



IMPACT REPORT

2024-25

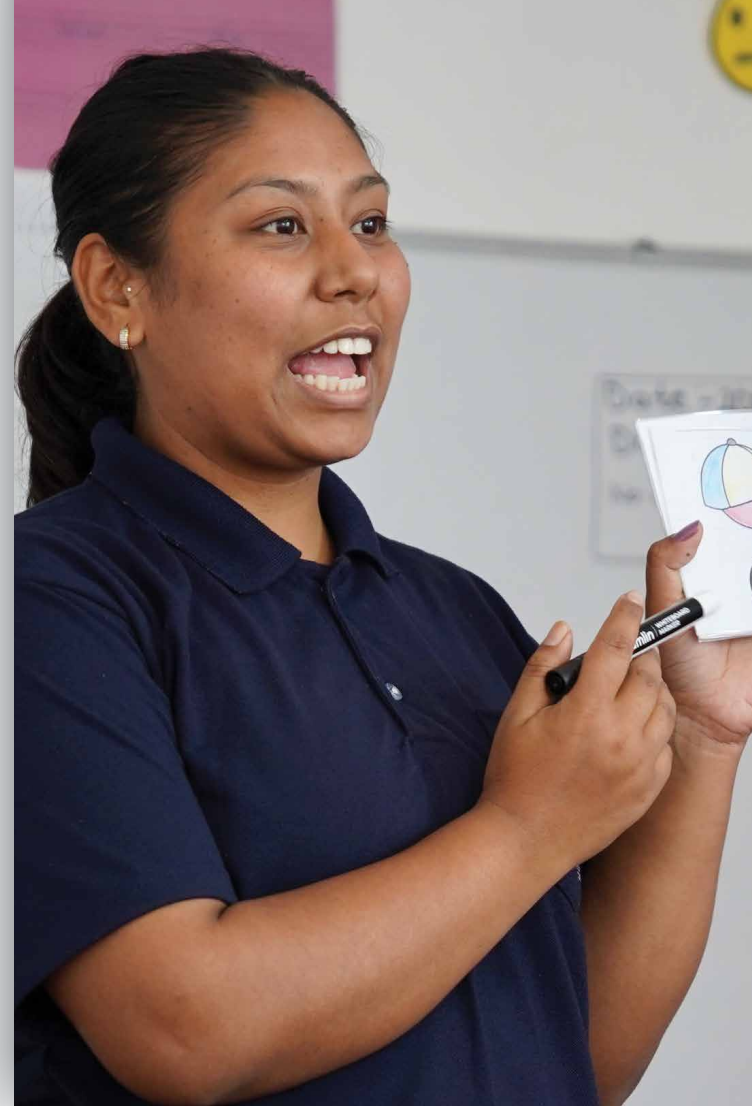
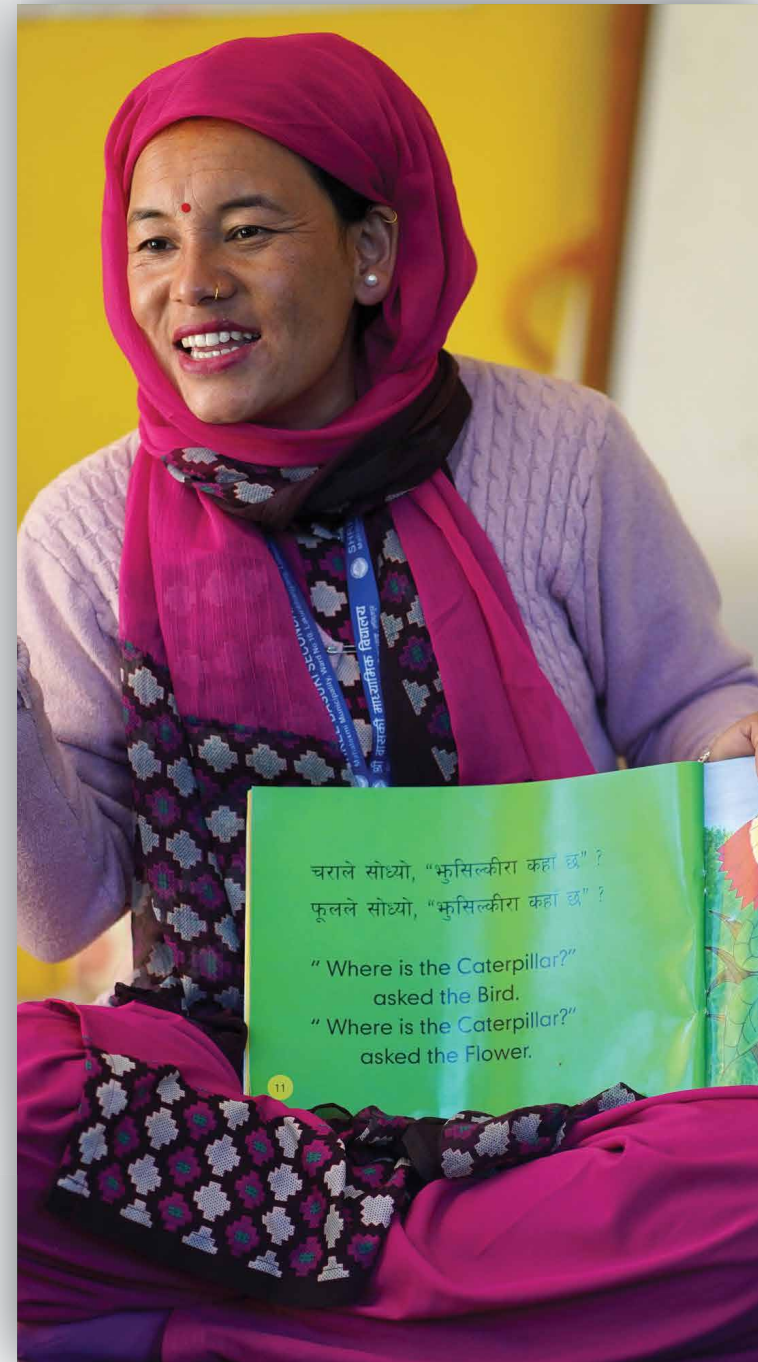


**COLLABORATIVE
SCHOOLS
NETWORK**

WE PUT STUDENTS FIRST



WE PUT STUDENT FIRST



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INTRODUCTION

We call this an, 'Impact Report' for a reason. It documents our impact; not just what we have done, but what difference we have made.

And that difference is significant and transformative, according to the final report by Nepali education research organisation Arc, which has just completed a three-year independent study into the impact of our work on student learning.

Arc's report concludes, "The findings provide robust evidence for the effectiveness and scalability of CSN's

school management model, showing not only greater overall progress [than comparable public schools] but also more equitable improvement."

The research found that students in CSN-managed schools make progress at almost twice the rate of students in comparable public schools. It further found that the impact of CSN's work was especially noticeable among the weakest students, "suggesting CSN's model helped to close entrenched achievement gaps."

This report summarises our activities, impact and financials in the past year (April 2024 - March 2025).

We wish to express our gratitude to our team, board, partners and funders for helping us to make such a difference in the lives of thousands of children.

Rajan Maharjan, Director



OUR WORK

CSN EXISTS TO TRANSFORM THE QUALITY OF PUBLIC EDUCATION IN NEPAL

We achieve this in three ways:

1



SCHOOL MANAGEMENT

We manage struggling public schools and transform them into successful schools, in partnership with local government.



2



CURRICULUM AND COACHING

We create lesson plans and coach teachers to use them consistently and effectively. We call this work LEAP



3



ADVOCACY AND ADVICE

We advise education organisations and local government and advocate for changes in education policy.

SCHOOL MANAGEMENT



We manage existing public schools in Nepal and transform the quality of education they provide to some of the country's poorest children.

We achieve this through a unique partnership agreement with local government - the first of its kind in the country - which gives us the authority to manage all the day-to-day operations of our schools. Local government pays for up to 50% of our costs in each school.

Two of our own team are appointed as 'School Leaders', who work in each school as full-time members of staff. School Leaders teach, coach, and lead a school improvement plan alongside the existing teachers and school principal.

The plan has four priorities – improving the quality of teaching, management, community relations and infrastructure.

We focus on primary level education so that students have a strong education foundation.

Our model achieves systemic, scalable and sustainable change because we work within the existing public education system, alongside government and at a low cost.

This year we managed nine schools – six in Kathmandu and three in Abu Khairani, a rural municipality four hours drive from the capital.

OUR IMPACT

We have now completed the third and final year of our independent research project into the impact of our work in the schools we manage on student learning, and the results are in.

Over last three years our research partner - Nepali research group Arc - assessed students in six CSN-managed schools and six comparable government schools in the Kathmandu Valley. The research took place twice a year through 1-2-1 assessments with all students in Class 1 – 3 in Nepali, English and maths.

Arc's final report found that students in schools managed by CSN achieved a 24.8% increase in correct answers, while control schools improved by 12.6%.

The findings demonstrate that CSN's work led to:

- **Sustained improvement** – the gap in outcomes widened over time, as CSN's approach compounded its advantage through repeated cycles of teaching, assessment and targeted support.
- **Significant learning gains** – the largest effect was in maths, with treatment schools achieving nearly double the gain of control schools.
- **Strong equity impact** – students in the lowest-performing CSN schools made some of the largest gains, helping to close persistent achievement gaps.

The report concluded, "the results validate the CSN school management model as a scalable and effective approach for raising foundational learning outcomes in Nepal's public schools."

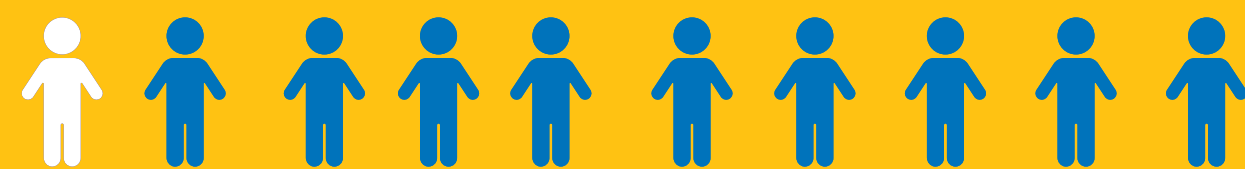
Grade 1-3 children of CSN managed schools gained



24.8%

Grade 1-3 children of control schools gained

12.6%



difference in the average number of correct answers between baseline (June 2022) and endline (March 2025).

CSN managed schools achieved



62.8%

Control-Schools achieved

30.1%



rate of improvement in test scores between baseline (June 2022) and endline (March 2025).

LEAP – CURRICULUM AND COACHING



Teachers in Nepal's public schools follow the government-issued textbooks line by line. But due to the poor quality of these textbooks, and the use of rote teaching methods, many students are not learning.

Our solution is to give them something better to follow.

We have written over 1000 lesson plans, along with support material and student workbooks, which provide teachers with high quality step-by-step instructions to follow.

The lesson plans are closely aligned with the government textbooks so teachers feel comfortable and confident using them.

But just handing over our curriculum material is not enough. We, and our partners, also provide ongoing coaching to help teachers use the lesson plans consistently and effectively.

This method of teacher improvement is supported by a number of studies, including a report by the World Bank, which concluded, “where primary school teaching is focused on rote learning, and

teacher knowledge is low, step-by-step lesson guides as part of multifaceted instructional programs can help improve pedagogy.”

We call this project LEAP, and we are currently implementing in partnership with local government in nine municipalities across Nepal, benefitting almost 4000 students.

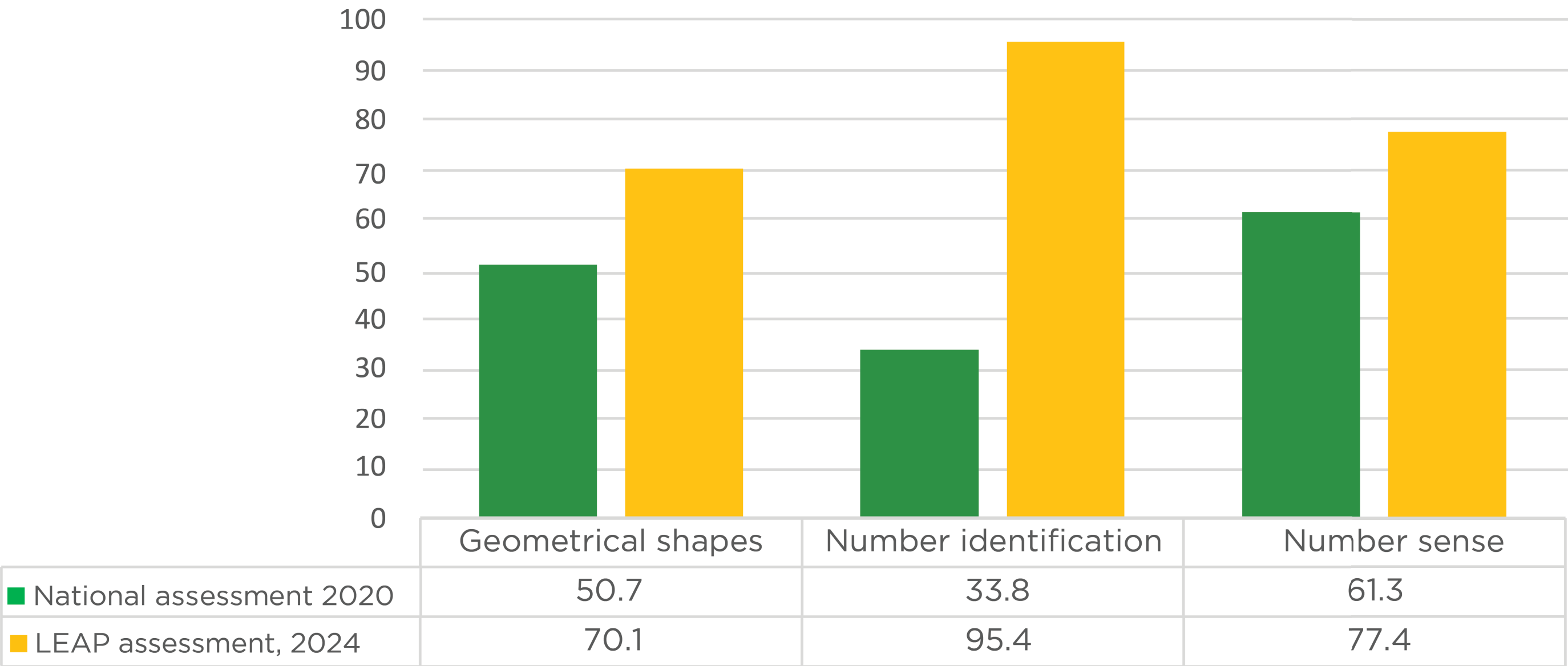
LEAP IMPACT

LEAP’s impact on student learning in Mahalaxmi municipality in the south of the Kathmandu Valley has been clear and significant.

Data from 1-2-1 assessments show average scores of students in Class 1 to Class 3 improved by 40.1% in maths, 39.6% in English and 17.5% in Nepali between the start and the end of the last academic year.

There is also a stark difference between scores of students in the LEAP programme and in the National Assessment for Reading and Numeracy (NARN); a representative nationwide assessment run by the government.

COMPARATIVE STUDY



“

The government teachers we work with also really value our support. “We have attended so many training events, but the training we received from CSN was quite different. We learned so much,” said teacher in the LEAP programme. “The workbooks are very effective and the students love them,” said another.

”

CELEBRATING 10 YEARS of putting students first



In 2015, just days before the devastating earthquake, we signed an agreement to take over the management of our first school.

Ten years later, we manage nine schools, provide curriculum material and coaching support to dozens more across the country, and, over the past decade, have helped around 10,000 children get a good education.

In February 2025, over 200 of our friends and supporters gathered to celebrate our tenth anniversary at a memorable event in Kathmandu. It was a chance to share our successes, strengthen our partnerships and renew our commitment to put students first.

THE YEAR IN NUMBERS



173%

average increase in number of students since we began to manage our schools.



91%

average student attendance in CSN managed schools.



13

number of municipalities where CSN's lesson plans are in use..



10,000

number of students who have benefitted directly from CSN's work over the past 10 years



24.8%

average improvement of test scores by students in CSN-managed schools compared to 12.6% in equivalent government schools.

MEET SCHOOL LEADER: Manoj Chaudhary

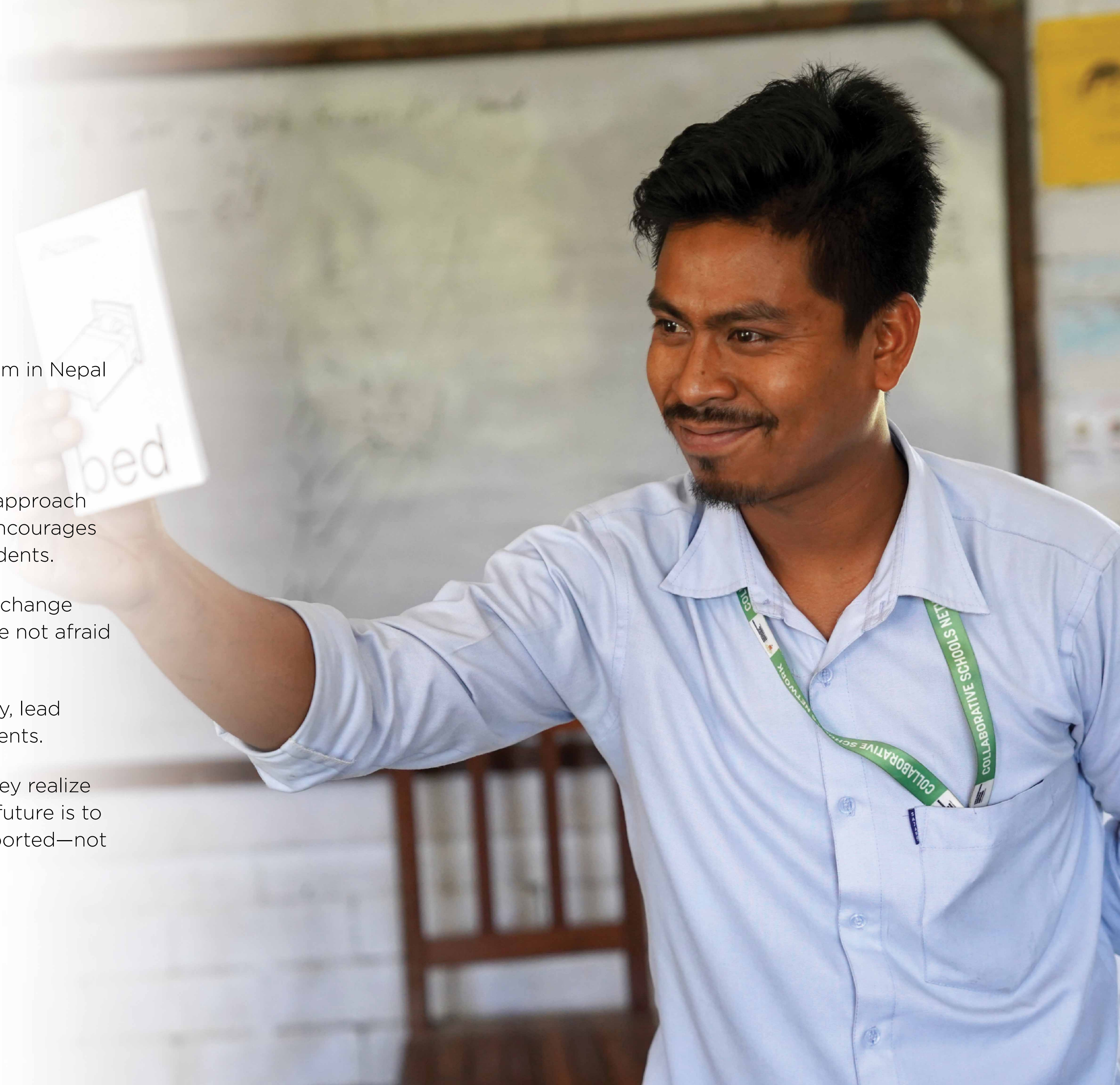
I joined CSN because I deeply believe that our current education system in Nepal needs transformation.

CSN's core value - We put students first - resonated with me. This organisation focuses on student-centred learning and works in close partnership with local government to improve public education. That approach felt real, practical and impactful. What inspires me most is how CSN encourages us to plan, make decisions and take action that genuinely benefits students.

At Mitrata Secondary School - where I am a School Leader - I've seen change take root. Our students now feel safe, confident and engaged. They are not afraid to express themselves and explore their potential.

I've also grown stronger as a School Leader—I now think more critically, lead more collaboratively and stay focused on what truly matters: our students.

What motivates me every day is the smile on a student's face when they realize they can do something they never believed possible. My hope for the future is to build a learning environment where students are seen, heard and supported—not only for their grades, but for who they are and who they can become.



MEET TEACHER: Bishnu Thapa

My journey as a teacher began with the inspiration I received from my own teacher. Her care and dedication left a lasting impression on me and encouraged me to follow this path. I have now been a teacher for 27 years!

Over the years, I have worked with many students, including those who face financial and social challenges. Their willingness to learn, even in difficult situations, continues to inspire me. I believe that every child has the potential to grow and succeed when guided with care and understanding. These experiences have taught me the importance of creating a learning environment that supports not only academic growth but also emotional and personal development.

Grade teaching has played an important role in this process. It allows teachers to stay connected with the same group of students, helping us better understand their needs and provide continuous support. It also encourages greater involvement from parents, which is very important in early years education.

I am thankful to the Collaborative Schools Network and the LEAP programme. CSN's lesson plans, flashcards and learning materials have made our teaching more effective. The training sessions, classroom observations and support from CSN's staff have helped improve our teaching practices. Their guidance and encouragement feel like support from a family.

MEET STUDENT: Ranjana Regmi

When Ranjana Regmi, 14, first arrived at Bishwo Rastriya School in Kathmandu, she was so shy and timid, she would barely even speak.

Her mother had sent her to the capital from their home in the remote, impoverished region of Jajarkot in western Nepal, in the hope she would get a good education, but she was so far behind her classmates that Ranjana wondered if she would ever catch up.

And when Ranjana's school day finishes, her work day begins. She lives with an aunt and is expected to support her with housework late into the evening.

And yet, Ranjana is determined to succeed. Each night, when her jobs are over, she opens up her books and starts to study. With the support of her teachers, friends and CSN's School Leaders, Ranjana is turning her life around. One of Ranjana's teachers says her progress have been, "inspirational." Last year, she came top of her class.

And more importantly, Ranjana is finding her voice. At CSN's 10 year anniversary event, she gave a speech in front of an audience of 200.

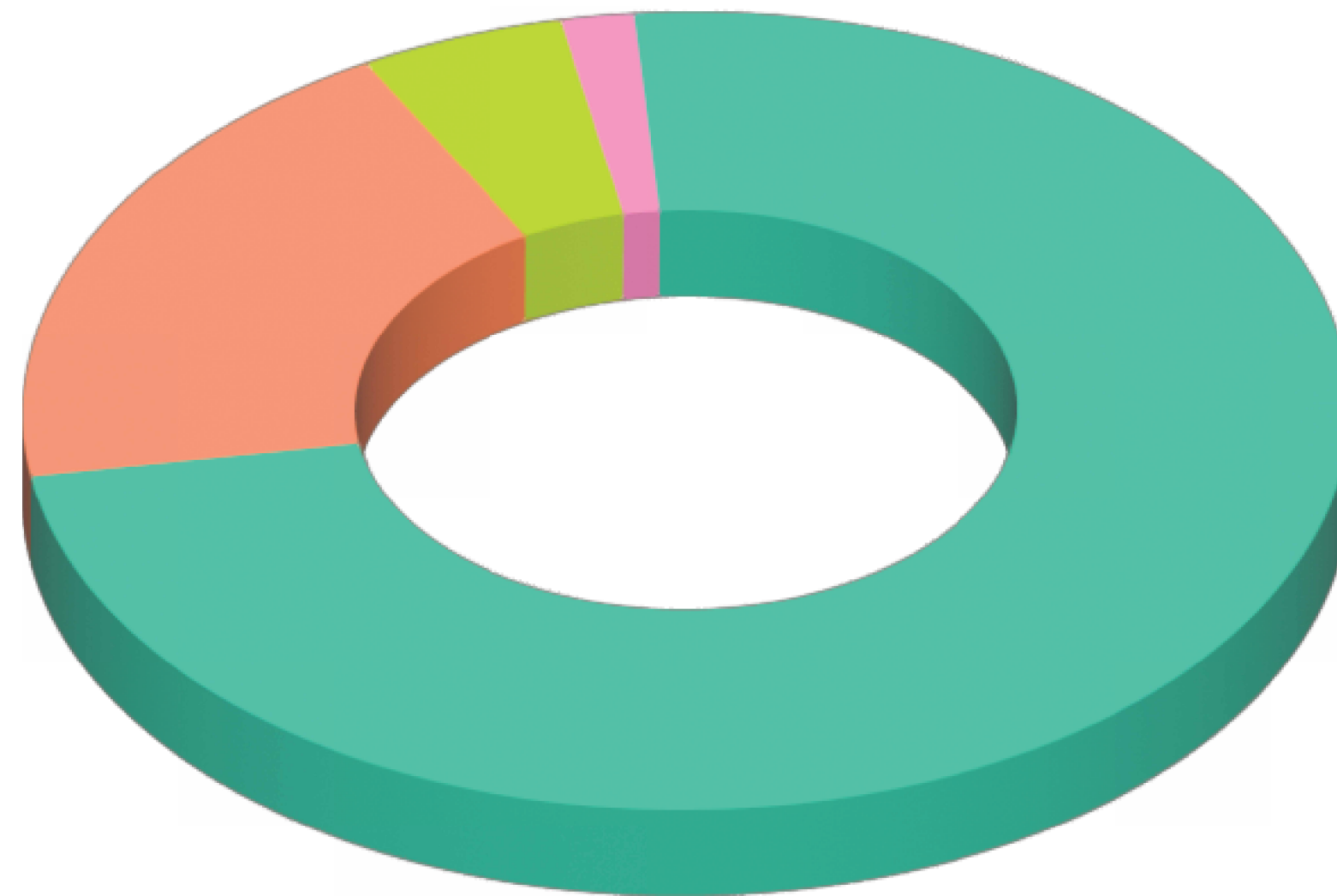
“I used to fail my exams, but I didn't lose hope,” said Ranjana. “With support from my family and teachers, I began to work hard. Whenever I was asked what my dream was, I used to say, “I want to be first in my class.” And in the most recent exams, I came first. From this experience I have learned an important lesson – if you work hard, you will succeed.”



FINANCIALS

REVENUE

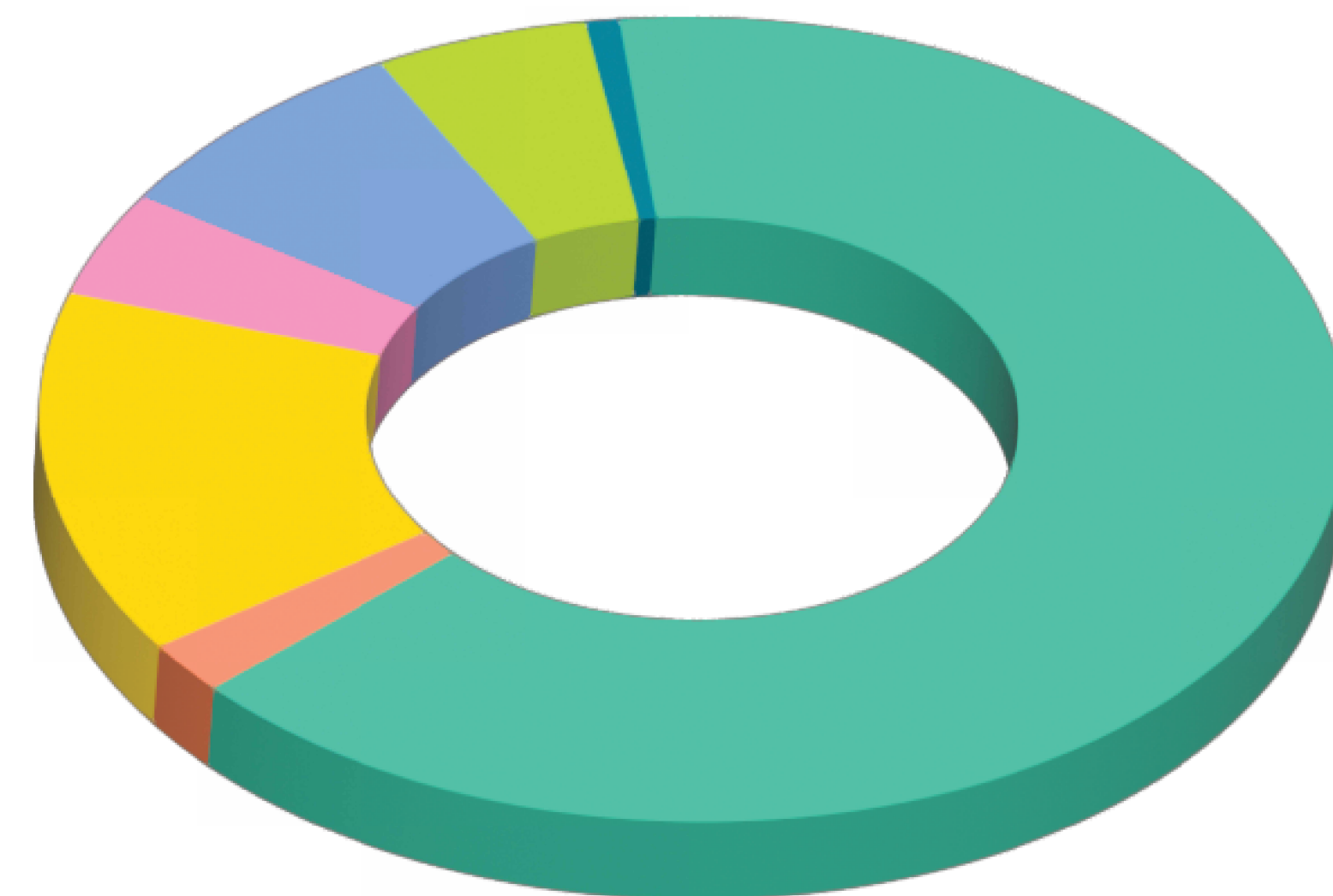
NPR 3,14,00,768 / US\$ 2,30,888



Grants Local government
Partner organisations Other

EXPENDITURE

NPR 3,02,73,782 / US\$ 2,22,602



Salaries Curriculum material
Training and events Programmes
M & E Administration Other

OUR TEAM





School Leaders

Rojina Hekka, Alish Gurung, Saloni Dangol, Biswas Regmi, Bina Bhattarai, Richa Shahi, Sangita Roka, Sajan Maharjan, Tek Bahadur Karki, Manoj Chaudhary, Trishna Kandel, Pawan Budha, Aruna Kumal, Saurav Shrestha, Sushma Tamang

Leap Leaders

Suroj Maharjan, Sundar Tamang

Programme Managers

Rashna Shrestha, Bikas Dangal, Kamal Khatri

Municipality Managers

Rajendra Kumar Deshar, Trishna Kandel, Ramnath Tiwari

Head of Programmes – Suraj Karki

Head of Curriculum – Rojee Maharjan

Head of HR – Mandira Rijal

Director - Rajan Maharjan

Board & Advisors

Stuti Basnyet (Development expert and consultant)

SP Kaluanee (Country Representative, Blink Now Foundation)

Shisir Khanal (Member of Parliament & Founder of Teach for Nepal)

Sakar Pudasaini (Founder of Karkhana)

Dibyesh Giri (Technical Advisor)

Pete Pattisson (Co-Founder CSN and Education Advisor)

CSN is registered as a profit-non-distributing company under the Nepal Companies Act.

For more information, visit: **www.collaborativeschools.info**



KEY FUNDING PARTNERS

We are grateful for the support of the Marr-Munning Trust, Borrows Charitable Trust, GoPhilanthropic Foundation, Progressive Education Nepal, Woodleigh Impact and Phoenix Foundation.

LOCAL GOVERNMENT PARTNERS



**Budhanilkantha
Municipality**



**Mahalaxmi
Municipality**



**Kiritpur
Municipality**



**Lalitpur Metropolitan
Municipality**



**Abu Khairani Rural
Municipality**



**Limchungbung Rural
Municipality**



**Katari
Municipality**