

# THE CITIZENS FOUNDATION CANADA

**ANNUAL REPORT - 2022**

[tcfcanada.org](https://tcfcanada.org)  
August 2023



THE CITIZENS FOUNDATION  
CANADA

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# Note from TCF Canada President

I would like to congratulate all our supporters for the growth of our programs and the impact we have had together in 2022. This was a year of tumult and celebration in the wake of climate emergency in the shape of floods in Pakistan and global pandemic relief. Our programs responded to the changing world with agility while maintaining our mission in clear sight; to provide quality education to children in underprivileged communities.

During the year TCF Canada stepped up and expanded its outreach and took on more school operations and build projects resulting in providing education to around 25,000 children. I am confident, with your support, we can continue to increase the scale of our impact in schools and communities at large, and on the local front, through our Youth Bursary Program.

The floods affected 33 million people in Pakistan in summer of 2022 and engulfed our communities and damaged some of our schools. We stood with our communities in this time of acute crises with a call-to-action through TCF Canada's Flood Relief Program. The long-term impact for marginalized communities during such calamities cannot be overlooked and the education crisis has deepened with more children out of school than before and hence it is more crucial than ever for us to continue to serve and support communities as per our mission.

I did multiple visits to TCF Pakistan; visiting schools and meeting teachers and admin staff besides joining teacher appreciation/recognition event and principal annual reviews. The highlight was of course meeting students in their classes and listening to their exchanges with teachers. Several discussions were also held with TCF Pakistan management to review workflows, process improvements and ongoing new school build projects. Another key focus was to work with our independent third-party service provider, IPSOS, who conduct inspections for every school we support, to ensure quality reporting for each school unit.

It gives me great honor to share that we were again selected as the Top 10 Impact Charity and Top 10 International Charity with a five-star rating by Charity intelligence Canada in 2022. I look forward to carrying on the torch for 2023, forging ahead with hope and determination to continue to help transform communities through quality education.

Farhan Sadiq





# Background

Pakistan currently holds the “world’s second-highest number of out-of-school children,” according to UNICEF (2022), equating to about 22.8 million children. It also goes on to say, 'Disparities based on gender, socio-economic status, and geography are significant'. The Citizens Foundation Canada's (TCF) mandate responds to the socio-economic inequity in accessing education by building campus-built schools in communities in-need.

The Citizens Foundation, Canada (TCF Canada) was founded in 2004 with the objective of supporting and increasing access to formal, high-quality education for underprivileged children, in Pakistan (and recently in Canada, through the Youth Bursary Program) with a focus on gender equality. It achieves its international development goal with the help of its partner and intermediary The Citizens Foundation Pakistan (TCF). TCF is a professionally managed, non-profit organization set up in 1995 to bring about positive social change through education in Pakistan. After 28 years, TCF is now one of Pakistan’s leading organizations in the field of education for the less privileged.

TCF Canada has over the years hugely grown in impact and by end of 2022 is supporting 150 schools that provide quality education to around 25,000 children in underprivileged areas in Pakistan. Furthermore, we have in total completed 60 School Build projects. Our steady growth has only been possible due to the support of our generous and committed donor body.







## Our Mission

To provide quality education to open minds and enrich lives through the power of good values and intellectual curiosity for a better future.

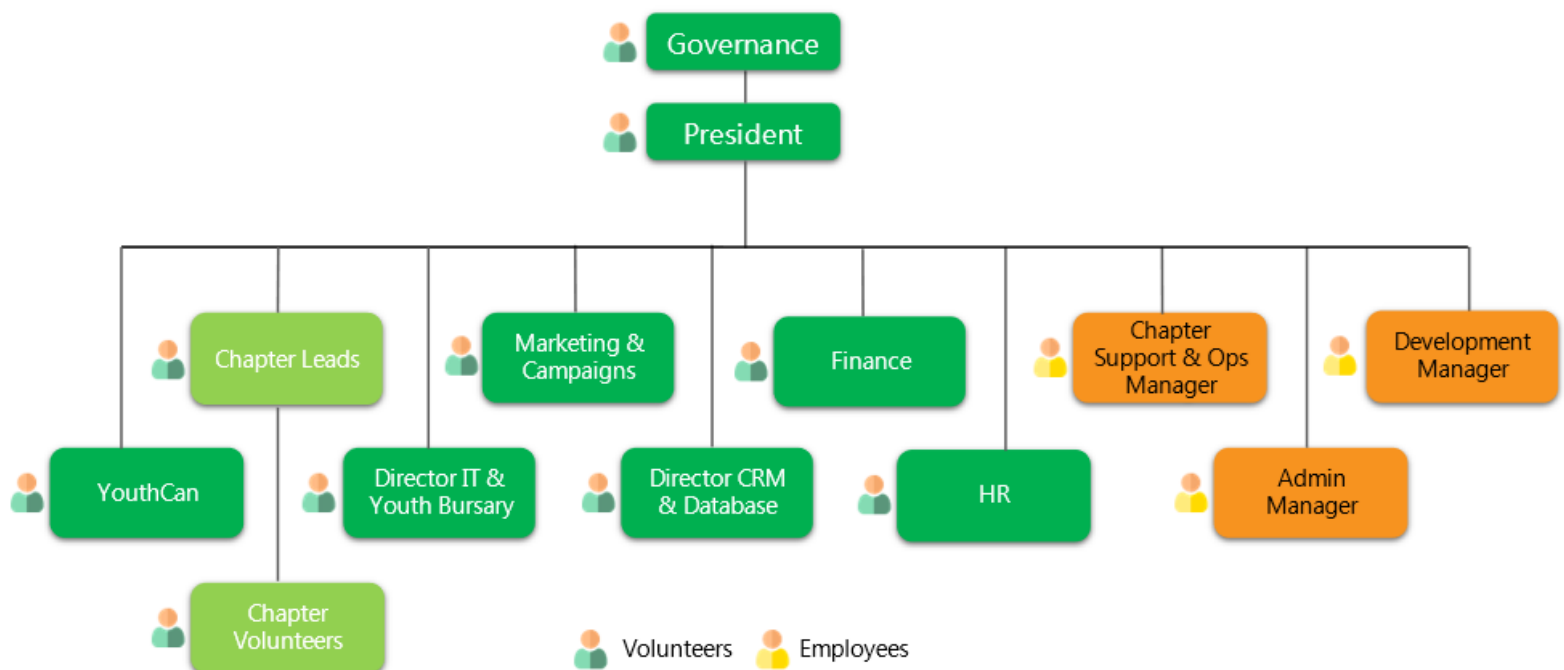
## Our Vision

To provide a level playing field that facilitates upward social mobility for the underprivileged to result in personal dignity, independence, and better citizenship.

## Our Values

Our values are integral to our work. They extend from the staff in our schools to directors on our board and our volunteers.

- Sincerity- We are sincere in intentions and actions: Integrity, Trust, Courage
- Service- Our actions are to serve: Passion, Humility, Gratitude and Forbearance
- Beauty- We seek to beautify and improve: Mastery, Finesse, Continuous Improvement
- Positive Conduct: We treat everyone with care and sensitivity: Respect, Appreciation, inclusion.



# Meet the Board

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The board ensures that TCF Canada stays aligned with its mandate and works within the CRA framework and Canadian law. Board meetings are held quarterly to make crucial decisions regarding strategic direction and guidelines for the management, as well as to approve financial plans for new and ongoing projects and the yearly budget for revenues and expenses.



## Farhan Sadiq

Director & President

Farhan Sadiq has 38 years of oil industry experience in Canada and overseas (USA, Africa, Middle East, Pakistan) and retired as the Head of Finance for BP Angola. He has a Master's Degree in Petroleum Engineering from University of Calgary and a business degree from IBA, Karachi. He has worked as an advisor with USAID and the World Bank besides consultancy work in Mergers and Acquisitions for oil companies internationally.



## Abdullah Zafar

Director

Abdullah Zafar is a professional banker and works with National Bank Financial as Managing Director and Head of Corporate IG and Debt Trading. He has a Business degree from Rotman School of Business at the University of Toronto. He is also a CFA and a Certified FRM.



## Dr. Adnan Zaidi

Director

Dr Zaidi is an Oncologist and works for the University of Saskatoon as a Consultant. He has also worked for the Aga Khan Foundation Hospital and University (his Alma Mater) in Karachi, at the beginning of his career.



## Asif Dadabhoy

Director

Asif Dadabhoy is a businessman who is the owner and President of Healthy Planet, a chain of health food and medicine stores across Ontario.



## Aziz Rakla

Director

Aziz Rakla is a Chartered Accountant with professional assignments in Canada and the Middle East. He owns Rakla Tyres and several other businesses besides being a huge philanthropist both locally and internationally. He was also the President of TCF Canada for 9 years ending in 2016.





## Hyder Zach Masum

Director

Hyder Zach Masum is a Manager, Legal Services, Fintech, and Innovation at British Columbia Securities Commission. His legal and business experience spans over 20 years. He has a business degree from the Rotman School of Business at University of Toronto and then a Juris Doctor Degree from the same University. He has also received an LLM degree in Securities Law from York University.



## Mansoor Naqi

Director and Chair of the Board

Mansoor Naqi is a Chartered Accountant from the UK with over 35 years of experience mostly in Canada. He runs his own consultancy as CEO of Spectrum Financial Services Inc in Markham, Ontario.



## Nadir Ali Khan

Secretary to the Board

Nadir is a JD and works for CIBC as a Director Legal.



## Raeesa Dawood

Director

Raeesa Dawood is a Chartered Accountant and CPA from University of Toronto. She is currently Vice President Operations at Amtex (Yarn) Manufacturing Inc. in Ontario. She also worked as an Audit Senior in Deloitte at the beginning of her career from 1999 to 2004.



## Sajid Salman

Director

Sajid Salman is an IT professional and worked for IBM for over 25 years. He has an MBA from IBA in Karachi and was also the President of TCF Canada for four years from 2017 to 2021.



## Shazad Bilwani

Director

Shazad Bilwani is a Chartered Accountant with over 25 years of professional and business experience and is currently the President of Zoom Imports. He worked for PWC immediately after graduating from the University of Toronto.

**Farhan Sadiq**

President

**Asifa Nasreen**

Administration Manager

**Saher Shaikh**

Development Manager

**Rida Hussain**

Chapter Support and Operations Manager

## National Volunteers

**Riaz Merchant**

Director IT and Youth Bursary Program

**Umer Randhawa**

Treasurer

**Furqan Faruqi**

Assistant Treasurer

**Farhan Khanani**

Director CRM & Database

**Sundus Zaheer**

Head of Human Resources

# Our Team

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## Finance and Audit

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TCF Canada's Finance team, Administration Manager and a part time consultant manage all transactions and financial operations of TCF Canada. TCF Canada is audited by Ernst & Young LLP every year and its audited financial statements for past 14 years are available on our website.

## Management

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The President is selected from among the board of directors and performs his role pro-bono. Operational execution takes place through a small team of staff which increased from two to three, to cater to our growth, in October 2022.

The staff is responsible for areas of development, operations, and administration.

We also have a robust body of national volunteers that work with us for a minimum of one year. They currently hold thirteen key positions in Finance, IT, Marketing, HR, and our Youth Bursary Program teams and work closely with the staff. Our oldest National Volunteer has been with us from the time of TCF Canada's inception in 2004.

Our YouthCan program provides support to our student chapters in fourteen universities for raising awareness about TCF Canada through a volunteer coordinator. The current university chapters are at U Calgary, MRU, YU, UTMET UofT, UG, UW, QU, WLU Wilfred Laurier University, BU, MAC, Western and UBC

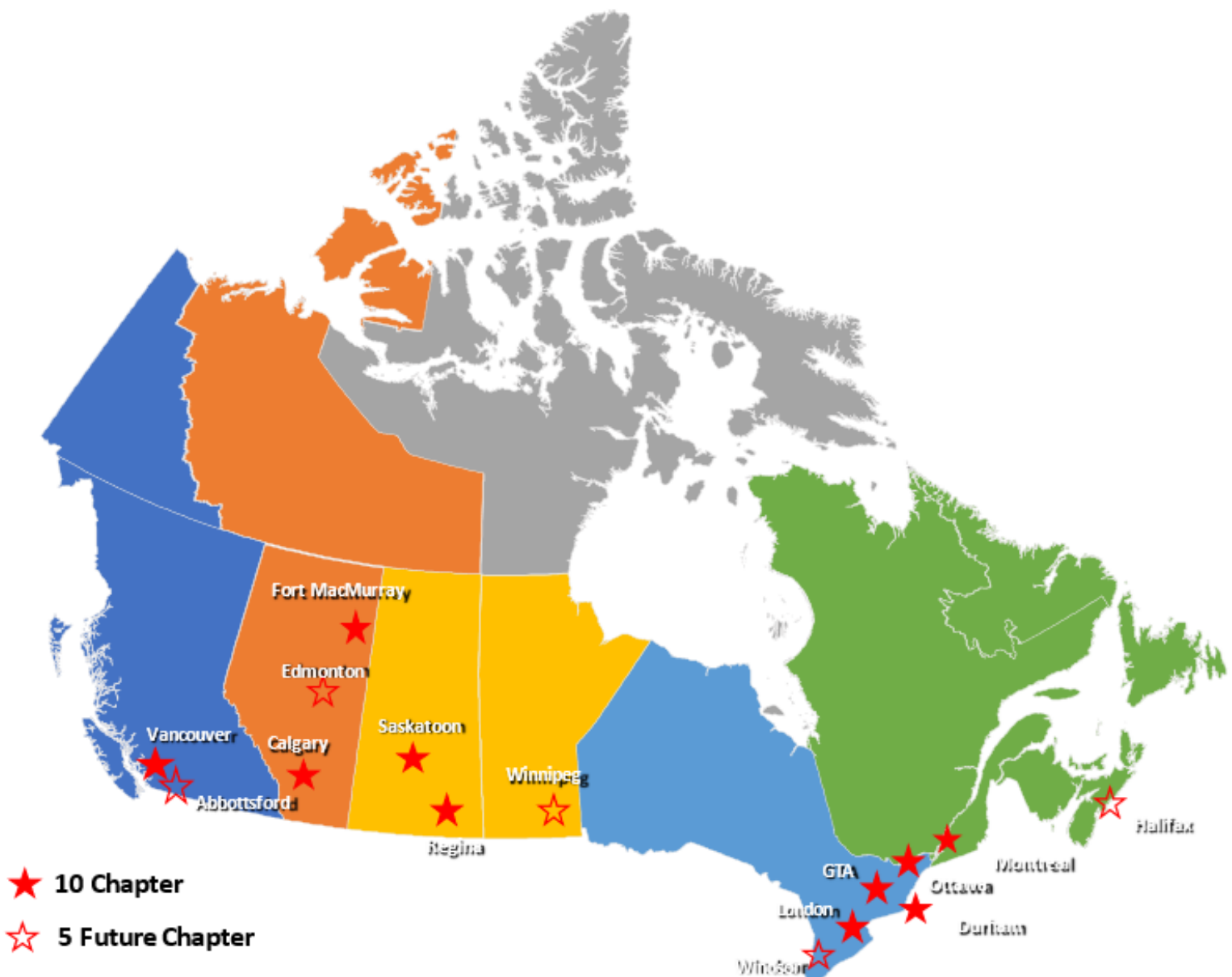
## Chapter Leads

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TCF Canada has ten chapters: Vancouver, Fort McMurray, London, Calgary, Saskatoon, Regina, Toronto, Durham, Montreal, and Ottawa. The chapters are supported by a large group of dedicated local volunteers under the leadership of chapter leads (also volunteers) who organize fundraising and awareness raising events in the form of galas, sports tournaments (golf and cricket) and information sessions, etc. in coordination with the TCF Head Office team. They also provide the key link between local donors and the Head Office team.



**Dr. Adnan Zaidi**  
Saskatoon



# 2022: In Review

2022 brought about a few events that shaped some of the strategy and activity within TCF Canada. Post-Covid world saw the lifting of restrictions followed by a flurry of activities as we moved from virtual events to back to in-person events. Over 2,500 people attended our 5 Galas, 2 Fundraisers, Appreciation event, Bowling, and Golf events in our chapters across the country. Eight persons, that include donors, directors, chapter leaders, and TCF Canada management visited TCF schools and engaged with staff and children as well as held meetings with TCF Pakistan management (our intermediary in Pakistan).

With the impact of COVID on education not yet behind us, in June 2022, floods hit Pakistan resulting in massive devastation. With one third of Pakistan underwater, flood waters affected 33 million people, 1 million homes and 2 million acres of crop. This resulted in 3.5 million children facing a learning disruption due to the flood crisis. With our school communities submerged in water and some school buildings impacted by the flood water, TCF Canada provided support through its Flood Relief Project. The project had a three-pronged approach; meals to families, reconstruction of livelihoods and rehabilitation of schools. TCF Canada disbursed \$600,000 for relief of flood affected people and for rehabilitation. Although education was impacted in certain places for a brief period, learning in all our schools resumed after a short interval with timely intervention. The relief work was centered in our school communities, but we were able to provide aid to communities as far as 40 km away from our schools.

2022 was also the year of initiating our Youth Bursary Program for Canadian students to support our local community in Canada- our mission to provide financial assistance for education of youth facing financial challenges. 5 bursaries of \$4000 each were disbursed for the academic year 2022-2023 with a significantly enhanced program planned for the year 2023.

We were again selected as the Top 10 Impact Charity as well as the Top 10 International Charity of Canada by Charity Intelligence Canada for 2022 with a five-star ranking. We are pleased to retain our name on the list over three consecutive years. We feel a deep sense of responsibility to continue to be transparent and impactful in the donations entrusted to us by discerning donors with an expectation that we deliver on our mission efficiently.

Our core work of providing formal education (Elementary and Secondary) in communities in need in Pakistan further expanded from supporting 123 schools in 2021 to 150 schools at the end of the year 2022 (split between 116 Primary and 34 secondary school units). We completed building another three schools bringing our total to 60 new school builds. Through our continuous fundraising efforts and the huge response from our donor community against our Flood Relief appeal, TCF Canada raised revenues of almost \$4.9 million in 2022.

# Our Programs

Our core programs are School Operations and Builds. Within that, for ensuring quality through upgrades, we implemented digital learning and early childhood programming to our classrooms in 2022 onwards. .

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Program Details	Schools	Grade Levels	Outcome
School Support Program covers the annual operational expense of TCF schools (primary, or secondary) built in underprivileged communities in Pakistan. It includes teaching training, faculty salaries and benefits, school supplies for students, infrastructure maintenance etc.	116 Primary Schools	KG-Grade 5	Helping to provide a strong foundational education for the rest of their journey in school and help prevent child labour.
	34 Secondary Schools	Grade 6 - 10	Inspiring students to continue striving for success. Learning about the world outside of their village/town/city borders
<p><b>Teacher Training</b></p> <p>The training programs include Pre-service training (PRESET), In-service training (INSET), principals academy, and training of trainers.</p>	1063 teachers in 150 schools	KG- Grade 10	Supporting teachers in developing professional skills and maintaining quality teaching through the 2-week minimum training for each teacher
School Build Program based on need assessment in a community, is the construction cost of the school building with amenities.	60 Primary/Secondary Schools	Primary/ Secondary Schools	Expanding scale by providing access to education to more underprivileged communities





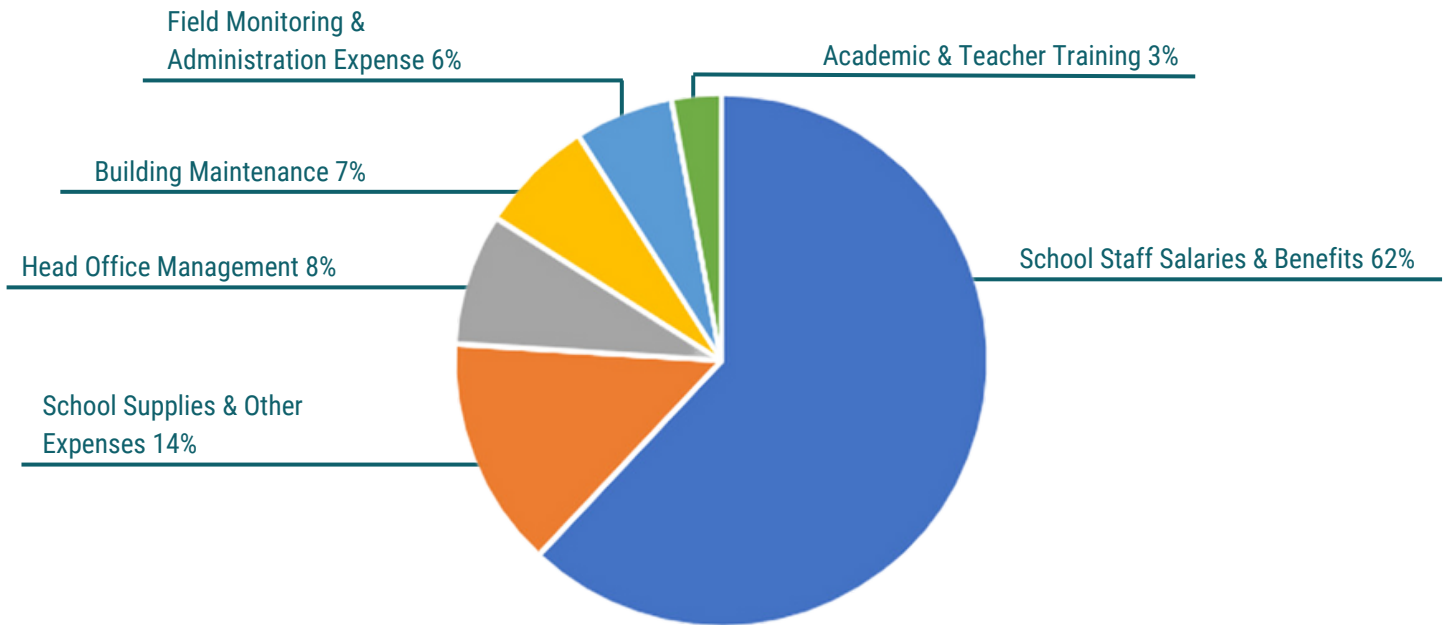
Other Programs	Program Details	Service	Outcome
Agahi (Women Adult Literacy Program)	The 4-month teaching program that includes learning resources, provides women to learn to read and write.	Women adult literacy learning.	Providing illiterate adult women, the opportunity to become more productive members of society by learning to read/write and do basic math.



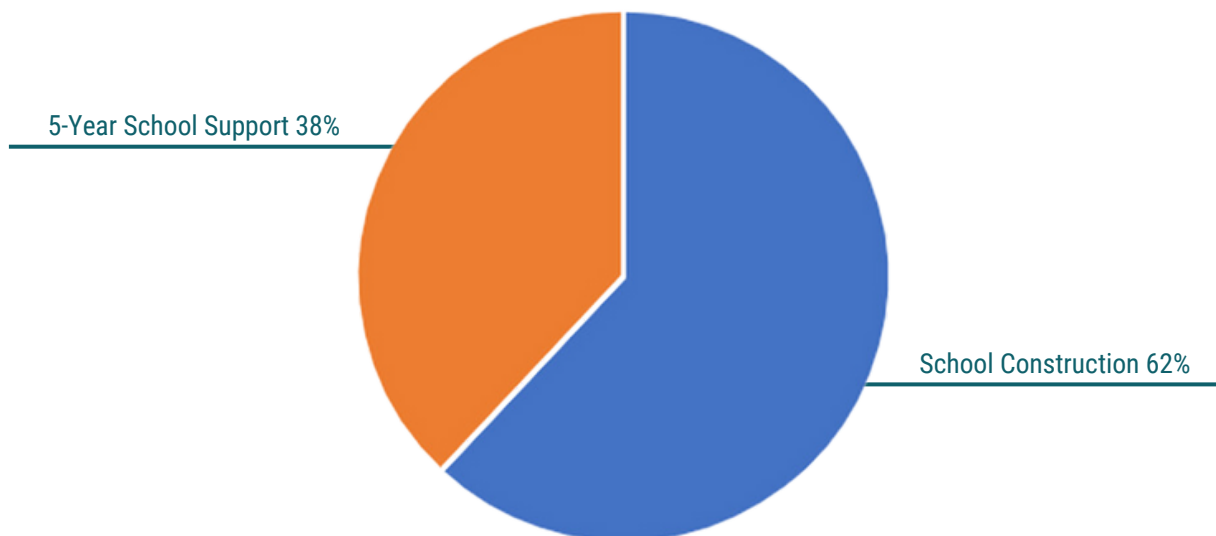


# Breakdown of Core Program Costs

## School Support Operating Costs



## School Build Project Cost





# How our Goals Create Ecosystems for Transformative Learning

- Education: Converting Goals into Strategies
- Education: In and Beyond School Borders
- Education: With Intersectional Approach
- Education: Meeting Challenges and Overcoming Barriers in Communities



## Goal 1 - Quality Education

TCF Schools succeed in maintaining excellence in learning by creating a space that is invigorating for growth by integrating essential components of learning resources, a safe and well-equipped school building and trained and compassionate faculty and staff.

## Goal 2: Education with Financial Support

TCF's equity framework is built to support underprivileged communities and the programming, therefore, bears in mind the expenses incurred in education and the strain it can have on families in the low socio-economic bracket.

## Goal 3: Focusing on Gender in Programming

TCF empowers girls and women in TCF communities by providing an educational model that is compatible with communities and solutions that result in transformational change.

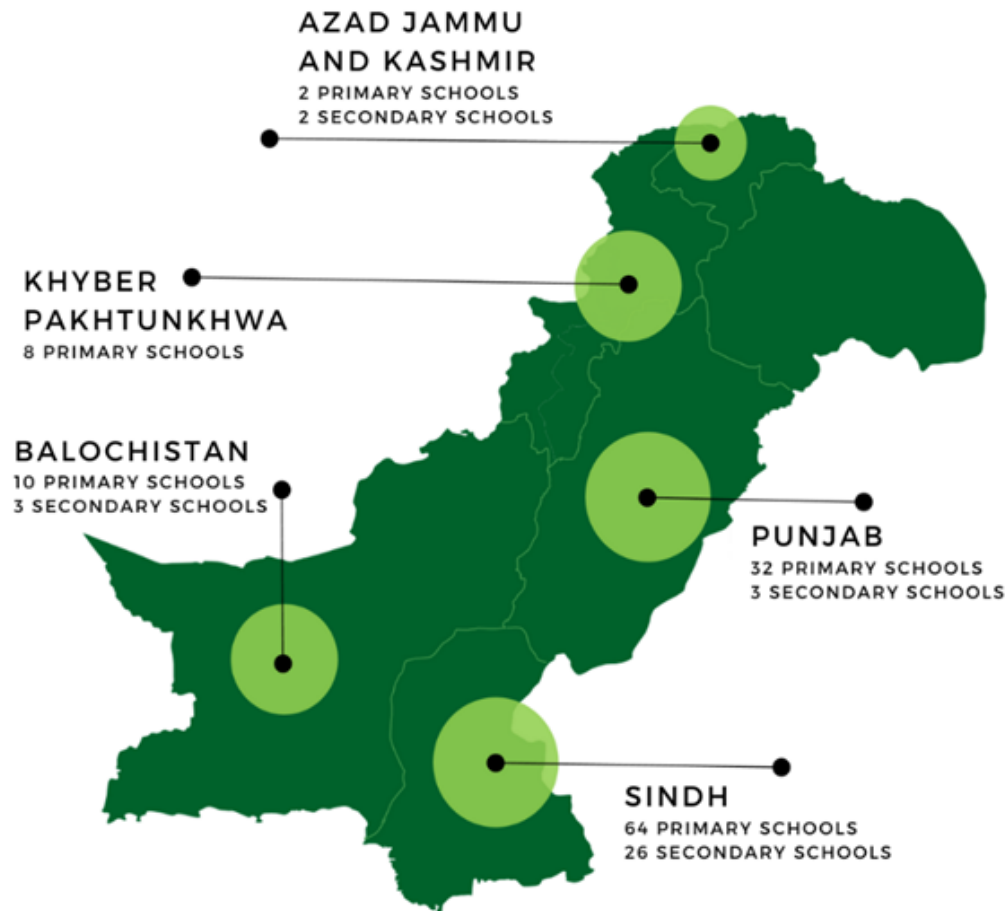
## Goal 4: Connecting Schools with Community

Schools are not walled forts, and neither can development projects be successful in isolation. TCF has developed projects that have been a response to the needs of its communities and the families of the students.

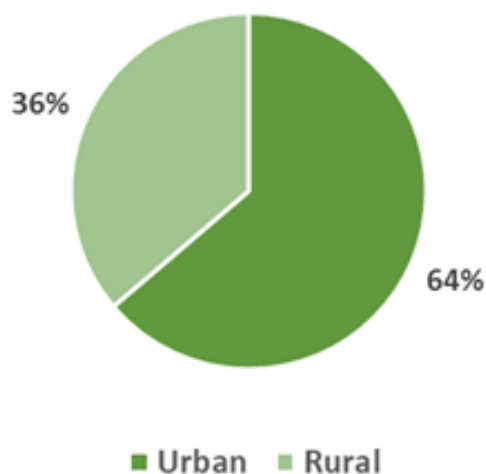
## Goal 5: Preparing students for the next step

We believe that a sustainable model of development continues beyond its intervention by preparing beneficiaries for upcoming risks and opportunities. Our students are supported in their next step of education through two volunteer programs. These Programs serve to support the students for their educational endeavors beyond the years of schooling with us.

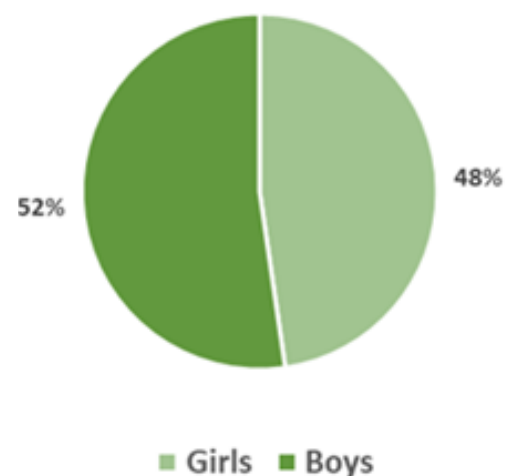
# Where are TCF Canada Schools in Pakistan



School Location Demographics



Student Demographics



	2020	2021	2022
Total Number of Schools	106	123	150
# of Beneficiaries			
Total # of Students	16,990	20,111	24,750
Pass % age (Grade 10)* Sample size range 7300-7700	93	99	96
A/A+ Score %*	60	48	48
Transition Rate % TCF Secondary to Intermediate level of Study*	85	85	85
Teachers/Principals Provided Training**	742	944	1,063
~Family members	84,950	100,555	125,000
Communities	106	123	150
Agahi Literacy Program	777	1,806	2,890
Youth Bursary Program	-	-	5
Families provided Flood Relief Support	-	-	1,000
Students positively impacted by Flood Relief School Rehabilitation	-	-	3,300 (20 Schools)
Flood Relief Meals provided to individuals	-	-	153,800 Meals

\* (All TCF Pakistan schools data)

\*\* All teachers and principals go through two weeks of training every year



# 2022 Specific Projects/Programs; Progress and Impact

Within the larger framework of school operations and builds, TCF in 2022 implemented specific programs to enrich learning; Early Years Program and Digital Literacy Program (Identified in 2021 Annual Report). There were also two new programs executed this year. The Flood Relief Program, a one-time relief operation that was a response to communities and schools impacted by the floods in August 2022 in Pakistan. And our Youth Bursary Program which was initiated to support local students in Canada enrolled in undergraduate program with financial needs.

2022 Specific Projects/Programs	Program Details	Service and Impact Complete/Ongoing
<b>Early Years Program in Schools</b>	Implementation of Early Years Program in all Primary Schools	Completed Early Childhood Education has been scaled in all primary schools (TOTAL 116)
<b>Digital Literacy Program in Schools</b>	Implementation of Digital Literacy in school by providing forty-two tablets in each secondary school. On the tablet, children will be using modern digital tools such as Scratch, through which they will learn software-based programming.	Ongoing In our 36 Secondary Schools tablets for grade 6 were distributed across all regions, grade 7 will be scaled in 2023-2024. Grade 8 will be partially covered in 2023 and completely covered in 2024-25.
<b>Initiating Youth Bursary Program</b>	TCF Canada commenced the need-based bursary program as of September 2022 offering Canadian resident students \$4000 dollars per academic school year, starting with their first year of post-secondary education, in a Canadian institution.	Ongoing Disbursed 5 Bursaries in 2022 and will be disbursing 20 in 2023.
<b>Flood Relief Program</b>	The Flood Relief Project, implemented in response to floods in summer of 2022, focuses on rebuilding communities impacted by the flood through relief in three key areas; providing meals to flood impacted families, supporting families' reconstruction of lives, and rehabilitating TCF schools damaged by floods for continuing learning.	Completed Meals' distribution, Lives reconstruction of affected families and School reconstruction where needed.

# TCF Canada Fund Disbursement

Program	Amount Utilized
Schools (Operations & Build)	\$3,401,246
Agahi & Youth Bursary Program	\$40,417
Flood Relief Project	\$600,000









# Flood Relief Fund Disbursement and Impact

Area of Intervention	CAD \$ Cost	Per Unit Support	Intervention No.
Meals Program	100,000	Flour/Rice = 200 grams Lentils/Chickpeas = 60 grams Per meal	153,800
Flood-Affected Families' Reconstruction Program	300,000	Disaster Response Grant of \$300 cash Per family*	1,000
Rehabilitation of Schools Program	200,000	Partially or fully damaged schools in Sindh and Southern Punjab**	20 Schools
<b>Total Expenditure</b>	<b>600,000</b>		

\* The Disaster Response Grant process followed a number of steps; need assessment through survey method for beneficiary identification, verification of survey through community champions, data compilation and validation process for the release of funds to verified families through a Pakistan's leading bank.

\*\* Rehabilitation of individual schools involved providing school access, building, furniture or equipment repair/replacement with costs ranging from \$4,000 - \$15,000.





# Education: The Key to Positive Change for a TCF Student



As the school bell rings, most children at the TCF School in the village Adilpur, Jacobabad, make their way home. But Dost Ali is not one of them. This eleven-year-old still has a long day ahead of him. In the scorching heat, Dost Ali unfailingly shows up at the bike repair shop, where he is an apprentice. He spends the latter part of his day fixing punctures- making seventy rupees which helps light up the stove at home.

“Dost Ali’s father drives around passengers in a donkey-cart for a living and his mother is a homemaker. They are hardly able to make ends meet,” shares MS. Nasima, the principal at the TCF school. “Being the eldest son, his father arranged for him to learn a skill so he could lend him a hand. Despite working late in the evening, Dost Ali never misses a day at a school.”

In the better part of the day, Dost Ali, a student of Class 3, spends his time learning, laughing, and playing at school. “I enjoy playing football and reading aloud in the class. When I grow up, I want to be a doctor,” he shares with a sparkle in his eyes.



# Education: Transforming Lives of Alumni

Growing up, Aqsa often saw her parents choose between buying food and paying her fees at a private school. But, they always prioritised education. Even as a child, she realised the value of her father's backbreaking work of manual labour and resolved to give her parents a better life for their sacrifices. But while she progressed at school, their income failed to keep up with the expenses.

A ray of hope emerged when a neighbour informed them about the TCF school in their vicinity, Bhattaibad, Karachi. "I was startled to see the huge building and playground," Aqsa remembers her first visit to the TCF school, where she was later enrolled in Grade 6. "The teachers were attentive, and I really enjoyed participating in extra-curricular activities. But most of all, I was relieved that my education wasn't a burden on my parents anymore," she reflects. During her time at TCF, Aqsa discovered her passion for the field of medicine and began the rigorous preparation that would eventually help her secure a place at Ziauddin University, Karachi.

"I didn't have the finances to pursue a 5-year degree. Once again, TCF stepped in and provided me a full scholarship," shares Aqsa.



Aqsa would rise early every morning and change multiple buses to get to university for her classes. In the evening, she gave tuitions so she could pay for her books and travel expenses. She would be up most nights studying to keep up with the demands of pursuing a medical profession.



Days of hard work turned into years and Aqsa finally completed her house job and graduated as a Doctor of Physical Therapy. She is the first girl in her family to have pursued tertiary education and become a doctor.

"My father's eyes were full of tears as he embraced me on the day of my graduation," Aqsa shares the heartfelt moment. "I was also very emotional as I realised that I was finally able to give him a break from a difficult life and years of sacrifice," she adds.

**Alumni in Tertiary Education:** The following TCF Pakistan table depicts the TCF Alumni enrolled in tertiary education in diverse, specialized fields to date. The enrollment rate is higher for girls at 57% vs 43% for boys.

Data Point	Female	Female %	Male	Male %	Total
To date tertiary enrolled	4612	57%	3439	43%	8051

Field of Study	Female	Female %	Male	Male %	Grand Total
Accounting & Finance	434	46%	501	54%	935
Agricultural Sciences	33	50%	33	50%	66
Business Management	443	54%	371	46%	814
Chemical & Material Science	128	69%	58	31%	186
Computer Sciences	366	36%	658	64%	1024
Engineering	75	17%	372	83%	447
Environmental Sciences	15	68%	7	32%	22
Fashion Designing	13	100%	0	0%	13
General Science	493	69%	222	31%	715
Life Sciences	271	82%	58	18%	329
Media Sciences	44	45%	54	55%	98
Medical Sciences	482	76%	152	24%	634
Others	23	38%	37	62%	60
Physics & Numerical Sciences	234	64%	129	36%	363
Social Sciences	1558	66%	787	34%	2345
<b>Grand Total</b>	<b>4612</b>	<b>57%</b>	<b>3439</b>	<b>43%</b>	<b>8051</b>



# Third-Party Inspections of All Our Operated Schools

TCF Canada School inspections are executed by an independent third party appointed by TCF Canada for quality checks and identifying gaps for improvement for all schools operated/supported by us. IPSOS, a multinational market research and consulting firm has been conducting these inspections since 2019. The inspection is conducted independently through on-site visit/observation, teacher, and principal survey and through available bookkeeping resources. It covers facility observation, monitoring, principal feedback, and observer score with each school visited by an IPSOS evaluator/observer.

School Inspections answer crucial questions like:

- Is learning taking place?
- Are school spaces safe, maintained, and functional?
- Are amenities and hygiene taken care of?
- How is student and faculty attendance?
- Is the school policy compliant, in terms of class planning and scholarships available, teachers hired with merit, provision of uniforms, textbooks and books, and transport facility for teachers?
- What is the level of education satisfaction and student performance?

Year	No. of Schools Inspected
2019	48
2020	None, due to COVID
2021	100
2022	150 (from planned survey of 123). TCF Canada added 27 more schools during the year.



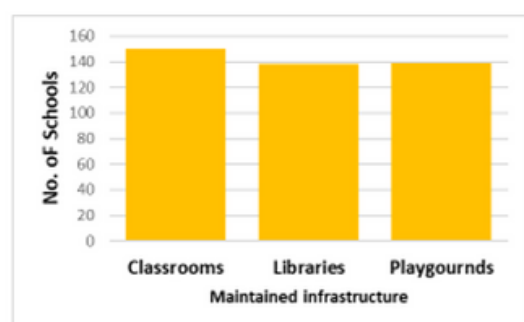
# Highlights IPSOS Inspection 2022

In the spirit of receiving feedback to analyze programming, IPSOS inspection conducted in all our 150 schools showed us that our schools are overall doing exceedingly well and identified areas of further improvement.

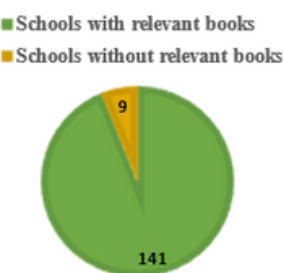
IPSOS evaluation highlights several strengths covering physical infrastructure and resources to learning itself. The schools had 100% dedicated teachers and 95% principals present on the day of the visit. The education satisfaction level is at 99%. Cleanliness and maintenance of classrooms, playgrounds and libraries is prevalent in all, except a few of our schools where we intervened appropriately. The report provided important data/info for us to identify schools that have room for improvement. We continue sharing this data and review/discuss same with TCF Pakistan to further strengthen programming and operations of TCF Canada schools.

Below is an example of various parameters reported and monitored for each school and as a composite.

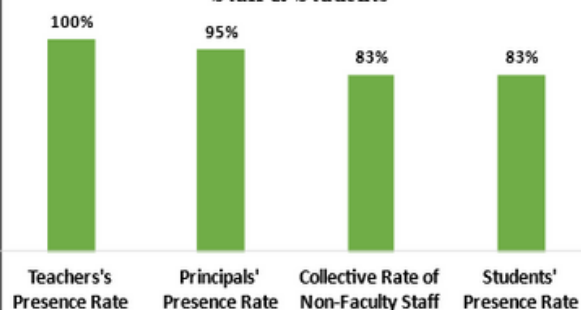
## IPSOS on 150 TCF Canada Schools



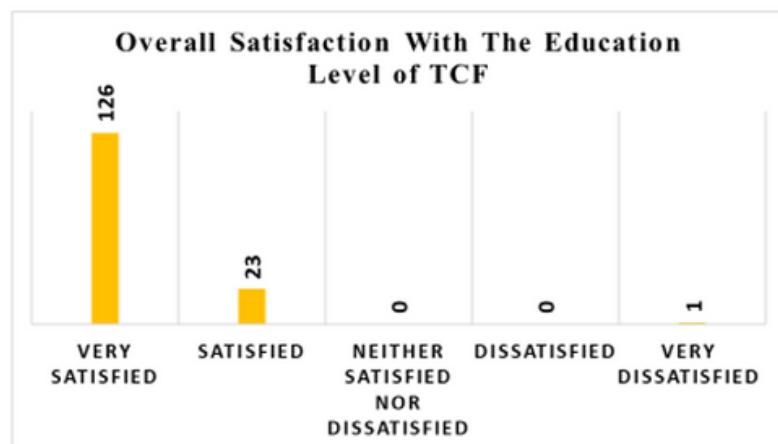
**Availability of Relevant Books in Libraries**



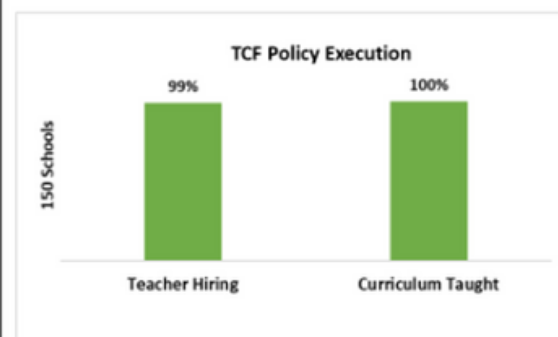
**Presence of Teachers, Principals, Non-Faculty Staff & Students**



**Overall Satisfaction With The Education Level of TCF**



**TCF Policy Execution**



# Impact Recognition

TCF Canada's placement in the Top 10 Impact Charity and International Charity by Charity Intelligence Canada for three consecutive years (2020, 2021 and 2022) with a 5-star rating further amplified our dedication and accountability to our mission and increased our visibility and access to a wider potential donor audience.

Charity Intelligence researches Canadian charities for donors to be informed and give intelligently. 500,000 Canadians use CI website to gain insights on Canadian charities reading over 1.6 million charity reports. Charity Intelligence aims to facilitate Canada's charitable sector in being 'more transparent, accountable, and focused on results.'



**Rated Top 10 Impact Charity and Top 10 International Development Charity  
for 2020, 2021 and 2022**

# Financial: Sources of Funds and Uses (2020 - 2022)

<i>All # in CAD\$</i>	2020	2021	2022
<b>TOTAL REVENUES</b>	<b>\$3,602,309</b>	<b>\$4,070,879</b>	<b>\$4,888,877</b>
Donations	\$3,456,802	\$3,932,678	\$3,809,707
Grants	\$115,500	\$85,700	\$134,553
Events Tickets, Sponsorships & Others	\$27,022	\$48,000	\$900,643
Investment Income, Other	\$2,985	\$4,501	\$43,974
<b>TOTAL SPENDING</b>	<b>3,221,982</b>	<b>3,086,681</b>	<b>4,464,947</b>
Program Costs - International	2,988,277	2,877,797	4,041,663
Administrative Costs	175,612	154,503	\$222,545
Fundraising Costs	58,093	54,381	200,739

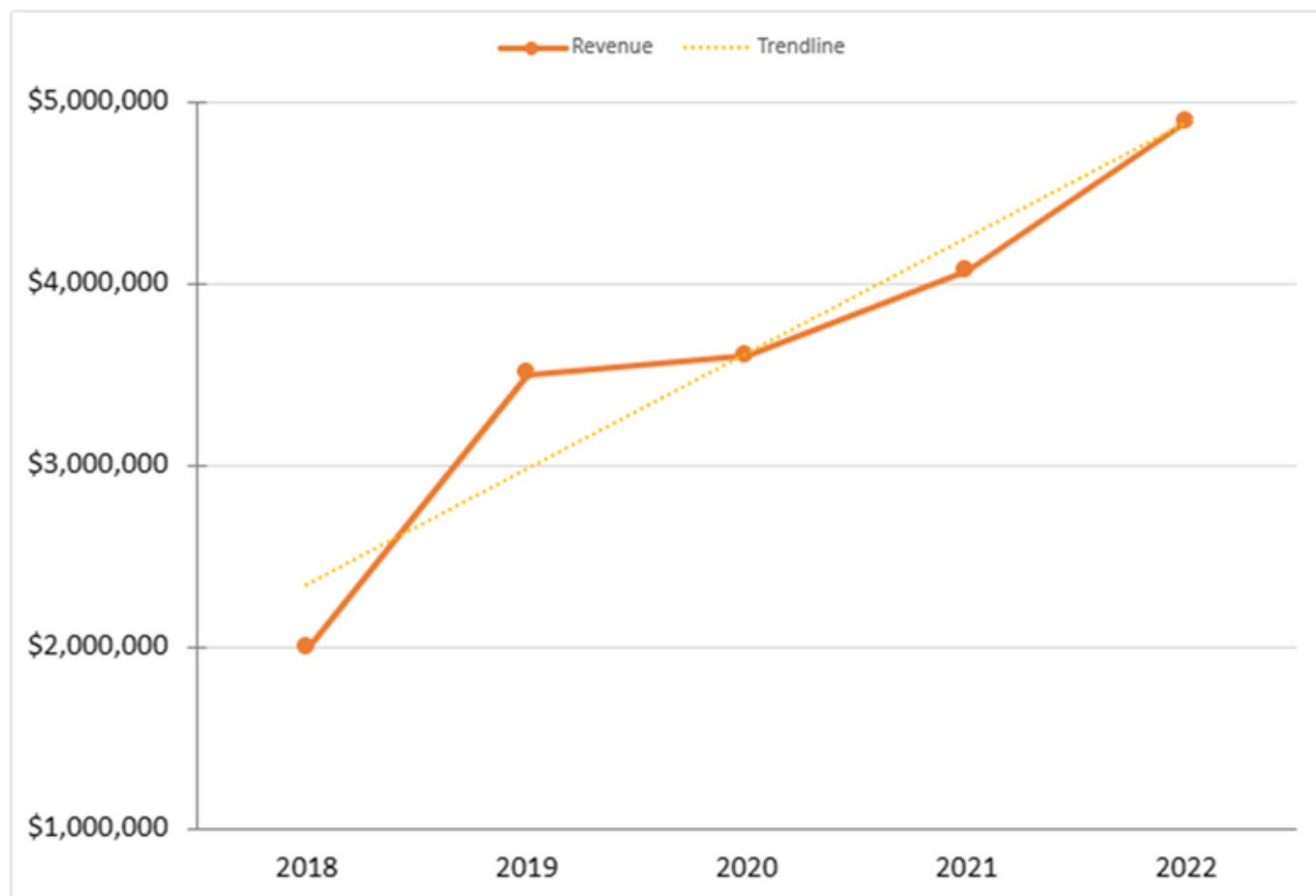
## Notes:

1. Program Costs decreased in 2021 due to favorable exchange rates and phasing of funds for construction of new builds.
2. Fundraising costs increased in 2022 with post Covid revival of in-person events/Galas.
3. Revenue #s above are based on in-year donations plus changes in deferred contributions.
4. For more details, refer to our [Financial Statement for 2022](#) . Also, our last 14 years of Financials are available on our website.
5. We continue to receive unqualified opinions from Earnst & Young, our auditors.



# Revenue\* Growth Over the Years

TCF Canada community met in-person with zeal and passion for the cause of education, after a hiatus of two COVID years, in our 2022 events, like Galas, while continuing with our virtual fundraising campaigns.



Our steady growth continuing through 2022 was possible with more people who joined our mission during the year and ones who have stayed with us year on year. It would not have been possible without the support of our donors and volunteers. We continued to see a steady growth in donors, within and outside the Pakistani Diaspora. We also found our steady volunteers, as always, standing shoulder to shoulder with us in events, through personal networks, person-to-person campaigns and support of TCF Canada's daily operations.

\*Revenue #s above are based on in-year donations plus changes in deferred contributions

## Learnings and Looking Ahead;

With the post-covid reopening of public engagement, the events saw growth in terms of number of donors and donations.

Therefore, we are undergoing robust streamlining of processes for planning and execution to meet the needs of our expanding donor base and education related projects. We plan to have external auditors process school expenses, i.e, school builds and school operations expenses from year 2023.

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The IPSOS inspection is followed up with better in-field school operations through information sharing, queries and improvement. We are working along with TCF in Pakistan to ensure that we improve our service each year to our schools and communities.

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We plan to move from the local school boards (almost 15) to the Federal school board from year 2023 and expect to see a drop in the Grade 10 Pass rate as the latter has a more stringent and uniform assessment system and will test students with same standard throughout the country. We will continue to aim to improve our passing rate going forward.

## 2023- and 5-Year Goals

Area of Growth	2022 Status	2023 Goal	5 Year Goal
Increase School Support	150 Schools	160-165 Schools	200-250
Increase Student Support	24,750	25,920+	32,400+
Increase New School Builds in Deficient Areas	60	62-63	70-75
Community Poverty Alleviation Work in our School Communities through Water Filtration Plants Project	-	2 projects 3,120 beneficiaries	10 projects 15,620 beneficiaries
Increase in Number & Strengthening of Chapters	10	11-12	15
Deepen Youth Bursary Program Outreach	5	20	50

Given TCF Canada's contribution range of 6-8% to the overall effort in Pakistan, we will continue to work to create 2 million agents of positive change by 2030 working with TCF Pakistan (our Intermediary)

# Acknowledgements

**We are grateful to all our volunteers, donors and partners who contributed their time and resources so we could accomplish another year of bringing positive change in TCF Canada communities, by providing quality education to children.**



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