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# ANNUAL REPORT



ANA AQRA ASSOCIATION



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# 01

## WORDS FROM OUR PRESIDENT, EXECUTIVE DIRECTOR, and DIRECTOR OF PROGRAMS

*As my time as President of our association draws to a close in November 2023, I reflect on the immense privilege and joy that came with holding this esteemed position. These final months mark the end of a memorable journey, and I am grateful for the opportunity to have served in this capacity. I will cherish the experiences and proudly wear this title as a medal of honor on my chest as a symbol of my deep commitment and passion for our community.*

*I would like to express my sincere gratitude to Rima Musallam for her unwavering dedication and commitment. Her outstanding contributions were invaluable, and I wish her continued success and prosperity. Saying farewell to her was bittersweet, as we celebrated her and acknowledged her exceptional value to our association.*

*With boundless enthusiasm and unwavering devotion, Ana Aqra's board and executive team will continue to steer Ana Aqra toward our mission of advance literacy and autonomous learning in public schools. I have every confidence that the team will successfully achieve our objectives*

### **Lubna Khalil**

President of Ana Aqra Association

*Leadership in all its forms is a great opportunity to think collectively for the greater good. When education and children are at stake, getting the buy-in and commitment of every member of the team to place the child's interests first has been a natural process at Ana Aqra. Our shared values including care, hope, respect, humility, resilience, agility, transparency, and above all equity in education, have served the vision of making learning accessible to all.*

*While Lebanon's education system faces numerous challenges, we at Ana Aqra trust that children will continue to show us the way forward as we continue to collaborate with all stakeholders to build on the learnings to ensure our communities thrive within and around the public schools.*

**Rima Musallam** Former Executive Director

**Amina Kleit** Director of Programs

## Vision



Ana Aqra aspires to make learning accessible to all

## Who We Are

Ana Aqra Association is a Lebanese non-profit, non-sectarian, non-political association benefiting vulnerable children, ages 3 to 14 – who are attending, or on their way to attend, Lebanese elementary schools – as well as their parents, teachers, and school administrators.

Within the below two pillars, Ana Aqra integrates play-based learning and PSS and aims at making sustainable impact through innovative programs that respond to educational needs.

### Pillar 1

**Improving Access and Retention in Formal Education with a focus on Early Childhood Education and Public Schools**

- Preparedness and Retention for children ages 3-14 years old
- Provision of Adequate Resources
- Promotion of Reading

### Pillar 2

**Quality Teaching and Learning**

- Arabic Language Reading and Writing (G1-G6)
  - Early Childhood Education (KG1-KG3)
    - Psychosocial Support (PSS) and Social Emotional Learning (SEL) (KG1-G12)
  - Distance Learning
- Training and Coaching for Teachers (K-9)

# 03

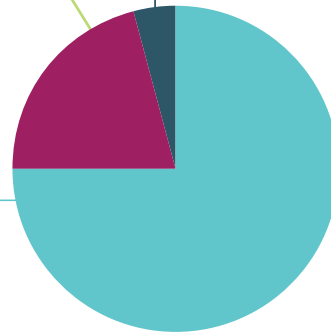
## OUR TEAM

### 21% Operations Support Staff

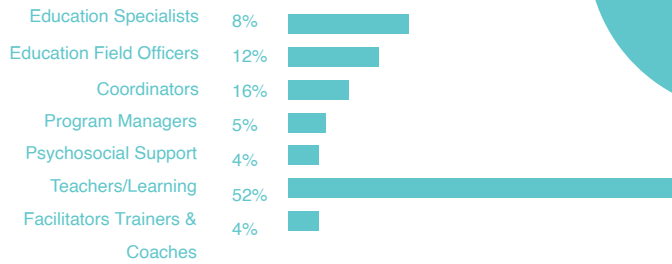


### 4% Senior Management

- Executive Director
- Director of Programs
- HR & Admin Manager
- Psychosocial Wellbeing Program Manager



### 75% Education Experts



➔ *Staying hopeful and working collaboratively*



# 04

## OUR MILESTONES, SUSTAINABILITY AND SCALE-UP GOALS 1994-2024

**2022 - 2026**

- Invests further in the creation of digital resources to support Distance Learning
- Counteracts the brain drain of experts and teachers of the public school system
- Links education to Livelihood skills Advocates for education as part of cross-sector response

**2020 - 2021**

- Incorporates its Distance Learning framework in all its education programs
- Designs and produces an Early Childhood gaming kit to be distributed to every public school
- Transitions the Parental Program 'I Also can Teach' to distance learning in preparation for scale-up
- Partakes in a marathon for the creation of digital resources to support Distance Learning
- Commits to Natafa3al (a consortium led by NRC and funded by AFD) in support of "Our learning community, the public school as the community school"

**2015 - 2019**

- Scales up its best practices in non-formal education
- Adapts and applies its model in 260 public schools in partnership with WL (QITABI/USAID)
- Launches its sustainability and scale-up plan in 2019:
  - Aligns with the Sustainable Development Goals (SDGs) of education for Lebanon
  - Codifies its endorsed Quality Teaching and Learning model (QTL).
- Commits to QITABI2 (a consortium led by WL funded by USAID) to benefit all elementary public schools in Lebanon

**2009 - 2014**

- Starts introducing leveled books to the public school class library
- Focuses on strengthening the reading and writing skills of struggling public school learners in cycles 1 and 2 by introducing the Balanced Literacy Approach to teaching reading and writing using the workshop model during summertime. (2010-2011)
- Pilots its model in formal education (2011/2012/2013).
- Scales up its model in non-formal education in response to the influx of Syrian refugees

**1994 - 2008**

- Partners with MEHE to nurture the love of reading by providing class libraries in public schools
- Reads to children and celebrates the national reading week

# 05 OUR PROJECTS

## ● “I Can Always Learn” Project

**November 2020 - February 2022**

Early Childhood Education and Retention Support programs

In partnership with a generous donor who wishes to remain anonymous, Ana Aqra completed the “I Can Always Learn” project that was designed in response to the exacerbating disruptions in education caused by the spread of COVID-19 and the adverse implications of Lebanon’s dire economic situation. The program aimed to fill pre-existing gaps caused by either non-stimulating environments for children who are not yet enrolled in school or school disruptions for those who are. Via remote learning, the project provided early childhood and retention support education services to children ages 4-6 and 6-8 respectively. The project also delivered the “I Can Also Teach” program, which engaged community stakeholders, particularly parents and caregivers, in supporting the active learning environment by building their capacities and skills in early literacy and child development milestones. Through teacher training and coaching sessions, the project built the teachers’ capacities in quality teaching and learning, and teachers adopted their best practices in support of distance learning.



→ A child in the ECE program engaged in practicing a lesson shared remotely while receiving his mother's support

## ● “My Best Start” Project

**Phase 1: October 2021 - March 2022**

**Phase 2: November 2022 - December 2023**

Early Childhood Education Program

Ana Aqra, Lebanese Alternative Learning (LAL) and Al Fanar joined forces to provide quality teaching and learning materials for the enrolled children and caregivers. 100 digitized lesson units with tips for teachers and parents were developed for the 2021-2022 school year. In the upcoming phase, the lessons will be reviewed and published on LAL's and other platforms. These lessons support effective use of interactive materials and online tools. Ana Aqra will implement the project in Baalback, benefiting 180 learners with 2 cycles of early childhood education. The pilot implementation will assess the lessons' impact on children's performance.



→ ECE children engaged in hands-on activities at our community-based center in Baalback

● **“Education Can Not Wait” Project**

▲ **August 2022 – December 2024**

Early Childhood Education and Basic Literacy & Numeracy Programs

In partnership with Save the Children, the project provides non-formal education interventions to crisis-affected refugee learners, preparing them for formal education. Ana Aqra targets 4,250 out-of-school children, enrolling 2,500 children (aged 4-6) in community-based early childhood programs and 1,750 boys and girls (aged 8-14) in basic literacy and numeracy programs.

**Key Focus:**

1. Quality and inclusive blended learning programs for out-of-school refugee children
2. Strengthening teachers' capacities using the Ana Aqra Approach and the Quality Teaching and Learning (QTL) model.
3. Supporting parents through parental programs and awareness sessions.



▶ *A child in the ECE program building shapes with manipulatives*



● **Quality Instruction Towards Access and Basic Education Improvement (QITABI) 2 Program**

April 2019- December 2023  
Development program

In partnership with World Learning and funded by USAID, and in collaboration with American Lebanese Learning Centre (ALLC), International Rescue Committee (IRC), and Management Systems International (MSI) is implemented in 882 primary public schools across Lebanon. Ana Aqra leads Arabic literacy and is responsible for the development of reading/writing instructional material and the relevant teacher training of the QITAIB2 project. Ana Aqra implements in 470 schools in Akkar, North Lebanon, Baalbeck/Hermel, and Beqaa regions.

The Learning Recovery Program was the focus of QITABI2 interventions in 2022. The project supported CRDP with the preparation of content and materials and the roll-out of National Teacher Training on learning recovery. Two training phases, LR2 and LR3 were conducted between March and December 2022 targeting respectively 6,580 and 4,692 unique teachers in Akkar, North Lebanon, Baalbeck/Hermel, and Beqaa regions. The training was followed by in-school support visits to support teachers with the set-up and use of project resources and with the assessment of the program impact and learners' performance. In 2022, the QITABI2 project launched and completed the first round of food parcel distribution targeting caregivers of learners in grades 1 to 6 in all primary public schools. The purpose of the activity is to provide vulnerable public school families with basic nutrients that are essential to ensure students retain in school during this challenging period in Lebanon. QITABI2 also supported MEHE with the implementation of the 2022 summer program. A total of 487 primary public schools and around 80,000 learners across Lebanon benefited, during 6 weeks of implementation, from academic, extracurricular, and SEL activities designed to cover a two-year learning loss.



Grade 6 learners in Sheikh Mohammad Mixed Public School using the classroom library

● **“Second Chance” Project**

September 2022 - August 2023  
Retention Support, Basic Literacy & Numeracy, PSS and Parental Programs

In partnership with Luminos, the Second Chance project provides direct services to children in Baalbek and the Beqaa regions. Basic literacy and numeracy sessions are offered to 325 out-of-school children aged 10-14, helping them transition to formal education. Additionally, 300 learners in public schools receive remote homework support to enhance their academic performance and well-being. A summer remedial program assists 300 at-risk learners in closing achievement gaps. Ana Aqra trains 80 caregivers in literacy and numeracy skills to support their children's education at home. The project aims to improve access to education and provide better prospects for children's future.



Children sharing their work

## Nataf3al

### Supporting retention of vulnerable children in school in Lebanon

January 2021 - March 2024

Retention support and development program

In collaboration with a consortium led by the Norwegian Refugee Council (NRC) and project funded by the Agency for International Development (AID), the project aims to empower students to overcome future shocks in education and the wider local and national context.

Over a three-year period, the project will support 20 public schools in Beirut, Mount Lebanon, Beqaa, Baalbek, and Akkar, targeting the most vulnerable areas. Through partnerships with the Ministry of Education and Higher Education (MEHE), the center for education research and development (CERD), and consortium members including Ana Aqra, Amel Association, and International Alert, Nataf3al will impact over 12,000 learners, 600 teachers, and 3,200 parents.



Nataf3al learners celebrating the Children's Day

## Retention Support in Central Beqaa (RTN)

November 2021 - July 2022

Retention Support Program

Retention Support Program is a program in partnership with the International Rescue Committee (IRC) and funded by The Bureau of Population, Refugees, and Migration (PRM), the Program aimed to provide homework support to 500 at-risk Syrian refugee girls and boys enrolled in five public schools.

The program utilized a blended modality of face-to-face and distance learning to improve school performance and increase retention rates.

Implementing teachers received capacity building based on the 'Quality Teaching and Learning' model and were equipped with resources aligned with the curriculum. Parents and caregivers were engaged and provided with instructional materials for wellbeing and creating supportive home learning environments.



Learners are sharing their activities in Bekaa during the homework support program

## ● Community Based Retention Support

**October 2022 - August 2023**

Funded by the Lebanon Humanitarian Fund (LHF)

The project addressed the formal educational needs of 1200 vulnerable Lebanese, migrant, and refugee girls and boys from public schools. The project also complemented the basic needs of 360 children in Ana Aqra's non-formal education programs in Tripoli and Akkar.

The project aims at reaching 600 at-risk boys and girls, identified as having priority needs, and provided them with retention support in community centers. Winterization support, including warm clothes, was given to all program attendees. Community centers were equipped with supplies for better learning environments, 3% were supported of targeted children with learning difficulties or disabilities. Teachers received training for program quality, and parents attended awareness sessions. In addition, dignity kits were provided to 300 vulnerable adolescent girls to minimize school absenteeism.

## ● Save one School at a Time

**November 2021 - June 2024**

Retention Support Program - School Continuation

Our partnership with the Next Philanthropy Foundation-Wise Philanthropy Advisors led us to embark on a three-year project with the goal of preserving access to quality education in a public school.

To ensure educational continuity, we provided essential support to one selected school. We addressed the needs of both teachers and learners by offering top-up and transportation support for 50 teachers, enabling them to fulfill their roles effectively.

To support the students, we provided snacks and transportation for 729 learners attending the school. By addressing their basic needs, we aimed to improve attendance rates and facilitate successful completion of secondary schooling.

Recognizing the importance of adaptability in education, we allocated 60 tablets for distance and remote learning. This initiative aimed to ensure that students could continue their education even during challenging circumstances such as lockdowns or school closures.

Additionally, we allocated funds to support school operations and create safe and enabling learning environments. We firmly believe that providing the necessary resources and facilities is essential for the overall well-being and growth of students within the school.



Save one school at a time - Dhur Shweir Public School

# 06 OUR EDUCATION SERVICES

## ● Professional Development Training and Coaching 2021

At Ana Aqra, we recognize the vital importance of building teachers' capacities to achieve a positive impact on students. Throughout 2022, our focus remained on training and coaching teachers, both within Ana Aqra and other I/NGOs, as we believe that well-equipped and supported teachers lead to improved student performance.

One of our key training initiatives was the Quality Teaching and Learning (QTL) program, which was tailored to meet the specific needs of the programs we were implementing. We provided QTL training to 31 Ana Aqra teachers, focusing on best practices in Early Childhood Education. Additionally, 149 teachers and 76 field teams received QTL training to support the implementation of retention support programs. We also adapted the QTL training to serve the Basic Literacy and Numeracy (BLN) programs, training 29 teachers, with 16 of them specifically trained in the QTL-BLN program using a hybrid approach.

By investing in the professional development of teachers, we aim to enhance the quality of teaching and learning experiences for students. We firmly believe that well-trained and supported educators are essential for creating an environment that promotes academic success and growth.



In 2022, Ana Aqra focused on enhancing teacher capacities through a range of training programs. Distance Learning (DL) training was offered to 43 teachers, while 4 teachers received training for Adult Literacy, enabling them to teach basic reading, writing, and math skills to adults. Reflective Practices training was provided to 51 teachers in private and semi-private schools, fostering self-assessment and professional development. Additionally, coaching training was conducted for 17 coaches working under the Nataf3l project. These initiatives aimed to empower educators and improve the overall quality of education.



Teacher Support Training

## Psychosocial Wellbeing Services

During 2022, Ana Aqra's Psychosocial Wellbeing department provided support to literacy programs across various regions, including North, Bekaa, West Bekaa, Beirut, and Mont Lebanon. Learners, parents, and school staff from both formal and non-formal education settings benefited from our wellbeing program.

A significant achievement during this period was the successful application of wellbeing materials in both face-to-face and remote learning environments. This allowed our community of learners, parents, and school staff to connect in a more engaging, productive, and enjoyable manner.

The wellbeing program focused on topics such as psychosocial support, social and emotional development of children, stress release, violence prevention, positive behavior, self-care, self-confidence, the importance of education, positive communication, and health and hygiene issues. These topics were addressed among all beneficiaries, considering the challenges faced by the country and the targeted communities.

Recognizing the need for a more effective intervention, Ana Aqra prioritized capacity building and psychosocial wellbeing support for school staff. Training sessions were conducted on self-care, psychosocial wellbeing implementation, and gender in humanitarian action. These efforts aimed to strengthen the skills of teachers and school staff, ultimately enhancing the learning experience and the quality of education provided.

As learning gradually shifted back to a hybrid modality, where face-to-face interaction was possible, parents had the opportunity to directly communicate with school staff, fostering more engaging and positive relationships. Awareness sessions and parents' meetings also played a crucial role in better understanding the needs of the community and improving our responsiveness to those needs.

Through our Psychosocial Wellbeing Services, Ana Aqra strives to create a supportive and nurturing educational environment, promoting the holistic development and wellbeing of learners, parents, and school staff.

*The ECE learners invited their parents to the "Porte ouverte day" to spend some time inside the classrooms.*



*"This is Me" Book  
the learners solved  
the puzzle during the life skills sessions at  
the CLC*



*The Learners created and designed posters to represent  
the positive and negative words and expressions*

## The Just Right Start Kit

In 2022, Ana Aqra signed the MOU with CERD to develop further the ECE teacher training integrating the "Right Start" kit which was designed to support teachers and parents with resources they needed to provide game-based learning and teaching for preschoolers.



[https://youtube.com/playlist?list=PLdRLB\\_axa-XOhJWBWRI4Uc\\_6eGYC27nTf](https://youtube.com/playlist?list=PLdRLB_axa-XOhJWBWRI4Uc_6eGYC27nTf)

## The "Hafila Hafila" Application

Hafila Hafila is a mobile application developed by education experts at Ana Aqra. It combines six games to help children and adults learn Arabic by introducing them to basic language skills. The application is extremely engaging and works both offline and online. Players can have fun, compete with one another, and learn Arabic all at the same time. Hafila Hafila is used by a number of students in both private and public schools. In 2021, Hafila Hafila was launched on the CRDP Mawaridy platform. All Mawaridy registered users now have access to the application and can acquire a wide range of linguistic skills through play.



<https://play.google.com/store/apps/details?id=com.anaaqra.hafilahafila>



# 08 OUR IMPACT





# 09 OUR BENEFICIARIES

## Direct Beneficiaries

	Program Type	Total Enrolled	Unique Number of learners Per Program	Demographic Breakdown		
						Total
Re-enrollment %Rate 22	Basic Literacy and Numeracy Program	1,296	944	Gender	Female	2,807
					Male	2,776
	Early Childhood Education Program	1,131	1,129	Age	[3-5]	667
					[6-14]	3,827
					Above 14	1,089
	Retention Support Program	4,630	3,510	Nationality	Lebanese	1,195
					Syrian	4,367
					Palestinian	5
					Other	16
Grand Total		7,057	5,583	Region	Baalbeck-Hermel	1,464
					Beirut	629
					Bekaa	1,891
					Mount Lebanon	449
					North	799
					Akkar	351

# 10 OUR FINANCIAL REPORT

## Statement of revenue and expenditure (in USD) for the year ended December 2021

<b>REVENUE</b>	<b>Amount</b>
Grants Received	2,910,588
Services Income	14,805
<b>Total Revenue</b>	<b>2,925,393</b>
<b>EXPENDITURE</b>	<b>Amount</b>
Direct cost on projects	3,877,977
Indirect cost on projects	197,546
Interest and similar expenses	13,205
Difference of exchange Loss / (Gain)	(463,429)
<b>Total Expenditure</b>	<b>3,625,299</b>
<b>Surplus/(Deficit) of revenue over expenditure</b>	<b>(699,906)</b>

# 11

## OUR PARTNERS





### Call us

+961 1 365 149/59



### Write to us

info@ana-aqra.org



### Volunteer with us

volunteer@ana-aqra.org



### Donate to us

+961 1 365 149/159 extension 120

URL:<http://anaaqra.org/donatebank>



### Take an appointment & Visit our Premise

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