



A SUMMARY OF ACHIEVEMENTS

2018 TO JUNE 2021

Date: 30th June 2021

Message from the Chairman

My warmest greetings to parents students and staff of Stafford!

As the current Chairman SSLSD, I am pleased to present the report for the last 3 years (2018 to 2021) to the SSLSD Community.

In the midst of one of the most challenging times of history, we have managed to get our teaching and learning going. Let me thank therefore the Administrators, Staff and Faculty of Stafford Sri Lankan School Doha for their commitment and dedication to the education of our children. Let me heap praise on the parents for choosing Stafford as well as staying with us during these challenging times.

During my tenure as the chairman, I together with my team was able to improve the facilities for our children by investing in a new campus for the pre-primary wing, while also upgrading the main campus with new Science and IT laboratories as well as sports facilities. We also invested heavily on upgrading the classrooms and internet connections to enable blended learning so that the teaching learning process remained uninterrupted at Stafford while most other schools in Doha struggled to do so.

Our students achieved the best results in the school's history including global and regional top achiever awards in 2019. However, it is unfortunate that our students who performed exceptionally well were not able to claim such awards in 2020 and 2021 since the exams were replaced with center assessed grades.

Most extra-curricular and sports activities unfortunately were affected by the pandemic last year. However, we still managed to celebrate some of our cultural events using the available modes. We consider harmony among all religious and ethnic groups a top priority at Stafford, and we will continue to celebrate our cultural diversity.

While I take a humble pride in the achievements, we have made during the last few years, we are also working on raising funds to build a purpose-built school on the land we have been allocated in Al-Thumama. This is going to be a primary task in the coming years. With the support of the Sri Lankan embassy in Doha together with the Sri Lankan community in Doha we can look forward to a brighter future for our school.

My best wishes to all of you!!!

Sanath Kohowilage,

Chairman,

Board of Directors



Confidentiality notice

This document is solely for the information of the parents of the school. Extraction of any part of this document, sharing the document in its entirety or part of it via any media with any third party other than parents without the written consent from the Chairman of the Board and the Principal, will be considered illegal and unlawful.



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- **Board of Governors & Structural changes**



LOGISTICS



LOGISTICS

- **Expansion of the fleet with additional Buses.**
- **Development of Sports facilities and purchase of new sports equipment.**
- **Purchase of new school furniture for the main school and the new preprimary school.**
- **Building of a new Junior IT Lab with 40 computers.**
- **Expansion of the Biology Lab.**
- **Construction of a reading room for the primary section**



DEVELOPMENT OF INFRASTRUCTURE AND OTHER FACILITIES



INFRASTRUCTURE DEVELOPMENT

- **The canteen facility was refurbished increasing the capacity and upgrading furniture.**
- **A new Guardroom with parents' waiting area was built under the summer maintenance project 2019/20.**
- **A multifunctional sports court was built, and the football ground was refurbished.**
- **A new Junior IT lab and a reading room for primary school were established.**
- **Staff Accommodations were refurbished after nearly 5 years at the expense of the owners, saving a substantial cost to the School.**
- **All the necessary COVID 19 precautionary measures (washbasins, social distancing in the classes, sanitization units, isolation rooms) were facilitated complying with Ministry of Public Health's guidelines and regulations.**



FACILITY DEVELOPMENT

- **The contract of the New Preprimary School was negotiated with a rent increase lock for four years and a delayed contract start date saving QR 1.3million for the school.**



New Purpose Built School Project



Progress of the New Purpose Built School Project

- **A Special Steering Committee was formed with the inclusion of BOD members and members of IESL Qatar Chapter. Parents' representatives will be invited to join the Steering Committee**
- **A detailed feasibility study including a financial feasibility was done with the assistance of the members of the IESL Chapter**
- **Discussions are under way with the assistance of the Embassy with Financial Institutions, Philanthropists, and Governmental Institutions for financing the new Building**
- **Primary level approvals have already been obtained and the design consultants are working on obtaining other approvals**



MAINTENANCE



MAINTENANCE DEVELOPMENT

- **New Cleaners were added to the cadre (recruited locally and from Sri Lanka)**
- **A New Cleaning roster was implemented to improve efficiency.**
- **Over 60% of the new preprimary school maintenance work was done by the school in- house team, saving a substantial labor cost.**
- **Fumigation and sanitization of premises/buses were done on a regular basis by the auxiliary staff.**
- **All the installations and repairing of washroom amenities were carried out by the in-house auxiliary staff.**



STAFF DEVELOPMENT



STAFF DEVELOPMENT

- **Qualified teachers and the admin staff were recruited to match the eligibility criteria specified by the MOEHE.**
- **Annual Training and development sessions for the academic staff were organized and funded.**
- **A welfare & Grievance Committee was formulated to attend to the needs of parents' and of the staff members' to facilitate their monetary and non-monetary requirements.**
- **For the first time in the history of the school annual performance evaluation was conducted for all staff members including support staff**



SPORTS ACHIEVEMENTS



SPORTS ACHIEVEMENTS

- **For the first time in the school history, the senior sports meet was held in the Aspire Dome in the academic year 2019/20.**
- **Three students of the school Cricket team were qualified to play for the under 19 Qatar National Cricket team.**
- **A memorandum of understanding was signed between SSLSD and Qatar Basketball Federation on 12.02.2020; Valuable Basketball equipment were received.**
- **Students participated in the Annual School Olympics 2019/20; four teams participated and two were selected for further rounds.**
- **School hockey team participated in the hockey games organized by the Qatar Hockey Federation.**



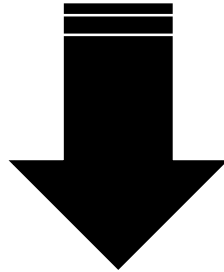
ACADEMIC ACHIEVEMENTS



STUDENT BASE

S/N	Class	No. Of Students
1	Special Needs Class	07
2	Lower Reception	133
3	Upper Reception	252
4	Year 1	253
5	Year 2	221
6	Year 3	188
7	Year 4	145
8	Year 5	136
9	Year 6	111
10	Year 7	118
11	Year 8	104
12	Year 9	87
13	Year 10	94
14	Year 11	61
15	Year 12	39
16	Year 13	46
	Total	1995

**TOTAL COUNT
(30.06.2021)**

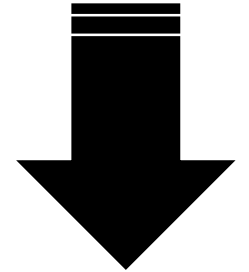


1995

STAFF BASE

S/N	Category	No. Of Staff
Academic Staff		
1	Teacher Assistant	24
2	Assistant Teachers	15
3	Teachers (incl temp staff)	79
Non Academic Staff		
4	Non Academic Staff	24
Supporting Staff		
5	Drivers	13
6	Helpers	10
	Total	

**TOTAL COUNT
(end of Jun 2021)**



165



ACADEMIC ACHIEVEMENTS

- **Top achievements at Edexcel IPLS, IGCSE, IAL examinations 2019**

Three global top achievers

Six Middle East top Achievers and

Three Qatar top achievers .

- **Edexcel IPLS,IGSCE ,IAL examinations 2020 -100% pas rate and outstanding Center Assessed grades**
- **Upgrading ICT facilities and Internet connection to facilitate uninterrupted blended learning**
- **Successfully conducting online lessons as well as online examinations to ensure smooth functioning of teaching and learning during the pandemic**



SSLSD PARENTS' ASSOCIATION



FORMATION OF PARENTS' ASSOCIATION

- **For the first time in the school history, the Parents' Association for the academic year 2020/21 was formed by an election process in accordance with the guidelines given in the school constitution.**



GOVERNANCE & STRUCTURAL CHANGES



- **The Present Board of Directors was appointed by the Embassy of Sri Lanka with effect from 15th September 2018. Several structural changes have been done within the Board since then by the Embassy of Sri Lanka which are deemed necessary for the smooth functioning of the Board.**
- **School is governed by The Board of Directors in accordance with the approved Constitution enacted in July 2018**
- **The Board acts within the framework of the present approved constitution and the members are collectively responsible for the decisions made on the governance of the school.**
- **The Board of Directors function under the supervision of the Embassy of Sri Lanka and in line with the directives and guidelines of the Ministry of Education and Higher Education Qatar.**



SUB COMMITTEES



SUB COMMITTEES

As per the Constitution, Sub Committees were formed to assist the BoD and smooth functioning of the School. All the sub committees were headed by a member of the BoD assisted by a staff member and a parent representative.

- a) Maintenance Sub Committee – Maintenance, renovations, licensing, Government approvals.
- b) Welfare & Events Sub Committee – Student & Staff Welfare, follow-up of fee collections. A formal procedure for welfare was introduced in July 2020 with the approval of the BoD.
- c) Academic Affairs Sub Committee – Assist the Principal in academic related matters.
- d) Sports Sub Committee - Assist the Principal in Sports related matters and development of the sports facilities.



SUB COMMITTEES CONTI...

e) Special Task Teams – two Sub Committees were formed to investigate the financial misappropriation (first one is March 2020 and the second Committee in June 2020) who submitted their reports with findings before an external audit was done.

h) finance Sub Committee – Discuss and review all finance related matters and make recommendations to the Board.



Grievance Committee

A formal grievances committee was formed in July 2020 in order to hear the grievances of the parents/staff and other stake holders. The Committee is an internal committee consisting of the Chairman, General Secretary, Treasurer of the BoD, Principal and the Finance Manager.



STRUCTURAL CHANGES

24.09.2020



1. Structural Changes in the BoD

Ex- Chairman's resignation was accepted on 9th September 2020 and a few structural changes were introduced by the Embassy of Sri Lanka. Accordingly, the new Directors were appointed for the positions of Chairman, Vice Chairman, General Secretary, Treasurer and Assistant Treasurer. New members were appointed by the Embassy to fill any vacant positions in the Board.

2. New Organization Structure

A new Organization structure was pending for several years and it was introduced and approved by the BoD in May 2019. However, it was not implemented.

With the structural change in September 2020, the new organization structure was implemented successfully in October 2020.

As part of implementing the new Organization structure, HR department was brought under the purview of the Finance and Admin manager. Staff strength of all departments were evaluated and excess staff were either reappointed in vacant positions or discontinued from service.



3. Streamlining of Finance department

Operations in the finance department was streamlined with introduction of important internal controls, policies and procedures.

4. Review and Implementation of Policies and Procedures covering all operational areas

Policies and procedures relating to 26 different topics were reviewed by a Special committee headed by Vice Chairman, with the participation of the Treasurer and Principal.

5. Election of Parents' Association – October 2020

For the first time in the history of SSLSD, an election was held to elect a Parents' Association in line with the School Constitution. Chief Representative and a Secretary of the PA were elected through a secret ballot.

6. Rent saving on main School building

Current BoD successfully negotiated with the Landlord and saved the imminent rent increase for 2021, saving approximately QR 100,000/-.



7. Independent External Audit to determine the loss on Financial Misappropriation

The Audit was recommended in June 2020 and was pending. Subsequent to structural changes in September 2020, the Audit was started in early October 2020. This Audit was successfully completed, and the final report was released on 22nd December 2020. Necessary actions are being taken in consultation with Legal Consultants and the Embassy to prosecute the wrongdoers and to recover the lost funds.

8. Special Discounts / Waiver & Fee Concessions

A major finding of the Audit conducted by the Internal Special Committee and the External Auditors was that special discounts and waivers had been granted to parents by the previous chairmen arbitrarily without any Board Approval.

As part of reviewing and streamlining of concessions, all special discounts, waivers and concessions given arbitrarily by Ex-Chairmen, were discontinued with effect from September 2020.

The Board is currently considering options to establish a reasonable framework and criteria for considering any special discounts specially those effected by the pandemic.



9. New ERP

Serious flaws were found in the present ERP which has contributed to the mismanagement in the finance department.

A new ERP has been finalized and is in the process of implementation. Most of the internal weaknesses found shall be overcome with the implementation of the new ERP.

10. Staff welfare during Pandemic

- Staff Salaries were paid in full and on time despite challenges during the COVID-19 Pandemic.**
- Staff dues such as the annual passage were paid in December for the year 2020 and June 2021 for the current academic year with the unanimous consent of the BoD.**
- Management evaluated the staff welfare and ensured that quality breakfast and lunch were provided to them during school days.**
- The Board is considering a Bonus payout for the staff in September 2021 based on financial performance of the school.**



FINANCE HIGHLIGHTS



FINACIAL HIGHLIGHTS-4-YEARS

Financial Overview		2016/2017	2017/2018	2018/2019	2019/2020
Revenue	QAR	10,427	12,595	14,210	16,585
Direct Cost	QAR	(6,826)	(7,110)	(8,248)	(7,863)
Gross Profit	QAR	3,600	5,485	5,962	8,722
Gross Profit Margin	%	35%	44%	42%	53%
Other Operating Cost	QAR	(399)	(357)	(511)	(313)
General & Admin Cost	QAR	(2,035)	(4,000)	(4,089)	(4,490)
EBITDA	QAR	1,166	1,128	1,362	3,920
EBITDA Margin	%	11%	9%	10%	24%
Depreciation & Amortisation	QAR	(852)	(1,193)	(1,034)	(1,516)
Provisions	QAR	(289)	(493)	(425)	(1,688)
Net Income	QAR	26	(558)	(97)	716
Net Income Margin	%	0%	-4%	-1%	4%



Key Financial Ratios

		2016/2017	2017/2018	2018/2019	2019/2020
Gross Profit Margin	%	35%	44%	42%	53%
EBITDA Margin	%	11%	9%	10%	24%
Net Income Margin	%	0%	-4%	-1%	4%

Other Key Ratios

Number of Students	Nos	1,081	1,257	1,481	1,719
Number of Teachers	Nos	57	63	74	82
Teacher : Student Ratio	Nos	19	20	20	21
Average Revenue / Student	QAR	9,646	10,020	9,595	9,678
Average Teacher Salary	QAR	4,477	4,821	5,005	4,683
Gross Profit / Student	QAR	3,331	4,363	4,026	5,104
EBITDA/Student	QAR	1,079	897	920	2,310



Fixed Deposits

Stafford Sri Lankan School Doha Movements in Fixed Deposits

	QAR
Deposits - brought forward - 1/9/2019	4,728,811
Investment withdrawals	-
New Investments - till 31/8/2020	1,500,000
New Investments - from 1/9/2019 to 30/6/2021	1,500,000
Interest earned 2019/20	157,129
Balance carried forward - 30/6/2021	7,885,940



We thank H.E the Ambassador of Sri Lanka in Qatar, his predecessors, Embassy Staff, Principals, Members of the School Staff (both academic and non-academic), members of the Board (both present and former) for the support given to make our journey a success. Join hands with the Board to take our School to greater heights.

Thank You Very much

SSLSD Board of Directors

30th June 2021