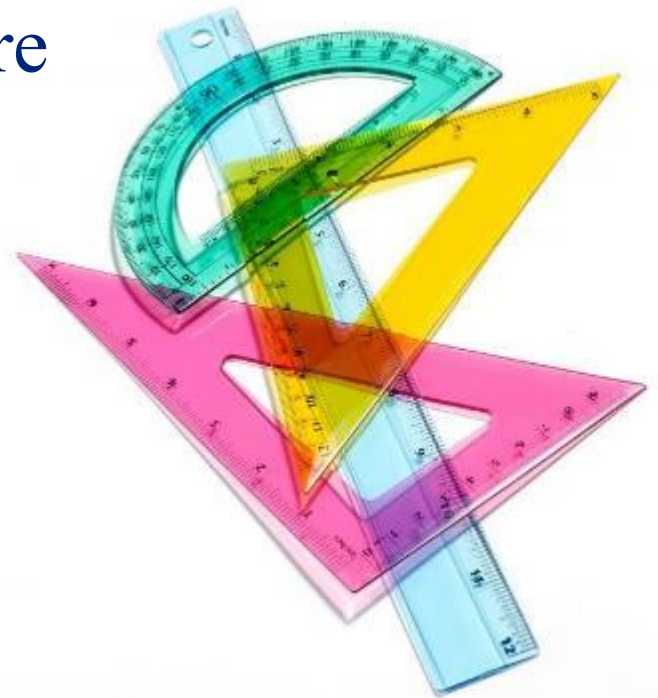


Efficacy assessment  
of Christel House Bangalore  
**Executive Summary**



# Important Notice

This report has been prepared on the basis of the limitations set out in the transmittal letter over the page. This report is intended solely for the information and internal use of Christel House International and its affiliates and is not intended to be and should not be used by any other person or entity.

Readers are deemed to have understood and accepted the above notice.

Christel House International  
Suite 1990  
10 West Market Street  
Indianapolis, IN 46204-2973  
United States of America

September 5, 2016

Kind attention: Ms. Cheryl Wendling, Senior Vice President

Dear Madam,

## **Project Prometheus**

Further to our report dated 22<sup>nd</sup> July, 2016, we are pleased to enclose an extract of our report (“Report”) prepared in accordance with the terms of our engagement letter dated 12 February 2016 (“Engagement Letter”). We have performed an assessment on the efficacy of Christel House Bangalore as detailed in Appendix 2 of our Engagement Letter.

This report is confidential to Christel House International and its affiliated entities (“Client” or “You”) and is subject to the restrictions on use specified in the Engagement Letter. No party is entitled to rely on this report for any purpose and we accept no responsibility or liability to any party whatsoever in respect of the contents of this report. The report shall not be circulated, quoted, disclosed, or distributed to any other party without our prior written consent. Such consent will not be unreasonably withheld.

We draw your attention to the section titled ‘Scope and Bases of Work’ included in Appendix 1, in which we refer to the scope of work, sources of information and the limitations of the work undertaken.

**Deloitte Touche Tohmatsu India LLP**  
27th Floor, Tower 3, Indiabulls Finance Centre,  
Senapati Bapat Marg, Elphinstone (W),  
Mumbai 400 013, India.  
Tel: +91 (22) 6185 5000  
Regd. Office: 12, Dr. A.B. Road, Worli, Mumbai

This report consists of our findings & analysis around the following areas of scope:

- Profiling the typical student intake for Christel House Bangalore in the context of its objective to focus on children from the most disadvantaged sections of society
- Assessing infrastructure and facilities offered by Christel House Bangalore and comparing these with those of government and private institutions
- Assessing the additional support given to students considering the nature of their background and comparing this with practices of other NGOs
- Assessing the impact of Christel House initiatives and support programs on students in terms of academic, nutritional and employment outcomes for the children
- Assessing the impact of Christel House initiatives and support programs on parents and families of students
- Assessing the efficiency of Christel House Bangalore in managing costs and fund-raising activities

This report has been prepared after considering the information received by us up to 16<sup>th</sup> May 2016. There may have been other developments since then, which could have an impact on the assessment and analyses detailed in this report. However, we take no responsibility for the possible impact of such events and circumstances including updating this report for the same.

Our services have been limited in nature, by the time available and the scope of our services. In the circumstances, we may not be aware of all facts or information that you may regard as relevant. Furthermore, we have not corroborated the information received and, to that extent, the information may not be reliable. We accept no responsibility for matters not covered by the report or omitted due to the limited nature of our analysis.

Yours faithfully,

For, Deloitte Touche Tohmatsu India LLP.

Rajiv Sundar

Partner

# Christel House Bangalore is an education- focused NGO whose mission is to give children born into poverty the opportunity to become productive, self-sufficient citizens



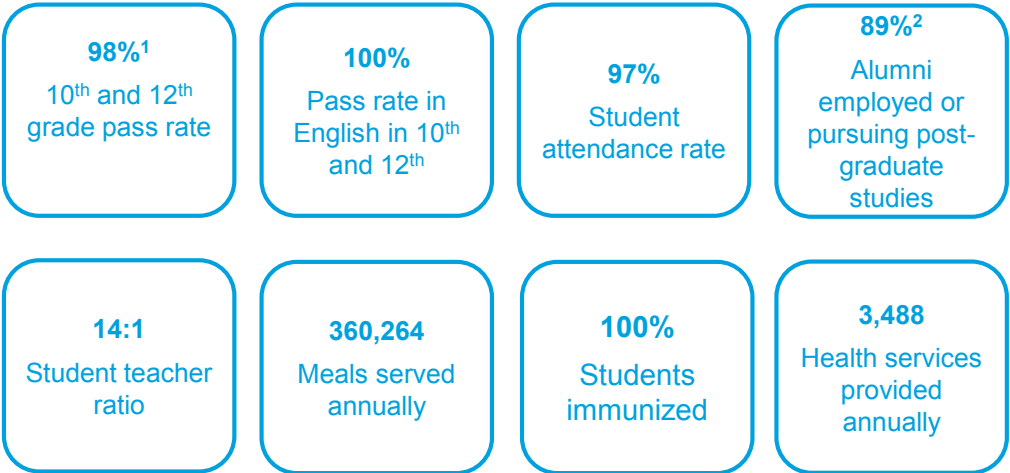
**Vision**  
*“Christel House transforms the lives of children by breaking the cycle of poverty”*

**Mission**  
*“To help impoverished children become self-sufficient members of society, Christel House provides robust K-12 education, character development, healthcare and nutrition, family assistance, career guidance and job placement”*

## Overview

- Christel House Bangalore (part of Christel House India) is a fully-equipped English medium school which provides **free education** from kindergarten to grade 12 to children from severely impoverished backgrounds – **typically first generation learners**
- CH Bangalore is one of the very few schools in Karnataka to teach in English **right from Kindergarten**; Hindi and Kannada also form part of the curriculum
- A curriculum based on international educational standards is followed till Grade 8 in order to achieve a standard commensurate to global peers. The Karnataka State Board curriculum is followed for grade 9 and 10 examinations; in addition national standardized tests are also conducted
- As part of the character development program, cultural activities, life skills trainings and community service programs are held
- Two daily nutritious meals with an afternoon snack, an annual health check up and medical services for the students are provided
- The school implements a comprehensive career guidance and counselling program
- Students are supported post the 12<sup>th</sup> grade with scholarships for those pursuing further studies, and guidance with job searches for students joining employment

## Key statistics



Note: (1) For latest available cohort  
 (2) Figure for alumni employed or studying post tertiary studies is for 2011 and 2012 12<sup>th</sup> grade cohorts

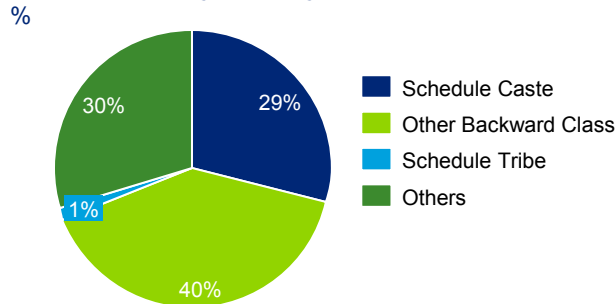
## Key finding

CH Bangalore is able to identify and target students from the weakest sections of society

Students at CH Bangalore are over 25% more likely to pass the Class 10 examination, and 50% more likely to pass the Class 12 examination than students of government schools serving a similar demographic

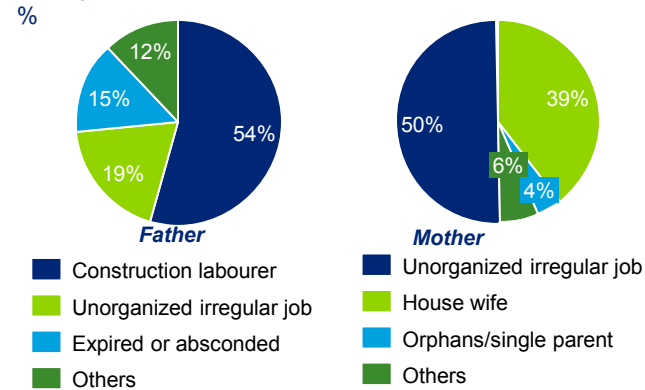
## Observations

### Student profile by ethnicity<sup>1</sup>, as of 2013-14



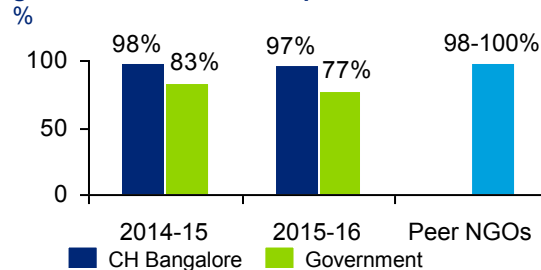
Note: (1) As per Articles 341 and 342 respectively of the Constitution of India

### Family profile of 2015-16 KG class

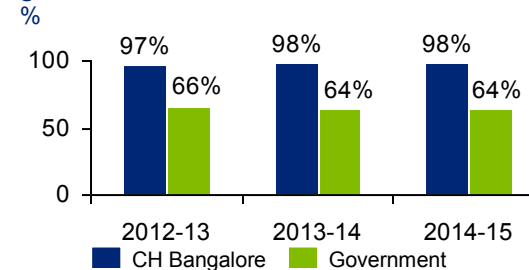


- c.70% students (as of 2013-14) are from a Scheduled Caste/Tribe or Other Backward Class ethnicity
- Analysis of the backgrounds and nutrition statistics of students reveal that they come from poor communities, dysfunctional families and disadvantaged social groups, and seem under-nourished compared to global norms
- The average daily household income for families of Christel House Bangalore students is c.USD3.5

### SSLC pass percentages for CH Bangalore vs. government schools and peer NGOs



### PUC pass percentages for CH Bangalore vs. government schools



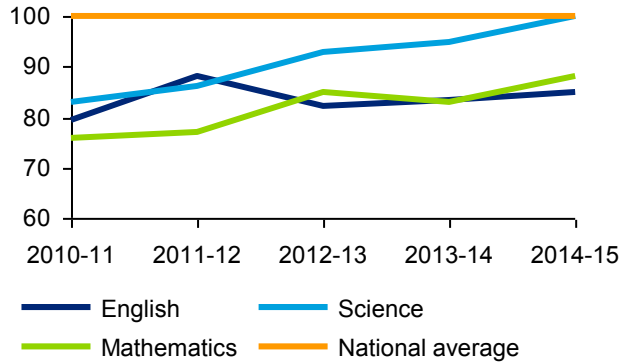
- CH Bangalore's pass percentage in the 10<sup>th</sup> and 12<sup>th</sup> grade board exam has been close to 100%, far higher than that of government schools
- Peer NGOs studied also recorded pass rates c.100% (for Grade 10, they do not offer PUC) and hence CH Bangalore is at par with its peers
- CH Bangalore's pass percentage in the 12<sup>th</sup> grade exam for 2015-16 is 94% while the pass rate for the state is 57%

**Key finding**

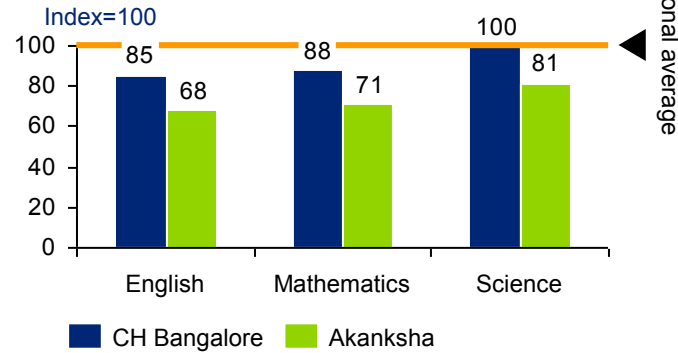
Performance in ASSET in all subjects has seen an improvement between 2011 and 2015, and is significantly better than that of another NGO that works with similar children in Mumbai

**Observations**

**Indexed average ASSET scores of CH Bangalore vs. national averages in English, Mathematics and Science, 2011-15**  
Index=100



**Indexed average ASSET scores of CH Bangalore vs. Akanksha in English, Mathematics and Science, 2014-15**  
Index=100



- In English and Mathematics, CH Bangalore’s performance has seen a growth of 6 and 12 percentage points respectively, from 2010-11 to 2014-15
- With a growth of 17 percentage points over the years, Science is CHI’s best performing subject, with the school reaching the national average in 2014-15
- CH Bangalore has also performed significantly better than Akanksha, a peer education focused NGO – where indexed scores are higher by 17-19 points

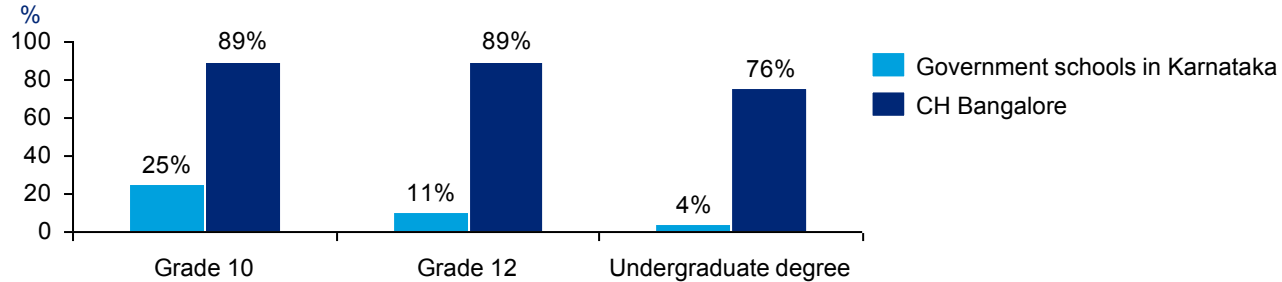
## Key finding

A student starting primary education in CH Bangalore is 8 times more likely to successfully complete the school-leaving (Class 12) examination, and 19 times more likely to graduate from a tertiary education program as compared to a government school student

The proportion of PUC graduates entering a STEM full-time program seems to be increasing

## Observations

**Estimated likelihood of KG student passing out from various grades, CH Bangalore<sup>1</sup> vs. government schools**



**Likelihood multiple of CH Bangalore student passing out**

4x

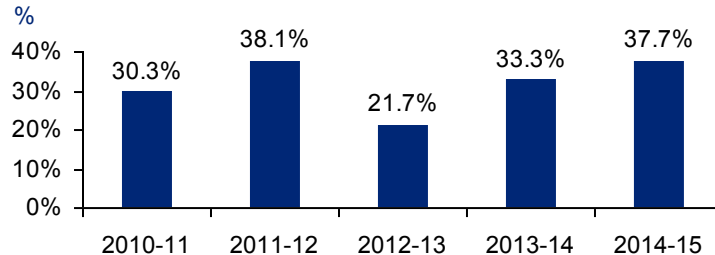
8x

19x

Note: (1) Includes data where available for students who leave CH Bangalore after grade 10 but pursue PUC elsewhere, actual retention rate could be higher

- For every 100 students entering primary education in a government school, 25 complete grade 10, 11 complete Grade 12 and 4 complete a tertiary education program (students who completed a tertiary education program in 2014-15)
- Analysis of the PUC pass-out batches of 2011 and 2012 revealed that for every 100 students entering primary education in CH Bangalore, 89 completed Grade 10, 89 completed grade 12 and 76 completed a tertiary education program

**Proportion of PUC pass-outs who got into STEM fields (full-time education), 2011-15**



- The proportion of PUC graduates getting into a STEM program has increased from c.30% in 2011 to c.38% in 2015
- BSc, BE and BCA seem to be the preferred STEM degrees students have opted for after PUC graduation



Key finding	Observations					
<p>CH Bangalore's infrastructure, facilities and support programs for students and parents compare favorably with those of other NGOs that work in a similar space</p>	Key parameters	CH Bangalore	NGO 1	NGO 2	NGO 3	NGO 4
	<b>Overview</b>	<ul style="list-style-type: none"> <li>Provides free education to children from impoverished backgrounds through an owned school</li> </ul>	<ul style="list-style-type: none"> <li>Provides free education to children from impoverished backgrounds through an owned school</li> </ul>	<ul style="list-style-type: none"> <li>Provides free education to impoverished children by managing schools</li> </ul>	<ul style="list-style-type: none"> <li>Aims to address the lack of quality leadership in the education sector with a 2 year fellowship</li> </ul>	<ul style="list-style-type: none"> <li>Provides free education to impoverished children by managing schools</li> </ul>
	<b>Infrastructure and facilities</b>					
	<b>Health and nutrition support</b>					
	<b>Careers and post-secondary education support</b>					
	<b>Parental support programs</b>					
<p> Lowest effort/standard  Highest effort/standard</p>						
<ul style="list-style-type: none"> <li>In terms of infrastructure such as classrooms, library, playground, dining hall and facilities for music, art and sports CH Bangalore seems to be better than other comparable NGOs</li> <li>CH Bangalore's health and nutrition program which offers breakfast, lunch and an afternoon snack daily and full medical care is at par with one NGO but more comprehensive than other peers</li> <li>CH Bangalore's college and careers program which provides career guidance, scholarships and assistance with job search appears to be wider in scope and more structured than that of the other NGOs</li> <li>The parental support and community outreach program of CH Bangalore seems to be at par with the other NGOs, with most holding regular parent-teacher meetings and parent workshops</li> </ul>						

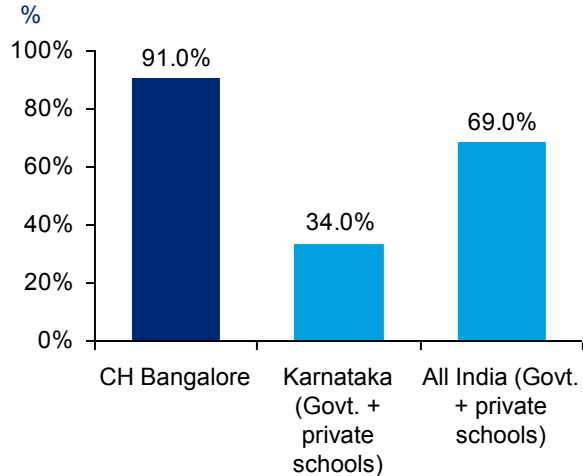
## Key finding

Analysis of teacher related statistics of CH Bangalore reveals a better qualified base, with higher attendance records and a lower attrition rate compared to national benchmarks for government and private schools

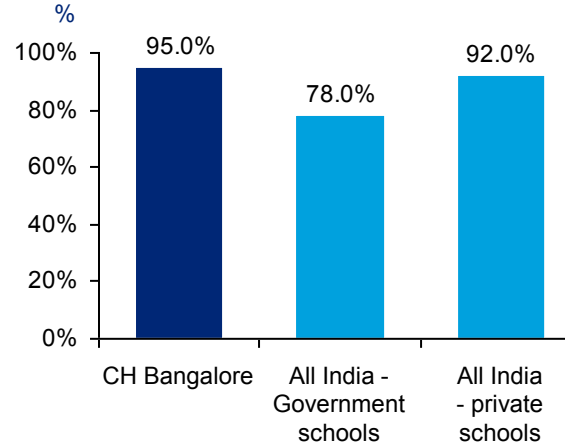
Feedback on CH Bangalore from various stakeholders was generally positive on all aspects including quality of teaching, infrastructure and support programs

## Observations

**Percentage of teachers who are college graduates 2014-15, CH Bangalore vs. benchmarks**



**Teacher attendance rates 2014-15, CH Bangalore vs. benchmarks**



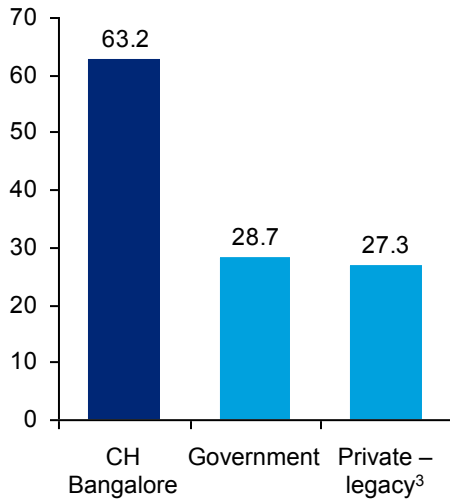
- CH Bangalore's teacher base has c.91% college graduates compared to 34% and 69% for Karnataka State and All India respectively in 2014-15
- Teacher attendance was 95% for CH Bangalore in 2014-15 compared to the All-India average of 78% and 92% for government and private schools
- Teacher attrition rate for CH Bangalore was c.16% for CH Bangalore during 2015-16 compared to the All-India average of 25% and 17% for government and private schools
- Several teachers and students mentioned that CH Bangalore was superior to other government and private schools they had engaged with in all aspects
- Employers seemed pleased with the quality of recruits into their programs and commented that CH Bangalore students were at par with their global peers in terms of communication skills and aptitude
- *"In my previous school the infrastructure was very poor and we ate sitting on the floor. Here we have a proper dining room and other things like a chemistry lab, music room"* - Student
- *"CH Bangalore provides everything for our children-their schooling, meals and medical treatment. Also, we know that our children are well taken care of when they are at school. There is nothing more we could ask for"* - Parent
- *"CH Bangalore hires' performance is at par with peers from all over the world. The students are confident, clear thinkers with strong communication and IT skills. I would recommend CH Bangalore as a source of talent to others"* - Employer

## Key finding

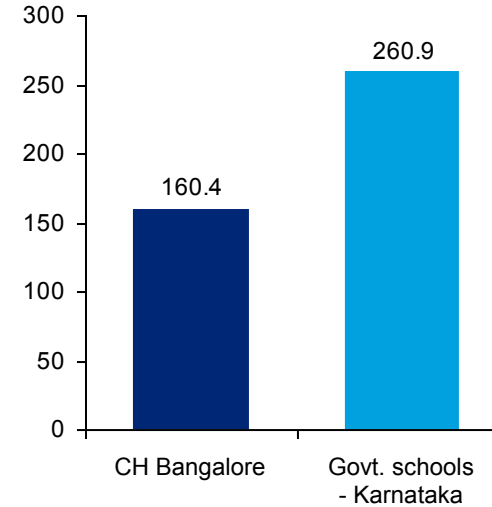
CH Bangalore's cost per student appears to be higher than a private school due to a lower student-teacher ratio, however the cost to produce one PUC graduate is far lower than that for government schools

## Observations

**Comparable cost per student for CH Bangalore vs. benchmarks<sup>1</sup>, FY15**  
INR '000



**Estimated cost per passed student<sup>1</sup> for CH Bangalore vs. government schools<sup>2</sup>**  
INR '000



- Note: (1) Estimated as total costs divided by number of students who passed in 2014-15  
 (2) Does not include depreciation, capex, land costs and interest expenses  
 (3) Some of these schools are aided and hence exact costs may vary

- On a comparable basis, CH Bangalore's cost per student was INR63k after elimination of expenses related to fund-raising, remedial program, the College & Careers program and other costs exclusive to CH Bangalore
- CH Bangalore's staff costs seem higher than those for government and private schools, however their student-teacher ratio is more favourable at 14 compared to 26 for a Karnataka government school, 25-45 for a private –legacy school
- The probability of a CH Bangalore student successfully completing Class 12 is 8x higher than that for a student in a government school; hence, on a normalized basis, the cost to produce one PUC graduate, at INR160k is nearly 40% lower for CH Bangalore than for government schools at INR261k

# Deloitte.

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