



ANA AQRA ASSOCIATION

قارئ مستقل... تلميذ مستمر



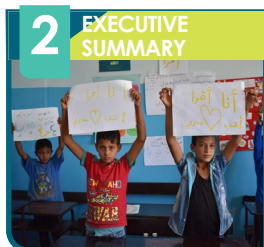
# 2017

## ANNUAL REPORT

## ANA AQRA ASSOCIATION



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# FOREWORD

There is a lot to be proud of at Ana Aqra, which would not have been possible without the dedicated efforts of every member of our professional team, as well as our committed board and volunteers.

Ana Aqra continues to work towards 'Making Learning Accessible to All', while in close alignment with the Ministry of Education and Higher Education, MEHE's priorities, as stated in RACE II (Reaching All Children in Education).

Our senior management team works diligently on heightening, developing and enriching strategic collaborations with local and international entities specialized in education, humanity, action research and impact measurement. The executive team aims primarily towards sustainable investments in the Lebanese public school system while contributing towards quality education in adverse communities locally, regionally and internationally.

Young learners in classrooms remain to guide our education team, on how best to support their individualized journeys of 'Learning to Learn' towards inclusive enabling learning communities. We are forever grateful to their honesty in reflecting what works.

Wishing continued openness, focus and hard work, to learning more about 'Learning to Learn'!

Rima Musallam  
Executive Director

# EXECUTIVE SUMMARY

Ana Aqra Association had another productive year in 2017 reaching 38,795 children aged 3-14 and 894 teachers through educational services provided within 9 different projects of varying scales, and all aligned with the contextualized programs developed, including Community-Based Early Childhood Education (CB-ECE), Basic Literacy and Numeracy (BLN), Retention Support, Psychosocial Support (PSS) and School Spirit. By teaming up with legacy partners as well as new partners, Ana Aqra was able to bring its best efforts in implementing these programs across all regions in Lebanon.

A key milestone of 2017, a direct result of Ana Aqra's trusted quality of work and sincere commitment to its mission and vision, was the signing of two memorandums of understanding (MOUs) with the following entities:

- Lebanese University- Faculty of Pedagogy
- Center for Educational Research and Development, CERD – a national organization charged with modernization and development of education

Ana Aqra's work this year was marked by a more focused and strategic eye towards the sustainability of the services provided. With this more advanced aim of a long term vision, Ana Aqra was able to zoom in on internal methods of planning and implementation to assess their long-term viability, and design new and improved systems.

In parallel with program implementation, Ana Aqra's team remained active and informed by attending a number of relevant educational events, conferences and workshops to keep the momentum of the latest knowledge and skills flowing through the organization.

With the children served remaining at the forefront of our work, Ana Aqra relies on a bottomless source of fuel to continue to bring timely, innovative and quality access to educational services to the communities in need.



# ACRONYMS

ALP	Accelerated Learning Program
BLA	Balanced Literacy Approach
BLN	Basic Literacy and Numeracy
BTS	Back to School
CBECE	Community Based Early Childhood Education
CERD	Center for Educational Research and Development
DOPS	Department d'Observation Pédagogique Scolaire
ECE	Early Childhood Education
EGR	Early Grade Reading
HWS	Homework Support
INEE	Inter-Agency Network for Education in Emergencies
LU	Lebanese University
MEHE	Ministry of Education and Higher Education
NFE	Non-Formal Education
NGO	Non-Governmental Organization
PSS	Psychosocial Support
QITABI	Quality Instruction towards Access and Basic Education Improvement
QTL	Improving quality teaching and learning for vulnerable Lebanese and Syrian refugee children
TOT	Training of Trainers
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development

# ABOUT ANA AQRA

*Where we plot to  
make education  
for all children  
possible*



Ana Aqra Association is an independent nonprofit organization that advances literacy and autonomous learning for vulnerable children in Lebanese public schools. Founded in 1994 under the name Iqra Association, Ana Aqra has since expanded its services to address the educational, cultural and psychosocial needs of communities within and surrounding the public educational system.

Ana Aqra has worked under the auspices of the Ministry of Education and Higher Education from the get go and operates in partnership with other various local and international organizations.

Ana Aqra's programs are implemented across Lebanon and aim to provide equal access, integration and retention of public school children ages 3-14. Programs usually run over a pre-determined period and are customizable to respond to dif-

ferent needs.

Ana Aqra's core programs focus on student integration, student retention and teacher training towards long-term sustainability. As of 2017, Ana Aqra's programs have benefitted 128,570 children, 3,072 teachers, and 17,703 parents/caregivers in 377 public schools.

Ana Aqra's programs are responsive to education during emergency and are aligned with INEE guidelines.

## **Mission:**

ANA AQRA aims to foster an equitable and sustainable learning environment for everyone by:

- Empowering children to be independent learners
- Advocating active learning communities
- Building teacher capacity
- Providing essential resources and tools

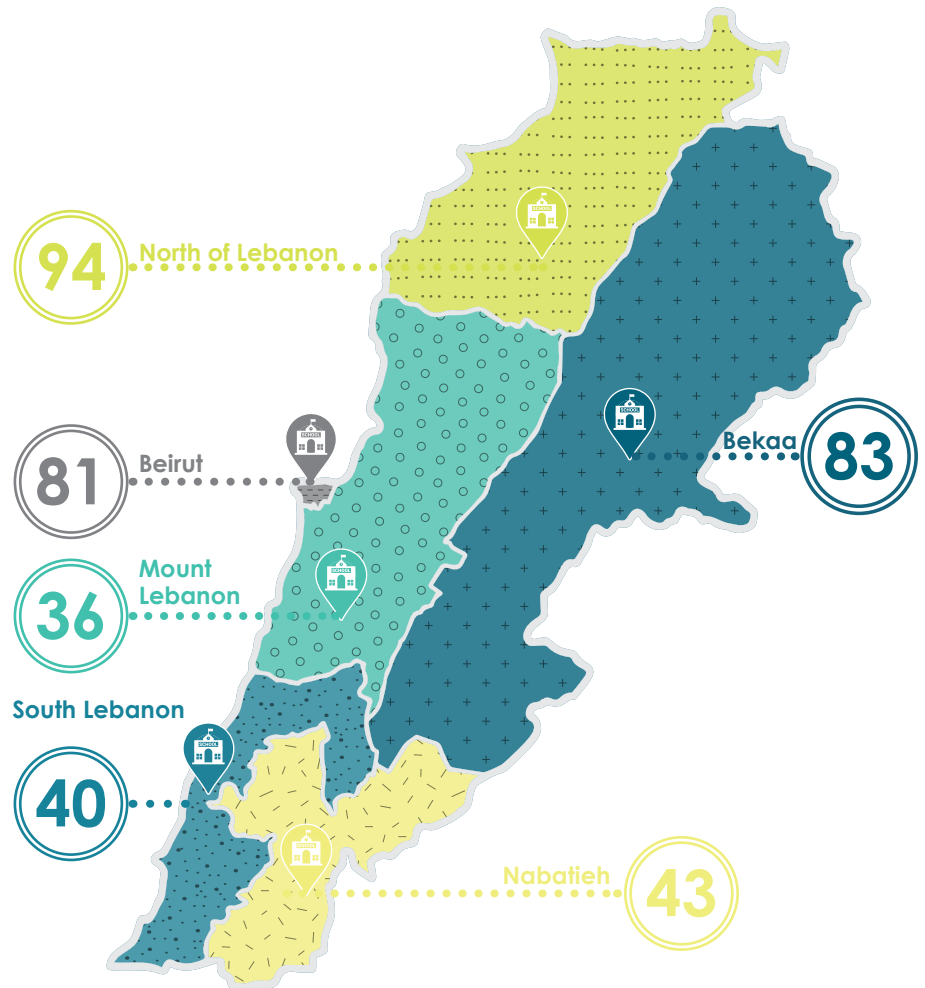
- Developing state-of-the-art tools and techniques for Arabic language learning
- Supporting public institutions to become schools of choice

## **Vision:**

ANA AQRA aspires to make learning accessible to all children.

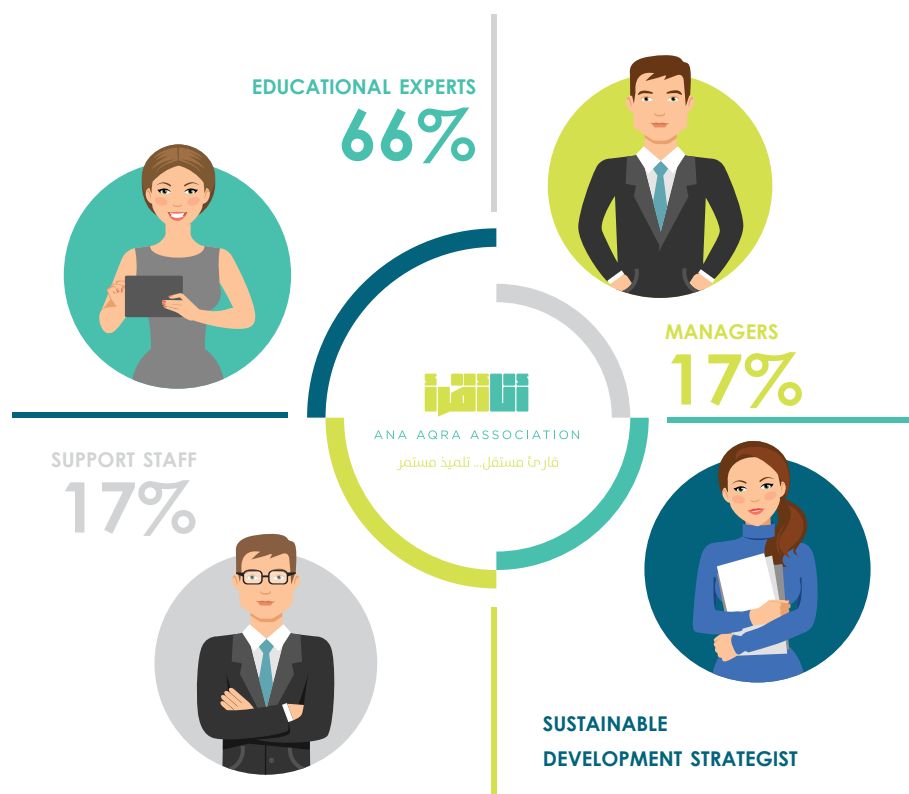
# WHERE WE WORK

*Redrawing Lebanon's Literacy Map, one public school at a time...*



# OUR TEAM

*Our children's  
biggest  
advocates*



## Professional Team

The Ana Aqra team consists of a diversified staff of which 66% are educational experts, 17% managers and 17% support staff distributed across all regions of Lebanon. This year, a Sustainable Development Strategist joined the team.

They are talented and passionate staff who are proud to be making a difference in their country by enabling lifelong learning opportunities for vulnerable children.

This team attended multiple capacity building trainings by in house and external experts.

### Staff Testimonial

"I gladly confirm that I couldn't be more honored to be part of such a dedicated and talented team", as said by Imane Khozam, QITABI project manager.

## Board of Directors

Ana Aqra is overseen by a board of talent and inspiration. Our board governs major Ana Aqra decisions, offers input and guidance for key organizational decisions, and thinks about long-term goal achieving plans and funds to sustain the organization. In short, the Board ensures that we bring quality to everything we do.

- Maha Yahya, President
- Lubna Khalil, Vice President
- Amal Darwish, Treasurer
- Denise Boustani, Accountant
- Tarek Jallad, Secretary
- Reem Moubassaleh, Member
- Charles El Hage, Member
- Yildiz Diab, Member (Co-Founder)
- Fawzi Kyriakos, Member

## Our Volunteers

Ana Aqra volunteers are the power and passion behind our work. They

have been the foundation of this association since its inception in 1994.




## Community Service Volunteers

These volunteers are students in schools who have chosen to be model citizens. This year's community service volunteers include:

- 24 Grade 9 students from Saint Mary Orthodox College, which is part of the Education network
- 13 Grade 11 students from Al Bayader School



# ANA AQRA PROGRAMS

1	2	3	4	5	6	7	8	9
Quality Instruction towards Access and Basic Education Improvement- in partnership with World Learning	Supporting Vulnerable Girls and Boys to Access and Remain in Education in Lebanon	The Just Right Start	A Second Chance	Children's Learning Center and Classrooms-on-a-bus	Alfanar Long-Term Investment Towards Sustainability Through Philanthropy	Improving Quality of Teaching and Learning for Vulnerable Lebanese and Syrian Refugee Children- QTL	Retention and Integration for Syrian Refugee and Host Community Girls and Boys Ages 3 to 14	School Spirit- 2017
								

Ana Aqra programs represent the overarching framework and defining boundaries under which all projects fall.

All programs respond to the needs of school communities including teachers, learners and their parents.

Program participants, primarily teachers, take part in a 3-6 day capacity building training prior to or during the program implementation. These professional development trainings aim at improving teaching and introducing latest effective practices.

In 2017, Ana Aqra worked on 9 projects. All projects served the common goal of paving the way for children to access public school education and increasing their chances of remaining in school and attaining higher education. Ana Aqra also partakes in providing training to other national and international NGOs to implement similar programs across the region, including Greece.

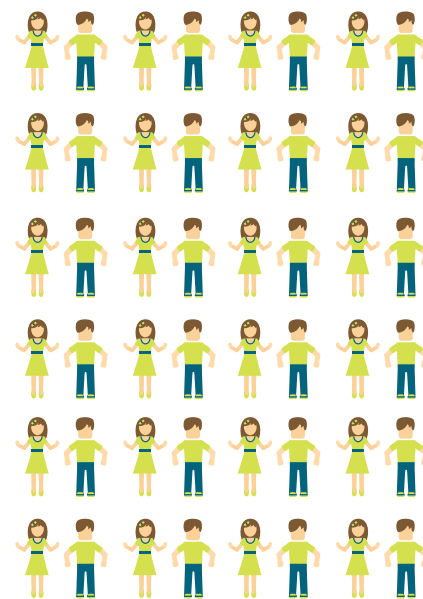




# ANA AQRA PROGRAMS

## COMMUNITY-BASED EARLY CHILDHOOD EDUCATION PROGRAM

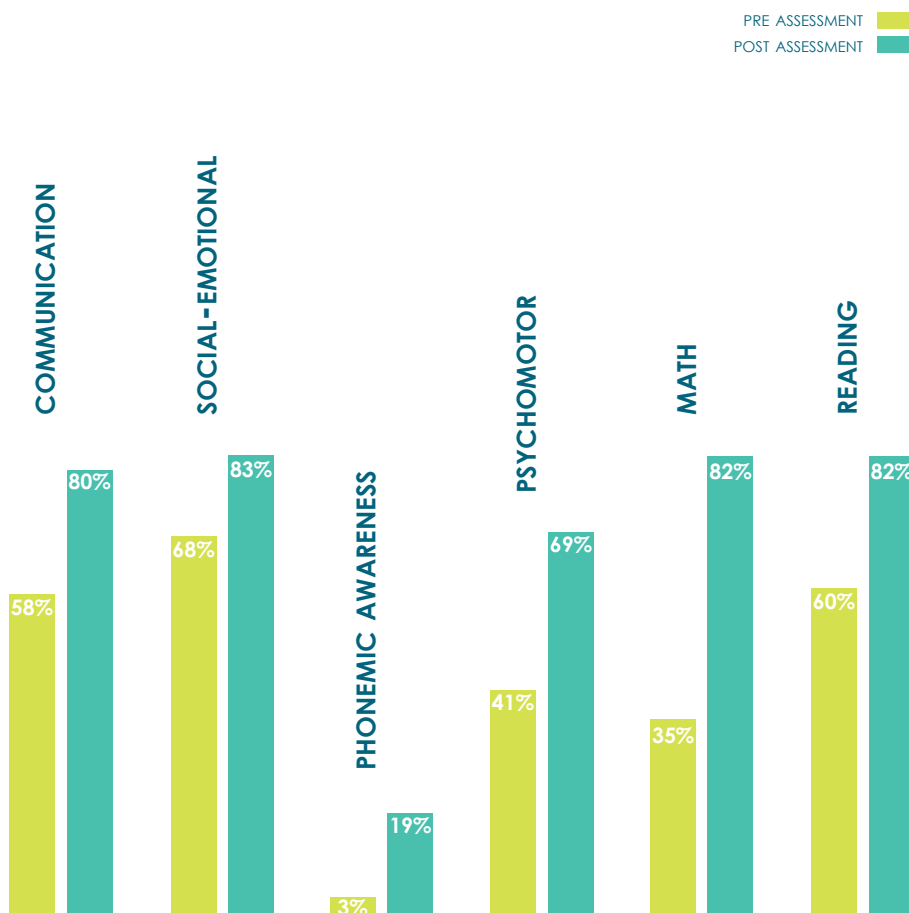
### CB-ECE



**4,996**  
children reached

Ana Aqra runs CB-ECE across different regions for children of ages 3-5 years. The CB-ECE program is aligned with the MEHE regulated program and represents a foundational phase to prepare children to transition to formal, compulsory schooling.

In 2017, 4,996 children were reached. Sample results from one school show the following improvement in the skills of 136 learners after attending a nine-month cycle of the CB-ECE program.



# ANA AQRA PROGRAMS

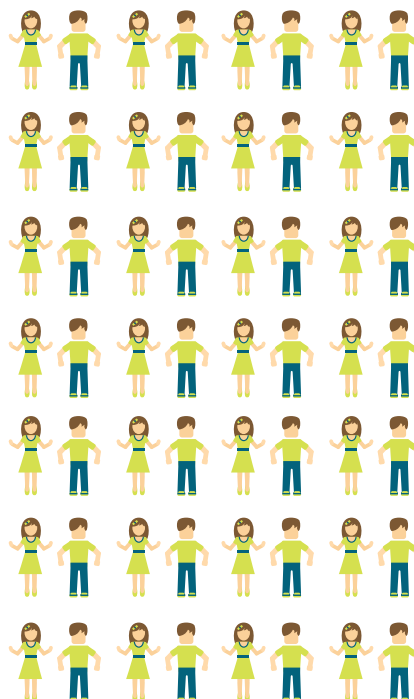
## BASIC LITERACY AND NUMERACY PROGRAM

### BLN



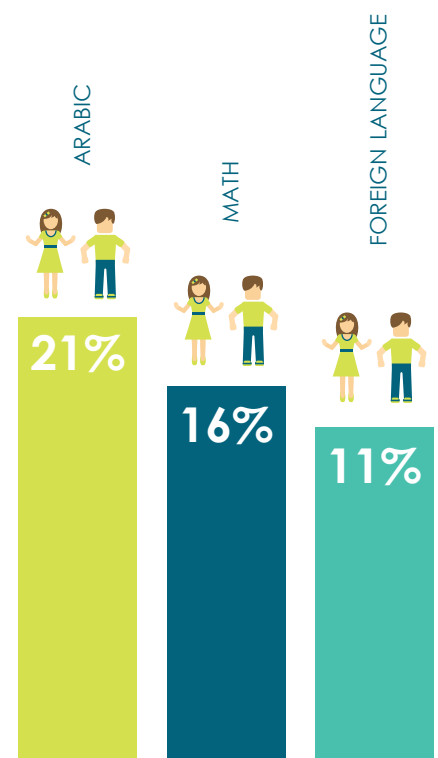
Ana Aqra designed a BLN program to prepare school-aged children, who have either dropped out or have never been to school, for formal enrollment. The program focuses on fostering foundational reading, writing and math skills that are in alignment with the official Lebanese curriculum. This program also aims at preparing school aged children to transition to ALP or formal schooling.

In 2017, 3,780 children were reached. Sample results from one school show the following improvement in the skills of 265 learners after attending a three-month cycle of the BLN program.



**3,780**  
children reached

## Learner Improvement BLN



# ANA AQRA PROGRAMS

## RETENTION SUPPORT PROGRAM

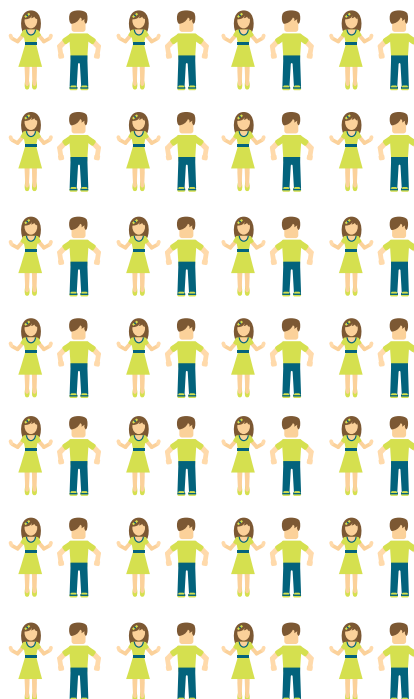
RS



The Retention Support Program is comprised of:

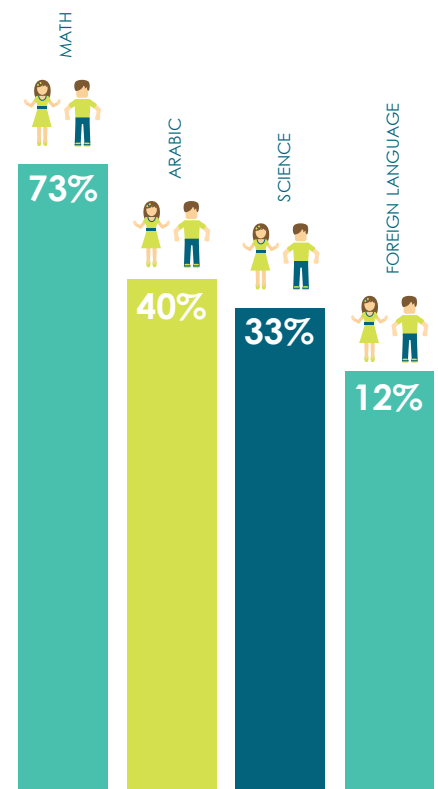
- The Summer Remedial Program, which provides extensive support to improve literacy skills across subjects to close achievement gaps for vulnerable learners at risk of dropping out of school.
- The Homework Support Program, supports learners in grades 1 to 9 to independently attend to and complete their assignments. The Program creates a conducive environment in which learners are taught the necessary study skills through learning how to learn and problem solving strategies.

In 2017, 12,575 learners were reached. Sample results from one school show the following improvement in the skills of 3,555 learners after attending 96 sessions over a 3 month cycle of the RS program.



**12,575**  
children reached

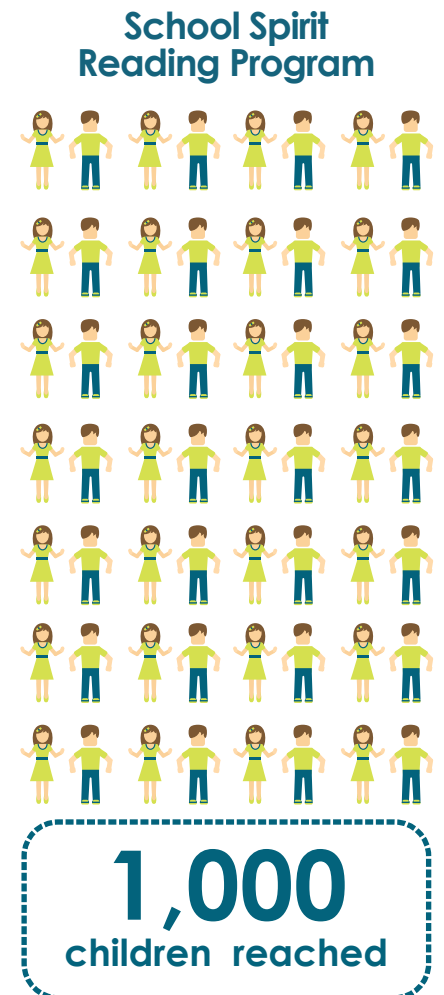
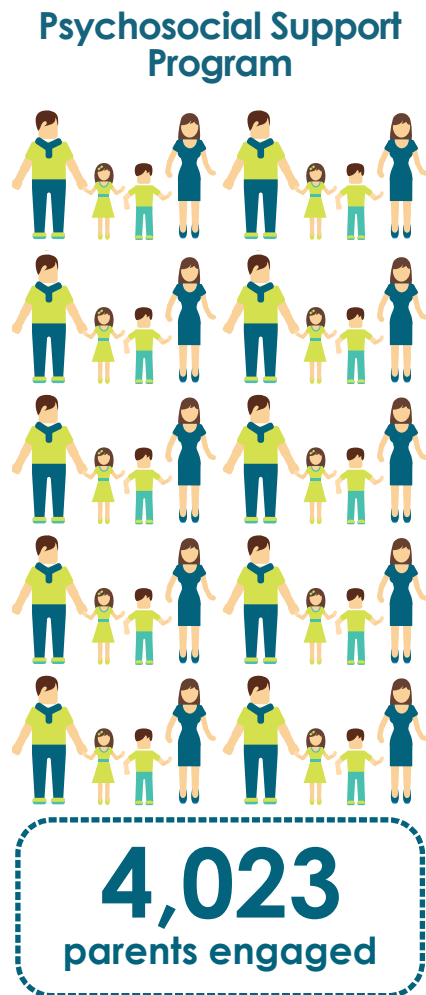
## Learner Improvement RS



# ANA AQRA PROGRAMS

## PSYCHOSOCIAL SUPPORT PROGRAM

PSS



The PSS program is a holistic, targeted and multi-stakeholder program, which is embedded in all of the association's programs. It promotes the wellbeing of the learning communities, including teachers, learners and their parents. The PSS program focuses on ensuring that the children have access to basic services and are provided a safe and inclusive environment. In 2017, 4,023 parents were engaged through parent meeting workshops and awareness sessions.

### School Spirit Reading Program

Ana Aqra designed a reading program that motivates school communities to foster a life-long love of reading. Volunteer-based activities such as installing classroom libraries, reading in classrooms, celebrating the national reading week and visiting book fairs, are conducted towards this long-term aim. In 2017, 1,000 learners were reached.





# PROFESSIONAL DEVELOPMENT



**774**

teachers trained

**205**

teachers/trainers  
benefited from  
consultancy services

Ana Aqra provides comprehensive training sessions, coaching sessions and curriculum development services. Partners include government, as well as national and international entities. These professional development services fall under either long-term partnerships or consultancies. In this manner, Ana Aqra is able to cascade the extensive learning it has gained from 24 years of experience in education, to enhance its social impact, while simultaneously building a platform for its long-term operational and financial sustainability.

In 2017, 774 teachers benefited from training and coaching services through Ana Aqra's program while 205 trainers and teachers benefited from consultancy services.





# YEAR AT A GLANCE



**38,795**  
children reached

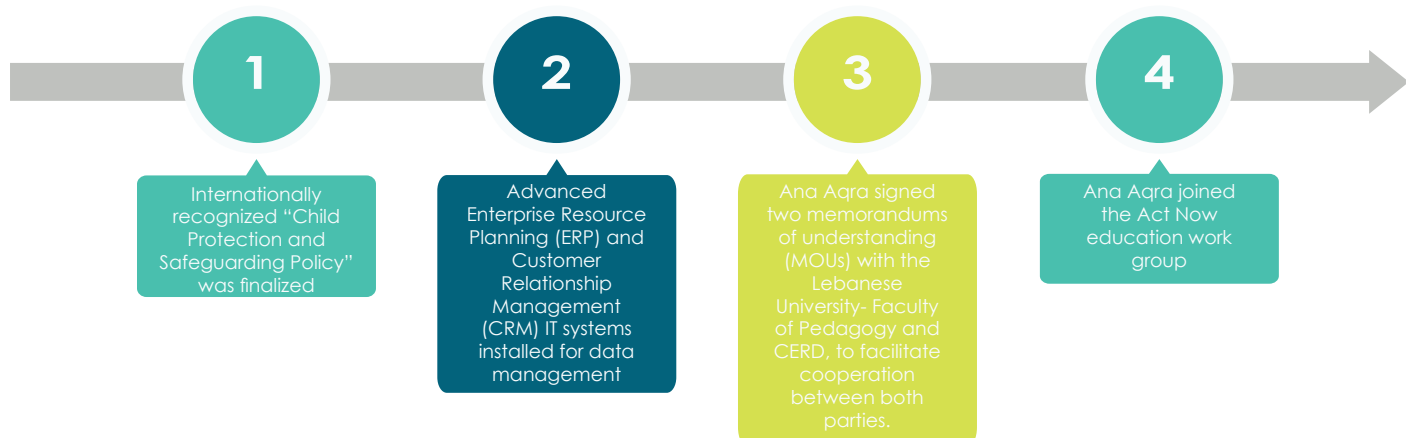


**894**  
teachers reached



**4,023**  
parents reached

## Key Milestones 2017



# YEAR AT A GLANCE



## Yearly Productions

- In collaboration with Academia International, Ana Aqra proudly published its first book **الفصول الأربعة** or the four seasons, written by Ana Aqra's Senior Trainer, Nabihah Khodr-Kaiss and illustrated by Sacha Haddad.
- In partnership with Al Madad Foundation, a story book was produced showcasing the work of learners describing their hopes and dreams. The book reflects original Arabic content with an English translation.

## Ana Aqra in the Media

This year, Ana Aqra made several media appearances.

A news report on BBC covered some heartfelt stories from our learners while participating in a memory-based art activity run by the internationally renowned artist, Reem Bassous.

UNICEF Goodwill Ambassador Mr.

Martin Bell visited one of our BLN implementation sites, and the resulting online live UNICEF-UK video caught the attention of a wide audience from across the world.

Ana Aqra also made an appearance in a touching news report at the end of the year on Dubai TV, highlighting the partnership with UNICEF and the services offered to out of school Syrian refugee children and in school public school learners.

## Tell Me a Story

Hopes, dreams and fairy tales from Syria's displaced children



## أخبرني قصة

آمال وأحلام وحكايات من أطفال سوريا النازحين



# ANA AQRA & SUSTAINABLE DEVELOPMENT

*Our commitment to Sustainable Development Goal (SDG) 4 on Education (2015-2030)*

As part of the global movement to enhance access to quality education for all, Ana Aqra is committed to expand its literacy instruction footprint and bring quality education for as many children as we possibly can. As such, Ana Aqra is committed to SDG4 and is working diligently on reaching its targets that are aligned with our work. While looking to achieve its commitment to SDG4 targets, Ana Aqra also recognizes the importance of embarking on its own sustainable development planning to secure its ability to operate regardless of external factors and continue to increase its social impact. Accordingly, Ana Aqra has been working under the guidance of its partner, Alfamar, to develop sustainable strategies with the aim of strengthening the association's financial and social returns and scaling impact.

## SDG-4

**Ensure inclusive and equitable quality education and promote lifelong opportunities for all**





# OUR FUEL, OUR INSPIRATION

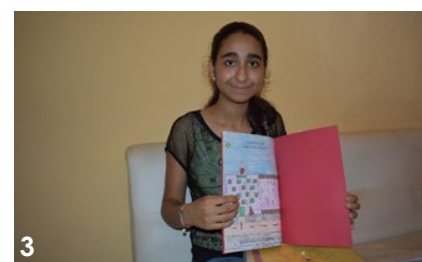


The successes we hear about and experience first-hand with our learners and their families continue to be the fuel for Ana Aqra's work. These children inspire us to continue to strive to reach even more children and do the best we can, while providing them our educational services.

1. Mohamed, Grade 1 learner in Ghazze Intermediate Public School was supported through the HWS program under the project "Supporting Vulnerable Girls and Boys to Access and Remain in Education in Lebanon" in partnership with UNICEF. "I am learning so many different things; I can now hold my pen properly". Since his enrollment into the HWS program, Mohamad has been working really hard to improve his performance so he can stay in school.
2. 5 year-old Ahmad overcame

significant learning and behavioral difficulties, including severe tantrums in the classroom, with the assistance of a shadow teacher dedicated to him, and he succeeded in his ECE program under "The Just Right Start" project.

3. Iqbal, 14 years old, attended the BLN program within the project "A Second Chance." She attended the program after her ALP morning classes in Al Laylaki Public School where she studies level five so she can enroll in mainstream schooling for the next scholastic year. She is benefiting from English and math, and it is supporting her for the ALP classes that she attends in the afternoon. English is her favorite subject. "I learned how to write stories and use the correct strategies," says Iqbal.



# OUR FUEL, OUR INSPIRATION

CROSS CULTURAL  
COMMUNICATION  
TWINNING

23.11.16

Dear friend,

My name is Faith. I'm 11 years old. I like acting, singing and dancing. I am from England. I have a half sister. I like reading in my free time. I go to St. Georges school. Also in my free time I play with my dog and watch TV. I have greeny grey eyes. I have dark blonde hair. I have a cute dog. I hope to hear from you soon

Faith



Hi!!

My name is Sophia

I am 11 years old. I was born in Brazil. I live in Ascot in England. I have a twin brother and I have 2 dogs. I really like the lunch at my school and drama. My school is in Ascot near Windsor where the Queen lives (have a castle). The weather in England is really cold and windy and rainy because it is winter right now, but the weather in England is usually like that, but we are hoping for snow this winter. The name of my school is St. Georges Ascot. My favourite food is pasta. My hobbies are dancing, cooking, playing with my dogs. My favourite colour is purple. And my favourite animal is a dog or dolphin. My school is a all girl school.

I hope your well!

From Sophia!!

22nd November 2016.

Dear friend, My name is Angelina I am 11 years old, I like to play Sports and I like watersports. I am from England. I love animals I have 2 dogs and 3 fish and 1 tortoise. I have one brother called Carter-blue. I go to school at St Georges Ascot and its very nice. In my free time I like to watch TV and play Sports and basketball and I like to go swimming. I hope you liked my letter I look forward to hearing from you soon

Kind regards

Angelina





# EVENTS, CELEBRATIONS & SPECIAL PROJECTS

## *Events & Celebrations*

Throughout all our programs at Ana Aqra, we like to celebrate the children and create a festive and fun environment for them every chance we get. In 2017, our children prepared for and celebrated several events and holidays.



World's Children's Day, always celebrated by our learners!

# TEAM NETWORKING

*We hear the word  
'education', we  
make sure we are  
there*



Ana Aqra attended the following events

- **Teacher Skills Forum 2017** Organized by Queen Rania Teachers Academy in partnership with the International Baccalaureate-Amman, Jordan
- **Developing educational platforms for displaced communities: Building a shared vision** Organized by Educational Platforms Strategy Lab and co-hosted by Learning Equality, Google.org, UNHCR and UNICEF Office of Innovation - Paris, France.
- **Youth and their Social Impact-NGO Forum 2017** Organized by the UNESCO and the NGO-UNESCO Liaison Committee in partnership with the Mohammed bin Salman bin Abdulaziz Foundation (MiSK)- Riyadh, Saudi Arabia.
- **Act Now Conference and Education Work Group** Vienna, Austria.
- **WISE Conference- Co-Exist, Co-Create: Learning to Live and Work Together** Organized by Qatar Foundation- Doha, Qatar

# TEAM NETWORKING



Ana Aqra had the opportunity to present at several of the events attended in 2017 to share key learnings throughout implementation of its programs.

- **Education in an Uncertain World - Response, Resilience and Development** Ana Aqra presented on Approaches, Challenges and Opportunities in Unstable Contexts at this International Education Funders Group Spring Meeting hosted by Queen Rania Foundation - Amman, Jordan.
- **Strengthening comprehensive learning outcomes for Syrian refugees in Lebanon and Jordan** Ana Aqra presented on two topics at this workshop: A Comparative Experience in Pre-service and in-Service Training and Teaching Methodologies for Education in Emergency Context - Amman, Jordan.
- **World Education Leadership Symposium (ELS)** Ana Aqra QTL team

and the core group including members from the PMU, DOPS, LU, CERD and Caritas Switzerland, participated in the symposium, organized by the Institute for the Management and Economics of Education (IBB) of the University of Teacher Education Zug. The Lebanese delegation presented the QTL project in the presence of education experts from all over the world and had benefited from their various experiences- Zug, Switzerland.

- **SDG 4 (Sustainable Development Goal #4, Education) Teacher Conference (Arab States) on Quality and Innovation in Teacher Professional Development: Issues and Challenges** Ana Aqra presented on Lessons Learned for Teachers in the Community Based Early Childhood Development Program. UNESCO- Beirut, Lebanon.



# FINANCIAL REPORT

*A glimpse of Ana  
Aqra's financial  
year*

Year Ended December 31, 2017

## STATEMENT OF ACTIVITIES (IN USD)

01	REVENUES			
		UNRESTRICTED	RESTRICTED	TOTAL
	DONATIONS	154,783	7,752,008	7,906,791
	MEMBERSHIP FEES	2,500	-	2,500
	TRAINING CONTRIBUTIONS	33,778	-	33,778
	FINANCIAL INCOME	30,918	-	30,918
	OTHER CONTRIBUTIONS	55,189	-	55,189
	NET ASSETS RELEASED FROM RESTRICTIONS	7,968,627	- 7,968,627	-
	<b>TOTAL REVENUES</b>	<b>8,245,795</b>	<b>- 216,619</b>	<b>8,029,176</b>
02	EXPENSES			
	TOTAL PROGRAM SERVICES	7,994,119	-	7,994,118
	MANAGEMENT AND GENERAL	262,989	-	262,989
	<b>TOTAL EXPENSES</b>	<b>8,257,108</b>	<b>-</b>	<b>8,257,108</b>
	<b>NET ASSETS, END OF YEAR</b>	<b>295,630</b>	<b>2,374,099</b>	<b>2,669,728</b>

# ANA AQRA COMMUNITY SUMMARY

*We are grateful  
to our growing  
community and  
our strategic  
partners continue  
to support us  
beyond our  
expectations*

## Partners

Our portfolio of partners in 2017 are key change makers in the world of social impact, working towards building a better world for children and for all.



## Friends of Ana Aqra

### Our Loyal Sponsors for Sumaya Baalbaki Fundraising Concert

Dar Al-Handasah, Saadallah & Loubna Khalil Foundation, First National Bank, Fenicia Bank, Bank of Beirut, Byblos Bank, Bank Audi, Credit Libanais, FRANSABANK, Lebanese Swiss Bank sponsoring Sumaya Baalbaki fundraising event

### Associations & Individuals Supporting Our Programs

Debs & Ghandour  
Saint Mary Orthodox College part of the Education network  
College Protestant Francais  
Suhmata Association  
Laetitia Guest Oppenheim  
EZOrder  
Huda Zeberi  
Haifa Ahmed Al Mubarak



# HOW TO GET INVOLVED

*Join us on the path to making learning accessible to all children*



At Ana Aqra, we always welcome new connections and partnerships! Ana Aqra works towards our vision of making learning accessible to all children. As this is no easy task, we always look to collaborate with individuals, organizations, foundations, companies and agencies who share our vision and values and support us in furthering our social impact.

Our supporters work with us as strategic partners, investors as well as through making donations and through volunteering their time and expertise.

## **Get Involved**

### Be a strategic partner

Our strategic partners are organizations and foundations that work closely with us to support current projects and programs or to co-develop new initiatives to increase our social impact.

### Invest in Ana Aqra

Our investors are venture philanthropy organizations working to help Ana Aqra improve the lives of more children and their communities while increasing our financial sustainability. Our investors are also organizations and companies working across various sectors and are keen on sharing their success to improve the social wellbeing of communities where they operate.

### Make a Donation

Your donation will support Ana Aqra Association in its efforts to provide education to vulnerable children, thus empowering them to improve their lives.

### Volunteer with Ana Aqra

Volunteering for Ana Aqra Association promises to be a fun and rewarding experience. You can find a volunteering opportunity with us that

matches your skills and interests and helps you increase your social impact footprint.

#### Contact Us

We are a call away and ready to answer your questions at any time!

Call us on **+961 1 365 149/59**  
Write to us @ **info@ana-aqra.org**

You can also take an appointment and visit our premise at:

Khorafi bldg. 5th floor,  
George Cyr Street,  
Clemenceau, Lebanon

#### Would you like to learn more?

Follow us everywhere and check out our latest!

Visit our website  
<https://ana-aqra.org/>



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