important in Katha's selection in the South Delhi Municipal Corporation SDMC Quality Improvement programme starting in 2016, which we have shared further details about on [page X](#)
- **Participation by slum communities has been consistent** across the years and exceeded target for the first time this year as 1,466 teachers participated. **The KLS teachers have also been consistently engaged across the three years**, training a total of 131, 26 over the target.
- **NGO schools participation is growing each year as the reputation of the programme grows**, starting from 200 in the first year and reaching 326 teachers in the third year. To date, 815 NGO schools have participated in KREATE, exceeding the project overall target by 10%.

KEY CHALLENGES

- Teachers can be hesitant to open up and fully engage during sessions and teachers who have some years of teaching experience sometimes fail to internalise the learnings of the trainings.
- ✓ In such cases, the trainer spends extra time with the participants to support them to complete activities.

FUTURE FOCUS

- **The support for KREATE from the Consortium has enabled Katha to prepare for scale.** Testing its model in South Delhi Municipal Government (SDMC) schools this year through The Education Alliance partnership will see Katha takes its model to two government schools.
- As Katha makes their model leaner and more efficient by delivering within government budgets within the South Delhi schools, Katha will be prepared to scale their model even further
- Katha has developed a partnership with Ekal Vidyalayas which operates in over **52,000 one-teacher schools** across 22 states in India and educates more than **1.5 million children**. In 2017, Katha will train 500-600 teachers that are a part of the Ekal Vidyalayas network to improve the quality of teaching and learning in remote, rural schools.



NEERU'S STORY

Mrs Neeru Sethi, who has been teaching in Badarpur since 1999 has primarily taught through reading and writing, a method she believes left the classroom environment lack-lustre and the children bored.

The 'I Love Reading' programme run by Katha offered a fresh perspective. As part of the programme's implementation, Mrs Sethi undertook training which included teaching through story pedagogy and she began to eagerly apply all the learnings that she had acquired within the classroom. She was also able to access the online resource portal for Hindi teachers that Katha launched extensively for creating lesson plans to support this new, child-centred way of teaching.

Storytelling aligned with the syllabus is now a key part of the teaching process. By encouraging this new approach to learning, students have become better engaged allowing both their own and teacher productivity to improve. Mrs Sethi describes its impact: "I was never exposed to any such training which uses stories so beautifully and also integrate subject topics to teach children before this workshop.

I was curious about story pedagogy because I had seen children from my class always happily rushing to Katha Story room within then school. After this training I have started using Katha Story books more frequently in order to adopt Katha's integrated methodology. Modules in www.padhopyarse.net website are also interesting and I use it in my class too!"

I Love Reading (ILR)

ILR is Katha's reading campaign is driven by a fundamental belief that if children enjoy reading, they will stay in school longer, learn more, raise their aspirations and develop critical thinking skills. Core activities such as the training of community reading volunteers are led by KREATE teachers, and they use the story based pedagogy and resources developed through the Lab School. Therefore, the Consortium also impacts the success of the ILR programme.

PERFORMANCE AGAINST ENROLMENT TARGETS

	Enrolment	YEAR 1			YEAR 2			YEAR 3			Overall		
		Target	Actual	%	Target	Actual	%	Target	Actual	%	Target	Actual	%
Municipal	Schools	85	88	104%	88	88	100%	100	100	100%	273	276	101%
	Teachers	1,195	896	75%	1,198	1,771	148%	500	229	46%	2,893	2,896	100%
	Students	44,927	41,333	92%	46,395	46,395	100%	40,680	37,949	93%	132,002	125,677	95%
Slums	Communities	126	248	197%	126	126	100%	126	151	120%	378	525	139%
	DoYTs	1,400	2,800	200%	1,400	1,400	100%	1,400	1,466	105%	4,200	5,666	135%
	Children	79,797	157,200	197%	80,370	43,400	54%	80,000	42,195	53%	240,167	242,795	101%
TOTAL		127,530	202,565	159%	129,577	93,180	72%	122,806	82,090	67%	379,913	377,835	99%

SUMMARY & HIGHLIGHTS

- Over the three year period, ILR has reached over 377,000 children, 99% of the target.
- Communities Participation continues to be strong as 120% target was achieved. This is a clear indication from the parents and communities that the ILR program is helping their children learn better.
- Community participation and engagement remains strong especially through the Ma Mandals. As the communities are migrants and often on the move, Katha sees this as an opportunity to spread the Reading capacity to new areas where trained members move to. To support this, Katha is now training mothers to use smartphones to read Katha e-books which are enabled as a part of the phone software. By using simple technology they will be able to continue to read to and engage their children in the process of reading.
- As part of Katha's capacity building the ILR team was able to participate with the other Katha programme teams to develop skills for management and communication. This has enabled the teams to understand the organisation's multiple streams of work better and identify resources available to leverage each other's strengths
- ILR received the Millenium Alliance Award instituted by Federation of Indian Chamber of Commerce and Industry (FICCI), USAID and Government of India.

CHALLENGES

- The target for municipal teachers was under achieved this year at 46%. This was due to a change in focus from the East Delhi Municipal Corporation which meant that could not complete training within schools as planned which would have seen Katha reach their target. Katha reallocated programme resources to deepen the quality of work within participating schools.

Katha's organisational development

The Katha's organisational development has been supported by the Maitri Trust, BT and Mr Tom & Mrs Kuljit Singh and through currency variance gained by the entire Consortium's grant. The Consortium has been pivotal in enabling Katha to build the capacity it needed for its continued development, sustainability, and to take projects to scale and achieve its' aims.

The journey Katha has taken, has moved it from an innovation organisation with huge potential to an organisation that is realising systematic, sustainable and strategic success. The overview below provides a three year analysis of progress developed through insights from capacity building experts, independent assessments, the Katha Senior Management Team and the British Asian Trust team.

Strategy

Development: Develop Katha's 3-year strategy for each programme area, including scale-up plans and budgets

Progress

When the Consortium began the partnership with Katha, the energy of the team was focused on delivering high quality programmes and testing new practices when funding and partnerships became available. With the support of capacity building partner Start Up! Katha have now delivered a comprehensive business strategy and operations plan for all key programmatic areas which articulates Katha's ambitions and details a clear path for success.

2013



2016

- | | |
|---|---|
| <ul style="list-style-type: none">• Katha's first 3 year strategy for each programme area was led by Dasra in 2012. This identified key areas where Katha would benefit from capacity building assistance and where the Consortium could support with organisational needs.• Decision making on new programmes was often very donor driven and a more robust strategy would enable Katha to focus and take quicker decisions about programme direction, remaining responsive to ideas, but more coherent through out the year, aligning to the core plan | <ul style="list-style-type: none">• Start Up! worked with Katha to deliver a strategic plan that articulates a shift in the way that Katha views itself, from an education organisation to an eco-system builder• The plan lays out three clear verticals which include 1) KLS for education delivery, 2) an 'Accelerator' for skilling, entrepreneurship and scale, and 3) Publishing, with the potential for income generation and scaling of outreach. Programmes are being prepared to restructure to deliver against the strategic plan |
|---|---|

Katha has and continues to:

- Generate demand for story pedagogy in India
- Establish innovative and replicable models for the field
- Created fresh, conceptual frameworks, best practices, knowledge products and tech tools for the field

Katha is now working towards new milestones:

- Forging powerful partnerships with governments, private sector and civil society
- Developing new cohorts of professionals for the field
- Building a movement for story pedagogy in India to accelerate advocacy and policy change

Leadership & Management

Strengthen Katha's Senior Management Team and Board of Directors

2013:

- Katha had strong leadership through Founder Geeta Dharmarajan significant programme experience, but in order for Katha to grow, it needed a leadership team to run the day to day operations.

2016

- **Katha now has an experienced senior management team** with the capacity to manage their functions within the organisation and drive the new strategic plan. Geeta has taken up a strategic role as President managing key relationships with Parvinder Kaur becoming Executive Director.
- **New key roles in place** include a Director of Development, a Director of Operations, and a Director of Publishing. Recruitment is underway for a Director of Education and Director of Finance and active development of middle management through mentoring, and professional training resulting in successful promotions of Deputy Director Development and Finance.

Partnerships

Develop partnerships to scale key Katha programmes or transfer knowledge/ programmes to other organisations to expand reach of Katha's model

2013:

- Katha had established a number of partnerships that were often donor driven, leading to a wide range of programmes and partnerships that weren't always conducive to Katha's sustainable growth

2016:

- **Katha has now managed a vast number of successful strategic partnerships** that have facilitated Katha in either expanding their programme to reach more schools and teachers or to digitise their publishing work for wider access to the educational materials. Partner include SRTT, ESARR, Delhi Municipal Corporation, Tech Mahindra, Amazon and Flip Kart.
- Katha have now developed a partnership with The Education Alliance where they will operate two government schools in South Delhi

Fundraising & Sustainability

Strengthen Fundraising Team

2013:

- Fundraising was led almost solely by Geeta and Katha were reliant on funds from limited sources.

2016:

- **Now, Katha has a dedicated team for fundraising which has successfully secured significant funding** for 2016/17 and has secured a strong pipeline of donors for the future. Furthermore, Katha has presented a fundraising plan to the Board,

Financial Management & Budgeting

Strengthen Finance & Accounts Team and streamline processes for timely budgeting and formal, periodic reviews

2013:

- Limited unrestricted funding for covering institutional growth, low reserves and reliant upon external financial capacity which is more expensive and doesn't build in-house capacity

2016:

- Katha have a dedicated finance person in house to develop and manage budgets and provide financial and cash flow oversight. They will also recruit a Director of Finance
- Katha is building its unrestricted reserves

Monitoring & Evaluation

Strengthen Katha's M&E and donor reporting system

2013:

- Paper based systems for record keeping and data being collected by a small few and not used efficiently

2016:

- Katha has established a technology enabled M&E system. A coordinator is in place to manage the system, all staff are trained to enter data on tablets and data is being analysed

Communications & branding

Strengthen Katha's visibility with donors and the general public, and build capacity to raise unrestricted funds

2013:

- Katha had an outdated website, their profile was fairly reliant on Geeta's activities and there was limited capacity to engage with branding

2016:

- Dedicated staff to communications, branding and marketing enabling Katha to invest in its brand and profile
- Strong online presence with a new website, digital media and other relevant outlets.
- Katha has some underspend within the communications and branding capacity building budget which will be used for developed for developing a detailed communication strategy, creating a corporate film, developing marketing collateral
- Katha will monitor the effectiveness of the new communication and branding activities to learn about what works for their audiences

Katha's Future & Sustainability

Given the progress made during the life time of the Consortium, Katha are now in a position to enter into their next phase of growth. Katha's first new partnership under their new phase of growth is working with The Education Alliance (TEA).

THE EDUCATION ALLIANCE

- New models of schooling are urgently needed to provide high quality education. Public Private Partnerships (PPPs) offer an opportunity to leverage the combined strengths of the government and the private sector to address some of these issues.
- TEA an Indian NGO which aims to facilitate PPPs to improve education quality, collate and disseminate evidence on PPPs, shape PP policy, stimulate the school operator pipeline and ensure quality education in PPP schools.
- TEA's School Quality Improvement programme is a whole school partnership between the South Delhi government and private sector. The first pilot includes 6 implementing NGOs to adopt South Delhi Municipal Corporation (SDMC) Schools for a period of 3 years and bring their existing successful operating models in the SDMC schools. The programme is supported by a consortium of donors, including Children Investment Fund Foundation (CIFF), Michael and Susan Dell Foundation, Omidyar, Porticus, ARK and The British Asian Trust.

THE EDUCATION ALLIANCE & KATHA

- Katha has been selected as one of six NGOs in the programme and will be working in two SDMC schools from 1st April 2016 – 31st March 2019.
- This is a substantial step for Katha towards future sustainability as the experience will give Katha the opportunity to replicate its KLS, ILR and KITES programme and take their work in a wider, shared space where management demands and partnerships will develop another level of organisational maturity.
- Katha's previous experience of replicating the ILR programme will be useful to support with approaching this partnership but Katha is also receiving guidance and support from the new consortium of funders in streamlining the Katha model and identifying ready and mature inputs for significant replication and scaling skilling

The British Asian Trust & Katha

- The British Asian Trust will continue to work with Katha through the School of Entrepreneurship until 2018
- The Trust aims to expand its support for Katha through a partnership with TEA, with an ambition to support two government schools managed by Katha
- The Trust is also a member of the TEA Investment Committee and is bringing significant expertise within the education sector through the Trust's Head of Education as well as organisational knowledge and experience from previous projects and partners
- The Trust is also looking to raise further funds to support the second Katha managed school and the wider IT interventions in the TEA Program and operators projects.

The British Asian Trust's Education Fund

South Asia is getting close to universal enrolment for children in the age group 6 to 14 with 91% of children enrolled in school. However, there is a learning crisis in South Asian classrooms (e.g. 46% of all children in Grade 5 can't read a Grade 2 level text). This results in increased drop outs, a heavy dependence on tuitions/external support and an education system that is failing children from low income communities by not providing them with the skills to succeed.

This challenge requires an urgent response to improve learning and teaching quality to achieve student learning and development of models that can be scaled quickly, effectively and efficiently.

The British Asian Trust is evolving its previous approach of partnering with individual NGOs on a project and capacity building basis. Now, the Trust is adopting a holistic approach to address challenges in education for systemic impact. The Trust will:

- Work with **multiple actors** including public, private, not for profits and social enterprises to achieve a greater impact
- Convene multiple voices to **advocate for reforms**
- Share knowledge and provide a platform for **informed collective giving**

We will do this through:

- **Grants:** Work with in-country partners to support design, development and improvement of existing education inputs and models.
- **Research:** Develop measurement tools and reporting of results for student learning at each grade level through.
- **Partnerships:** Enable systemic change and a strong enabling environment for quality education.

Our Education programme outcomes will focus wholly on student learning while being agnostic about specific education inputs – we will support the most effective approaches. Data on learning and scaling play a central role in the programme strategy by motivating informed action at the policy and practice levels. Therefore, we will be closely measuring what works to scale up quality education.

Our ambition to work with TEA to support Katha run government schools will be our first investment under this new strategic direction.

Financial Summary

The project started in 2013 with the Consortium covering 66% of Katha's programme costs. In year 2 the consortium's contribution increased to 70% of total annual spending as we added new capacity building activities for Katha. The early success of investment in capacity building is seen when Katha increased its own fundraising capacity by 27% (from £99K to £126K) in Year 2 and maintained it in Year 3 (£134K).

3 YEAR BUDGET & FORECAST

	Year						Forecast			
	2013-14		2014-15		2015-16		2016-17		2017-18	
Budget Actual	£293,295		£416,281		£409,049		£723,924		£716,332	
Consortium Contribution	£193,814	66%	£289,989	70%	£274,112	67%	£0	0	£0	0%
Katha Contribution	£99,481	34%	£126,292	30%	£134,937	33%	£723,924	100%	£716,332	100%
Confirmed Grants	£99,481		£126,292		£134,937		£723,924		£215,221	30%
In pipeline									£501,111	70%

- **In 2015-16 the budget was well spent as planned.** There is a slower rate of spending in the communication and branding budget. However as it includes development of a film and outdoor branding materials, timing is linked to planned branding events. All funds will be spent by June 2016 to deliver the activities as planned.
- Approximately £27,000 of currency variance was allocated for Katha's core management staff salaries. As Katha has successfully secured core funding through new grants in 2015-16, this amount will not be required, enabling funds to be used for different purposes.
- **Looking ahead, Katha has already managed to secure 100% funding requirement for 2016-17.** However, the donor that had committed to fund K-12 for 3 years reversed their decision in April 2016 due to a significant change in their funding strategy from education to health. They will make a donation of £25,000 as a good will gesture.
- **There is 30% confirmed funding and 70% in the pipeline for 2017-18.** The funding secured for 2017-18 includes Katha's budget requirement for the previously Consortium supported projects as well as new projects through which Katha is replicating its core activities.

CURRENCY VARIANCE

- Over the three year grant there has been a total of £160,545 generated in currency variance £57,288 has been allocated to organisational development, approved by the Consortium.
- £103,257 of currency gain is available for allocation. The Trust would like to make a recommendation to the Consortium that the remaining budget is allocated for two key activities.

Year	Currency Variance (CV)	Allocated
2015 – 2016	£21,521	£12,210
2016 – 2016	£120,127	£45,078 (£28,566 has been spent, with the remaining £13,256 to be spent by June 2016)
2017 – 2018	£18,897	
Total CV	£160,545	
Total allocated		£57,288
Remaining CV to allocate	£103,257	

The Trust recommends that the Consortium gives approval for Katha to use the remaining currency gain for two key areas of work as follows:

1) Katha's KSL K-12 School Programme - £50,000

- This would supplement a substantial shortfall in funds that was created when a major donor had to withdraw its support at the start of the project, due to change in their CSR funding strategy
- £50,000 would cover 6 months running and management cost for the school. The remaining 6 months are match funded by TATA and Katha's contingency funds.

2) The Education Alliance (TEA) Programme - £53,000

- TEA programme is a Public Private Partnership (PPP) that aims to improve the quality of education in government schools by replicating successful models and testing them within a government setting.
- The TEA programme is working with six different NGO operators. Katha was selected as one of these six partners programme and will be adopting 2 South Delhi Municipal Corporation (SDMC) schools where the Katha Model will be introduced.

The above investments will support Katha with both key immediate needs as well as supporting a strategic growth area for Katha which aligns with its new strategy plan.

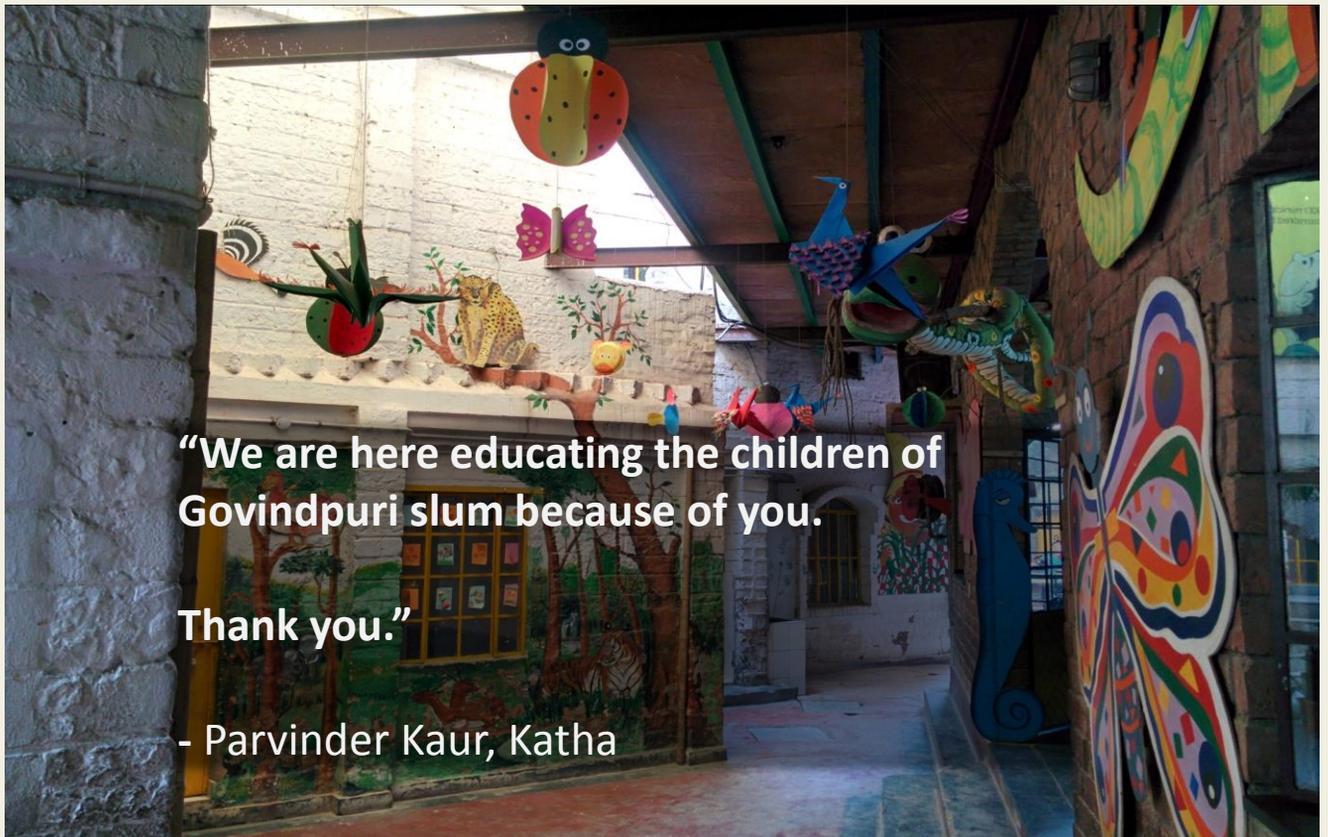




THE BRITISH ASIAN TRUST
PROUD OF ALL WE SHARE

कथा KATHA

TRANSLATING STORIES TRANSFORMING LIVES



“We are here educating the children of Govindpuri slum because of you.

Thank you.”

- Parvinder Kaur, Katha