

EDUCATION INMOTION

Learning | Growing | Thriving

**2025
Annual Report**



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Our Vision

We envision a Pakistan where every child has access to high-quality education that empowers them to thrive in tomorrow's world.

Our Mission

Developments in Literacy (DIL) delivers transformative education to underserved children in Pakistan—especially girls—by operating high-quality schools, empowering local educators, and innovating technology solutions to ensure that every child succeeds.

Vision 2030

- Reach 500,000 students annually
- Expand technology-enabled learning nationwide
- Increase access to higher education
- Advance educational opportunities for girls
- Scale partnerships with government schools



Our Journey

Since its founding in 1997 by members of the Pakistani diaspora, **Developments in Literacy (DIL)** has grown from a small initiative into a nationwide education network reaching nearly **95,000** students across underserved communities in Pakistan.

Over the years, DIL has evolved into a scalable model that strengthens both community and government schools, enabling greater reach and long-term impact.

Recent years have marked a shift toward technology-enabled and AI-supported learning, strengthening how students learn and how teachers teach.

As we look ahead, our journey continues under **Vision 2030**, aiming to reach **500,000 students** each year and expand access to high-quality education across Pakistan. This work is driven by a simple belief: we can transform lives through education.

Gratitude, Progress, and Promise

As I reflect on 2025, I am filled with gratitude and pride for what the DIL family has achieved together. Across Pakistan, our students continued to overcome the challenges of poverty and inequality through the dedication of our teachers, principals, donors, volunteers, partners, and supporters. Together, we are transforming hope into possibility.

As we advance toward Vision 2030: To reach half a million students annually, we strengthened our commitment to innovation, equity, and scale. Our TEAL initiative expanded into 9th and 10th grade classrooms, while continued investments in teacher development reinforced our belief that empowered educators are central to meaningful learning.

One of the most exciting milestones of 2025 was the introduction of DIL's own Learning Management System and AI-Powered English Fluency Tutor. These platforms reflect our belief that children in underserved communities deserve the same future-ready opportunities as children anywhere in the world. This year, all DIL 9th and 10th grade students received Chromebooks preloaded with learning tools and resources to support their educational journey. Through technology, personalized support, and innovation, we are building an ecosystem where every child can learn, grow, and thrive.

We strengthened partnerships with government institutions and communities to expand quality education at scale, reinforcing our belief that lasting change requires collective effort.

Above all, our students continue to inspire us. Every child who gains confidence, every girl who stays in school, and every graduate who steps into university believing in their potential reminds us why this mission matters.

None of this would be possible without the unwavering support of our donors, chapters, volunteers, educators, partners, and staff worldwide. Your belief in our mission continues to ignite futures and transform lives.

As we look ahead, we remain hopeful, determined, and committed to building a more equitable future for Pakistan through education.

With gratitude,

Fiza Shah

CEO MESSAGE

Fiza Shah
Founder & CEO
Developments in Literacy



Board of Trustees



Shazad G. Dada
Chairperson, Board of Trustees

Shazad G. Dada is a distinguished banking and capital markets professional with over 30 years of international experience. He is the Founder and Managing Partner of Dada Partners (Private) Limited, a boutique investment advisory firm specializing in mergers and acquisitions, corporate finance, and restructuring. Previously, he held senior leadership roles at Deutsche Bank, Barclays, Standard Chartered Bank Pakistan, and United Bank Limited.

He has also chaired several leading industry organizations and currently serves on multiple corporate and nonprofit boards. As Chairperson of Developments in Literacy (DIL), he provides strategic leadership to advance the organization's mission of expanding quality education across Pakistan.



Tasnim Shaheryar
Vice Chairperson

Tasnim Shaheryar is an IBA graduate with professional experience in business development in the United States. A dedicated philanthropist and long-standing supporter of Developments in Literacy (DIL), she has been actively associated with the organization for over 25 years. She joined the DIL U.S. Board of Directors in 1999 and also served on DIL's New York Chapter before relocating permanently to Pakistan.

As Vice Chairperson, Tasnim continues to provide strategic leadership and guidance, driven by her commitment to expanding access to quality education and creating opportunities for underserved children across Pakistan.



Fiza Shah
Founder and CEO

Fiza Shah is the Founder and Chief Executive Officer of Developments in Literacy (DIL). Since establishing the organization in 1997, she has transformed it into one of Pakistan's leading providers of quality education for underserved children. Under her leadership, DIL has educated hundreds of thousands of students, expanded girls' access to schooling, strengthened teacher development, and introduced technology-enabled learning solutions that bring innovation to classrooms.

Fiza earned her Executive MBA from the University of California, Irvine, and has received numerous honors for her contributions, including Pakistan's prestigious Tamgha-e-Imtiaz (Medal of Excellence). She remains deeply committed to ensuring that every child, regardless of background, has access to the knowledge and opportunities needed to achieve their fullest potential.



Kamran Nishat
Trustee

Kamran Nishat is an accomplished senior executive with more than thirty years of diversified leadership experience across the automotive, textile, leather, distribution, and consulting sectors. He currently serves as Managing Director and Chief Executive Officer of Muller & Phipps Pakistan.

Over the course of his career, he has led growth, operations, and strategy across major organizations and built a reputation for strong business leadership and execution. Earlier in his career, he served as Senior Manager at Sidat Hyder Morshed Associates.



Ayesha Tammy Haq
Trustee

Ayesha Tammy Haq is a barrister-at-law and international legal practitioner with experience across law, policy, media, and business. She was the member of the Vision 2020 think tank in Pakistan, where she has contributed to policy and governance matters.

She previously hosted 24Seven on Business Plus, interviewing political leaders and policymakers, and has written opinion pieces for several publications. Ayesha also served as CEO of Fashion Pakistan and organized Pakistan's first Fashion Week in 2009. She currently heads Pharma Bureau, the association of research-based multinational pharmaceutical companies in Pakistan.



Tushna D Kandawalla
Trustee

Tushna Kandawalla is the Chief Executive Officer of Captain PQ Chemical Industries (CPQ), a leading manufacturer in Pakistan's chemical sector. She brings over 20 years of leadership experience in manufacturing, finance, strategy, and corporate governance. Alongside her professional career, she is committed to advancing education, driving social impact, and building stronger communities.

She serves on the Board of Habib Metropolitan Bank and is a trustee of iCare Fund America, The Captain Foundation, and The Noorani Foundation. Prior to joining CPQ, she worked at Home Box Office (HBO) in New York and Arthur Andersen LLP in Boston, USA. She earned a Bachelor of Arts in Economics from Brown University and a Master of Business Administration from Boston University and is a Certified Public Accountant (CPA).



Amjad Ali Khan
Trustee

Amjad Ali Khan is the co-founder and former managing partner of Afridi & Angell. He led the firm's banking and financial services practice and advised on both conventional and Shariah-compliant transactions. His work also included advising private equity firms, investors, and companies on UAE and cross-border transactions, acquisitions, and financial matters.

Amjad is an active speaker at conferences and seminars and has authored several specialized publications. He brings extensive legal, financial, and governance experience to his role as a trustee.

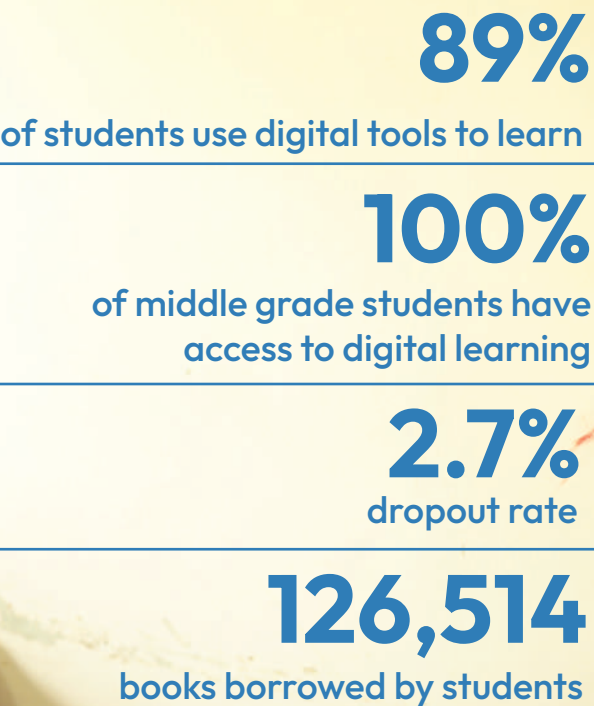
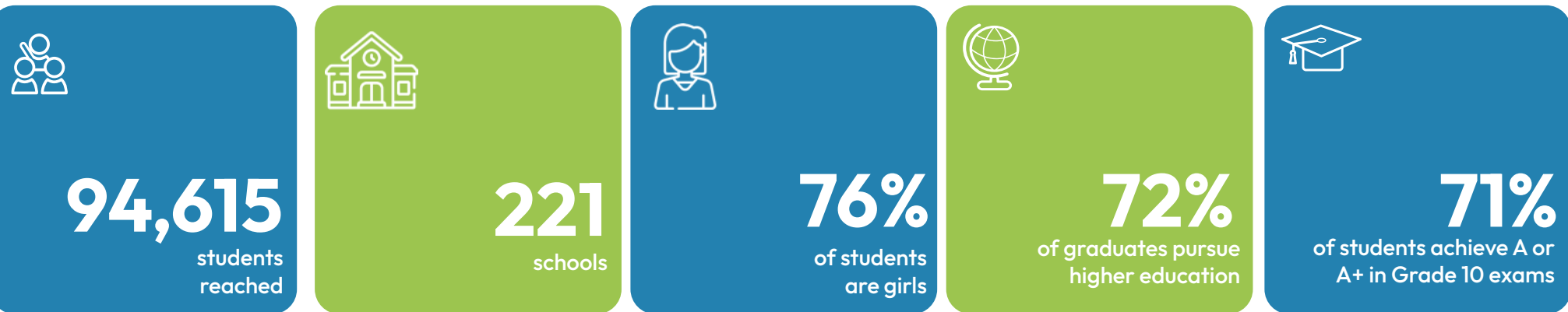


Shahida Azfar
Trustee

Shahida Azfar is an accomplished international development leader with more than five decades of experience in public health, education, child protection, and humanitarian response. She held several senior leadership positions at UNICEF, including Deputy Executive Director for Partnerships, Regional Director for the Middle East and North Africa, Regional Director for East and Southern Africa, Director of the Global Child Survival Partnership, and UNICEF Representative for Bangladesh, Egypt, and Namibia.

She also served with UNFPA as Director of the Country Support Team for South and Central Asia, as well as with the Population Council, Jhpiego, and the Family Planning Association of Pakistan. She continues to serve on several boards and advisory bodies, advancing the well-being of women and children worldwide.

Impact at a Glance



Year in Review

The year 2025 marked significant progress in our mission to provide equitable access to quality education without financial barriers. It was a year of both growth and reflection, reinforcing our commitment to underserved communities and strengthening the foundation for our Vision 2030 goals.

During the year, DIL expanded its reach to nearly **95,000** students across Pakistan, reflecting a steady increase in access to education for marginalized populations. This growth represents not only an expansion in numbers but also the deepening of impact through improved learning outcomes and student engagement.

A key highlight of **2025** was the introduction of the Laptop Program for senior grade students, aimed at enhancing digital access and supporting modern learning methodologies. In parallel, DIL launched an AI-Powered English Fluency Tutor, leveraging technology to strengthen language skills and improve academic performance among students.

To further promote inclusivity, scholarships were awarded to students from underserved communities, enabling new enrollments and reducing dropout risks. These efforts ensured that financial constraints did not hinder access to education.

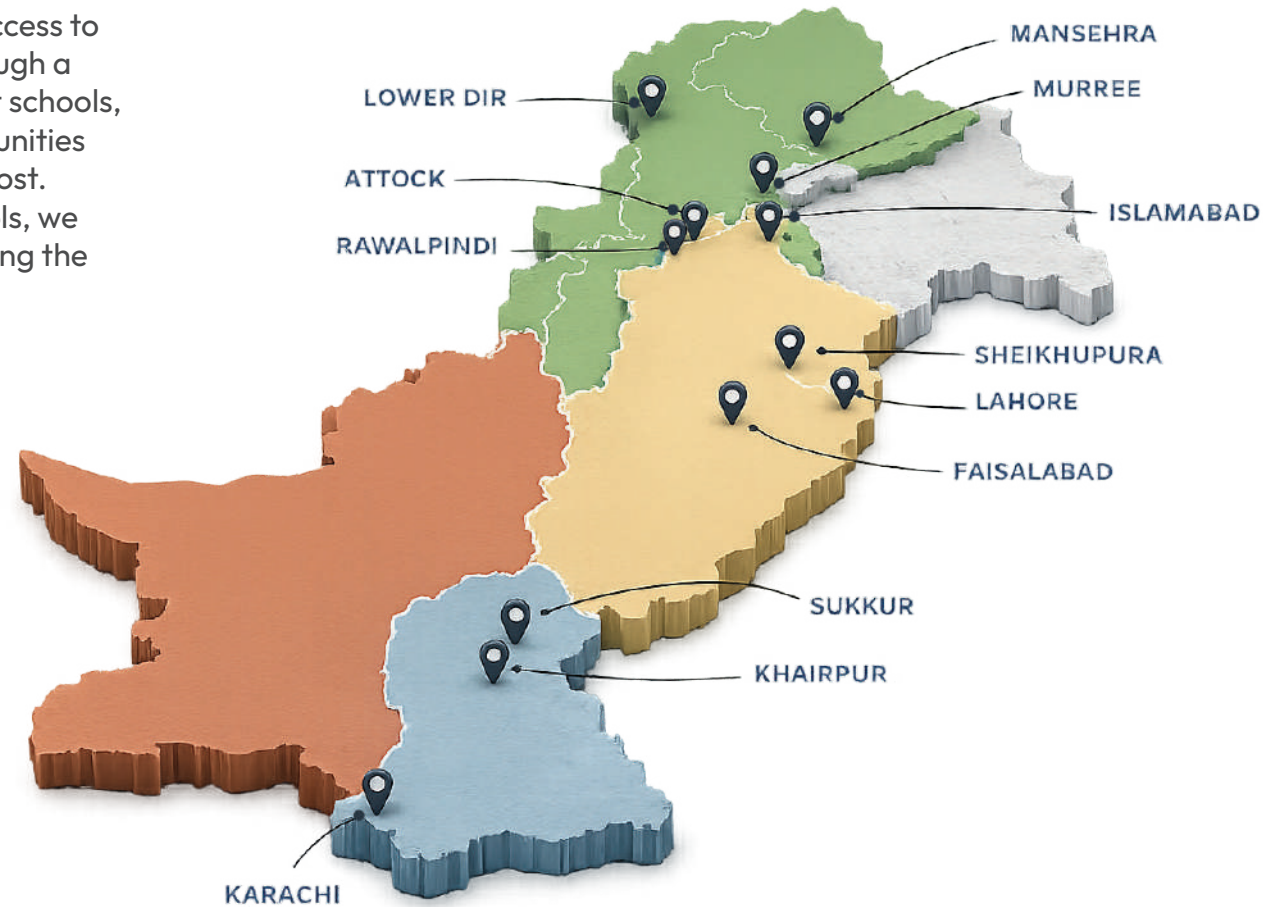
Geographic expansion remained a priority during the year. DIL successfully extended its school network into Attock, Faisalabad, and Murree, increasing its presence in underserved regions and bringing quality education closer to communities in need.

Overall, 2025 has been a year of strategic advancement, innovation, and strengthened outreach. The progress achieved this year positions DIL to accelerate its journey towards reaching **500,000** students each year by **2030**, while continuing to deliver impactful and sustainable education solutions.

Our School Locations

A Nationwide Commitment to Education

DIL operates across Pakistan, working in rural and underserved communities where access to quality education remains limited. Through a network of community and government schools, DIL brings high-quality learning opportunities closer to the children who need them most. By partnering with existing public schools, we can expand our reach while strengthening the education system at scale.



School Network & Programs	Schools	Girls	Boys	Total Students
DIL Schools & College	83	12,204	7,449	19,653
Islamabad Capital Territories	3	356	231	587
Dir, Khyber Pakhtunkhwa	6	817	297	1,114
Mansehra, Khyber Pakhtunkhwa	3	362	292	654
Rawalpindi, Punjab	12	1,133	890	2,023
Sheikhupura, Punjab	2	293	181	474
Orangi Karachi, Sindh	21	3,391	1,774	5,165
Khairpur, Sindh	35	5,773	3,771	9,544
Amina College, Sindh	1	79	13	92
Government Schools	138	55,517	14,421	69,938
Federal Directorate of Education, Islamabad	62	21,831	7,547	29,378
School Education Department, Rawalpindi	11	10,401	895	11,296
School Education Department, Lahore	12	9,277	1,422	10,699
School Education Department, Attock	12	8,531	250	8,781
School Education and Literacy Department, Karachi	2	215	170	385
Foundation Assisted Schools - Karachi	11	2,558	2,268	4,826
People School Program, Malir	1	259	325	584
Momina Duraid Foundation	27	2,445	1,544	3,989
Additional Learning Programs	-	4,129	895	5,024
Mobile Libraries	-	4,069	835	4,904
Early Childhood Education	-	60	60	120
TOTAL	221	71,850	22,765	94,615

Enrollment till 31 Dec 2025



Partnership with Government Schools

Collaboration with government education departments is central to DIL's approach to scale. In addition to its community schools, DIL works within existing public-school systems to strengthen teaching, learning, and school environments where they are needed most. Today, more than half of DIL's school network consists of government schools, enabling the organization to expand its reach while maximizing existing infrastructure and resources.

By partnering with public schools, DIL delivers a cost-effective and scalable model that improves both access to and the quality of education. Through this approach, DIL supports teachers, introduces technology-enabled learning, and strengthens classroom instruction, ensuring that students not only attend school but learn and succeed.

This model allows DIL to reach more students, deepen its impact, and contribute to meaningful improvements across Pakistan's broader education system.



**Success Stories &
Student Highlights**

From Local Classrooms to the Global Stage

Tayyaba Shahid from Orangi and **Mohsina Gul** from Chool Pattan were selected to participate in the U-GO Global Partners Summit, joining scholars from around the world pursuing higher education.

Following the summit, **Duaa Naz**—now a student at IBA—was invited to represent Pakistan at a U-GO fundraising event in Singapore, where she spoke as an ambassador for DIL and received a standing ovation for her remarks.

Their journeys reflect what becomes possible when young women are given the opportunity to learn, grow, and lead beyond borders.



Reaching for the Skies

With dreams of becoming an aerospace engineer,
Rohan Ahmed

- Scored 93.27% in Grade 10
- Part of the DIL community since Grade V
- Active in science model-making, art, and debates
- Known for creativity, confidence, and academic focus
- Currently learning German

Rohan Ahmed
DIL College Student



The First of Many

Growing up in Orangi Town, Tayyaba Shahid understood the challenges that often stand between young women and higher education. A graduate of a DIL school, she became the first in her family to attend university, supported by her mother's encouragement and a scholarship through DIL's partnership with U-GO.

Her academic journey has been marked by determination and excellence. She earned a perfect 4.0 GPA and continues to distinguish herself as a student leader, mentoring younger students, leading community awareness initiatives, and representing Pakistan on the global stage.

Tayyaba's story is a powerful reminder that when girls are given the opportunity to learn, they can break barriers, pursue their ambitions, and inspire others to follow in their footsteps.



Tayyaba Shahid
DIL College Student

A Dream Worth Defending

“

My father stood by my dreams and defended my right to education, even in the face of intense community pressure. I couldn't have achieved this without him.

Today, Fabiha is pursuing a career in radiology, a goal made possible through perseverance, family support, and access to quality education. Her story is a testament to the power of belief and the impact of education.



Fabiha Ansari
DIL Alumna
Radiologist

Voices from the Classroom

Zeeshan: Finding Confidence Through Language

English grammar was once one of Zeeshan’s biggest challenges. Through consistent practice and support, he gradually built confidence in reading and writing. Today, he can independently write essays and stories and approaches learning with greater confidence and enthusiasm.

Zeeshan Grade 6, student



Sidra: Learning Without Limits

When Sidra joined the program, she often struggled to interact with her classmates and engage in classroom activities. Through TEAL’s interactive and visual learning approach, she became more confident and engaged in her studies. Today, she participates more actively in class and has successfully passed her exams, making both her teachers and family proud.

Sidra Grade 6, student



Azra: Leading Change in the Classroom

As a government school principal, Azra has played a key role in the successful implementation of TEAL. By actively supporting teacher development, encouraging reflective practices, and regularly observing classrooms, she has helped strengthen teaching quality and student learning. Her leadership demonstrates how committed school leaders can create lasting change within their schools.

Azra Govt school principal





**Program
Highlights**

TEAL in Action

Transforming how students learn and how teachers teach.

In many classrooms across underserved communities, learning is often limited to memorization and passive instruction. **TEAL (Technology-Enabled Academic Learning)** changes that.

As DIL's flagship model, **TEAL** integrates structured digital content, teacher support, and interactive classroom practices to create more engaging and effective learning environments. It shifts classrooms from rote learning to active understanding, helping students build critical thinking and problem-solving skills.



In 2025:

TEAL Implemented across

95 schools

Reaching over

9,785 students

Supporting

in classroom delivery

403 teachers

85 audiovisual rooms

were setup to support TEAL-based instruction



2025 Highlights:

AI-powered

tools introduced

Chromebooks provided

to all Grade 9 and 10 students

TEAL expanded

to Grades 9 and 10



Reading Program

Creating a culture of reading

DIL promotes a strong reading culture across its schools by expanding access to books and creating spaces where students can read regularly. Libraries serve as shared learning environments for students, teachers, and communities, encouraging consistent reading habits from an early age.

Through both school and community engagement, students are given opportunities to explore books, build vocabulary, and develop confidence as readers.

In 2025:

19

new libraries
established

173

total libraries across DIL
schools

126,514

books borrowed by
students

3,620

books borrowed by teachers and
community members

5,776

books borrowed by teachers and
school staff

Expanding Access Beyond School Walls

Mobile School Libraries brought books and reading opportunities to underserved communities with limited access to library resources.



Read to Grow, Read to Know

Building literacy through structured learning

DIL's tablet-based reading program helps early-grade students develop foundational literacy skills through leveled, age-appropriate digital content combined with guided instruction.

Students engage in shared, paired, and independent reading, supported by trained educators to strengthen fluency, comprehension, and language development.

In 2025:

600 new tablets

added, bringing the total number of tablets across projects to **3,425**

The program was implemented in

155 schools

reaching **27,375** students



155 educators
delivered structured reading sessions



Impact:

- Strengthened reading habits and foundational literacy skills
- Expanded access to both digital and print reading resources
- Increased teacher engagement in guided reading practices
- Promoted gender inclusion and equitable learning opportunities



Teacher Development

Empowering educators to lead learning

Behind every engaged student is a teacher who is equipped, supported, and inspired. DIL invests in continuous professional growth through targeted, innovative, and technology-integrated capacity-building programs. Our approach strengthens modern pedagogical techniques, classroom management, and digital learning integration, ensuring teachers are equipped to deliver effective, student-centered instruction.

In 2025:

- **150 teachers** completed the induction program for new educators
- **266 educators** completed the English Language Proficiency Course
- **1,124 teachers** strengthened subject knowledge through foundation courses, with a **27% improvement** in subject knowledge
- **350 principals** and school officers participated in leadership development
- **2,423 educators** and school leaders were assessed to strengthen teaching quality through targeted support
- **338 educators** trained beyond DIL schools, extending impact to over **11,000 students**



U-GO Partnership

Expanding Opportunities for 351 Girls

DIL’s partnership with U-GO is opening pathways for young women from underserved communities to pursue higher education. By removing financial barriers and providing structured support, the program enables students to continue their education beyond secondary school and build brighter futures.

This collaboration reflects a shared commitment to advancing gender equity in education and ensuring that opportunity is not limited by circumstance.



In 2025

- 500+ scholarships awarded to students for college and university education
- Students enrolled in universities across Pakistan
- Ongoing mentorship and academic support to help students succeed

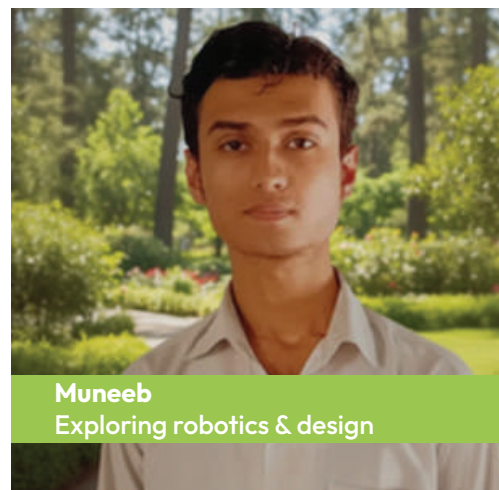
Impact

- Increased access to higher education for young women
- Reduced financial barriers to university enrollment
- Strengthened long-term pathways to careers and leadership

Graduates & Alumni Affairs



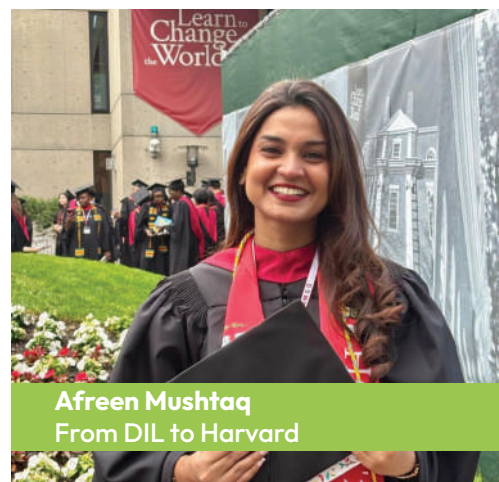
Asim
Building a career in aerospace



Muneeb
Exploring robotics & design



Shifa
On the path to becoming a doctor



Afreen Mushtaq
From DIL to Harvard

Graduates & Alumni Affairs

Supporting success beyond school

DIL's Graduates and Alumni Affairs program supports students as they transition from school to higher education and professional pathways. Through mentorship, career guidance, and structured engagement, students are equipped to make informed decisions and pursue their goals with confidence.

University Admissions & Scholarships

- **106 graduates** secured university admissions
- **138 scholarships** awarded for undergraduate studies
- **77 scholarships** awarded for Intermediate students
- **60 scholarships** awarded for Matric students

Students admitted to institutions such as:

IBA Karachi, NED University, Ziauddin University, Dow University, Liaquat National College



Career Guidance & Career Fair 2025



1,050 students

received career guidance and counseling

54 students

participated in the 2025 Career Fair and industry engagement



Exposure to diverse career pathways through interactions with professionals and institutions



Youth Social Leadership Program (YSLP)

- In August, 34 DIL-UGO scholars completed the year-long YSLP in collaboration with Leadership for Social Upliftment (LSU).
- Program focused on leadership, communication, teamwork, and problem-solving.
- Scholars implemented community-based pilot projects addressing education access, health awareness, and early child marriage.
- Results: improved confidence, civic engagement, leadership skills, and readiness for higher education and professional environments.



DIL Amina College

A pathway to higher education.

DIL Amina College builds on the foundation established in DIL schools, supporting students as they transition to higher education and professional pathways. Through strong academics, leadership development, and exposure to new opportunities, the college helps students pursue their goals with confidence and ambition.

In 2025:

- 92 students enrolled, including 79 girls
- Students participated in university outreach and exposure opportunities through **Habib University** and the **LUMS National Outreach Program**
- Graduates secured admissions in fields including **Business Analytics, Pharmacy, Medical Laboratory Technology, Nursing, and Education**
- The **Student Representative Council (SRC)** continued to foster leadership, responsibility, and student engagement
- **Two students represented DIL at chapter events** in the United States, sharing their educational journeys with supporters and demonstrating the impact of educational opportunity

Through academic excellence, leadership development, and meaningful exposure to higher education opportunities, DIL Amina College continues to prepare students for success beyond secondary school.





Partnerships & Support

DIL's partnerships with corporate donors continued to expand in 2025, playing a vital role in strengthening educational access and quality across our schools. These collaborations reflect a shared commitment to empowering underserved communities through sustainable and impactful education initiatives.



Bank Alfalah

Supported two DIL schools in Karachi and Mansehra, contributing to improved learning environments and student outcomes.



These partnerships provide more than financial support—they enable innovation, infrastructure enhancement, and improved learning outcomes. By working closely with corporates, DIL continues to expand its reach and impact, ensuring that more children have access to quality, future-ready education.



Prime HR

Adopted the DIL J-7 School, which has shown significant progress in academic performance and overall school development.



Indus Motor Company

Maintained long-standing support for DIL PSP School, reinforcing its commitment to education and community development.

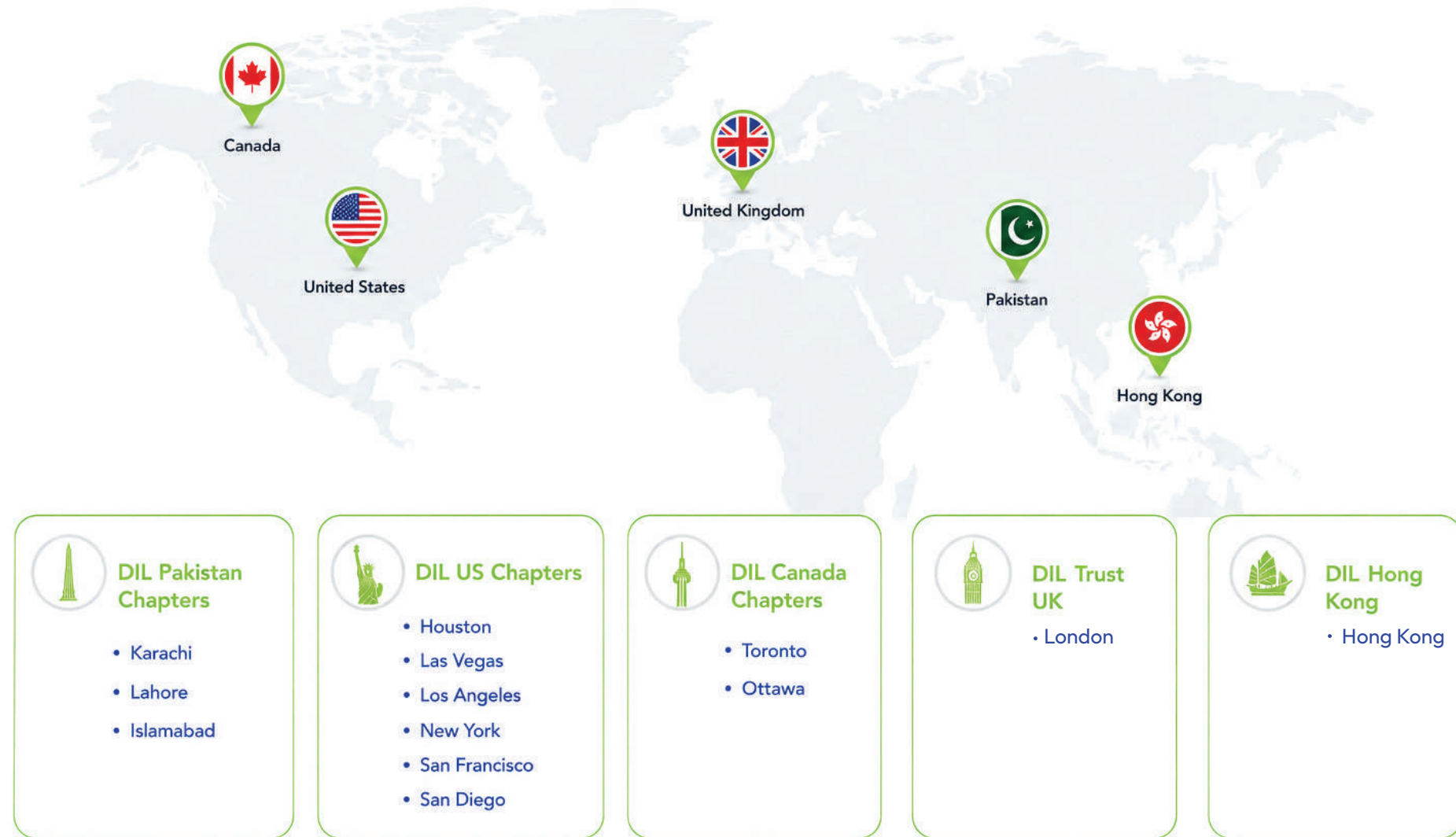


Faysal Bank

Continued support for DIL College in Orangi, the only college in the area offering pathways in medicine, computer science, and engineering. Two students represented DIL at international chapter events in the United States, receiving a standing ovation for their achievements.



DIL Affiliates



DIL
Partners and Donors





**Chapters
Events**

DIL Karachi Chapter

The DIL Karachi Chapter hosted an impactful awareness dinner in 2025, bringing together corporate leaders, philanthropists, community members, and DIL supporters to learn more about DIL’s mission and explore opportunities to contribute towards transforming lives through education.

The evening featured inspiring messages from DIL Karachi Chapter President Sabeen Shiraz and Chairperson Board of Trustees Mr. Shazad Dada, who shared DIL’s journey, achievements, and the transformative impact of its education initiatives. They highlighted the importance of collective efforts in expanding access to quality education and encouraged guests to support DIL’s mission of empowering underserved communities.

The event served as a platform to celebrate the power of collective action, showcase DIL’s educational initiatives, and strengthen partnerships that support the journey of thousands of students. The generosity and commitment of attendees reflected a shared vision of creating equitable learning opportunities for children across Pakistan.



DIL Lahore Chapter

Lahore, you have once again proven your unwavering support for DIL! The DIL Lahore Chapter’s event, Looking Back in Wonder, Looking Forward with Hope, was a celebration of our journey and a vision for the future.

Guests enjoyed a thrilling polo match, a stunning vintage car show, and an exclusive book reveal—all in the spirit of giving. This inspiring afternoon brought together corporate leaders, philanthropists, and dedicated DIL supporters, united by a shared commitment to transforming lives through education.

A heartfelt thank you to everyone who made this event a success! Special thanks to Shahnawaz Motors and MG Motors Pakistan for their generous sponsorship and support.



DIL Islamabad Chapter

Charity Fashion Show

The DIL Islamabad Chapter, in collaboration with Serena Hotel Islamabad, proudly hosted a Charity Fashion Show powered by Jazz. The event seamlessly blended style, compassion, and purpose, all in support of advancing access to quality education for underserved children across Pakistan.

The evening brought together distinguished guests, partners, and supporters in a shared commitment to driving meaningful change through education.

We extend our sincere gratitude to all honorable members, partners, sponsors, and guests whose presence and support made the event a memorable and impactful success.



Corporate Get Together



We were honored to have a Corporate Get-Together in Karachi hosted by DIL's board member, the esteemed corporate industrialist Mr. Abdul Rehman Yaqub. His unwavering support and belief in the transformative power of education mark an inspiring new chapter in DIL's journey.

This impactful evening brought together prominent industry leaders and changemakers, united by a shared mission: education for all.

Ms. Fiza Shah, Founder & CEO of DIL, delivered an inspiring presentation highlighting DIL's journey, its measurable impact, and the crucial role corporate partnerships play in delivering quality education to underserved children across Pakistan.

We extend our heartfelt gratitude to all our distinguished guests for their presence and commitment to shaping a more educated and equitable Pakistan. Special thanks to Mr. Abdul Rehman Yaqub, Mr. Aqeel Karim Dhedhi, Mr. Shahid Abdullah, Mr. Muhammad Ali Tabbba, and Mr. Saleem Chapra for their valued support of educational reform.

Together, we are building a future where every child has access to quality education.



DIL Hong Kong Gala - Starry Nights

An inspiring evening at the DIL Hong Kong Chapter's Annual Gala at the Conrad Hotel! Co-led by Mehreen Naveed and Zehra, the event raised funds to support free schools in Khairpur and Orangi, with plans to expand even further.

A special highlight was a heartfelt Fireside Chat with legendary musician Faisal Kapadia who shared his musical journey and passion for championing education, especially for underprivileged girls.

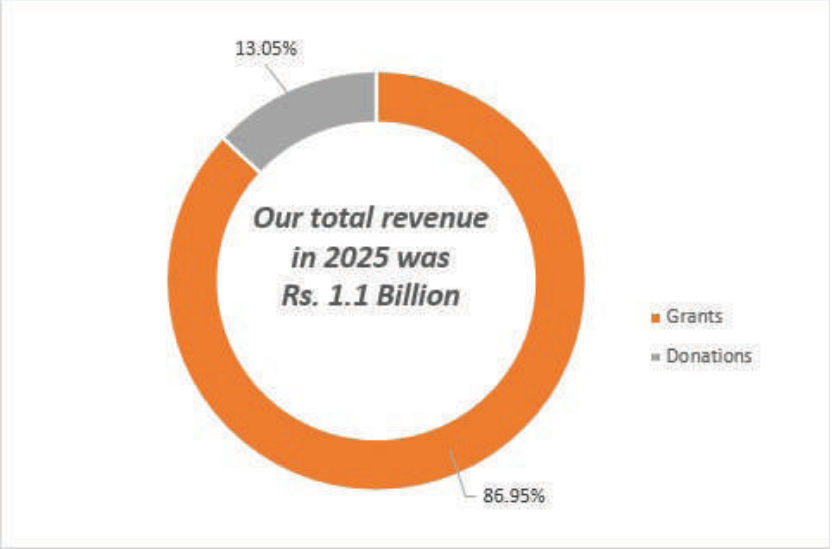




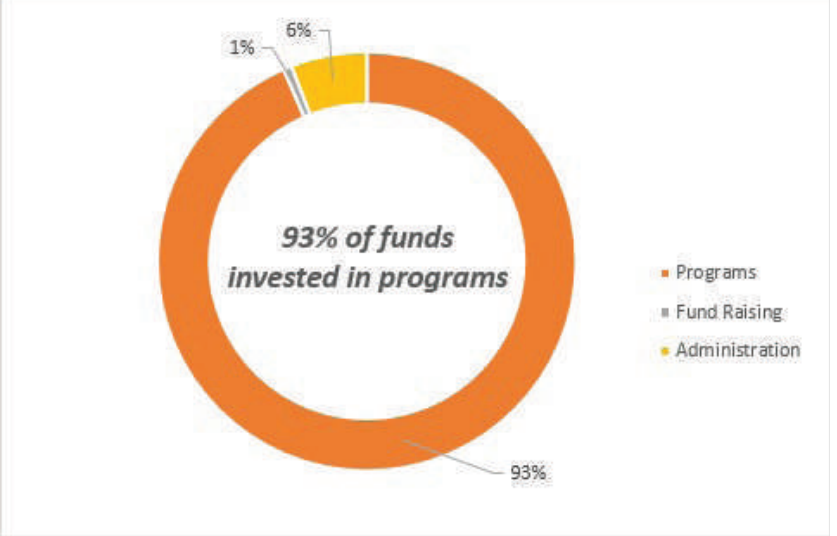
Our Financials



Where the money comes from



Where the money goes



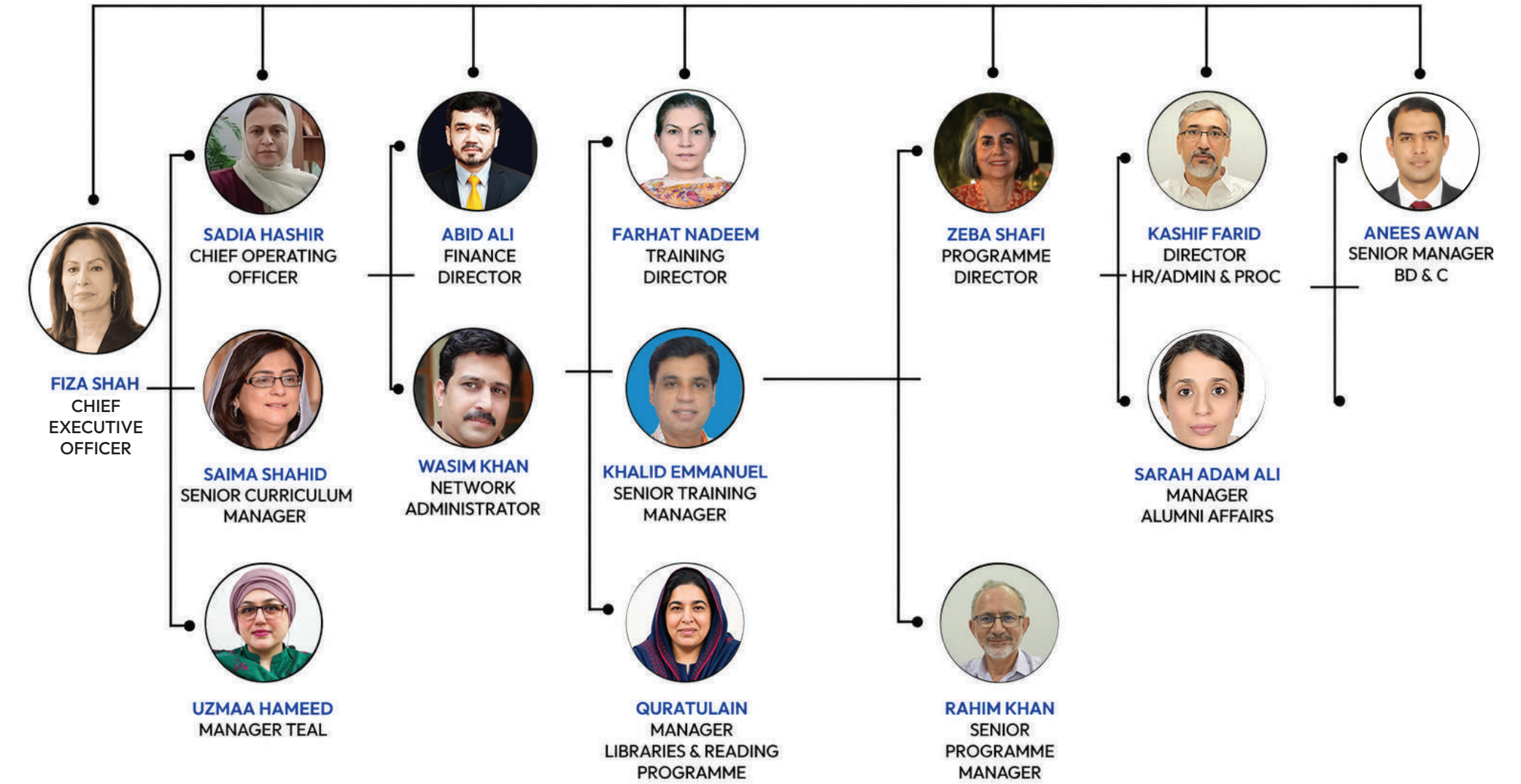
*Financial figures are unaudited and subject to final audit.



Our Team



Senior Management Team







Developments in Literacy
Transforming Lives Through Education

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