Overview & 2021 Report

Embracing Life

Yayasan Internasional Cahaya Fajar
LIGHT OF DAWN INTERNATIONAL
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“Life is either a daring adventure or nothing at all.”
– Helen Keller

“Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less.”
– Marie Curie

“If you aren’t in over your head, how do you know how tall you are?”
– T.S. Eliot
Embracing Farewells, with Gratitude

In Roshan, we often say to our refugee friends that “we love you so much, we want to see you go.” Across both Roshan and Bersama communities, we said bittersweet farewells to refugee friends and families as the doors of resettlement or other pathways finally opened to them. In May, we also bid farewell to a beloved colleague, Brandon Baughn, who served as Roshan Program Director for four years, as his family transitioned back to the US. We let go, overflowing with gratitude for the many good people that pass through our doors and knowing that they remain a part of our “extended” family through the stories and encouragement we continue to exchange across time zones.

Embracing Uncertainty, with Resolve

In July, Indonesia overtook India as the global epicenter of the deadly delta variant surge that swept across the world. In August, we grieved as we witnessed the Taliban takeover of Afghanistan, a home country to over 50% of refugees in Indonesia. Despite the looming uncertainties brought about by these events, we strengthened our resolve to keep moving forward. The LIFE team pressed through 2021 with in-person activities, and boldly opened a new, sixth preschool center in August, to keep learning accessible for over 400 children in waste-picker communities. Even with leadership transitions, the Roshan team diligently steered over 150 students through a second year of remote learning. Meanwhile, the YICF team recruited two new colleagues, Caitlin Howe and Jane Lee, who overcame many logistical hurdles and made their way to Jakarta from the US.

Here we are! While most people may describe 2021 as “the second year of the pandemic,” it was much more than that for us. It was the year we embraced life and sought to learn and grow through all that it brings.

A message from the Executive Director
Embracing the Lulls, with Patience

For our Bersama program, 2021 was perhaps the toughest year as the volume of data labeling work flowing to our community dropped dramatically, affecting our 80+ Indonesian and refugee participants both economically and mentally. Yet, the team remained empathetic, patient and dedicated to doing what was possible each day: personally reaching out to community members, keeping all learning activities running, and delivering exceptional performance in data labeling projects, no matter how few or small.

We entered 2021 with a sense of curiosity and humility, recognizing that the year ahead may be more challenging than the previous. In many ways, this turned out to be true. Yet, we embraced what life brought our way, and emerged with an even deeper sense of gratitude, resolve, and patience. We kept our eyes fixed on our mission, ending the year with nearly 700 participants from some of the most underserved communities in Jakarta, all moving steadily toward brighter futures through Roshan, LIFE, or Bersama. And we never could have done this without the many partners and supporters who continued to pour generously into our lives and work throughout the year.

Whether you are a partner, participant, volunteer, or staff member: thank you for embracing and sharing life with us. We cannot wait to see where this journey leads in 2022.

"... we embraced what life brought our way, and emerged with an even deeper sense of gratitude, resolve, & patience."

Joy Lee
Executive Director
About Us

Our Vision

We envision cities where all people flourish and multiply good works.

Rooted in Jakarta, Indonesia - one of the largest metropolitan areas in the world - we long to see all people experience greater levels of human flourishing and in turn, become multipliers of good works in their own neighborhoods and communities.

Our Mission

Our mission is to help people experience and share the joy of learning, the dignity of vocation, and strength through community.
YICF is a vibrant group of initiatives that transform lives through education, vocation, and community. We create opportunities for people, regardless of circumstances, to learn, work, and become agents of kindness and compassion. Our programs work with different groups of people who are overcoming significant barriers to live out their full potential. Our participants include resilient refugees and asylum seekers of all ages, children of hard-working waste-pickers at Bantar Gebang, and young adults eager to find meaningful work.

We also empower and mobilize everyday people and partners who want to do good with us. We invite schools and teachers, businesses and businesspeople, faith communities, embassy workers, and others to participate as fellow learners, colleagues, and collaborators.
As of December 2021, over 400 Indonesians and 200 refugees participating in YICF programs

**LIFE (est. 2012)**
Early childhood education and after school activities for 400+ children and youth in waste-picker/slum communities in East Jakarta.

**Roshan (est. 2014)**
Community driven education for over 150 refugee students ages 3 and above in greater Jakarta.

**Bersama (est. 2019)**
Vocational program facilitating online work and professional development opportunities for 90 young adult refugees and Indonesians.
01. Create and Advance Opportunities

We will continue creating and advancing educational and vocational opportunities for underserved communities in greater Jakarta. Through our programs and initiatives, we strive to provide:

- quality learning / work experiences.
- safe and supportive communities.
- viable pathways to tangible, practical outcomes.

We want to see children, youth and adults applying their full potential and moving forward in life, regardless of their circumstances.

02. Empower People and Leaders

We will intentionally empower people and leaders to participate in good works. We will:

- facilitate formational service and growth opportunities for our volunteers and staff.
- invest in equipping and developing leaders across our organization for long-term sustainability.

We want to see our volunteers and staff growing in competence, character, and sense of calling as they support others to flourish.

03. Develop an Ecosystem

We will develop our relationships and networks into an ecosystem that multiplies compassion and good works in greater Jakarta. We will:

- continue to build strategic partnerships and facilitate collaboration among like-minded groups.
- encourage like-minded groups and initiatives by developing and offering our insights, expertise, resources, and connections.

We want to be a refreshing presence and trusted partner of choice in Jakarta’s emerging philanthropic scene.
Our leadership comes from an international team of men and women who have a shared passion for empowering people through education and vocation. We are specialists and experts from different fields who recognize that we have greater value-added when we collaborate both with each other and the people we serve.

Board of Trustees

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Jakarta, Indonesia

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Board Member
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Indonesia

Senior Leadership Team

JOY LEE
YICF Executive Director & Acting Bersama Program Director
Jakarta, Indonesia

JOYCE HIENDARTO
YICF Director of Communications & Organizational Development
Jakarta, Indonesia

YUSUP LIFIRE
LIFE Program Director and Founder
Jakarta, Indonesia

CAITLIN HOWE
Roshan Program Director
Jakarta, Indonesia
People remain the primary engine behind all that we do, and we are truly fortunate to have a strong network of mission-driven people that continue to pour into our work.

We ended the year with 24 staff members across our teams serving as the “backbone” of our operations. In line with our priority to empower people to serve and lead, we also continued to train, mentor, and develop 31 individuals involved as interns, apprentices or trainees.

Including our Roshan volunteer base, 105 people from at least 6 nationalities contributed to our operations & programs.

<table>
<thead>
<tr>
<th>UNIT \ ROLES</th>
<th>YICF</th>
<th>Roshan</th>
<th>LIFE</th>
<th>Bersama</th>
<th>TOTAL BY ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Members (Full &amp; part-time)</td>
<td>3</td>
<td>10*</td>
<td>9</td>
<td>2</td>
<td>24</td>
</tr>
<tr>
<td>Consultants/ Contractors</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Interns/ Apprentices/ Trainees</td>
<td>2</td>
<td>15**</td>
<td>12</td>
<td>2</td>
<td>31</td>
</tr>
<tr>
<td>Volunteers</td>
<td>3</td>
<td>45***</td>
<td>0</td>
<td>0</td>
<td>48</td>
</tr>
<tr>
<td>TOTAL BY UNIT</td>
<td>8</td>
<td>70</td>
<td>21</td>
<td>6</td>
<td>105</td>
</tr>
</tbody>
</table>

* Includes 4 refugee volunteer staff serving on the program leadership team
** Includes 9 refugee volunteers serving as teaching apprentices in the Roshan Foundations program.
*** Excludes 19 volunteers already counted under other roles.
YICF ORGANIZATIONAL STRUCTURE

YICF

- Board of Trustees
- Executive Director
- Director of Communications & Organizational Development
- Communications Team & Volunteers

LIFE

- Program Director
- Program Team

Roshan

- Program Director
- Program Team & Volunteers

Bersama

- Acting Program Director
- Program Team

Accounting & HR (outsourced)
How We Work

YICF functions as an umbrella organization for initiatives that align with the YICF vision and mission. Through a shared service model, our YICF team works closely with program staff and leaders to add value and meet the organizational needs of each program. Shared services provided by YICF include:

- Legal compliance
- Accounting, finance & HR
- Partnership & program development support
- Communications, fundraising & donor relations
- People & leadership development
Our Work

01. LIFE
02. Roshan
03. Bersama
01. Founded in 2012, LIFE focuses on helping children and youth break out of generational cycles of poverty through early childhood education, afterschool activities, and scholarships for further education. An estimated 7,000 individuals and 3,000 families—many from a rural migrant background—live and work as waste-pickers at Bantar Gebang, one of the largest landfills in the world located east of Jakarta, Indonesia. Waste picker families often have severely limited access to education and social services due to low levels of literacy, documentation issues, and social marginalization.
When LIFE opened its first preschool in the Ciketing Udik community in 2012, children rarely made it past primary school. Most would continue living in the shadows of the infamous Bantar Gebang landfill—massive trash mountains where they would join their parents and an estimated 7,000 waste pickers to scavenge and sort recyclable waste for 10-12 hours a day. To imagine a different life was difficult, and following in their parents’ footsteps was a more certain, predictable path that awaited them as they transitioned into youth and adulthood.

Yet, Dodi is forging a different path for himself. Like many of his neighborhood friends, Dodi was born and raised in Ciketing, as a child of waste pickers and the second of four siblings. As the LIFE program took root in Ciketing, hope, too, began to take root. As a primary school student living just 10-15 meters from the LIFE center, Dodi began joining after-school tutoring and activities. He found moral support and encouragement from LIFE teachers who not only helped him with homework, but also remained a steady presence in his life and community.

Dodi followed his older brother’s footsteps, making his way through primary school and onto junior high school, eventually joining LIFE’s high school tutoring. Every week, after school, he gathered with dozens of teens from other LIFE communities for tutoring and extracurricular activities - English lessons, sports, music, and art. Through this simple but powerful routine, Dodi found the motivation to reach even further and pursue vocational high school (SMK). However, after a year of studies, it became clear his family would not be able to afford the school fees, and Dodi contemplated dropping out.

After much prayer, however, Dodi took the initiative to share his situation with the LIFE high school tutoring coordinator. Through conversation with Dodi and his parents, the program team recognized an opportunity to partner with families and help Bantar Gebang youth with this critical step of their education journeys. LIFE worked out a manageable cost-sharing agreement with his parents, and in 2019, Dodi became the first recipient of a LIFE high school scholarship, paving the way for others. In 2021, ten more LIFE scholarship recipients started their high school studies with similar cost-sharing agreements.

In March 2022, Dodi will be celebrating the completion of his studies in Locomotive Engineering. More significant than the diploma is the fact that he now has plans to pursue higher education, support his younger siblings’ education, and help his parents. He reflects, “May God always repay this kindness... I am very happy because this year I will graduate from SMK and my hope is that in the future, I can be successful in achieving my goals and dreams.”

*This name has been changed to respect the privacy of this individual.
By December 2021, LIFE was serving approximately 400 children and youth across 6 communities.

### Key Activities and Participants

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th># of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morning Preschool</td>
<td>91</td>
</tr>
<tr>
<td>Afterschool Activities for Primary School students <em>(academic tutoring and English)</em></td>
<td>250</td>
</tr>
<tr>
<td>Afterschool Tutoring &amp; Activities for High School students <em>(sports, music, arts and craft, and English)</em></td>
<td>49</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>390</strong></td>
</tr>
</tbody>
</table>
**SCHOLARSHIPS**

<table>
<thead>
<tr>
<th>Scholarship Type</th>
<th># of Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Scholarships</td>
<td>11</td>
</tr>
<tr>
<td>(cost-sharing with parents)</td>
<td></td>
</tr>
<tr>
<td>University Scholarships</td>
<td>1</td>
</tr>
<tr>
<td>(full tuition support)</td>
<td></td>
</tr>
</tbody>
</table>

**AREA**

<table>
<thead>
<tr>
<th>Area</th>
<th># of Communities / Program Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bantar Gebang landfill</td>
<td>5</td>
</tr>
<tr>
<td>East Jakarta</td>
<td>1</td>
</tr>
</tbody>
</table>
2021 LIFE Highlights

For the LIFE program, 2021 invokes the image of “flourishing in the desert.” Amidst the ongoing logistical challenges posed by the pandemic, LIFE took major steps forward as the program expanded to a new community and experienced another year of rapid growth.

Relationships with families and students grew even deeper as our teachers and teams remained fully present and kept activities running throughout the year. For many families, the care and attention extended by LIFE was the only care and attention they experienced during the pandemic. It is fairly common for well-meaning groups to conduct charitable activities with communities at Bantar Gebang, but less common to see consistent engagement spanning over a decade — especially through a pandemic.

Inspired by the resilience and gratitude displayed by LIFE families, our teachers continued to step up and serve with new levels of commitment, courage, and creativity. As we turned the corner to 2022, LIFE hosted joyful year-end celebrations with an estimated 450-500 children and family members gathering across the six program sites.

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**OVER 50% GROWTH**

LIFE was invited to expand to a new community in the Bantar Gebang area. LIFE constructed and opened what is now its largest preschool facility, hosting preschool and after school activities in August 2021.

**FIRST ANNUAL TALENT DAY**

LIFE participants celebrated their first annual talent day show in early June. Over 150 children and their parents participated with great enthusiasm to showcase their talents through flash quizzes, musical performances, and reading performances.

**10 NEW SCHOLARSHIP RECIPIENTS**

The number of youth enrolling in high school through support from the LIFE scholarship fund jumped from 1 to 11.

**12 TEACHER TRAINEES**

Two new trainees joined the LIFE teacher training program, while ten trainees from previous cohorts continued to receive further training and hands-on experience with LIFE.
Established in 2014, Roshan is a safe learning space where refugees in Jakarta find hope in community and pursue brighter futures through education. Roshan meets a critical gap as over 13,000 refugees in Indonesia wait indefinitely for resettlement in another country, without access to formal education in Indonesia, due to documentation and legal barriers. Roshan has grown into a diverse learning community of over 150 students of all ages and 70 volunteers and staff members.
Abolfazel’s story | A Simple Choice for a Brighter Future

Education can be a complicated web of theory, practice, logistics, and curriculum. Yet, for refugee families that have experienced more than their share of challenges, education is the “simple” priority and focus. This was certainly the case for Abolfazel’s father, who chose Roshan for his children time and time again. Today, he sees his decision shining through as he watches his son Abolfazel budding with hope.

Abolfazel started at Roshan in 2018 when he was five years old. He was a typical young, energetic boy and his teacher described him as “all over the place.” Abolfazel’s family had come to Indonesia from Afghanistan and started off in a refugee camp for the first three to four months. The time was very stressful for the family as a whole. While staying in the camp, Abolfazel’s father heard about Roshan from a friend whose children were attending classes. As soon as the family was able, they moved to Jakarta with the clear-cut intention of getting their kids into Roshan.

When first starting at Roshan, Abolfazel was so nervous that he almost could not make it into the classroom. Now, four years later, Abolfazel has matured, learned, and is always excited to be at Roshan, especially for math class. When you ask Abolfazel what he likes about school, he talks about his friends in the classroom and his favorite teachers.

However, Abolfazel is not the only family member experiencing the joy of learning. Abolfazel’s sister and even his parents have all been Roshan students. When the children first enrolled, the parents were also able to take part in the Adult English classes. They have truly become a Roshan family.

Finding stability has been tough for Abolfazel’s family, especially during the pandemic. They have stayed at home and tried to adapt to online classes, social distancing, and less in-person connection with friends. At times, they have even considered moving out of the city to places where others from Afghanistan have settled and the cost of living is cheaper. Yet, they continue to choose Roshan in pursuit of a brighter future. In fact, Abolfazel’s father is confident when he says that staying in Jakarta for the kids to go to Roshan is the only choice for him. He says, “My hope is to see what will happen and we don’t have many choices that we can make for them. My children will never miss their classes because I know that this will help them in the future...Like any child, Abolfazel changes every hour with what he wants to do and what he wants to become and we want to help him.”

For Abolfazel, his truths are also simple. “I just like to go to school. I like to learn something at school. Knowing about math. Math is my favorite. Roshan is so good and it’s super fun and I just like Roshan.”
Moon’s Story | “Give Me a Chance”

The first few months of Moon’s life in Indonesia after coming from Iraq were full of new sounds, smells, and moves to find someplace for her family to settle. Moon says it was stressful but she is so glad that her family never had to go to a shelter. Moon was eight years old when her family first came to Indonesia, her older brother was thirteen, and her sister six. Moon remembers feeling scared and yelling out to God and asking for help.

After some time, Moon and her family pieced together a life in Jakarta with the kids participating in a homeschool program in their local community. When this ended abruptly in 2017, Moon was desperate to keep learning but had no options. A year later during her weekly visit to the local mosque, her friend mentioned that they were studying at a place called Roshan. They said it was “like a too-small house for refugees to learn at.” Eager to get back into studying and learning, Moon, her sister, and her mother boarded a bus early in the morning the next week to see if they, too, could study at Roshan.

The bus ride from Moon’s home takes 2-3 hours. Moon never imagined that she and her sister would be taking such a long bus ride by themselves regularly, but for her, it was all worth it.

The first time Moon arrived at Roshan, classes were already full of students and the team was unsure where to put these two eager new young girls. “Please, I need to continue to learn,” Moon remembers saying to Ms. Ariane whom she met on the first day. Moon remembers saying, “Give me a chance, I can just sit outside of the classroom on the floor and take notes.” Her remarkable spirit and determination to keep learning were so clear that she was soon admitted as a Secondary student.

Five years later, Moon is still at Roshan teaching middle school math and studying for her GED exams through the GED prep program. Along with family and community responsibilities, Moon remains dedicated and always tries to make it to class. Moon has been known to create her schedule around Roshan activities and do everything in her power to make sure she never misses an opportunity to learn, teach, and grow.

Like many others in the Roshan family, Moon has made the most out of her education at Roshan and continues to give back with an inspiring sense of patience and purpose. When you ask Moon what helps her embrace her life in Indonesia, she says, “My parents and siblings just remind each other to be patient and God is big. We are 100% sure that God is preparing something good for us.”
Key Activities and Participants

As of December 2021, Roshan was serving 139 students across three academic programs.

<table>
<thead>
<tr>
<th>ACADEMIC &amp; LEARNING PROGRAMS</th>
<th>New Students</th>
<th>Students Served</th>
<th>Active Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations</td>
<td>24</td>
<td>63</td>
<td>52</td>
</tr>
<tr>
<td>Daily classes for children ages 3 - 17, focused on foundational literacy, numeracy and social emotional skills.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elite Open School</td>
<td>12</td>
<td>44</td>
<td>36</td>
</tr>
<tr>
<td>An accredited blended learning program for grades 6-12, leading to a U.S. high school diploma.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GED Prep*</td>
<td>27</td>
<td>65</td>
<td>51</td>
</tr>
<tr>
<td>A test preparation program for adult students ages 18+, leading to a U.S. GED high school equivalency diploma.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult ESL</td>
<td></td>
<td></td>
<td>Temporarily inactive during pandemic</td>
</tr>
<tr>
<td>ESL classes ranging from literacy to intermediate levels for parents, volunteers, and other adult students.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
<td>172</td>
<td>139</td>
</tr>
</tbody>
</table>
Roshan entered 2021 with more questions than answers in mind. What would this year look like? Are we ready for another year of remote learning? Another looming question was how our community and team would adapt to the departure of Roshan’s much-beloved Program Director (Brandon Baughn), as his family transitioned back to their home country in May. The Taliban takeover of Afghanistan added yet another layer of uncertainty and an unprecedented level of mental pressure on much of our refugee community members. Throughout a significantly more challenging year, the Roshan community remained steadfast in their resolve to serve and learn together. Students continued to overcome the many logistic and mental hurdles to move forward in their studies. Parents continued to share generous words of encouragement and gratitude with staff and teachers. We slowed down and made space to grieve with our Afghan volunteers, students, and families.

Meanwhile, the Roshan and YICF teams dove into the less glorious but necessary work of clarifying roles, structure, and communication flows. The year was also marked with moments of celebration, as we welcomed and received new Roshan team members from the U.S., and sent off friends who finally left for their new home countries through resettlement or new pathways. As we held year-end gatherings both virtually and in person, we found countless reasons to believe that a brighter future is always around the corner for Roshan.
The Foundations program welcomed a total of 24 new students in 2021, including a record-breaking 22 new students in August for the 2021/2022 academic year. For the first time, Roshan was able to clear out its waiting list, where some families had waited up to several years to join Roshan.

11 NEW ELITE OPEN SCHOOL STUDENTS

In 2021, the Elite Open School program welcomed 11 new middle school students as they made the exciting transition from Foundations into grades 7-8 in the Elite Open School system. This was the fourth and youngest cohort to join the program.

12 NEW GED GRADUATES

Despite many delays in testing due to the pandemic, 12 young adults obtained their GED diplomas, bringing the total cumulative graduates to 29 since the program’s launch in late 2018. In addition, a total of 41 students were able to pass at least one official exam within the year, drawing one step closer to graduation in their respective GED journeys.

2 FIRST HIGHER EDUCATION DEPARTURES

Two Roshan GED graduates successfully made their way from Indonesia to our partner university, LCC International University in Lithuania, starting new lives as international students. These are the first of hopefully many departures.

16 REFUGEE EDUCATORS

Sixteen refugee community members gained valuable professional experience in teaching and student support roles across Roshan academic programs. In addition, Roshan partnered with Church World Services to provide teacher training to 15 refugee teachers in other refugee learning centers.
Launched in 2019, Bersama is YICF’s first initiative serving refugees and Indonesians together. Over 70% of the 13,000 refugees in Indonesia are working-age adults with no right to local employment (UNHCR Indonesia, 2021). In addition, over 14% of Indonesian youth are unemployed and over 20% are not participating in any education, employment, or training activities (ILO 2020, World Bank 2019).

Within this context, the mission of Bersama is to create opportunities for young adult Indonesians and refugees to "work, learn, and belong":

- **Work**: Gain *practical experience* through remote, freelance work*
- **Learn**: Grow in *professionalism* and work readiness through mentorship and professional development activities.
- **Belong**: Enjoy a *sense of belonging* through a diverse, supportive community

Through corporate partnerships and a unique combination of online work and parallel learning activities, Bersama helps unemployed young adults prepare for employment, future resettlement, or other vocational opportunities.
Three years ago, Dimas would never have imagined where he would be today. Working in an administrative job and drawing on the side, he had no plans to leave his hometown of Padang nor pursue his passion for art.

That changed after a visit from his uncle from Jakarta. He realized he could no longer stay in Padang. Jakarta had more career opportunities. Dimas’s mother wanted him to secure a job first, but he was determined. Following his uncle’s advice – and undeterred by his mother’s concerns – he soon found himself in a new city with no job, community, or professional connections.

Dimas began applying for administrative jobs and soon found out about a vacancy for a “data labeler” with English skills. While his English was good enough to listen to music and read subtitles in movies, conversing in the language was new territory.

“I was shy. I sent my CV and it was in Indonesian. Hopefully, the interviewer would be local and speak Indonesian,” Dimas recalled. Instead, he found himself in a fully English interview with an American! After this complication, Dimas did not have much hope in getting accepted. But, a surprise came his way and he joined the first Bersama cohort in August 2019.

In Bersama, Dimas quickly caught onto the work of data labeling. He also found himself surrounded by people that supported him and helped him realize his passions. Soon, Dimas was introduced to the possibility of a different career path, contrary to the one his mother envisioned for him.

When Dimas mentioned his love of art to Joy Lee, Bersama’s Acting Program Director, he was tasked with designing the Bersama office space by painting the walls. Together with Hassan, a new refugee friend in the Bersama community, both of them got to work.

After this first experience, Dimas was later entrusted with the opportunity to design Bersama’s logo. One thing that set the program apart was the strong community aspect. “We have developed together like family despite different backgrounds, traditions, and cultures,” he says. For the logo, he used orange to represent hope, with a design resembling two people holding hands together.

Dimas then gained more confidence to take on commissioned art projects and even has international clients, thanks to the English skills he obtained in Bersama. Now in an exploration phase, Dimas is more confident that his interests lie in visual arts, whether in graphic design, digital/traditional portrait drawing, hand-lettering, or murals.

Joining Bersama was an unexpected blessing and journey for Dimas. Not only could he develop his English and art skills, but he finally found the community he was looking for. He was also able to save and support his family back home. More recently, through a Bersama referral, Dimas was accepted to a six-month internship with Nava+, a major marketing group in Indonesia. There, he will continue to cultivate his artistic skills. Who knows where he will be in another three years?
Ever since he was young, Zakir had always had an interest in IT and computer science. The 28-year-old refugee from Pakistan attended programs and computer classes, but never had the chance to apply what he learned until he joined Bersama in October 2019.

Zakir had heard of Bersama through a friend, who was a member at the time. Initially, he thought that the role would be demanding. Contrary to his expectations, he found that being a data dabeler came surprisingly easy for him. His first projects were in image and text annotation and quality assurance.

Armed with his IT skills, he quickly became a role model for many of his peers, particularly for his quick typing skills. He had practiced his typing in Pakistan with the goal of beating others who were faster than him. This ability gained him popularity in Bersama and many approached him to learn from him.

This was noticed by Micheal, Bersama’s Program Manager, and Zakir was assigned to multiple projects with more independence. Although told that he was a role model, to Zakir it did not mean that he was better than others. Rather, he was grateful that his skills can be used to help his fellow colleagues.

In 2020, Zakir was nominated as one of five first members to undergo Bersama’s new team leader training program. As a team leader, Zakir had to arrange bi-weekly meetings, train and give feedback to his team members, and provide emotional support. “It took a month or two before I felt truly confident,” he said. At first he had no confidence in being a leader. However, after his training and experience, Zakir felt that “there was nothing that I cannot do.”

He brought this mindset when facing challenges in his role, such as giving feedback to his team members. There were instances when he had to point out his members’ mistakes and inform them to fix it, often repeatedly. “Even if they made the same mistakes for the third time, I would not want to confront them but still tell them it could be done another way,” Zakir explained. He wanted to be perceived by his team members as a friend and not someone with a higher authority.

For Zakir, the Bersama tagline is meaningful: “work, learn, and belong.” Not only has he been able to earn income and grow as a professional, but he has found a community that is “like family” where members are “helping and growing together.”

Through Bersama, Zakir has gained enough experience in the data labeling industry to become a successful independent freelance data labeler. Now, he can support himself and even save up for university. Currently, his focus is on getting his bachelor’s in Computer Science at an online university.
As of December 2021, the Bersama community had 89 active members with access to work, learn, and belong activities.

**Key Activities and Participants**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th># of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data Labeling</strong></td>
<td><strong>AVERAGE 30</strong></td>
</tr>
<tr>
<td>Remote freelance work facilitated by Bersama. Based on qualifications and volume of work available.</td>
<td><strong>MEMBERS / MONTH</strong></td>
</tr>
<tr>
<td><strong>English Program</strong></td>
<td><strong>AVERAGE 36</strong></td>
</tr>
<tr>
<td>English classes ranging from Elementary - Advanced Levels, offered 2x per week and focused on workplace English.</td>
<td><strong>MEMBERS / TERM</strong></td>
</tr>
<tr>
<td><strong>Professional Development Program</strong></td>
<td><strong>AVERAGE 30</strong></td>
</tr>
<tr>
<td>Monthly sessions featuring internal and external speakers on a range of personal and professional development topics.</td>
<td><strong>MEMBERS / SESSION</strong></td>
</tr>
<tr>
<td><strong>Community Meetings</strong></td>
<td><strong>AVERAGE 43</strong></td>
</tr>
<tr>
<td>Monthly gatherings (virtual) allowing members to connect and stay motivated in their job searches, online work, and learning activities.</td>
<td><strong>MEMBERS / MEETING</strong></td>
</tr>
</tbody>
</table>

*Bersama partners with overseas companies to facilitate access to remote work, due to Indonesian regulations prohibiting local employment for refugees.*
2021 Bersama Highlights

In contrast to 2020, Bersama experienced a very different chapter of its life as a pilot program that was both more difficult and rewarding in new ways. A major challenge was a significant reduction in the volume of data labeling work flowing to the Bersama community, which created space for us to reflect on what we are truly about. This led to a realization that the heart of Bersama is the learning and self-discovery process that takes place around data labeling, and this process should ultimately help Members move forward to their “next step” in life and vocation. In this sense, 2021 was indeed a fruitful year.

While not all Bersama members were able to earn significant income through data labeling work, we saw members embracing opportunities to keep learning through our English program and monthly professional development sessions, or even finding the courage to pursue a new job, internship, or further studies. In the meantime, we were grateful to secure a second data labeling partnership with a company based a little closer to home in Malaysia—thanks to strong performance on a challenging pilot project. We ended 2021 with a reflective and celebratory year-end gathering, as community members shared their personal achievements and lessons learned throughout the year.

---

**52**

REFUGEES FROM 7 COUNTRIES*

**37**

INDONESIANS

**89**

COMMUNITY MEMBERS

---

* Afghanistan, Eritrea, Ethiopia, Pakistan, Palestine, Somalia, and Vietnam
$240,000+
INCOME GENERATED
SINCE 2019

In 2021, total Member income generated since program launch in August 2019 surpassed $240,000. In 2021 alone, Bersama Members collectively earned over $50,000 and served 22 data labeling projects. Members are matched to projects by Bersama and perform hourly work for partner companies as freelance data annotators.

17 NEW MEMBERS WELcomed

The Bersama community welcomed two new cohorts and 17 members, including its first members from a smaller city in Indonesia, Malang. Bersama continues to be a fully remote operation and piloted the integration of participants from outside of Jakarta.

23 MEMBERS BEGAN THEIR “NEXT STEPS”

10 Members transitioned from Bersama to full-time jobs, internships, or further education opportunities. An additional 13 Members began external specialized training, internship, or further education while remaining in the Bersama community.

3 MEMBERS PROMOTED

1 Indonesian Member and 2 refugee Members were promoted to Program Assistant and Lead Annotator/Intern roles in January 2021. As junior staff, they gained experience leading meetings, training and managing others.

SYNERGY WITH ROSHAN

27% of refugee members had completed or were in process of completing their high school studies through the Roshan GED Prep and Elite Open School programs. Bersama and Roshan continue to complement each other as sister programs, forming a unique work-study opportunity for refugees in Jakarta.

7 TEAM LEADERS TRAINED

Bersama conducted its annual Team Leader Training program for a second cohort. High-performing Members are provided training in basic leadership skills. Team leaders become eligible for progression to Lead Annotator roles in data labeling teams.

3 MEMBERS PROMOTED

1 Indonesian Member and 2 refugee Members were promoted to Program Assistant and Lead Annotator/Intern roles in January 2021. As junior staff, they gained experience leading meetings, training and managing others.
A key aspect of the YICF vision is to see a healthy, vibrant ecosystem growing around our programs and communities. We love that our partnerships continue to multiply both locally and internationally, reflecting the unique character and style of YICF as a locally rooted and globally connected organization.
Donor Community

In 2021, 119 individuals and families made generous financial contributions throughout the year, toward both general needs and specific projects. Most of our givers are personally connected to our work, and we could not be more thankful for the financial and moral support that they provide.

119

INDIVIDUALS/FAMILIES, INCLUDING:

61 in Indonesia
58 in the US or other countries

Funding Partners

Our core funding partners such as Jakarta International Christian Fellowship, Elite Education Group, Trash Mountain Project, and International English Service continued to provide essential funding for operations. We were also excited to receive special grants from Association Femmes d’Europe and Techsoup Asia, which enabled us to purchase much needed equipment, software, and technology to support remote operations through the pandemic.

20

ORGANIZATIONS, BUSINESSES, AND FOUNDATIONS

Indonesia
- Church World Services
- Covenant City Church
- Jakarta International Christian Fellowship
- International English Service (IES) Jakarta
- U.S. Embassy (J. Kirby Simon Foreign Service Trust)

Overseas
- Association Femmes d’Europe
- Elite Education Group
- NewStory
- Church LA (New)
- Smokelong Quarterly (New)
- Techsoup Asia (New)
- Trash Mountain Project
- UNHCR

11 in Indonesia
9 in the US or other countries

Significant gifts were also received from other private foundations, companies, and major donors who are not named in the list above.
Collaboration/In-Kind Support

We remain indebted to an even wider range of partners and their communities for choosing to trust and work with us. We are especially grateful for the many volunteers from the U.S. Embassy and Jakarta Intercultural School communities, and partners like Ninja Xpress, Essential Roastery, Tobing Estate, and the Nava+ Group who generously contribute their products and professional services.

<table>
<thead>
<tr>
<th>Indonesia</th>
<th>Overseas</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Anglo-Chinese School Jakarta*</td>
<td>• International Association For Refugees</td>
</tr>
<tr>
<td>• British School Jakarta*</td>
<td>• LCC International University</td>
</tr>
<tr>
<td>• Danacita</td>
<td>• Supahands</td>
</tr>
<tr>
<td>• Essential Roastery</td>
<td>• TEAM</td>
</tr>
<tr>
<td>• Jakarta Intercultural School</td>
<td>• TELUS International</td>
</tr>
<tr>
<td>• Liberty Society</td>
<td>• Transformational Business Network Asia</td>
</tr>
<tr>
<td>• Nava+ Group</td>
<td></td>
</tr>
<tr>
<td>• Ninja Xpress</td>
<td></td>
</tr>
<tr>
<td>• Resource Global</td>
<td></td>
</tr>
<tr>
<td>• Royal Progress Hospital</td>
<td></td>
</tr>
<tr>
<td>• Sampoerna University</td>
<td></td>
</tr>
<tr>
<td>• Tobing Estate</td>
<td></td>
</tr>
<tr>
<td>• UNHCR Indonesia</td>
<td></td>
</tr>
<tr>
<td>• U.S. Embassy</td>
<td></td>
</tr>
<tr>
<td>• Universitas Indonesia</td>
<td></td>
</tr>
<tr>
<td>• YUM Organic Farm</td>
<td></td>
</tr>
</tbody>
</table>

* Student engagement only
YICF was established as an umbrella organization with a unique structure, in which 100% of donations given for a particular program goes directly to the program’s designated fund. In turn, each program contributes to the cost of shared services provided by the YICF staff and leadership team. Every year, the Board of YICF approves a combined annual budget and allocation of YICF expenses according to the size and resources available to each program.

### 2021 FINANCIAL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>IDR (Rp.)</th>
<th>USD ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>6,986,070,605</td>
<td>488,536</td>
</tr>
<tr>
<td>Expenses</td>
<td>6,396,410,384</td>
<td>447,30</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>589,660,220</td>
<td>41,235</td>
</tr>
<tr>
<td>Total Year End Assets</td>
<td>6,010,635,884</td>
<td>420,324</td>
</tr>
</tbody>
</table>

Note: All USD figures use an exchange rate of 14,300 IDR = 1 USD.
### 2021 Sources of Income

<table>
<thead>
<tr>
<th>Source</th>
<th>IDR (Rp.)</th>
<th>USD ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>3,384,251,247</td>
<td>236,661</td>
</tr>
<tr>
<td>Grants and Restricted Gifts</td>
<td>3,515,422,211</td>
<td>245,834</td>
</tr>
<tr>
<td>Merchandise/Coffee Sales (Net)</td>
<td>19,494,113</td>
<td>1,363</td>
</tr>
<tr>
<td>Student Fees</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest and Other</td>
<td>66,903,033</td>
<td>4,679</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,986,070,605</td>
<td>488,536</td>
</tr>
</tbody>
</table>
2021 Allocation of Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>IDR (Rp.)</th>
<th>USD ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Expenses</td>
<td>5,204,253,647</td>
<td>363,934</td>
</tr>
<tr>
<td>YICF Shared Expenses</td>
<td>1,160,495,420</td>
<td>81,154</td>
</tr>
<tr>
<td>Other (Bank Fees)</td>
<td>31,661,317</td>
<td>2,214</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,396,410,38</strong></td>
<td><strong>447,301</strong></td>
</tr>
</tbody>
</table>

*1%*
### 2021 Breakdown of Program Expenses

<table>
<thead>
<tr>
<th></th>
<th>IDR (Rp.)</th>
<th>USD ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>YICF</td>
<td>67,370,632</td>
<td>4,711</td>
</tr>
<tr>
<td>Roshan</td>
<td>2,127,575,663</td>
<td>148,782</td>
</tr>
<tr>
<td>Bersama</td>
<td>1,169,149,881</td>
<td>81,759</td>
</tr>
<tr>
<td>LIFE</td>
<td>1,501,147,471</td>
<td>104,975</td>
</tr>
<tr>
<td>Other*</td>
<td>339,010,000</td>
<td>23,707</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,204,253,647</strong></td>
<td><strong>363,934</strong></td>
</tr>
</tbody>
</table>

* YICF maintains a few private sponsorships for refugee families formerly supported by the FAAR housing & food assistance program (closed officially in late 2019).
Unlocking brighter futures: together.

Based in Jakarta, Indonesia, we are a diverse learning community of over 150 students of all ages and over 70 volunteers and staff members. We are refugees, Indonesians, and other foreign nationals working together to create a place where people from all walks of life find hope, kindness, and life-changing relationships.

What we’re about:

• Providing quality education in a safe learning environment for refugee children and youth.
• Empowering refugee adults with service opportunities and language and professional skills.
• Building a supportive community in which refugees, Indonesians, and other foreign nationals encourage, serve, and learn together.

Our program mission

To provide a safe learning space where refugees find hope in community and pursue brighter futures through education.
Our student body remains diverse with 9 countries being represented. Our student population roughly mirrors national refugee demographics, with 59% of our students being from Afghanistan and 41% from countries including Eritrea, Iran, Iraq, Yemen, and others.

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>82</td>
<td>59%</td>
</tr>
<tr>
<td>Egypt</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Eritrea</td>
<td>21</td>
<td>15%</td>
</tr>
<tr>
<td>Iran</td>
<td>8</td>
<td>6%</td>
</tr>
<tr>
<td>Iraq</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>Pakistan</td>
<td>4</td>
<td>3%</td>
</tr>
<tr>
<td>Palestine</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Yemen</td>
<td>8</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>139</strong></td>
<td></td>
</tr>
</tbody>
</table>
By December 2021, volunteers were serving in over 90% of teaching and student support roles in our three core academic programs (Foundations, Elite Open School, and GED Prep).

Refugee community members continue to be the most stable and consistent volunteers across our leadership and academic program teams, while volunteers from the local Indonesian and foreign national communities rotate throughout the year. The Foundations and Elite Open School programs especially rely heavily on 13 refugee volunteers who serve as teaching apprentices or lead mentors.

Roshan is also a meaningful service learning tradition for high school students from Jakarta Intercultural School and Anglo Chinese School Jakarta, who provided extra curricular classes on Saturdays throughout the year.

### Active Volunteers (as of Dec. 2021)

<table>
<thead>
<tr>
<th>Volunteer Role</th>
<th># of Volunteers</th>
<th>% Refugee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations (Teachers)</td>
<td>16</td>
<td>56%</td>
</tr>
<tr>
<td>Elite Open School (Mentors, Coaches, and Teachers)</td>
<td>4</td>
<td>100%</td>
</tr>
<tr>
<td>GED Prep (Teachers and Mentors)</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Saturday Program (Tutors / Extracurricular Classes)</td>
<td>29</td>
<td>7%</td>
</tr>
<tr>
<td>Leadership (Managers and Coordinators)</td>
<td>4</td>
<td>100%</td>
</tr>
<tr>
<td>General Operations/Other</td>
<td>1</td>
<td>100%</td>
</tr>
</tbody>
</table>
The Roshan Community - Program Staff Team (as of January 2022)

Roshan has a dynamic, “blended” leadership team of Indonesians, refugees, and foreign nationals from diverse backgrounds who serve as managers and coordinators to ensure our activities are both relevant to the community’s needs and meet high standards of quality.

ARIANE ALANA
Academic Principal
Indonesia

TIARA ARYANI
Administrative Principal
Indonesia

NASER (MASOUD) ARAN
Finance & Facilities Manager / Roshan Co-Founder
Afghanistan

ESMAT AHMADI
Community Relations Manager
Iran

YANTI BR SITEPU
Foundations Program Manager
Indonesia

MUSA AHMADI
GED Program Manager
Afghanistan

CAITLIN HOWE
Program Director
USA

JANE LEE
Interim Elite Program Manager/Education Specialist
USA

Special Thanks

We would like to recognize and express our gratitude for staff who served faithfully with us before transitioning to their next steps in 2021.

• Brandon Baughn, Program Director
• Farida Alimi, Volunteer Coordinator
• Mamoon Alsafadi, Elite Program Coordinator
Work, Learn, Belong.

Launched in 2019, Bersama is YICF’s first initiative serving refugees and Indonesians together. Over 70% of the 13,000 refugees in Indonesia are working-age adults with no right to local employment (UNHCR Indonesia, 2021). In addition, over 14% of Indonesian youth are unemployed and over 20% are not participating in any education, employment, or training activities (ILO 2020, World Bank 2019).

Through corporate partnerships and a unique combination of online work and parallel learning activities, Bersama helps unemployed young adults prepare for employment, future resettlement, or other vocational opportunities.

bersama.org

Our program mission

To create opportunities for young adult Indonesians and refugees to work, learn, and belong.

- **Work**: Gain *practical experience* through remote, freelance work*
- **Learn**: Grow in *professionalism* and work readiness through mentorship and professional development activities.
- **Belong**: Enjoy a *sense of belonging* through a diverse, supportive community

*Currently focused on facilitating freelance data annotation work in partnership with overseas data labeling companies.*
Bersama Community

Bersama manages a community of freelance data annotators who participate in projects sourced from data labeling partners and professional development and learning activities provided by the Bersama program. Since Bersama’s launch in August 2019, 6 cohorts have joined the community. Members are from diverse educational backgrounds and nationalities, creating a rich cross-cultural experience. All program activities are conducted in English, though Members have performed data labeling tasks in over 7 languages over the years.

Approximately 70% of working age refugees in Indonesia are male, and most single men do not qualify for assistance programs. Hence, the majority of our refugee workforce are male.

Our aim is to continue working toward at least 40% women across the whole community.
### Members by Nationality

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>35%</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>6%</td>
</tr>
<tr>
<td>Eritrea</td>
<td>7%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>42%</td>
</tr>
<tr>
<td>Pakistan</td>
<td>6%</td>
</tr>
<tr>
<td>Somalia</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Members by Education Background

<table>
<thead>
<tr>
<th>Education Background</th>
<th>Indonesian</th>
<th>Refugee</th>
<th>Total/Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Secondary</td>
<td>-</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Secondary/Secondary Equivalent (Partial/In Progress)</td>
<td>-</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Secondary/Secondary Equivalent</td>
<td>19</td>
<td>25</td>
<td>44</td>
</tr>
<tr>
<td>Polytechnic/Vocational Degree</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Bachelor’s Degree (Partial/In Progress)</td>
<td>-</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>16</td>
<td>8</td>
<td>24</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total/Type</strong></td>
<td><strong>37</strong></td>
<td><strong>52</strong></td>
<td><strong>89</strong></td>
</tr>
</tbody>
</table>
Bersama Program Staff (as of January 2022)

JOY LEE
Acting Program Director / YICF Executive Director
USA / S. Korea

MICHAEL
Program Manager
Indonesia

MECCA VERDIANO BOOR
Program Assistant
Indonesia

AHMAD MORADI
Community Management Intern / Lead Annotator
Afghanistan

2021 Data Labeling Activity by Numbers

<table>
<thead>
<tr>
<th>2 PARTNER COMPANIES</th>
<th>22 PROJECTS*</th>
<th>18,880 HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|$50,021 TOTAL MEMBER EARNINGS**|

<table>
<thead>
<tr>
<th>AVG. PARTICIPATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 MEMBERS PER MONTH</td>
</tr>
</tbody>
</table>

* Primarily quality assurance projects
** Cumulative total (Oct 2019 – Dec 2021): $243,871

2021 Learning and Community Activities by Numbers

<table>
<thead>
<tr>
<th>COMMUNITY MEETINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 sessions</td>
</tr>
<tr>
<td>42 participants (avg.)</td>
</tr>
<tr>
<td>51% participation rate (avg.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROFESSIONAL DEVELOPMENT PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 sessions</td>
</tr>
<tr>
<td>12 speakers</td>
</tr>
<tr>
<td>37% participation rate (avg.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENGLISH PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 terms</td>
</tr>
<tr>
<td>36 students per term from Elementary – Advanced Levels</td>
</tr>
<tr>
<td>82% participation /attendance rate (avg.)</td>
</tr>
</tbody>
</table>