

YAYASAN AMIR  
TRUST SCHOOLS PROGRAMME

8<sup>th</sup>  
EDITION

# ANNUAL PROGRESS REPORT 2018



TRUST SCHOOLS PROGRAMME



“

**TELL ME AND I FORGET.  
TEACH ME AND I REMEMBER.  
INVOLVE ME AND I LEARN.**

”

- Benjamin Franklin

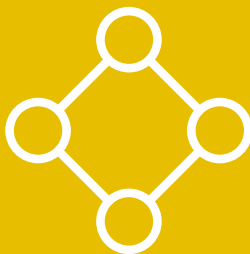
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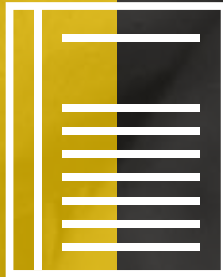


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# FOREWORD



- Secretary General of MoE
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## SECRETARY GENERAL OF MINISTRY OF EDUCATION

Assalamualaikum Warahmatullahi Wabarakatuh.  
Selamat Sejahtera.

The Trust Schools Programme is featured in the Malaysia Education Blueprint (MEB) 2013-2025 as an instrumental catalytic support in operationalizing the transformation agenda. Based on Shift 9 in the MEB 2013-2025, it is our aim to expand Trust Schools to 500 schools in Malaysia by 2025. The Ministry of Education and Yayasan AMIR have remained consistent and relevant in the transformation roadmap as outlined in the MEB and have been strategic in enriching the quality of the programme and in introducing some exciting initiative developments along the way.

The programme is not just designed to develop a comprehensive and scalable public school transformation initiative that sustainably improves and develop students holistically, but more specifically the programme also targets key stakeholders in the schools to enhance their knowledge and skills, enabling them to lead with confidence and effectively support teaching and learning excellence in schools.

In our 8 years' journey, the programme has been focussed on establishing the right foundation to instill quality for the school leadership and management, pedagogical evolution, competency advancement and developing the potential of all students, all in the pursuit of holistic school transformation towards excellence. The smooth and effective implementation of these practices will ensure that the education management quality grow in a sustainable manner, the education operation is bolstered, and that students' value is continuously strengthened.

Over the past 8 years, we have consistently talked about our aspiration for a holistic student and we believe with the role support given by the Trust Schools Programme, we have delivered on this promise as evidenced by significant progress achieved where all Senior Leadership Teams (SLT) comprising Pengetua/Guru Besar (PGB) and all Guru Penolong Kanan (GPK) in schools, are now working well together and able to drive the schools' mission. The culture of 'distributed leadership' and 'SLTs are the Leaders of Learning' ensures sustainability of schools. Also, the Programme provides a rich learning experience and opportunity for students that allow them to really dig into a subject and understand it in a way that requires more than just memorising facts, as they strive for better understanding of their personal and scholastic potential, thus preparing them to become productive future generation. While value has grown year-on-year, our focus has been on sustainable development and making greater quality on implementation and flawless programme execution.

In line with our vision of equipping our students in order for them to succeed in the 21st century, ensuring the accessibility of world-class value comprehensively are important aspects in our transformation checklist. For this, I must thank all our stakeholders for their confidence in us and for extending us their steadfast support. I am taking this opportunity to express my deepest gratitude and thanks to Yayasan AMIR and all private sponsors who have allocated huge resources to make the Trust Schools Programme become the key initiative that suits the education aspiration as outlined in the MEB. The growth is commendable, but the road to fruition is still ahead of us all. All in all, we are optimistic about the Programme's prospects going forward and will continue to do so as we explore new areas of opportunity and take on all challenges.

To our family in the Ministry of Education, I would like to express my utmost appreciation for your dedication, consistent hard work and sacrifices, which have certainly stood us in good stead and will take us even further in enriching the education ecosystem for our children

Thank You.

**DATO. DR. MOHD GAZALI BIN ABAS**

Secretary-General  
Ministry of Education Malaysia



YBhg Dato' Dr. Mohd Gazali bin Abas





## DIRECTOR-GENERAL OF MINISTRY OF EDUCATION

Assalamualaikum Warahmatullahi Wabarakatuh.  
Selamat Sejahtera.

The Trust Schools Programme is a public private partnership initiative, between the Ministry of Education and Yayasan AMIR to transform the national education ecosystem through interventions, beginning at school level. Besides that, the programme is also looking at the inculcation of a culture of excellence; where the school leadership team and teachers are empowered towards becoming highly capable education professionals, in the pursuit of holistic student outcomes. This programme operationalises a part of the Malaysia Education Blueprint (MEB) which is to improve the performance of schools and students by increasing the efficiency and effectiveness of our education system.

In my point of view, Strategic Goal 2 in the Trust Schools Programme, which is to improve the quality of teaching and learning is spot on as the key ingredient in enriching our students' outcome. The premise is that an effective teacher impacts students' learning more. The programme not only focusses on continuous professional development for teachers, but it empowers teachers to incorporate today's best practices into everyday teaching, leading their classroom into the 21st century.



**YBhg Datuk Dr. Amin bin Senin**

Moreover, the pedagogical innovation enables teachers to bring scientific thinking, physical activity, technological expertise into the classroom. The content delivered in the learning not only focusses on exam-oriented aspects, but it also equips our students with a set of life skills which they can combine with knowledge by promoting a positive outlook towards the capacity of learning to learn. With that in mind, I believe that the strategic collaboration between all of us at the Ministry and Yayasan AMIR have acquired a very solid programme on which we can further expand our portfolio and build an essential ingredient of quality education that meet the needs and aspirations of our education in Malaysia. We want to nurture and engage students with the appropriate knowledge, abilities, and skills to enable them to smoothly navigate their future.

I take great pleasure in sharing with you that the Professional Development Programme continues to be improved, from federal level to the school level, to ensure all education officers are equipped and upskilled with the current knowledge, skills and technology. We have in place comprehensive management to ensure maximum effectiveness of the Programme, continuously improving our capability and coordination to manage risks effectively in ensuring the betterment of children's education.

I thank you for the continued trust, support and confidence extended to us over the years. As we move ahead, we will continue to work closely with Yayasan AMIR and its partners to ensure that the objective of the education transformation will be achieved. Most importantly, I would like to extend my heartfelt gratitude to the entire team at the Ministry of Education, our success thus far boils down to each and everyone of you. I thank you for your openness to change and your patience in helping us create a bigger and better prospect of quality education. Truly, your participation and contribution makes a difference to the outcome of this journey.

Thank you.

**YBHG DATUK DR. AMIN BIN SENIN**

Director-General  
Ministry of Education Malaysia

## CHAIRMAN'S STATEMENT

Assalamualaikum Warahmatullahi Wabarakatuh.  
Selamat Sejahtera.

Dear Stakeholders and Partners,

I am pleased to share with you the Yayasan AMIR's Annual Progress Report 2018. This report will take you through the key initiatives, progress performance, innovation, intervention and future plans that have been planted throughout 2018.

Looking back, we began the programme with 10 schools in Cohort 2011, 3 schools in Cohort 2013, 17 schools in Cohort 2014, 32 schools in Cohort 2015 and 21 schools in Cohort 2016. The programme now covers 10 states across Malaysia. I am pleased to say that the Trust Schools network currently stands at 83 schools with approximately 4,630 teachers and 62,270 students in 10 State Education Departments (JPN) and 23 District Education Offices (PPD). We decided to hold back on expansion in 2018, focusing instead on enhancing inclusiveness and transition management to a sustainable transformation value in our current Trust Schools. As of 2018, per the Trust Schools Programme Gradual Release Model (GRM), schools of Cohort 2011 and Cohort 2013 are in post accreditation phase while Cohort 2014 and Cohort 2015 (Jan) are in the Transitioning Phase. Schools of Cohort 2015 (July) and Cohort 2015 (November) are in the Solidifying Phase and Cohort 2016 is in the Transformation Phase.

After 8 years of intense activities and diversification efforts, many milestones have been achieved along this ongoing journey and remains steadfast in implementing the initiatives to ensure the Programme is progressing on the right track. 2018 marks as Year 2 for the implementation of Continuous Professional Development (CPD) GPSA for JPN and PPD Officers. As a continuation of the initiative which started in 2016, the CPD sessions have been implemented in 10 states specifically to provide in depth understanding of the monitoring and support based on Trust Schools Programme (TSP) processes.

Other than that, building from the success of the previous years in bringing the spirit of togetherness and teamwork among the 32 Advisory Teachers & Middle Leaders (AT/ML) and 128 secondary students, we successfully held the Rangkaian Sekolah Amanah (RaSA) programme from 10th October until 15th October 2018, which was held at the Intekma Resort and Convention Centre, Shah Alam and the Outward Bound School, Lumut, Perak. There are fresh new segments added in this year's RaSA, where the participants had talent exposure in Drama & Leadership Course that was led by talented Malaysian actresses - Hajah Fauziah Naw, Puan Vanidah Imran and Puan Farah Ahmad.

Other milestones include the Sixth Trust Schools Conference themed 'Transformation Beyond Borders' at the Riverside Majestic Hotel, Kuching Sarawak from 30 July until 1 August 2018 involving 600 participants. I wish to highlight that we brought in the EduCluster Finland experts to share their direct knowledge and skills for this year's conference. We also organised the final stage of Yayasan AMIR's Social Business Challenge Cup, in collaboration with myHarapan, with aims to instill awareness amongst secondary school students on pressing issues in their school society and to take proactive roles in problem solving.

Moreover, we also conducted the Trust Schools Financial Management Workshop for Bahagian Pengurusan Sekolah Harian (BPSH), State Education Departments and schools. This involved of 60 participants from 30 schools of Cohort 2011, Cohort 2013 and Cohort 2014, 27 participants from 9 JPNs and 6 participants from BPSH. The workshop was held at Riverside Majestic Hotel, Kuching, Sarawak from 1 August to 3 August 2018. Last but not least, we toured the country for a PPD Roadshow with the focus to enrich the understanding of Trust Schools Programme (TSP) throughout all PPD departments. The roadshow was held from February until April 2018 with the participation of all 23 PPDs.



**Raja Tan Sri Dato' Seri Arshad  
bin Raja Tun Uda**



We continuously raise the bar of innovation, reinventing the norm, and we give new meaning to enriched learning. On behalf of Yayasan AMIR and the Ministry of Education, I would like to express my gratitude to the sponsors for their committed support and passion in investing towards our education system, which really made an enormous difference to us. I would also thank LeapEd Services Sdn Bhd for all the critical support given to the Programme as our service provider.

I would like to urge all corporations, corporates, alumni and friends who are looking for ways to 'give back', to lend their hand and work heart to heart with us in uplifting our education quality and enriching learning experience of our children. We welcome you to join us in this journey.

I would like to say thank you to the team at Yayasan AMIR and Khazanah Nasional Berhad (KNB) for their unwavering efforts and determination, and to my fellow Trustees for their wise counsel and support. To all the teachers in the schools, thank you for being with us on this transformational journey.

We note that this journey still has a long way to go, and the change process ahead will be full of challenges but I am confident that with "Niat and Amanah" in supporting the education system for the betterment of our children's education, no child will be left. This will be a reality with all your support.

I look forward to working together with everyone to ensure that the programme continues to be sustainable and impact driven.

Thank you.

**RAJA TAN SRI DATO' SERI ARSHAD BIN RAJA TUN UDA**  
Chairman  
Board of Trustees

## A NOTE FROM THE PROGRAMME DIRECTOR

Assalamualaikum Warahmatullahi Wabarakatuh.  
Selamat Sejahtera.

Dear Partners and Friends,

The Trust Schools Programme is Malaysia's extensive education initiative that has been generated by the Public Private Partnership model borne in 2010. The Programme focusses on improvements in overall school management, curriculum and delivery of education. Slowly but steadily we move towards better improvements, we take into account the unique strengths and challenges of each school and put teachers, students and parents at the centre of developing the transformation plan. The process has also been good in stretching us culturally, opening up minds to new ways of working and collaborating with innovators in empowering our schools towards a culture of excellence, and inspiring others to emulate their success.



Nik Fahmee Nik Hussin

When we first laid out our plans for the programme, we knew that for the transformation to be complete, its outcomes must be inclusive and sustainable. This will ensure no child is left behind, the learning environment in schools is revitalised in a sustainable, replicable and scalable manner. Now eight years into our transformation journey, I am particularly proud that we are now seeing some strong positive outcomes. The first cohort have shown how quickly innovation can be trialled and delivered, which should enable us to be far more agile and responsive in the future. To this end, we have witnessed more inspiring teaching talents taking proactive measures to deliver the positive learning environment in instilling skills to our students that enhance collaboration, innovation and performance. These experiences, exposures and challenges that they are being trained in, provide them with an advantage to emerge as high-quality educators in the future.

The programme is a clear demonstrator for the education support initiative in the country by ensuring the intervention is based on a 'whole school improvement' approach, where each school will develop a customised plan to embed sustainable process improvements and build capabilities.

We aspire to improve the performance of schools and students by increasing the efficiency and effectiveness of the education system. We dream of more holistic, comprehensive and quality education for students and educators alike.

On behalf of the team at Yayasan AMIR, I would like to convey our appreciation to all of our family members in the Ministry of Education, our Sponsors, our Stakeholders and friends at LeapEd Services Sdn Bhd – for their invaluable contribution, commitment and dedication in supporting our education aspiration. To the Board of Trustees - thank you for your insights, your wise counsel and support in guiding us through our milestone year. Also, I would like to extend my heartfelt gratitude to the entire team at Yayasan AMIR – 2018 was a fruitful year and there was a clear sense of pride and lightness to better facilitate support towards transforming our national education initiative.

Thank you.

**NIK FAHMEE NIK HUSSIN**

Programme Director  
Yayasan AMIR



# ABOUT US



- Our Story
- Board of Trustees
- Management Team

## OUR STORY

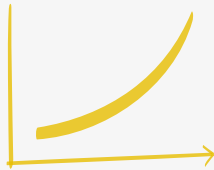
Yayasan AMIR Trust Schools are government schools that are jointly managed by Yayasan AMIR (YA) and school principals under the umbrella of the Ministry of Education (MoE). YA is entrusted to support the schools in embedding sustainable education practices that are monitored by MoE.

### Our Mission

To promote excellence  
in the schooling system by:



**IMPROVING**  
curriculum and  
delivery of  
education



**IMPROVING**  
management of  
schools



**PROVIDING**  
specific technical  
and financial  
assistance



**CREATING A LEADING  
NETWORK OF**  
integrated and  
sustainable schools

### Objective

To steer the transformation of the schools towards revitalising the school culture, with a focus on excellence and holistic student outcomes.

### Three Key Outcomes



Embedment of  
innovative culture  
throughout the school



Development of 21st  
century learners



Making education a  
community  
responsibility



## BOARD OF TRUSTEES



### **RAJA TAN SRI DATO SERI ARSHAD BIN RAJA TUN UDA**

Raja Tan Sri Dato' Seri Arshad bin Raja Tun Uda was appointed as a director of Khazanah on 1 April 2006 until 26 July 2018. He is also the chairman of Maxis Berhad, Ekuiti Nasional Berhad, Icon Offshore Berhad and Yayasan Raja Muda Selangor. In addition, Raja Arshad Raja Uda is also a member of the Board of Trustees of Yayasan DayaDiri and the Chancellor of Universiti Selangor. He was the former Executive Chairman and Senior Partner of PriceWaterhouseCoopers (PwC), Malaysia, Chairman of the Malaysian Accounting Standards Board and Danamodal Nasional Berhad. His previous international roles include being a member of the Standards Advisory Council of the International Accounting Standards Board and a member of the PwC Global IFRS Board. Raja Arshad Raja Uda is a Fellow of the Institute of Chartered Accountants in England and Wales and a member of the Malaysian Institute of Accountants. He is a member of the Malaysian Institute of Certified Public Accountants, where he served in its Council for 24 years, including three years as its President.

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### **DATO' NOOR REZAN BAPOO HASHIM**

Dato' Noor Rezan Bapoo Hashim was appointed as our Trustee on 10 February 2012. She is the former Deputy Director-General of the Ministry of Education Malaysia and headed a Committee under the purview of the Prime Minister to strengthen the English Language in Malaysian schools. She was also the Ministry's Lab Leader under the National Key Result Areas (NKRA) in Education. Dato' Noor Rezan is currently the Education Advisor to Khazanah Nasional Berhad, providing guidance on several educational initiatives, namely PINTAR Foundation, the Trust Schools Programme and Teach for Malaysia (TFM).

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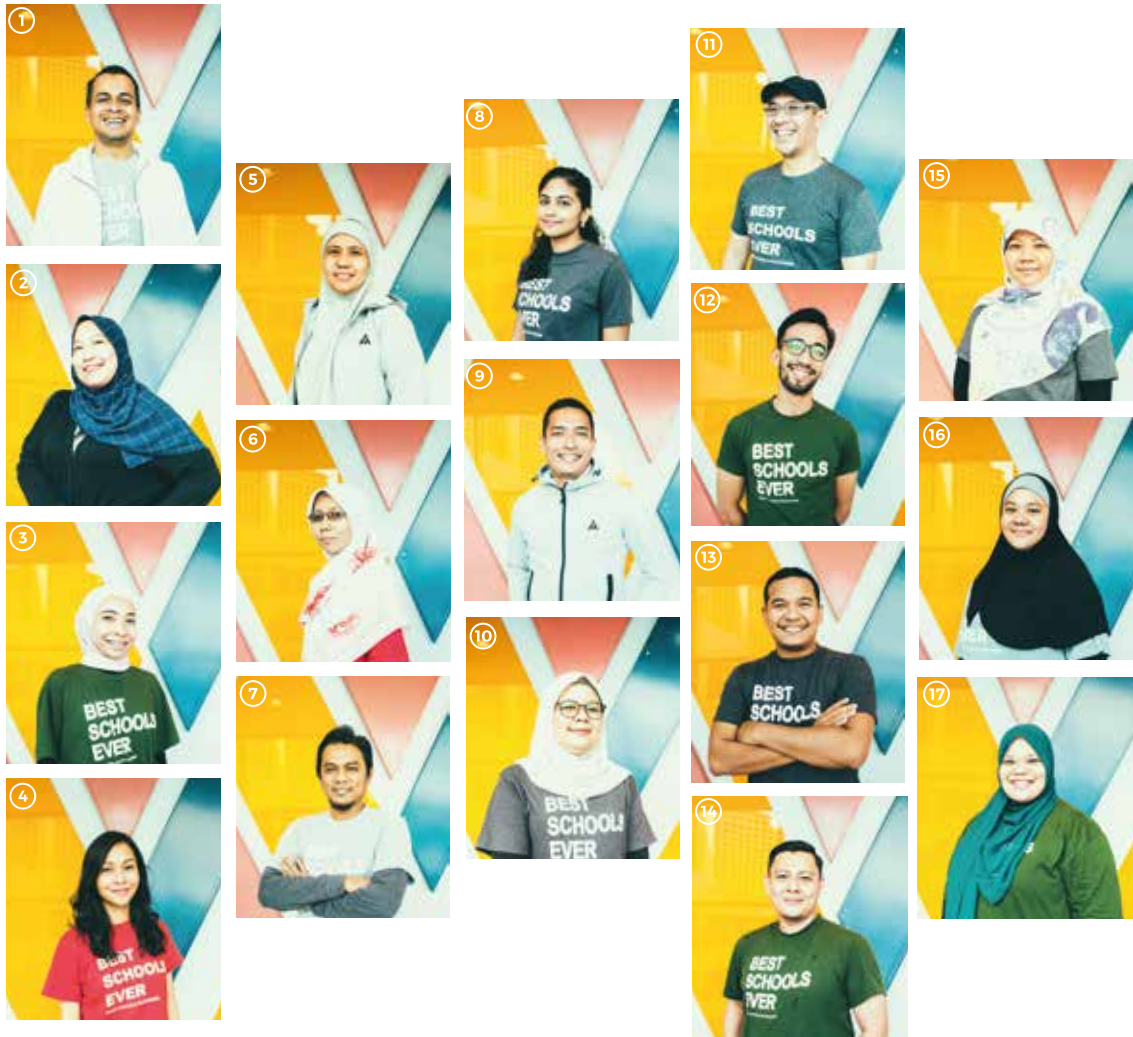


### **KENNETH SHEN**

Kenneth Shen was appointed as our Trustee on 10 February 2012. He was an Executive Director (Investments) of Khazanah Nasional Berhad from July 2011 until 2018. Ken is a member of the Board of Director of PT XL Axiata Group Berhad and Edotco Group Sdn. Bhd.



## MANAGEMENT TEAM



① **NIK M. FAHMEE**  
Programme Director

② **ZAITUN UDARI**  
Senior Officer, Finance & Support Services

③ **NURUL ATIKAH MUAN**  
Senior Officer, Programme Management

④ **SITI KHAIRINA KHALID**  
Officer, Sponsorship Management

⑤ **AZLINA SHAHROM**  
Head, Programme Management

⑥ **RAIHAAN ABDUL RASHID**  
Senior Officer, Programme Management

⑦ **ANUAR JAAFAR**  
Senior Officer, Programme Management

⑧ **S. RANJEETHA**  
Senior Officer, Programme Management

⑨ **ENGKU HARRIS**  
Officer, Programme Management

⑩ **NORLIZA SHAHRUDDIN**  
Officer, Finance & Support Services

⑪ **MOHD NOOR**  
Senior Officer, Programme Management

⑫ **ASYRAF HANAFI**  
Officer, Programme Management

⑬ **ABDUL MALEK AHMAD**  
Senior Officer, Sponsorship Management

⑭ **SYAHRULL AZWAN**  
Officer, Finance & Support Services

⑮ **WAN HASLIZA**  
Senior Officer, Programme Management

⑯ **AMILIA SABTU**  
Head, Finance & Support Services

⑰ **CAHAYA JAPAR**  
Senior Officer, Programme Management



# SPONSORS



- Sponsors
- Key Stakeholders



## SPONSORS

Yayasan AMIR and Ministry of Education Malaysia (MoE) would like to extend our sincere appreciation to all our like-minded sponsors who believe that each child deserves an opportunity to maximise his or her full potential.

Your commitment and support to both the school that you have sponsored and the overall Programme, allows us to explore innovative ways to sustainably accelerate the transformation of our public education system and produce holistically developed students who can take charge of their own learning.



Khazanah Nasional Berhad



Yayasan Hasanah



Yayasan DayaDiri



Westport Malaysia



UEM Group Berhad



Petronas



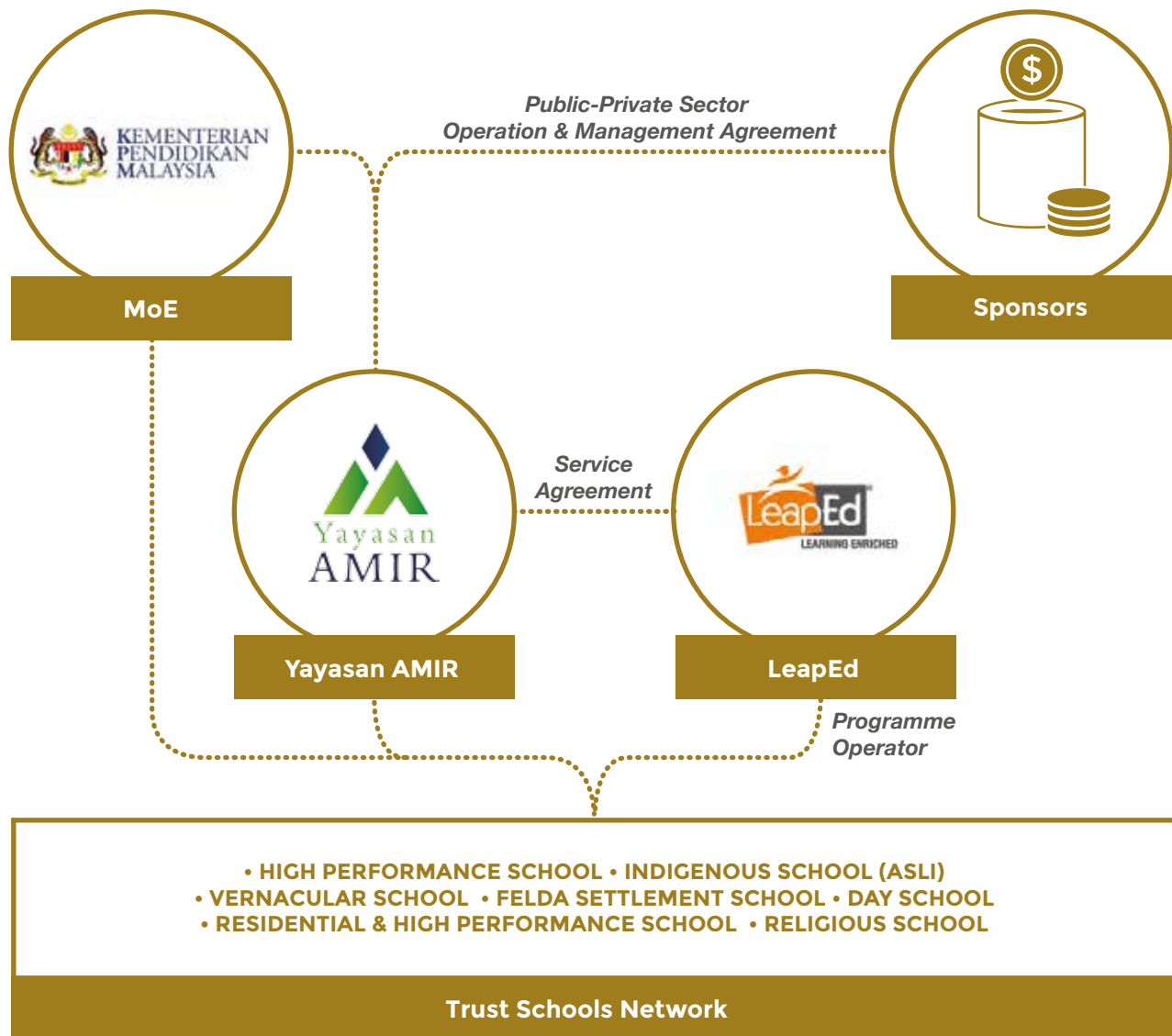
Yayasan Pahang



Tenaga Nasional Berhad

## KEY STAKEHOLDERS

Yayasan AMIR is a not-for-profit foundation whose principal activity is to collaborate with MoE in response to the Government's call for a greater Public-Private Partnership in the education sector to accelerate the development of a holistic educational experience for children in Government schools via the Trust Schools Programme (TSP). The strategic partnership is formalised through the signing of a Public-Private Sector Operation & Management Agreement (PPSOMA).



### Ministry Of Education

*Public to Government*

- Regulator
- Public schools owner

### Yayasan AMIR

*Non-profit organisation*

- Sets overall vision and strategic direction of the TSP
- Procures sponsors for the financial sustainability of the TSP

### LeapEd Services

- Wholly-owned subsidiary of Khazanah Nasional Berhad (Education Service Provider)
- A specialist team is deployed to each school

### Trust Schools Network

- 83 Trust Schools currently implementing the Trust Schools model

# JOURNEY

- Yayasan AMIR Trust Schools Journey
- Trust Schools Network
- GUSTO Schools
- YA Cup
- Trust Schools Conference
- DTP-AMAN



Yayasan AMIR

TRUST SCHOOLS  
JOURNEY



- 1 Sponsorship**

  - Sponsorship of Trust Schools Programme (TSP) may come from any foundations, private companies, alumni groups, non-governmental organisations (NGOs) or individuals who are willing to sponsor a Trust School
  - An application form is to be submitted to MoE
- 2 Selection**

  - The selection process involves assessing current situation, needs, challenges, and support that the schools aspire to execute in the Trust Schools Programme
- 3 Designation as Trust School**

  - Approval is sought from MoE to designate Trust Schools upon agreement by Sponsors
  - The Trust Schools Programme adopts the Gradual Release Model (GRM) to embed sustainable school improvement practices
- 4 Key Performance Targets Setting (KPT) (5-year road map)**

  - Rigorous self-evaluation process to identify and set the schools' Take-Off Values (TOV)
  - KPT is presented to MoE for approval
  - Schools to plan roadmap to meet KPT
  - Schools to develop annual tactical plan to focus on key areas for improvement
- 5 Transformation Phase**

  - Theory, modelling and new systems are introduced
- 6 Solidifying Phase**

  - Schools staff takes ownership
  - Schools embed activities and best practices
- 7 Transition Phase**

  - Progress are monitored and selective support are provided for accreditation
- 8 Accreditation**

  - Reach the expected standard of a Trust School
  - Expected to sustain these systems and develop continuously with the support from MoE
- 9 Model School**

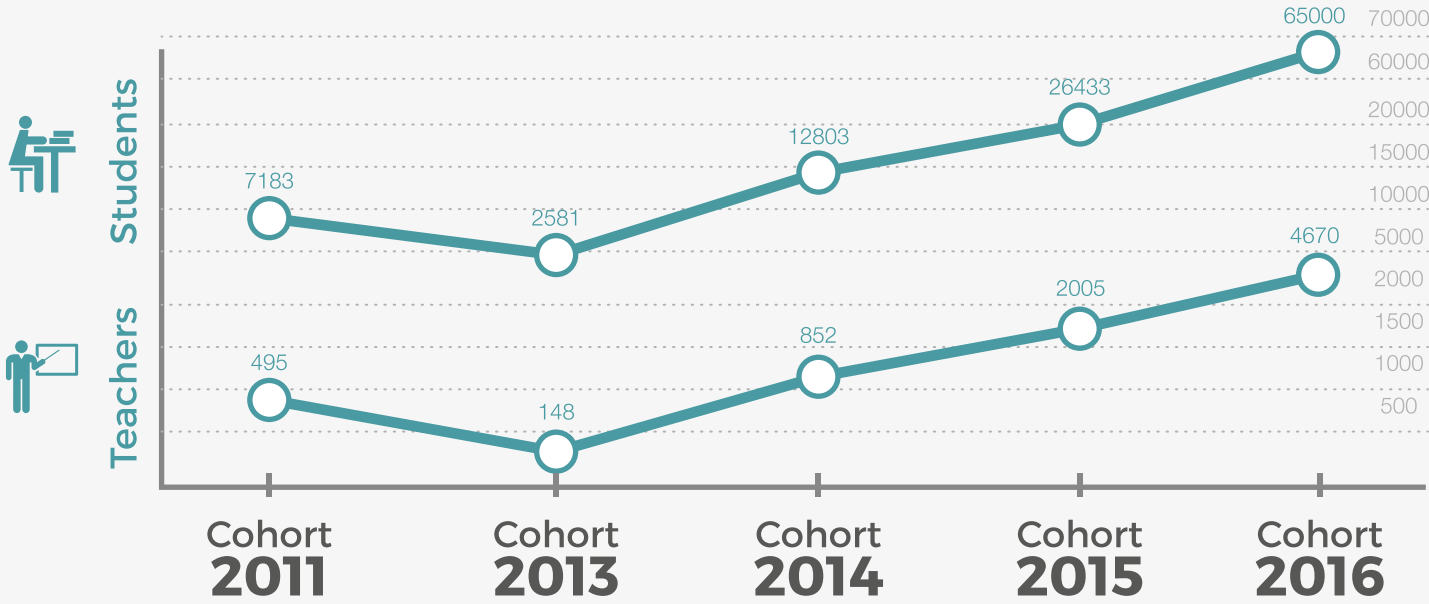
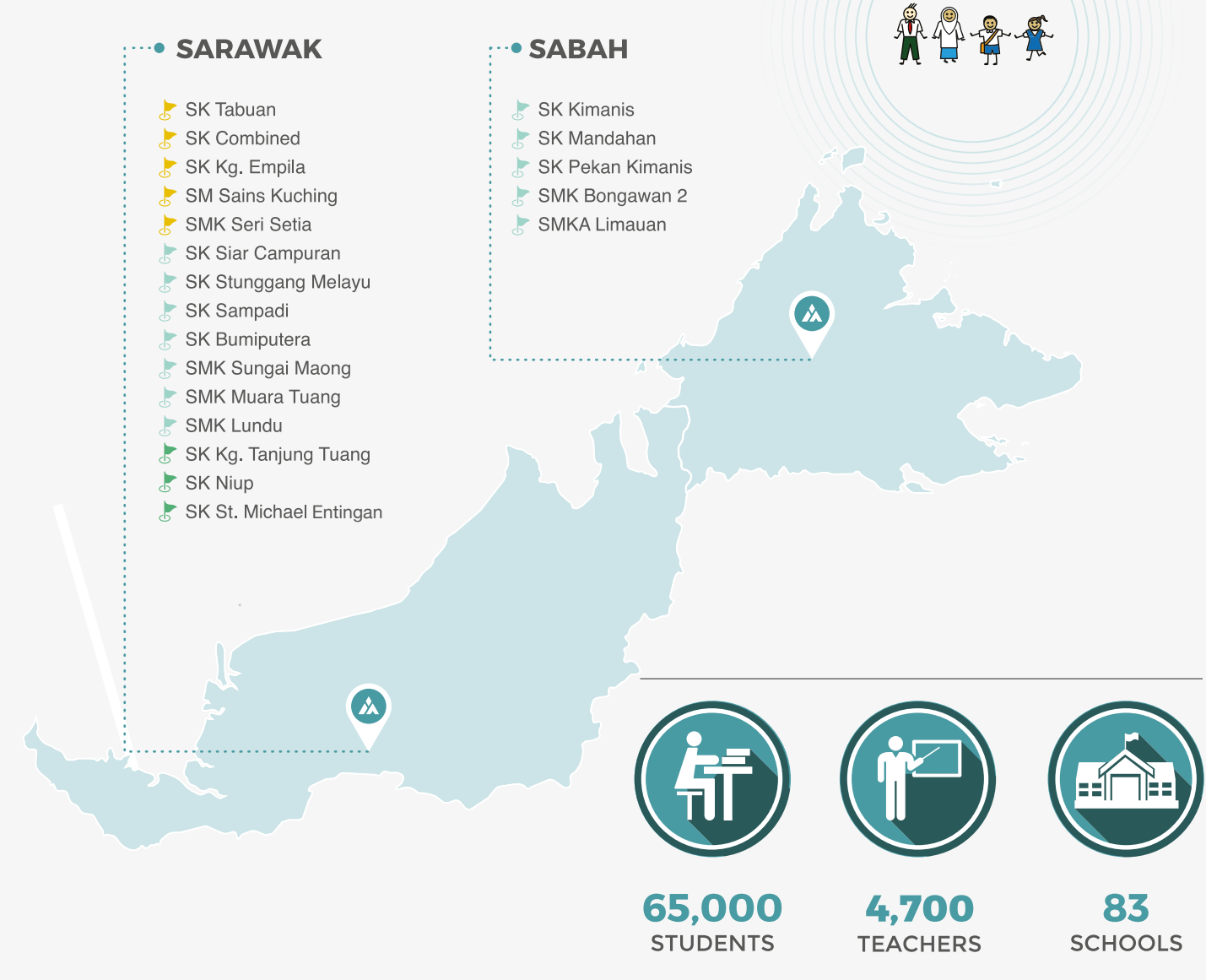
  - Independent practices

# 2018 TRUST SCHOOLS NETWORK AND PROJECT AMAN



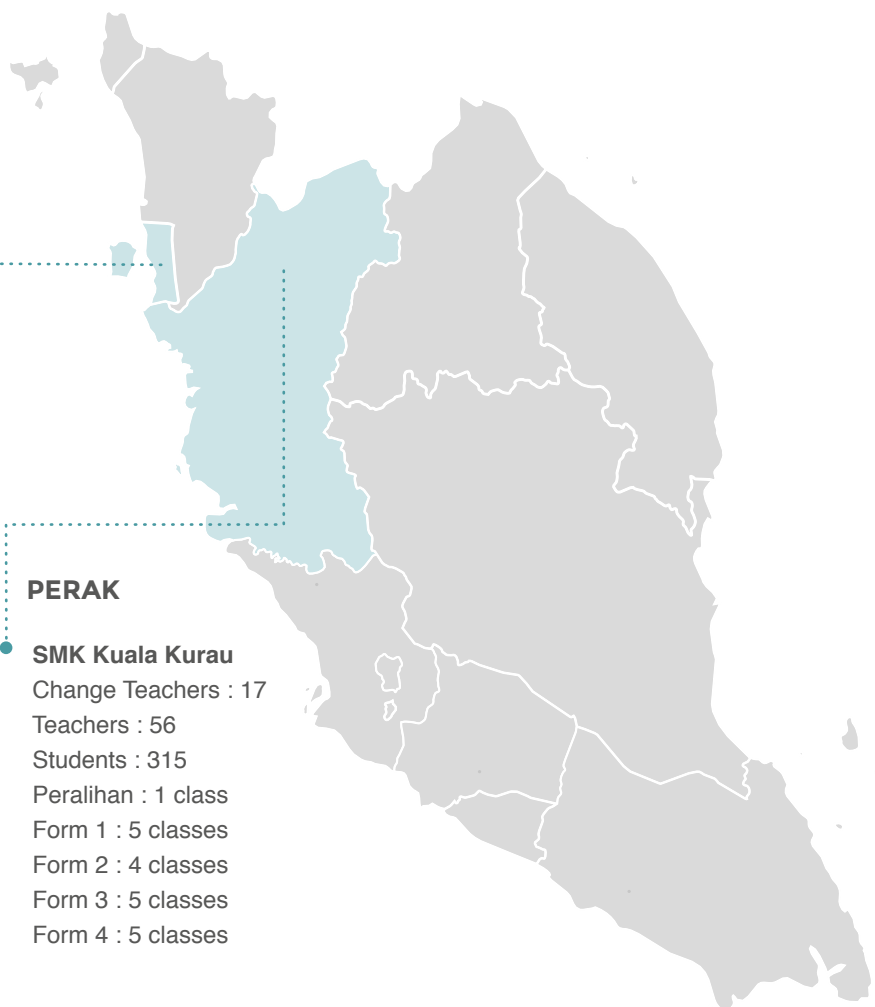
The Trust Schools Programme has presence across 10 states in Malaysia, namely Johor, Pahang, Selangor, Wilayah Persekutuan Kuala Lumpur, Terengganu, Negeri Sembilan, Kelantan, Perak, Sabah & Sarawak

There is a total of 83 Trust Schools.  
Cohort 2011 - 10 schools  
Cohort 2013 - 3 schools  
Cohort 2014 - 17 schools  
Cohort 2015 - 32 Schools  
Cohort 2016 - 21 Schools



# 2018 GUSTO SCHOOLS

Yayasan AMIR



## PULAU PINANG

### SMK Jelutong

Change Teachers : 16  
 Teachers : 57  
 Students : 533  
 Peralihan : 1 class  
 Form 1 : 4 classes  
 Form 2 : 4 classes  
 Form 3 : 4 classes  
 Form 4 : 5 classes  
 Form 5 : 5 classes

### SMK Taman Sejahtera

Change Teachers : 14  
 Teachers : 34  
 Students : 456  
 Peralihan : 1 class  
 Form 1 : 5 classes  
 Form 2 : 5 classes  
 Form 3 : 5 classes  
 Form 4 : 5 classes

### SMK Dato' Haji Hassan Noh

Change Teachers : 22  
 Teachers : 55  
 Students : 683  
 Peralihan : -  
 Form 1 : 6 classes  
 Form 2 : 6 classes  
 Form 3 : 6 classes  
 Form 4 : 6 classes  
 Form 5 : 6 classes

## PERAK

### SMK Kuala Kurau

Change Teachers : 17  
 Teachers : 56  
 Students : 315  
 Peralihan : 1 class  
 Form 1 : 5 classes  
 Form 2 : 4 classes  
 Form 3 : 5 classes  
 Form 4 : 5 classes

### SMK Kamunting

Change Teachers : 21  
 Teachers : 79  
 Students : 677  
 Peralihan : 1 class  
 Form 1 : 8 classes  
 Form 2 : 8 classes  
 Form 3 : 8 classes  
 Form 3 : 9 classes

## IMPACT SUMMARY

**128**  
CLASSES

**2664**  
STUDENTS

**90**  
CHANGE  
TEACHERS

**281**  
TEACHERS

\*SMK Dato' Haji Hassan Noh was previously known as SMK Permatang Tok Labu

\*SMK Jelutong and SMK Dato' Haji Hassan Noh were on an accelerated track and had chosen to expand the programme to both Form 4 and Form 5 in 2018.

## GROUND UP SCHOOL TRANSFORMATION (GUSTO PROGRAMME)

The Ground-Up School Transformation Programme (GUSTO) is a collaboration between the State Education Departments of Perak and Pulau Pinang, Yayasan AMIR (YA), LeapEd Services (LE) and Teach For Malaysia (TFM). The project was initiated in May 2015 and has two secondary schools in Perak – SMK Kamunting and SMK Kuala Kurau – and three in Pulau Pinang – SMK Permatang Tok Labu, SMK Jelutong and SMK Taman Sejahtera. The three partners (YA, LE & TFM) developed the programme to leverage off the learnings and successes of the school transformation framework and approaches used in the Trust Schools Programme, as well as the experience of TFM Alumni as change champions during the initial stages of the programme.

### GUSTO KPTS

The GUSTO seeks to meet 4 Key Performance Targets (KPTs):

1. High Quality Leadership and Management
2. Effective Continuous Professional Development
3. Effective Teaching and Learning
4. Improved Student Achievement and Potential

The 5 schools will go through 3 phases of the Gradual Expansion Model in School as detailed below:

SUPPORT PHASE (Status: Completed)	INDEPENDENT PHASE (Status: Ongoing)	SUSTAINABILITY PHASE
3 Years (2015-2017)	2 Years (2018-2019)	2020 onwards
<p>YA, LE and TFM with the continuous support from Perak and Penang State Education Departments provided:</p> <p><b>Bespoke training and in-school support</b> to 3 target groups to Senior Leadership Team, Change Teachers and Teachers in implementing and monitoring GUSTO.</p> <p><b>The impact of the programme takes</b> place gradually over a period of 3 years beginning with Form 1 in 2015, then extending to Form 2 in 2016 and covers the entire Lower Secondary Forms in the 3rd year of implementation</p>	<p><b>Schools independently</b> expand PSG to Form 4 and Form 5 and continue to embed the GUSTO culture. At the end of the 5th year, the GUSTO approach is targeted to cover the entire school.</p> <p><b>Committed SLT</b> with the support of an <b>established GUSTO Core Team</b> will drive transformation, implement key processes, monitor the programme and report progress.</p> <p><b>Capable Change Teachers and upskilled Teachers</b> continue to ensure implementation of effective classroom practices.</p> <p>To support the sustainability of the programme, <b>a Task Force at each of the 5 districts in the 2 states was formed in 2018</b>. The members consisting of JPN and PPD officers support implementation of GSP and monitor school progress.</p> <p><b>Introduction of Garis Panduan Sekolah GUSTO.</b></p>	<p>The Garis Panduan Sekolah Gusto (GPSG) approach has been applied to all teachers and pupils while the <b>GUSTO culture is clearly visible</b> in Learning and Facilitation that occurs in the classroom.</p> <p>State Education Departments, District Education Officers and GUSTO Schools <b>work hand in hand to sustain best practices</b>.</p>



## **Sustaining the GUSTO Approach**

With the exit of YA, LE and TFM from schools at the end of 2017, the expectation was for the schools to independently continue transforming the schools and expanding the programme to the upper forms. By then, the Senior Leadership Teams, Change Teachers and Teachers in each of the 5 schools had undergone rigorous professional development and had an established GUSTO Core Team which put the 5 schools on track to meeting their individual school targets.

However, in sustaining the GUSTO approach and supporting the schools in their transformation efforts, 2 additional structures were put in place.

### **1. Formation of GUSTO Task Force**

The 5 GUSTO Schools in Perak and Pulau Pinang are under the purview of 5 separate District Education Offices. As they are the closest to the schools, a Task Force was formed consisting of a number of District Education Officers to support and monitor the GUSTO schools. This Task Force is led by the Head of School Management Sector from each state department while the Head of each District Office, together with his officers oversee the implementation of the programme in schools. The Task Force is also tasked to assist in resolving issues that arise in schools and ensure periodic reporting at the GUSTO Management Meetings.

### **2. Introduction of Garis Panduan Sekolah GUSTO (GPSG)**

After several rounds of writing workshops with representatives from the State & District Education Departments, Senior Leadership Teams and Change Teachers in 2018, a comprehensive handbook called the Garis Panduan Sekolah GUSTO was introduced in a workshop and launched on 4th April 2019 at Olive Tree Hotel, Bayan Lepas, Pulau Pinang. The Garis Panduan Sekolah GUSTO was developed primarily to assist schools and State Education Departments to continue implementing, monitoring and sustaining the programme.

This momentous occasion was officiated by Encik Jamil Mohamed, the State Education Director of Pulau Pinang and Dato' Haji Mat Lazim b. Idris, the State Education Director of Perak. This event also served as celebratory dinner to recognize the efforts of all especially the Senior Leadership Team, Change Teachers and teachers who had tirelessly worked to make the programme a success in the first 3 years of implementation. This event marked the official handover of the GUSTO to the State Education Departments to continue driving the change and implementing the programme in their respective schools.



## YAYASAN AMIR CUP

Yayasan AMIR Cup (YA CUP); a social business challenge is a competition amongst all 32 secondary schools in the TSP. This competition is jointly organised with myHarapan, an independent not-for-profit foundation dedicated towards empowering young Malaysians towards nation-building efforts, and LeapEd Services Sdn. Bhd., who hosted the final pitching session for the schools at the TSC18 dinner.

It is a competition that empowers participants in taking action to solve social problems, to increase Malaysian secondary school students involvement in sustainable social projects, and to introduce social enterprise creating a platform for students to make a difference. At the beginning of the competition, YA have received 34 applications and only 12 schools were then shortlisted and invited to a Social Business Boot Camp host by myHarapan in Kuala Lumpur. During the Boot Camp, they were coached on how to refine their ideas to put into a proposal. They also learned on project management, market validation, impact engagement and finally the presentation skills. At the end of the Boot Camp, 6 schools were selected and given RM800 each to implement their ideas.

The selected schools were given 2 months for the implementation phase and then pitched at the semi finals.

Only 3 schools – SMK Pulau Indah, SMK Pengkalan Berangan and SMK Bandar Baru Salak Tinggi were selected as a finalist and were invited to the final pitching at the TSC Dinner in Kuching Sarawak. SMK Pengkalan Berangan's project contained brilliant ideas on creating awareness about 21st century learning (PA21) focusing on student-centered learning that emphasised aspects that need to be mastered by students, namely, communication, collaboration, creativity, critical thinking and values.

SMK Pulau Indah represented by Special Need students with their project named X-Collamunity Project, focused on maximizing the abilities and skills of special kids and finally to change the public's views on special needs children who seem unable to contribute and commit to the community. For SMK Bandar Baru Salak Tinggi, their project is to tackle disciplinary issues such as bullying, vandalism, and fights.

At the finals, SMK Pulau Indah won the competition and was awarded a trophy and a cash prize of RM3000.





## TRUST SCHOOLS CONFERENCE

Trust Schools Conference (TSC) is a platform to learn, share ideas and experiences between communities and stakeholders in the Trust Schools' network, and the conference has been organised successfully since 2012. This year, Trust Schools Conference 2018 (TSC18) was our sixth conference and aimed to go beyond learning and sharing amongst the Trust Schools Programme (TSP) communities.

In essence, TSC 2018 themed "Transformation Beyond Borders" was aimed at supporting interventions across various entities and boundaries creating a platform that will continue to support sustainability of the programme.



The primary aim of the 2018 conference was to value add, capacity build and enhance skills amongst all 83 schools' selected senior leadership team and middle leaders of all cohorts in the Trust School family, including GUSTO (Ground Up School Transformation) programme. The conference involved officials from the Ministry of Education (MoE), Jabatan Pendidikan Negeri (JPN) and Pejabat Pendidikan Daerah (PPD) and had dedicated sessions to discuss and focus on TSP sustainability initiatives and support structure needs. The conference also looked at skills and exposure beyond our own boundaries and borders. Yayasan AMIR (YA) had invited EduCluster Finland, an expert training provider based in Finland, who sent twelve key lead experts to the conference and delivering focused thematic workshops.



Main sessions in the conference featured forums titled: “Transformation Beyond Borders” and “Transformations: Of Needs and Wants and More”, as well as 6 (six) capacity Building Workshop sessions conducted by EduCluster Finland; JPN and PPD officers visiting SK Tabuan and SMK Seri Setia as well as sessions on GPSA. Students were exposed to Drama Courses facilitated by Puan Fauziah Nawi, Puan Vanidah Imran and Puan Farah Ahmad.

YA had also organised a social business challenge : Yayasan AMIR Cup (YA CUP), amongst all 32 secondary schools in the TSP. This competition was jointly organised with myHarapan, an independent not-for-profit foundation, dedicated towards empowering young Malaysians towards nation-building efforts.

There were 10 exhibition booths covering all 10 (ten) participating States which were hosted by students with the aim to showcase TSP students’ ability to host and inform delegates about the TSP journey and culture in their own local State.

The sixth Trust School Conference was held at Riverside Majestic Hotel, Kuching Sarawak, from 30th, 31st July to 1st August 2018 involving 600 participants.



## DTP-AMAN

Project DTP-AMAN (formerly known as Project AMAN) is a whole-state education transformation in Kedah. DTP-AMAN aims to implement transformation at the system-level by impacting all three components of the state education system: Kedah State Education Office (JPN), 9 District Education Office (PPD) and 64 pilot schools. System-wide transformation at the state-level will be implemented through two distinct and related work tracks:

### Organisational Enhancement (OE)

**(a) Focused on transformation at the JPN and PPD by enhancing the capability and capacity of personnel within the JPN and PPD to provide better support to the schools in their improvement efforts.**

- OE JPN team comprises the State Education Director, Deputy Director, 10 Sector heads and 12 officers known as the DTP-AMAN 12 (a total of 24 people).
- For OE PPD, the team involved are Head of the PPD, Deputy Head and 1 PPD officer (3 for each PPD)

### **(b) PPD-led Transformation**

- PPD-led Transformation team (PLT) comprises 5 staff from each PPD; 2 PPD, 1 School Improvement Partners (SIP+) and 2 School Improvement Specialist Coaches (SISC+) officers except only 3 in Baling & Sik (1 PPD, 1 SIP+ and 1 SISC+ officer). Focused on supporting and scaffolding school transformation by working with the Senior School Leaders of the respective schools.

DTP-AMAN journey started with the implementation of Continuous Professional Development (CPD) on both tracks. The teams will then coach and assist 64 pilot schools; 8 schools in Kota Setar, Kuala Muda Yan, Kulim Bandar Baru, Kubang Pasu, Pendang, Padang Terap & Langkawi with 4 each in Baling & Sik (back in 2017, there are 8 PPDs with Baling/Sik combined as one).

Each PLT team will service 8 schools, divided into 2 clusters (except 1 cluster each in PPD Baling and PPD Sik). Adopting a cluster approach will allow the schools in the cluster to network and establish learning communities that facilitate mutual support and collaboration. The cluster approach is also integral to the project-training model, which requires SIPs and SISCs to lead cluster-based training.



# CURRENT MILESTONES



- 2018 Milestones

# Milestones 2018



## JANUARY

- 2018 YA Kick-off Meeting
- Project AMAN - Workshop for Kick-off in Penang
- AMAN Steering Committee Meeting JPN Kedah 1/2018
- Accreditation Workshop with Inspectorate of Schools (JNJK) (Day 1) @ LeapEd

## FEBRUARY

- Accreditation Workshop with JNJK (Day 2) @ SMK Pulau Indah
- Federal Land Development Authority (FELDA) Selection Visit @ Lurah Bilut
- District Education Office (PPW) Bangsar Visit @ SMK Orkid Desa
- District Education Office (PPD) Roadshow in Kota Tinggi, Johor Bahru, Kulai, Samarahan, Padawan, Manjung, Sepang, Marang

## MARCH

- GPSA Module 2 (Selangor, Terengganu, Kemaman)
- PPD Roadshow in Petaling Utama, Dungun, Petaling Perdana, Kuala Kangsar, Pasir Gudang, Pontian, Kuantan, Kemaman, Papar, Klang, Lundu, Kuching
- GPSA Module 2 (Pahang, Sabah, WPKL)
- GPSA Module 2 - (Perak, Sarawak-Lundu & Padawan)
- Hasanah Bersama Rakyat at Jerlun, Kedah

## APRIL

- School visit by JNJK at SMK Cyberjaya
- PPD Roadshow in Jeli
- Workshop on TSSP Understanding with JNJK (Day 1)
- Trust Schools Conference by Johor schools 2018
- YA CUP – Bootcamp & Pitching Session

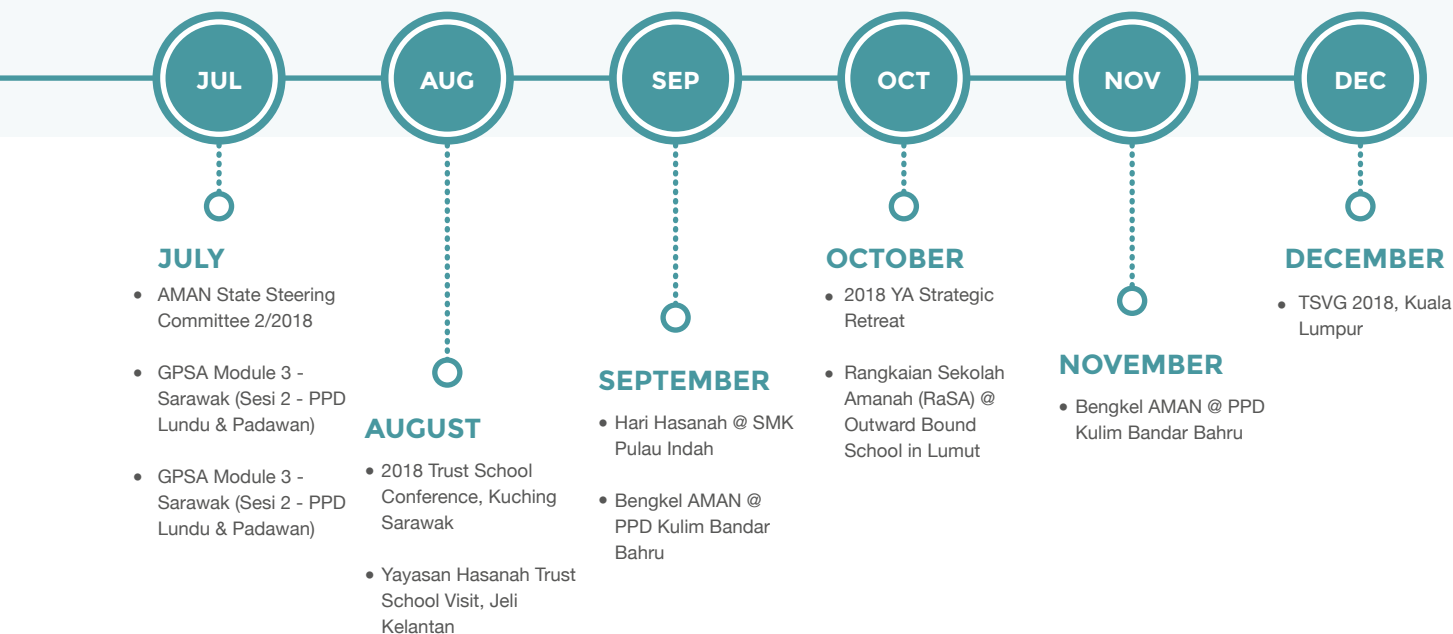
## MAY

- Schools Management Division (BPSH) Accreditation Visit to Sarawak
- AMAN State Steering Committee 2/2018
- GPSA Module 3 - Sarawak (Sesi 2 - PPD Lundu & Padawan)

## JUNE

- AMAN State Steering Committee 2/2018
- GPSA Module 3 - Sarawak (Sesi 2 - PPD Lundu & Padawan)





# IN FLIGHT



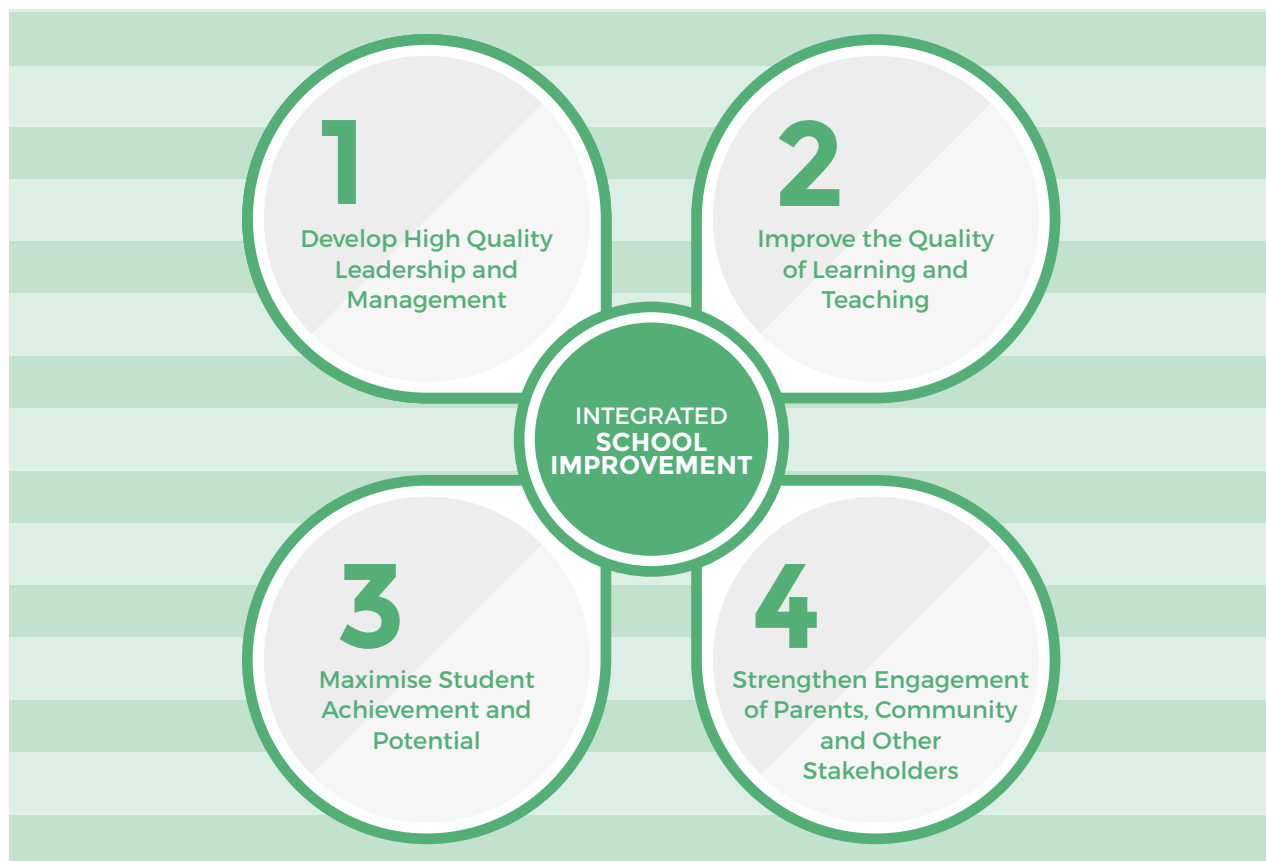
- Strategic Goals
- Implementation Strategy
- Programme Overview
- Progress To Date



## STRATEGIC GOALS

The four strategic goals of the Yayasan AMIR Trust Schools Programme are:

# 4 Strategic Goals



### Develop High Quality Leadership and Management

- Effective school-wide, distributed leadership at every level and utilisation of various leadership styles
- School leaders are leaders of learning with a thorough understanding of effective learning
- High-performing principals and headmasters who are models of best practices
- Continuous process of school development planning and self-evaluation effectively translated into practice in all areas of the school
- Robust performance management system practices are used to ensure continuous improvement
- Financial planning ensures that students benefit from sound financial judgements and decision-making which is linked to strategic objectives and tactical priorities



### Improve the Quality of Learning and Teaching

- Utilise a broad range of pedagogies and methodologies appropriately and consistently
- Consistently reflect on the impact of their practices on student progress and achievement
- Successfully create a positive learning environment with high expectations where students are challenged, supported and nurtured
- Usage of multiple sources of data and information about individual students to personalise learning experiences



### Maximise Student Achievement and Potential

- The school's curriculum and co-curriculum activities match learners' needs, interests, aspirations and capabilities that contribute to learners' achievement and enjoyment
- The school's co-curricular provision is directly linked to, and enriches the core and extended curriculum
- All schools introduce innovative assessment methodologies and practices that allow students to demonstrate their achievements in varied and creative ways
- All teachers consistently apply the principles and practices of effective assessment for learning
- The school identifies, and provides support for students' personal, social, intellectual and emotional development needs with an emphasis on the principles of Modal Insan



### Strengthen the Engagement of Parents, Community & Other Stakeholders

- There are strong partnerships between the parents and the schools to support the holistic development of the students
- Innovative and creative partnerships as well as collaborations exist within the local communities

*The above Strategic Goals are implemented in accordance with the specific needs of each Trust Schools to ensure the implementation of all four Strategic Goals in these schools are integrated and the schools act as a catalyst for best practices.*



## IMPLEMENTATION STRATEGY

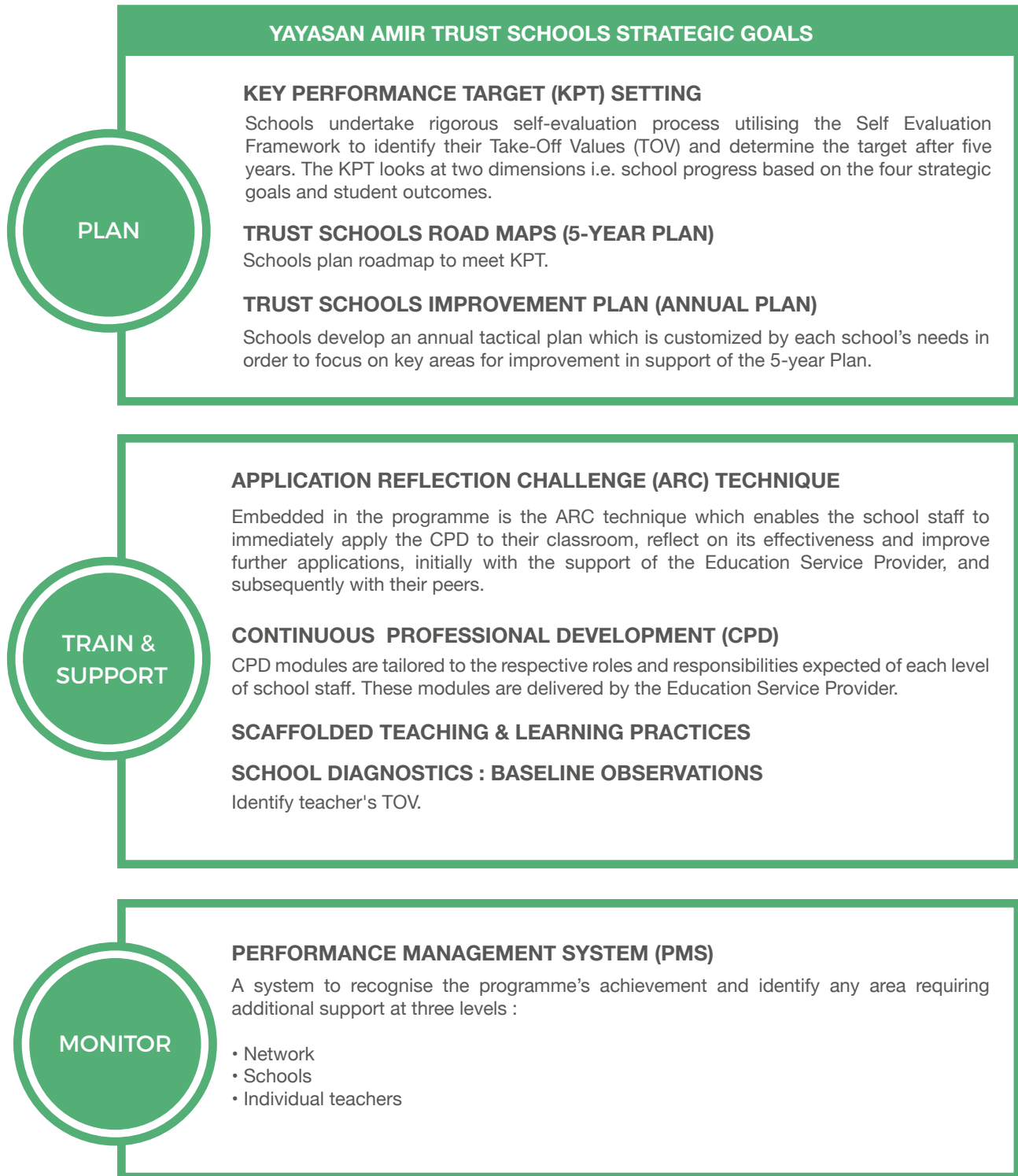
### 5 – Year Plan (Gradual Release Model)

The Gradual Release Model (GRM) was envisioned to develop capacity and embed systems in order to gradually release responsibility to the schools, Pejabat Pendidikan Daerah (PPD) and Jabatan Pendidikan Negeri (JPN) to ensure sustained change is maintained beyond the duration of the programme.

PRE-IMPLEMENTATION	TRANSFORMATION PHASE		SOLIDIFYING PHASE	TRANSITIONING PHASE		POST-ACCREDITATION
School Selection	Introduction of theory and demonstration of new system		Trust Schools culture	Monitor and support for accreditation		
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
	I DO YOU FOLLOW		WE DO TOGETHER	YOU DO I WATCH		



## PROGRAMME OVERVIEW



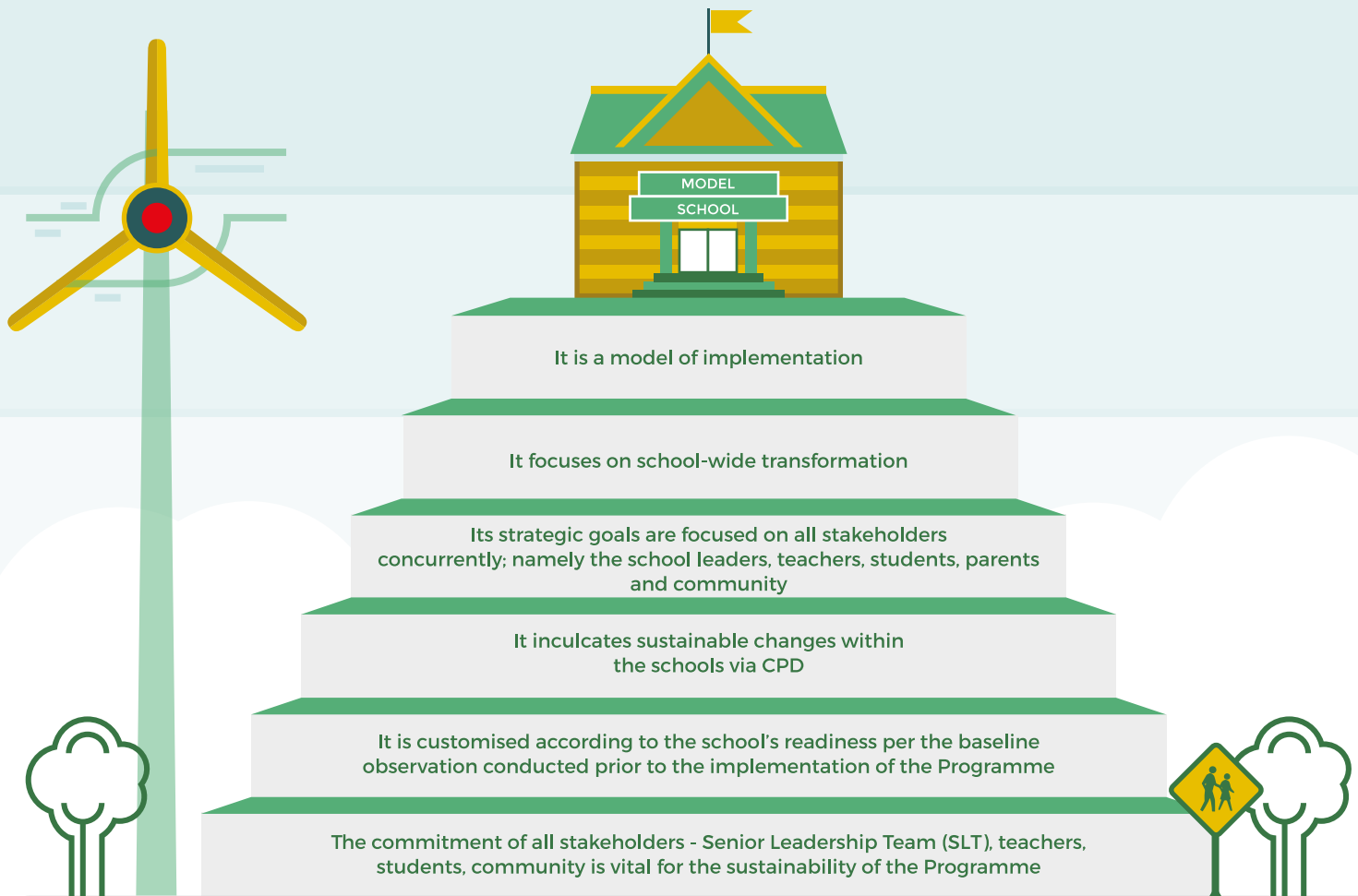




## PROGRAMME OVERVIEW

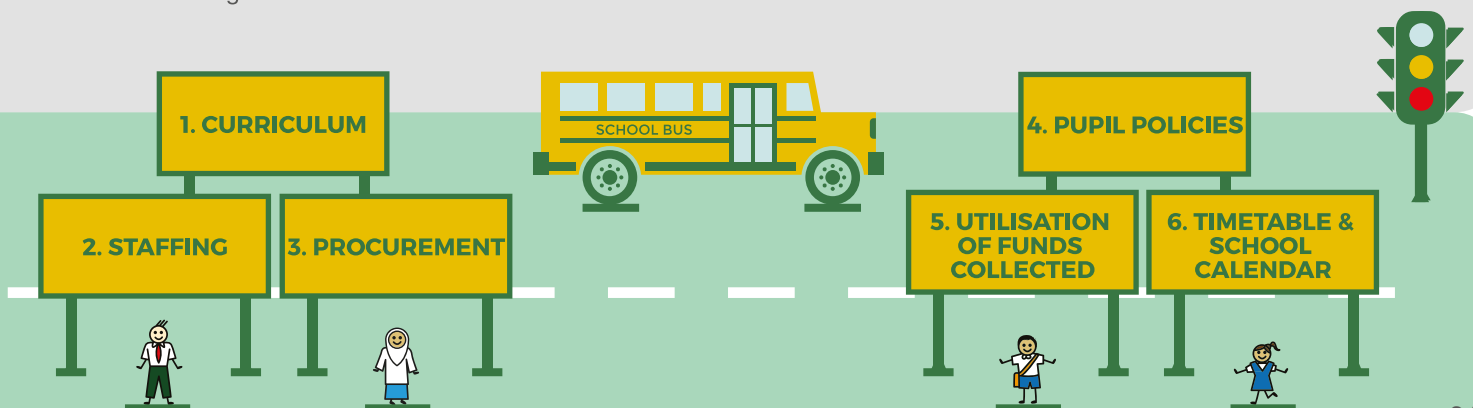
### Trust Schools Programme Key Differentiators

Trust Schools Programme (TSP) commenced in 2011 with an initial cohort of 10 schools. The duration of the TSP is five years and follows a Gradual Release Model.



## AUTONOMIES

One of the changes proposed in the Malaysia Education Blueprint 2013-2025 is to allow schools to have more autonomies and decision-making capabilities with regard to how their schools are run. Under TSP, school leaders are guided to take charge of the following:



## PROGRAMME OVERVIEW

### Model Trust Schools



It is expected that upon release from YATSP and achieving Accredited School status, there are sufficient systems in place to ensure sustainability after Year 5. These systems include:

#### 1. Integrated School Transformation Programme

- There is effective Leadership and Management within the school
- Constantly raising the Quality of Teaching and Learning
- School is able to maximise Students' Potential and Outcomes
- There is increased involvement of Parents and Community in school programmes and activities

#### 2. Training & Support

- SLT is able to deliver CPDs to the whole school
- Encourage student development through integrated co-curriculum framework, leadership training, cooperative learning and creativity

#### 3. Performance Management System

- Regular use of the PMS systems to set and track overall schools and students Key Performance Targets, individual PMS targets
- Report key milestones progress throughout the programme

#### 4. Sustainability Factors

- Develop in-school pedagogical support through the development of Middle Leaders, establish PLCs within the school and surrounding areas
- Implement GRM with increased independence and ownership for school to ensure sustainable change practices





## PROGRESS TO DATE

### (A) THE YEAR IN REVIEW

The Trust Schools Programme (TSP) is now in its 8th year. The programme is currently in 83 schools, 23 PPDs and 10 JPNs. Overall, the programme is going through the phases progressively. Cohort 2011, consisting of 5 schools in Johor and 5 in Sarawak, is currently going through the Accreditation process, which is led by Inspectorate of Schools (Jemaah Nazir & Jaminan Kualiti – JNJK). In 2019, 20 Trust Schools will be going through the Accreditation process. Kelantan is the youngest state to be in the TSP and the 5 schools, in Jeli, Kelantan are going through the 2nd year of the TSP. This will be the last year the school will have full support from LE and gradually for the next 3 years this support will decrease. The schools are progressing as planned.

Sustainability is one of the main focuses in TSP. To ensure sustainability various programmes were developed and implemented. Such programme is the Garis Panduan Sekolah Amanah (GPSA) CPD Modules focused for JPN and PPD Officers who will support and monitor schools upon accreditation of the TS. It is a 3 year programme and currently in its 2nd year. Another programme is the TS Financial Workshop. An element which is also a focus in Trust schools is the Finance function with LE having Finance Partners to consult schools in the Financial elements. Bahagian Kewangan and Bahagian Pengurusan Sekolah Harian came together with YA and LE to train JPN, PPD and Trust Schools on Chapter 7 of the GPSA. The programme's focus was streamlining understanding in TSP Finance and this was very well received by the schools, PPDs, JPNs and related Departments in MOE.

Also, under the umbrella of sustainability, PPD Roadshow was held in 22 PPDs. The Roadshow was conducted in the 1st Quarter of 2018. The team presented to all officers in the PPDs on TSP followed by a QnA session. 99.4% of the officers said the programme is very good. Based on feedback, the PPDs welcomed the programme very much as it has to some degree helped the GPSA Taskforce Officers to get support from other PPD Officers to support and monitor the schools.

The TSC 2018 themed “Transformation Beyond Borders” is aimed at supporting interventions across various entities and boundaries, and create a platform that will continue to support sustainability of the programme. The primary aim of this year's conference is to value add, capacity build and enhance skills amongst all 83 schools' selected senior leadership team and middle leaders of all cohorts in the Trust School family, including GUSTO (Ground Up School Transformation) programme and also selected Jabatan Pendidikan Negeri (JPN) and Pejabat Pendidikan Daerah (PPD) in AMAN project (a statewide transformation programme in Kedah). This year's conference looked at skills and exposure beyond our own boundaries and borders. Yayasan AMIR (YA) invited EduCluster Finland, an expert training provider based in Finland, who sent twelve key lead experts to the conference and delivered focused thematic workshops.

YA also planned a social business challenge, YA Cup, a competition amongst all 32 secondary schools in the TSP. This competition is jointly organised with myHarapan, an independent not-for-profit foundation dedicated towards empowering young Malaysians towards nation-building efforts, and LeapEd Services Sdn. Bhd., who hosted the final pitching session for the schools at the TSC18 dinner.

The Rangkaian Sekolah Amanah (RaSA) for Advisory Teachers and Middle Leaders (AT/ML) and secondary Students was conducted from 10th – 15th October 2018. The programme started with having a 1-day session with Pn Fauziah Nawi, Vanidah Imran and team in Kuala Lumpur and then continued the programme at Outward Bound School (OBS). To close the year in 2018, Trust School Volunteer Group (TSVG) was conducted on 30 Nov – 2 Dec 2018. The group was established to share and discuss ideas and issues surrounding the programme. This year we opened the group to new members and a number of teachers from Trust schools showed their interest to join.

## **(B) PROGRAMME ENHANCEMENT & INITIATIVE**

### **(I) Garis Panduan Sekolah Amanah (GPSA) Roll Out for State & District Education Departments (JPN&PPD)**

2018 marks as Year 2 for the implementation of Continuous Professional Development (CPD) GPSA for JPN and PPD Officers. In Year 2, there are 3 CPD sessions implemented in nine (9) states. The aim of the CPD GPSA for this year is to develop soft skills of JPN and PPD Officers in monitoring Trust Schools. Skills that were taught include questioning, providing feedback, coaching, mentoring and negotiation. Through 3 CPDs, JPN and PPD Officers are trained to do the monitoring and support based on TS Processes. The CPD provides opportunity for JPN and PPD Officers to conduct practical activities and do on site modeling of the monitoring process. JPN and PPD Officers are now working closely with schools and able to monitor and support Trust Schools more effectively.

### **(II) Trust Schools Programme Financial Management Workshop**

Yayasan AMIR (YA) was given the mandate to manage six (6) autonomies. Two of the autonomies are related to Finance and Procurement. In order to ensure efficient and effective management of Finance and Procurement at School and JPN level, a workshop on Finance Management for Trust School Program was conducted in August 2018.

The workshop was initiated and designed by Bahagian Pengurusan Sekolah Harian (BPSH), YA and LeapED to ensure schools have the same understanding, latest practices and guidelines with regards to TS Finance Management, this is especially important for schools that have passed 5 years of the Programme. The objective is for JPN (the desk officer and finance officer) to have better understanding and greater overview on what the schools had been through. In the end, the primary objective is for JPN to play a greater role in managing and coaching the schools post-accreditation.

Trust Schools Programme Finance Management Workshop was held at Riverside Majestic Hotel, Kuching Sarawak, from 1st August to 3rd August 2018. A total of 94 participants consisting of 60 participants from 30 schools C2011, C2013 and C2014, 27 participants from 9 JPNs and 6 participants from BPSH attended the workshop.

The workshop was deemed successful as it has created the link between JPN and schools with regards to Trust School Finance and Procurement.

### **(III) PPD Roadshow**

In 2018, PPD Roadshow was initiated by Yayasan AMIR for the first time. The main intent of this roadshow is to improve the understanding of Trust Schools Programme (TSP) throughout all PPD departments while at the same time streamlining the understanding of TSP between different departments.

The roadshow was conducted from February until April 2018. The first roadshow was conducted in PPD Bangsar and ended in PPD Jeli. 22 PPDs were involved and feedbacks were gathered from the roadshow.

Based on the feedback analysis, PPD appreciates the effort and hopes that YA keeps doing this kind of engagement with them. It is also apparent from the feedback that the understanding of TSP amongst PPD members has improved. They are now having a deeper understanding on the intent, focus and processes used in TSP.



#### (IV) RaSA (Rangkaian Sekolah Amanah)

The RaSA programme was first introduced in 2016 aimed to connect and network with focused key stakeholders of the programme. This programme has created both a formal and informal setting through its range of outdoor activities and workshops providing a comfortable platform for participants to discuss, network, and share programme updates with participants. More importantly, making friends with each other would be the best way to learn and share experiences amongst the participants across clusters.

Building from the success of the previous years, 2018 RaSA programmes were looking at secondary school students and Advisory Teachers and Middle leaders (AT/ML). RaSA 2018 involved 128 students and 32 AT/ML. Participants first gathered at INTEKMA Resort and Convention Centre, Shah Alam on 10th October 2018 where the participants were exposed to Drama Courses conducted by Puan Fauziah Nawi, Puan Vanidah Imran and Puan Farah Ahmad.

From 11th October to 15th October 2018, participants continued the programme at Outward Bound Malaysia (OBM), Lumut, Perak for team-building and outdoor sessions. Throughout the programme, the students and teachers were able to foster a better working relationship amongst themselves, and are able to share their experiences and challenges in the programme.



## **(V) Trust Schools Volunteer Group (TSVG)**

In late 2014, Yayasan AMIR (YA) established a group known as Trust Schools Volunteer Group (TSVG). The TSVG comprises volunteers from Trust Schools, Jabatan Pendidikan Negeri (JPN) and Pegawai Pendidikan Daerah (PPDs) from all clusters who would like to contribute ideas for the sustainability of Trust Schools Programme (TSP). Through this programme, YA gained feedback from the ground and used these feedbacks to improve the programme.

In 2018, TSVG was held from 30th November until 2nd of December 2018 at Corus Hotel, Kuala Lumpur. Interestingly, this year we had new members and a number of teachers from Trust Schools showing their interest to join. The main aim for this year is to provide opportunities for the new TSVG members to experience the programme whilst gaining insights from experienced teachers to strengthen good working relationships amongst TSVG members by sharing and exchanging ideas while gathering feedbacks on TSP.

13 new TSVG members were recruited which makes 33 attendees from 7 states. During the event, a variety of topics were discussed throughout the two-day event including Financial Management and Procurement, Human Resources Management, An Introduction to TSP 2.0, Middle Leaders ("ML") Network, Accreditation, GPSA Action Plan and Topics and Ideas for Trust Schools Conference 2020.





## (1) SCHOOLS AND STUDENTS PROGRESS

Trust Schools Programme (TSP) focuses on school-wide transformation with the expected end result of a positive school environment that provides students with the skills and knowledge that they need to take charge of their learning. In line with this, TSP is measured based on two dimensions namely:

### (A) SCHOOL PROGRESS

School progress is tracked according to the four Strategic Goals with schools having to achieve Accreditation Level (i.e Level 4) of the Trust Schools Standards and Practices (TSSP). The following key indicators are used to track progress of the Trust Schools (TS).

LEVELS	DESCRIPTION
Foundation 1 (0% - 30%)	There is little evidence of a school being able to show the standards of good practice expected in Trust Schools
Foundation 2 (31% - 50%)	There is some evidence of implementation of Trust Schools methodologies and systems. The school is beginning to identify and address some key areas for transformation.
Foundation 3 (51% - 70%)	There is more evidence of implementation of Trust Schools methodologies and systems. The school is able to identify and address key areas of transformation.
Accreditation (Level 4) (71% - 90%)	The methodologies and systems of Trust Schools are evident and embedded to ensure sustainability. A school at this level has reached the expected standards of a Trust School to achieve accreditation status and will be expected to show that they are able to sustain these systems and develop continuously.
Model Trust School (Level 5) (91% - 100%)	The Trust School is demonstrating outstanding achievement and can be benchmarked against international standards. Methodologies and systems have been embedded, resulting in sustainable and independent continued growth and development.



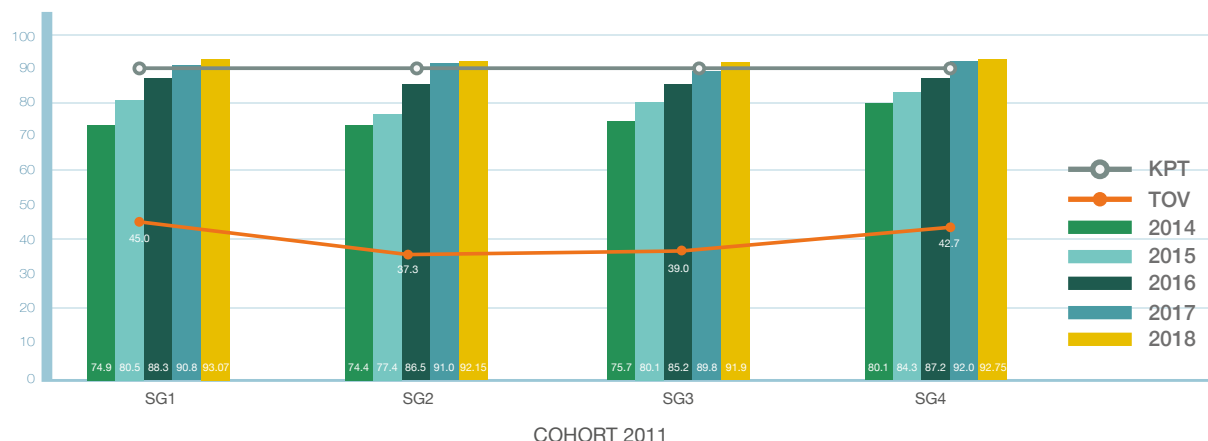
## Schools Progress Overview

As of 2018, there are 83 Trust Schools across ten states in Malaysia. As per the TSP Gradual Release Model (GRM), schools of Cohort 2011 and Cohort 2013 are in post accreditation phase while Cohort 2014 and Cohort 2015 (Jan) are in the Transitioning Phase. Schools of Cohort 2015 (July) and Cohort 2015 (November) are in the Solidifying Phase and Cohort 2016 is in the Transformation Phase.

### Cohort 2011

10 schools are selected for Cohort 2011 to pilot the TSP, placing them in Year 6 in 2018, which is the Post-Accreditation Phase of the Programme. Although the schools officially joined TSP in 2011, structured intervention only started in 2013 as the first two years of the Programme were spent on developing and enhancing the implementation of TSP. All the schools in Cohort 2011 have progressed well based on their KPTs and have embedded methodologies and systems of a Trust School to ensure the sustainability of the TSP.

LIST OF SCHOOLS	
SK Bandar Uda 2	SK Tabuan
SK Kg. Layau	SK Combined
SJK(T) Kangkar Pulai	SK Kg. Empila
SMK Gelang Patah	SM Sains Kuching
SMK Semenu	SMK Seri Setia



All Cohort 2011 schools have progressed steadily from their respective Take-Off Value (TOV) in 2011 in all four strategic goals, compared to the previous years. The cohort is now able to proceed with the programme and has successfully run Continuous Professional Development (CPD) sessions independently based on their cluster and school needs. Schools in Cohort 2011 have all undergone Accreditation by School Inspectorate in 2018 (Jemaah Nazir dan Jaminan Kualiti - JNJK).

All 5 Cohort 2011 Johor schools have developed effective systems and processes. The focus on independence in planning and implementation, quality of the content as well as planning for school improvement and sustainable practice by school leaders of learning. Nevertheless, SK Bandar Uda 2 has seen a change in leadership with a new Guru Besar (GB) coming on board. Rigorous assistance and support has been given to the new GB to ensure progress towards accreditation in 2018 and sustainability of the programme remains.

All 5 Cohort 2011 Sarawak schools demonstrate a continued commitment to the TSP. They all demonstrate a wide range of embedded systems and innovation that comes with their obvious confidence in the TSP. While there is still work to be done to accommodate new initiatives introduced by the Ministry of Education (MoE) or planned by the school, embedded good practices focusing on student learning are evident in C2011 Sarawak schools.

Officers from both the State Education Department and District Education Office of Johor and Sarawak have been more involved and played a major role in ensuring schools received the necessary support required.

In summary, given the full support by Ministry of Education (MoE), Yayasan AMIR and LeapEd Services Sdn. Bhd., schools of Cohort 2011 have demonstrated excellent progress and these achievements are a testament of the success of the TSP.

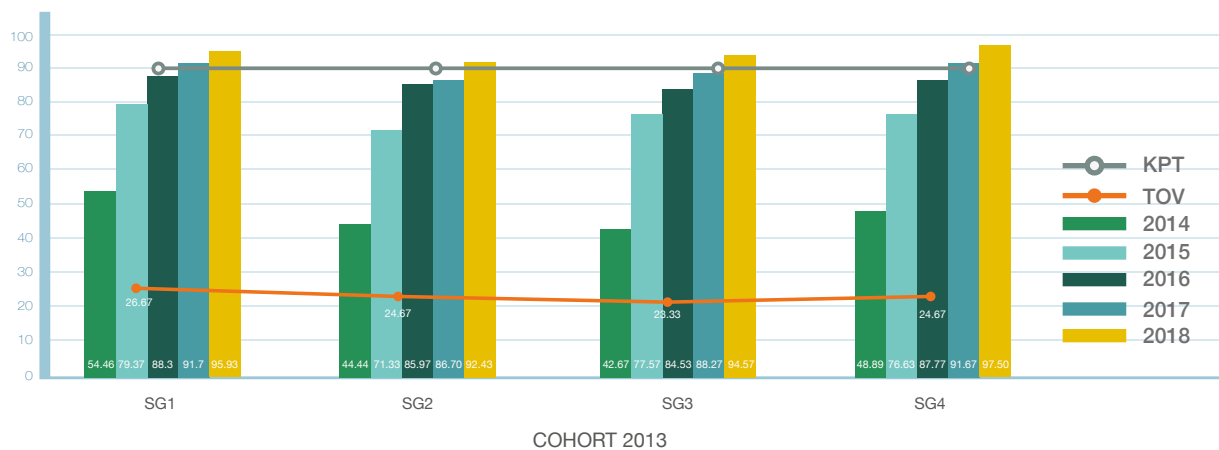


## Cohort 2013

In 2013, the TSP expanded to three schools in Kuala Lumpur. In 2018, the schools were in their sixth year of the Programme (Post-Accreditation Phase), where schools have embedded methodologies and systems of a Trust School to ensure the sustainability of the TSP. Similar with Cohort 2011, this cohort is now able to successfully run CPD sessions independently based on their cluster and school needs. Working closely with each other to strengthen their network and to enhance their progress towards Accreditation has always been a forte of this cohort. Furthermore, schools are actively engaging parents and collaborating with external parties and private sectors, which is one of the focuses of TSP.

### LIST OF SCHOOLS

SK Desa Pandan  
SK Convent Jalan Peel  
SK Sultan Hisamuddin Alam Shah



A challenge for SK Sultan Hisamuddin Alam Shah is the change in leadership in its Guru Besar (GB) in its 6th year of the programme where the school is gearing up towards Accreditation. However, the new GB has been provided with rigorous training in TSP leadership and support by the school's Senior Leadership Team (SLT) to ensure the school's progression in the Programme remains uninterrupted.

SK Convent Jalan Peel, on the other hand, faces a different set of challenges as most of the Advisory Teachers (AT) there have been transferred, leaving the school with only 1 AT. The school has since then, appointed new ATs and training and support has been ongoing to get them up to speed.

Amongst the notable achievements for Cohort 2013 in 2018 are SK Desa Pandan successfully hosted its 'Bengkel Aspirasi Seni'; an event organized by parents with minimal involvement by the teachers.

SK Sultan Hisamuddin Alam Shah has created a networking list of sponsors from government and private agencies in providing funding expertise, venue and accommodation to promote students' goals. Community engagement is especially strong in the Curriculum and Co-Curriculum domains, with Bank Rakyat, Bank Simpanan Nasional (BSN), Bank Negara Malaysia (BNM), Dewan Bandaraya Kuala Lumpur (DBKL) and ASWARA as the strongest partners and sponsors. With the newly minted robotics team, the school won state level and qualified for national level NRC Robotics Competition. The school also qualified for national level ROBOSUMO competition.

SK Convent Jalan Peel had three students representing Kuala Lumpur in English Camp and they won 3 gold and 3 bronze medals. The school also hosted a state level Science Fair for Trust Schools and neighbouring schools.

Throughout 2018, all three schools have received a constant stream of visitors from both local and international institutions for sharing of best practices and also as a baselining visit.

## Cohort 2014

There are 17 Trust Schools under Cohort 2014, which comprises four clusters, covering Johor Bahru, Pasir Gudang, Pontian and Klang Valley. In 2018, these schools were in Year 5 (Transitioning Phase) of the Programme.

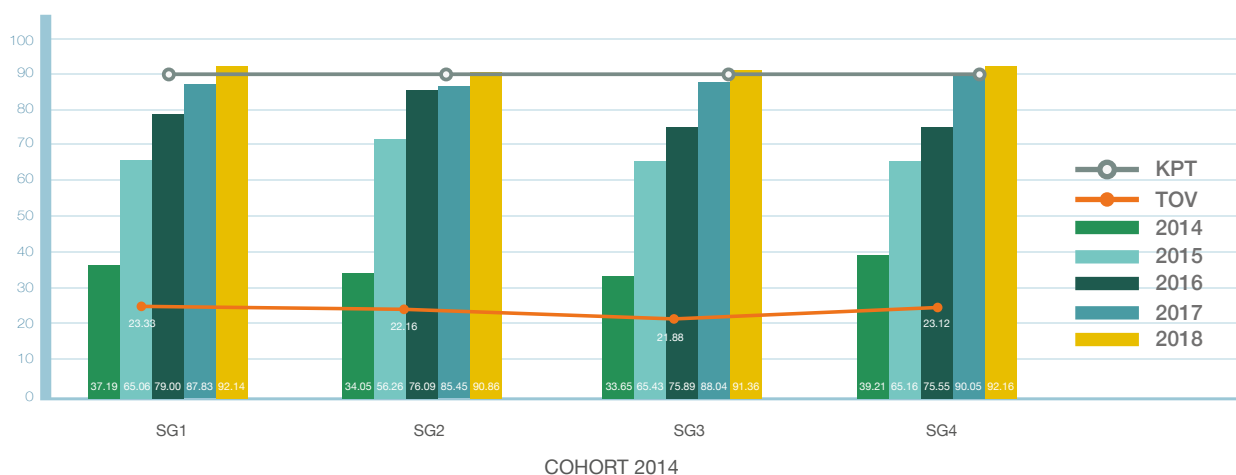
In the overall performance of all four strategic goals, this cohort has moved steadily above its TOV and ahead of the projected progress for all SGs. It is also noticeable that schools are demonstrating increased independence and will be focusing on ensuring effective TSP practices are embedded.

The excellent progress demonstrated by this cohort is indicative of the strong level of commitment by teachers in developing their competencies to improve learning and teaching.

### LIST OF SCHOOLS

SK Pulau Indah  
SK Pulau Indah 2  
SMK Pulau Indah  
SJK (T) Viviekananda  
SK Ladang Pendas  
SK Jeram Batu  
SK Pekan Nanas  
SK Pasir Gudang 1  
SK Pasir Gudang 3  
SK Pasir Gudang 4  
SK Medini  
SJK (C) Yu Ming 2  
SM Agama Bugisiah  
SMK Pekan Nanas  
SMK Pasir Gudang 2  
SMK Pasir Gudang 3  
SMK Medini

SMK Medini and SK Pulau Indah have seen changes in its Principal and Guru Besar (PGB). Rigorous assistance and support has been given to ensure progress towards accreditation in 2019 and sustainability of the programme remains. In general, schools in Cohort 2014 have strengthened their network by working closely with other schools in the same cluster to enhance their progress towards Accreditation and the trend is positive.



Among the achievements of this cohort are:

1. State level co-curriculum and sports awards for SK Ladang Pendas:
  - First place for the Sekolah Cemerlang Kokurikulum Sekolah Rendah-SKM category
  - Third place for the Sekolah Cemerlang Kokurikulum Sekolah Rendah Luar Bandar
  - National level - Second place for Seminar Amalan Terbaik Sekolah Murid Orang Asli in the PIBK involvement category
2. A student from SMK Pulau Indah won the International Melaka Open Regatta.
3. A group of Program Pendidikan Khas Integrasi (PPKI) or Special Education Needs (SEN) students from SMK Pulau Indah won first place in the inaugural YA Cup Social Business Challenge.
4. SK Medini has achieved second place in the Global Sustainable Summit & Award 2018.



## Cohort 2015

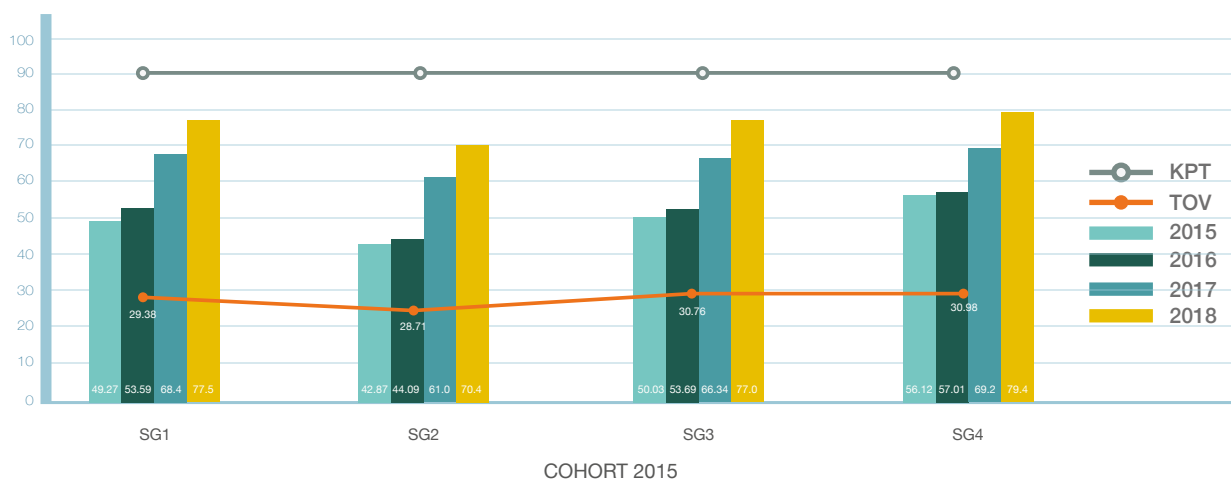
The 32 schools in this cohort are in different phases due to them having different commencement dates; which are as follows:

- Cohort 2015 January: 10 schools – Year 4, Transitioning Phase
- Cohort 2015 July: 10 schools – Year 3, Solidifying Phase
- Cohort 2015 November: 12 schools – Year 3, Solidifying Phase

The rationale behind these three different intakes is to obtain clear understanding in terms of the best date to embark on the TSP. In addition, this allows Yayasan AMIR to look at the necessary intervention and engagement required prior to kick-off of the TSP at the selected schools.

### LIST OF SCHOOLS

Kolej Melayu Kuala Kangsar	SMK Kijal
Kolej Tunku Kurshiah	SK Kempadang
SK Bandar Sunway	SK Tanjung Lumpur
SK Lembah Subang	SMK Tanjung Lumpur
SK Cyberjaya	SK Siar Campuran
SMK Lembah Subang	SK Stunggang Melayu
SMK Cyberjaya	SK Sampadi
SMK Bandar Sunway	SK Bumiputera
SMK Bandar Baru Salak Tinggi	SMK Sungai Maong
SK KLIA	SMK Muara Tuang
SMK Cochrane	SMK Lundu
SMK Taman Maluri	SK Kimanis
SK Kijal	SK Mandahan
SK Bukit Anak Dara	SK Pekan Kimanis
SK Ibok	SMK Bongawan 2
SK Telok Kalong	SMKA Limauan



All schools are showing good progress. The excellent progress demonstrated by the schools is indicative of the strong level of commitment by teachers in developing their competencies to improve learning and teaching.

Schools of Cohort 2015 have achieved numerous achievements, amongst others:

- Hosted the Fully Residential Schools International Symposium by Tunku Kurshiah College.
- Students from the Malay College Kuala Kangsar won 48 gold, 16 silver and 2 debate trophies in the World Scholar's Cup.
- A group of Program Pendidikan Khas Integrasi (PPKI) or Special Education Needs (SEN) students from SMK Muara Tuang won 2 gold, 1 silver and 1 bronze in the Para SUKMA 2018.
- SMK Bongawan students won the Doodle Art Competition (national level) and managed to get top 20 in the International Doodle Art Competition.
- SMK Cochrane won a bronze medal in the World Young Inventors Exhibition 2018 and silver in the Asia Junior Marching Band Competition.
- SMK Taman Maluri won second place in group tennis category in the MSSM 2018.
- SMK Tanjung Lumpur won third place in SUKMA 2018 in the Group Artistic Gymnastics category.
- Some notable successes for Terengganu schools are (i) SK Ibok which won gold and best innovation for primary school category in the Sintok International Games and Gamification 2018 and (ii) SK Telok Kalong which had a student winning gold at the Kangaroo Math Award Ceremony 2018.

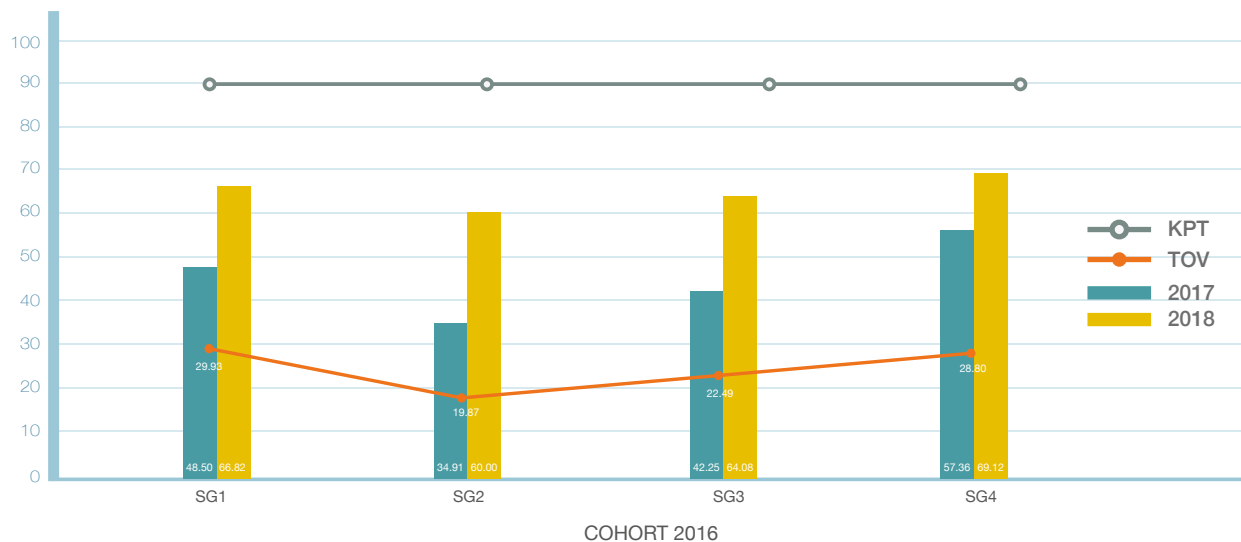
## Cohort 2016

In 2016, Trust Schools Programme continued its expansion journey and saw the number of schools increase by 21 schools in 4 existing states, namely Selangor, Perak, Terengganu and Sarawak; and 1 new state which is Kelantan.

The appointment of the schools as TS was made in November 2016 which brings the cohort to a full 2 years in the programme in 2018. Being in the Transformation Phase of the programme, the emphasis is on creating the innovative culture in schools. The progress shown so far by the cohort is encouraging. It is heartening to see the biggest progress is where the hardest to influence usually sits; SG 2-Teaching and Learning.

### LIST OF SCHOOLS

SK St. Michael	SK Jerong
SK Kg. Tanjung Tuang	SK Wakaf Tapai
SK Nluip	SMK Seri Paka
SK Kg. Jawa	SMK Pengkalan Berangan
SJKT. Ladang Ampat	SMK Wakaf Tapai
SMK Kg. Jawa	SK Jeli (I)
SK Seri Samudera	SK Ayer Lanas
SK Seri Bayu	SK Gemang
SMK Seri Samudera	SMK Jeli
SK Paka III	SMK Ayer Lanas
SK Pengkalan Berangan	



Some of the notable achievements of Cohort 2016:

- A student from SK Seri Bayu won Bowling at the MSSM 2018. The school also won the Anugerah Pembestarian Peringkat Kebangsaan for the primary school category.
- SMK Kg Jawa had a student winning the national Muay Thai competition, a student winning the International Taekwondo competition and a student representing Malaysia in football in China.
- A student from SK Wakaf Tapai won Song Ki Young Cup 2018 in Thailand.

YA is consistently monitoring the progress of the schools as well as working together with relevant stakeholders to ensure that the schools are well supported and able to reach the desired targets.





## (B) STUDENT OUTCOMES

Students outcomes are currently determined by achievements in National Academic Assessments, as measured through LINUS, UPSR and SPM examinations.

### Ujian Penilaian Sekolah Rendah (UPSR)

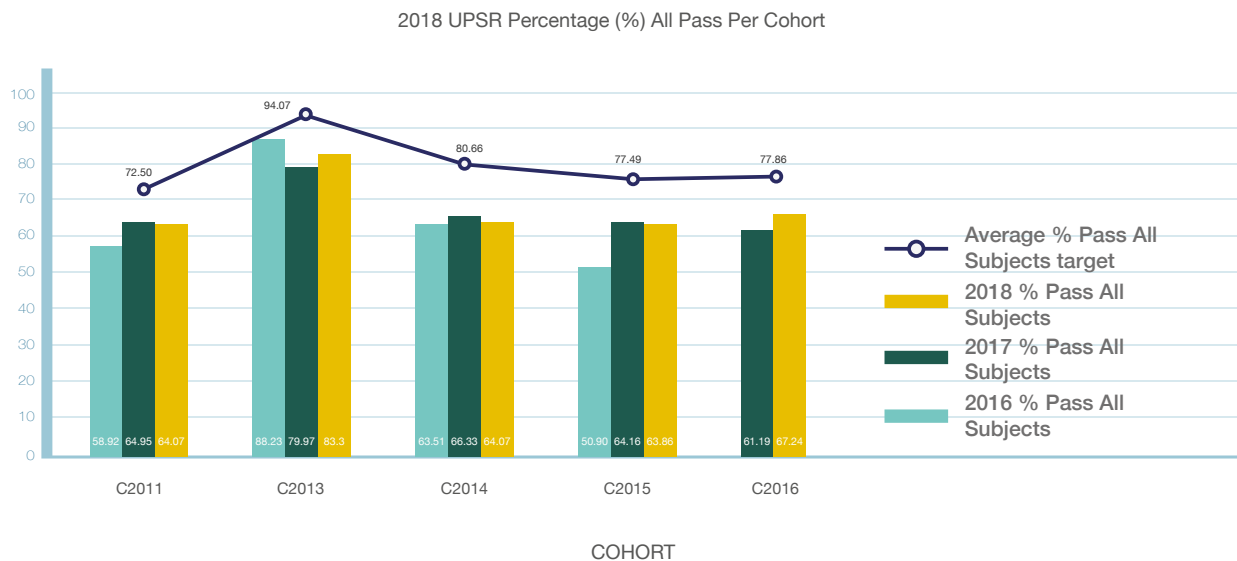
The 2018 UPSR results were released on 29 November 2018, whereby 51 Trust Schools across five cohorts were involved in the UPSR examination.

Due to the change in the examination format where students sitting for UPSR from 2016 thereafter have to answer six papers compared to five previously; the 2018 UPSR is only comparable to the 2016 and 2017 UPSR.

This is in line with the implementation of the Standard Curriculum for Primary Schools (Kurikulum Standard Sekolah Rendah - KSSR) and complete implementation of the School Based Assessment (Penilaian Berasaskan Sekolah - PBS); in addition to culturing the elements of Higher Order Thinking Skills (HOTS). Prior to 2016, the exam questions are multiple-choice and in the new format there are objective questions with a variety of forms (e.g: fill-in-the-blanks, match the answers).

2017 proves to be a major milestone in the mind shift of the Ministry of Education where instead of the usual announcement of straight As scorers and which states or schools excelled in UPSR, holistic assessment reports of the candidates' learning progress were given under the Primary School Assessment Report, or Pelaporan Pentaksiran Sekolah Rendah. The assessment showed candidates' performance in four non-academic components as well; namely sports, physical and curriculum assessments, classroom assessment and psychometric assessment. For the academic assessment, the ministry only announced the percentage of UPSR candidates who secured minimum mastery in various academic subjects without going into detail on the breakdown of grades, as done previously<sup>1</sup>.

2 out of 5 cohorts showed an improvement in the percentage of candidates passing all subjects compared to the previous year. Cohort 2011, 2014 and 2015 reported a decline of 0.88%, 2.26% and 0.3% respectively.

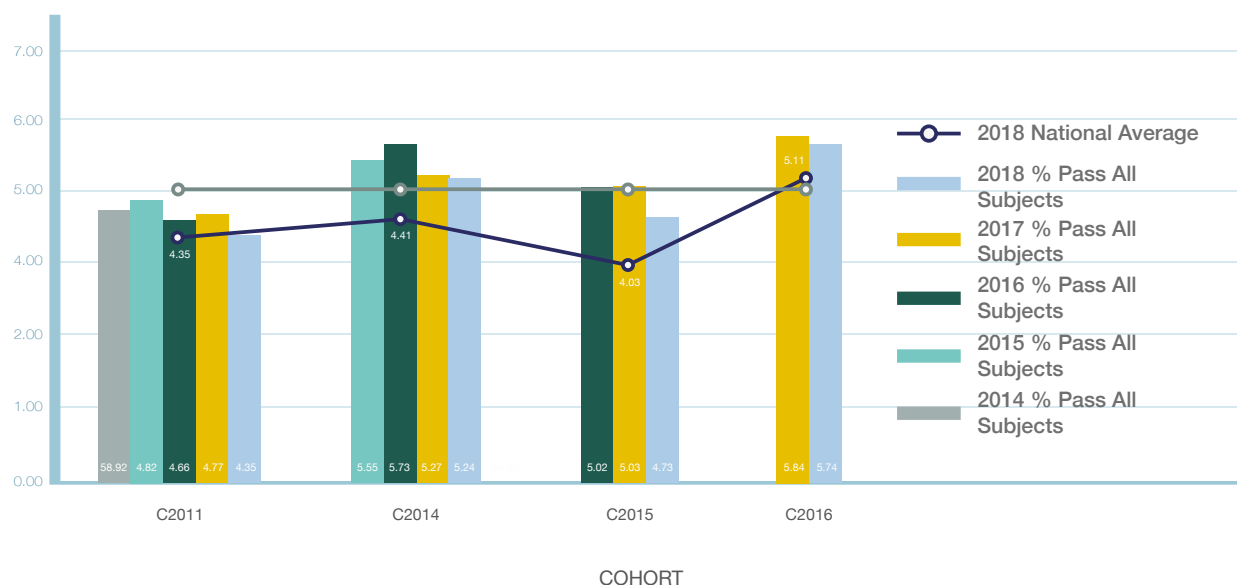


*Note: In the GPS scoring system, a lower GPS score indicates better performance.*

<sup>1</sup> Admin: Tiada lagi pengumuman calon paling banyak 'A' dalam UPSR (<http://www.cikgushare.com/2017/11/tiada-lagi-pengumuman-calon-paling.html>)

## Sijil Pelajaran Malaysia (SPM)

2018 SPM School Grade Point Average (GPS) Per Cohort



### Cohort 2011

There is an improvement in the overall GPS for SPM in 2018 compared to the previous year and it is noted that the average GPS for Cohort 2011 Trust Schools at 4.35 is better than the National GPS of 4.80<sup>2</sup>.

### Cohort 2014

Four out of the six schools in this cohort showed improvements in their 2018 SPM GPS whilst 1 school remain the same.

### Cohort 2015

For the 2018 SPM examination, 7 of the Cohort 2015 schools registered improvement in their GPS compared to 2017's results. The schools are SMK Lembah Subang, SMK Bandar Baru Salak Tinggi, SMK Sg Maong, SMK Lundu, Tunku Kurshiah College, SMK Taman Maluri and SMK Cochrane. It is however noted that the average SPM GPS for Cohort 2015 Trust Schools at 4.73 is better than the National GPS of 4.89<sup>2</sup>.

### Cohort 2016

The 7 secondary schools in Cohort 2016 shows a positive outcome whereby 57% of the schools reported improvement from their respective 2017 SPM result.

*Note: In the GPS scoring system, a lower GPS score indicates better performance.*

<sup>2</sup> NST: 2018 SPM results record improved GPN. 14 March 2019  
(<https://www.nst.com.my/news/nation/2019/03/469253/2018-spm-results-record-improved-gpn>)

# ROUTE PLAN



- Key Programmes
- Moving Forward
- Become a Trust School
- Sponsor a School



## KEY PROGRAMMES

### LeadED

The comprehensive leadership development programme for School Leaders (Principals, Headmasters and Senior Assistants) is designed to enhance their knowledge and skills to enable them to lead the holistic student transformation culture with confidence.

It is underpinned by:

- Professional standards
- Roles and Responsibilities
- Current and leading practices on effective school leadership

### MidLED

MidLED is a comprehensive professional development programme designed to develop the knowledge, skills, understanding and confidence of Middle Leaders – experienced staff who have been promoted into positions of middle management (Panel Heads or Head of Departments) – in relation to school improvement planning, performance management and professional development.

It is aimed to build capacity by enabling them to disseminate and share education pedagogical development of their colleagues. Middle Leaders will therefore become pedagogical leaders within their schools and ensure sustainable and continuous improvement in the Trust Schools beyond the duration of the Programme.

### Professional Learning Community (PLC)

A group of educators coming together regularly with two broad purposes:

- Improving educators through collaborative study, expertise exchange and professional dialogue
- Improving the educational aspirations, achievement and attainment of students through shared experiences

In Trust Schools, it is structurally designed to be embedded as part of “on-the-job learning” in shifting the focus from teaching to learning. During these sessions, they are able to discuss and develop plans, practice their skills, gather feedback from peer observation as well as presenting outcomes and next steps.

### TeachSmart

The TeachSmart programme aimed to promote a shared understanding of an effective teaching practice and to embed core pedagogical and methodologies in Trust Schools, based on the Seven Pedagogical Pillars:

- Lesson planning and content delivery
- Creating a positive learning environment
- Assessment for Learning
- Collaborative and Cooperative Learning
- Questioning and Thinking Skills
- Differentiation
- Professional Knowledge and Reflection

### Co-curriculum Programme

It is designed to support holistic development of students and enhance parent and community involvement in the schools.

- Co-curriculum programme develops students' skills
- Leadership – through Student Voice Groups and School Ambassadors
- Self-management through participation in activities
- Teamwork and collaboration – embedded in all activities
- Research and enquiry through curriculum and cross-curriculum projects like Science Fairs
- Public Speaking through Toastmasters, debate, conference presentations etc

### Subject-Based Classrooms

A classroom is selected for a particular subject to be taught in it, and the teachers who teach that particular subject are based in the room. It ensures that teachers take ownership of the room and establish the ethos and learning atmosphere, preparing the students with the correct mindset to learn effectively.

*Note: The implementation of SBC is subject to the fulfillment of established key criteria.*



# Moving Forward

To say 2018 was a good year would be an understatement –it was a brilliant year.

Programmes continued to progress with several cohorts maturing to the mark of accreditation for our ten pioneer schools, GUSTO matured a year on its own merit and credit and DTP-AMAN stood out as a fine new feather in our cap as a system wide transformation initiative and fostered a new partner for YA with JPN Kedah.

Our TS Conference this year reached out to Finland and we were pleasantly surprised that the much talked about innovations practiced in schools there are also part of how our teachers are being trained in the programme here.

This year's conference took the cake with the YA Cup: Social Business Challenge and had a stellar set of participants. Kindness and creativity with the real aim to make a difference truly was shown in all our participating schools and the winners were indeed glorious. We hope that this YA Cup will continue to make a difference and an impact in our schools.

2018 marked a good and firm maturity period for the programme, the team at YA, including that of our stakeholders.

We are indeed blessed and hope that 2019 will be a good year if not better.





## Become a Trust School

### CAN ANY SCHOOL BECOME A TRUST SCHOOL?



Yes! Any school can be a Trust School as long as it fulfils these factors for consideration:

Interest of sponsors  
School readiness  
School characteristics  
MoE approval

The entire process from end-to-end is supported by MoE and Yayasan AMIR



#### Pre-Selection

- Engage sponsor
- Conduct preliminary visits
- Selection visit by engaging with the principal or headmaster of the school
- Issue Letter of Intent by Sponsor



#### Assessment and Selection

- Engage PPD & JPN
- Conduct selection visits to potential schools with MoE (Federal/JPN/PPD) representatives by engaging SLT, teachers and parents representatives
- Finalise school



#### Post-Selection

- Finalise sponsorship agreement
- Trust Schools Programme commences with effect from 1 October

## Sponsor a School

### BE A CATALYST FOR CHANGE

The Trust Schools Programme is committed to delivering quality education and improving the student-learning environment. Children learn most efficiently when they are able to obtain new knowledge and integrate it with their own experiences. As the saying goes, it takes a village to raise a child; thus collaborative partners play an important role in transforming the education landscape. Yayasan AMIR and MoE seek support from corporations, alumni groups and individuals to help us in our mission to transform the education system into one of excellence; which creates better outcomes for our students. Your contribution of sponsoring a school will not only help build a promising future for our students, but affect change in the overall education system.

As a sponsor, you can choose to sponsor school programmes or customise your contribution to specific activities in line with their specific needs, interests or focus areas. Sponsorship opportunities incorporate high-visibility, high-value programmes that include the following benefits:

1. Be part of the Trust Schools Network (e.g. exchange of knowledge and information, participation in Trust Schools events and projects)
2. Media exposure and recognition as Trust Schools Sponsor
3. Opportunity to implement value-added and specific sponsor programmes
4. Sponsorship is tax-exempted under Section 44 (6)



#### PLATINUM

1 cluster  
(5 schools and  
above)



#### GOLD

2-4 Schools



#### SILVER

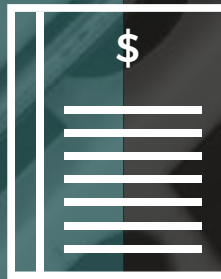
Programme  
Sponsorship

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**Email** [info@yayasanamir.org.my](mailto:info@yayasanamir.org.my)



# FINANCIAL REPORT



- Independent Auditors' Report
- Selected Audited Financial Indicators

## **Independent Auditor's Report to the Trustees of Yayasan AMIR (Incorporated in Malaysia)**

### **Report on the selected audited financial indicators**

#### ***Opinion***

The selected audited financial indicators, which comprises the statement of financial position as at 31 December 2018 and the statement of comprehensive income for the year then ended are derived from the audited financial statements of Yayasan AMIR for the year ended 31 December 2018.

In our opinion the accompanying selected audited financial indicators set out on page 56 are consistent, in all material respects, with the audited financial statements.

#### ***Selected audited financial indicators***

The selected audited financial indicators does not contain all the disclosures required by the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia. Reading the selected audited financial indicators and the auditors' report thereon, therefore, is not a substitute for reading the audited financial statements of Yayasan AMIR for the year then ended 31 December 2018 and the auditors' report thereon.

#### ***The audited financial statements and our report thereon***

We expressed an unmodified audit opinion on the audited financial statements in our report dated 24 April 2019.

#### ***Trustees' responsibility for the selected audited financial indicators***

The Trustees are responsible for the preparation of the selected audited financial indicators set out on page 56.

#### ***Auditors' responsibility***

Our responsibility is to express an opinion on whether the selected audited financial indicators are consistent, in all material respects, with the audited financial statements of Yayasan AMIR for the year ended 31 December 2018 based on our procedures, which were conducted in accordance with Malaysian Approved Standard on Auditing (ISA) 810 (Revised), "Engagements to Report on Summary Financial Statements".



24 April 2019  
Kuala Lumpur





## SELECTED AUDITED FINANCIAL INDICATORS

<b>STATEMENT OF COMPREHENSIVE INCOME (RM Million)</b>		
<b>For the financial year ended 31 December 2018</b>		
	<b>2018</b>	<b>2017</b>
	<b>RM million</b>	<b>RM million</b>
<b>Income</b>	<b>91.32</b>	<b>81.87</b>
Donation	90.47	80.58
Hibah income	0.85	1.29
<b>Expenditure</b>	<b>91.32</b>	<b>81.88</b>
Trust Schools Development Programme Costs	72.62	74.34
Other operating expenses	18.70	7.54
<b>Deficit before taxation</b>	<b>-</b>	<b>(0.01)</b>
Taxation	-	0.01
<b>Net surplus/(deficit)</b>	<b>0.00</b>	<b>0.00</b>
<b>STATEMENT OF FINANCIAL POSITION (RM Million)</b>		
<b>As at 31 December 2018</b>		
	<b>2018</b>	<b>2017</b>
	<b>RM million</b>	<b>RM million</b>
<b>Non-Current Assets</b>	<b>42.22</b>	<b>47.20</b>
Equipment	0.04	0.07
Cash and bank balances*	30.97	30.97
Financial assets designated as fair value through profit or loss	11.21	16.16
<b>Current Assets</b>	<b>200.69</b>	<b>186.95</b>
Cash and cash equivalents	65.07	102.25
Other receivables	135.62	84.70
<b>Current Liabilities</b>	<b>30.88</b>	<b>22.12</b>
Donation-in-advance	1.14	4.14
Other payables	29.74	17.98
<b>Net Current Assets</b>	<b>169.81</b>	<b>164.83</b>
	<b>212.03</b>	<b>212.03</b>
<b>Non-Current Liabilities</b>	<b>212.03</b>	<b>212.03</b>
Amount due to sponsors	12.03	12.03
Financing from Khazanah**	200.00	200.00
<b>Represented by :</b>	<b>0.00^</b>	<b>0.00^</b>
Contribution from members	0.00^	0.00^
Retained surplus	-	-
	<b>212.03</b>	<b>212.03</b>

\* This amount relates to an 'Endowment Fund' set aside by the Company on behalf of the sponsor to demonstrate the sponsor's financial commitment to the Government of Malaysia ("the Government") for the schools that are included in the Trust Schools Development Programme ("TSDP"), based on the requirement stipulated in the Public-Private Sector Operation and Management Agreement ("PPSOMA") entered between the Company and the Government. The Endowment Fund is restricted in use and can only be returned to sponsor upon completion of the TSDP on any or all of the Trust Schools, or in the event of default by the Government of its obligations as stipulated in the PPSOMA. However, should the Company default its obligations as stipulated in the PPSOMA, the Endowment Fund shall be apportioned on a pro-rata basis and shall be transferred to the accounts of each Trust School under the TSDP.

\*\* In 2015 and 2017, Khazanah via Ihsan Sukuk Berhad issued Sustainable and Responsible Investment Sukuk ("Sukuk") amounting to RM100 million for each issuance to fund the Trust School Programme ("TSP") activities via a back-to-back arrangement with Yayasan Amir. The proceeds will be used as an advance to finance the TSP expenses with the principal to be settled via proceeds to be received from sponsors over the period of the financing. The unutilised portion of the financing was invested in money market placements and equity securities.

^ Represent an amount below RM10,000

# PARTNERS





## MINISTRY OF EDUCATION MALAYSIA (MoE)



Ministry of Education Malaysia (MoE) is the central agency overseeing the education system across the country, covering pre-schools, primary and secondary schools.

It is guided by its mission to perpetuate excellent quality of education. The curriculum set by MoE is committed to developing a child holistically as reflected in the National Education Philosophy.

The idea of Trust Schools was conceived in 2009 together with Yayasan AMIR. In essence, Trust Schools Programme was designed as an implementation model to accelerate innovation and improve student outcomes by empowering schools with greater decision making autonomy and greater accountability. In 2010, the Trust Schools Programme materialised as a long term commitment to improve accessibility to quality education in the Government with Yayasan AMIR as its pioneer partner. MoE is envisioning the expansion of the Trust Schools model to 700 schools by 2025 by including corporates, alumni groups and non-governmental organisations as potential partners and sponsors. As the expansion takes place, greater diversity of private and social entities will have the opportunity to get involved in the schools improvement process. It will enable the private sector to partner with MoE in transforming the education landscape in Malaysia.



**Malaysia Education  
Blueprint Report**  
2013-2025

## LeapEd SERVICES SDN BHD



LeapEd Services Sdn Bhd (LeapEd) is committed to enriching the learning experience for school-going young Malaysians. As the design and implementation partner to the Yayasan AMIR Trust Schools Programme (YATSP), LeapEd is part of an exciting initiative to transform public schools into centres of excellence where learners are nurtured to reach their greatest potential as Malaysia moves towards becoming a developed nation. Young Malaysians are coached to think critically and creatively, and encouraged to grow as well-rounded, responsible citizens with strong communication skills and high ethical values.

LeapEd programmes promote the holistic development of students through an integrated school improvement and transformation approach that focuses on leadership development, improving teaching and learning practices, nurturing student potential and building effective partnerships with parents and the community. The schools are exposed to a comprehensive set of programmes designed to address school leadership, classroom pedagogy, student potential and school community engagement that impact school improvement and transformation. LeapEd promotes collaborative partnerships with schools and the development of professional learning communities, as well as continuous self-improvement and embedded reflective practices among school leaders and teachers to ensure sustainable improvement practices.

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Fax +6 07 332 2457

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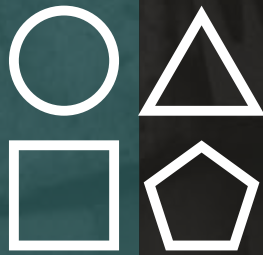
### Sarawak

Wisma DUBS Everise, Level  
L2-03, Jalan Petanak, 93100  
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Tel +6 082 251 839  
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# ACKNOWLEDGEMENT





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Tel : +6 03 8000 8000  
Fax : +6 03 8000 8001  
Website : <http://www.moe.gov.my>



### JABATAN PENDIDIKAN NEGERI SEMBILAN

Tel : +6 06 765 3100  
Fax : +6 06 765 9969  
Website : <http://www.jpnnns.gov.my>



### LEAPED SERVICES SDN BHD

Tel : +6 03 22602118  
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Website : <http://www.leapedservices.com>



### JABATAN PENDIDIKAN NEGERI SABAH

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Fax : +6 09 573 4857  
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Tel : +6 09 621 3000  
Fax : +6 09 623 8415  
Website : <http://jpnterengganu.moe.gov.my>



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Fax : +6 03 5510 2133  
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Website : <http://jpnperak.moe.gov.my>



### JABATAN PENDIDIKAN NEGERI WILAYAH PERSEKUTUAN KUALA LUMPUR

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Fax : +6 03 6203 7788  
Website : <http://jpwpkl.moe.gov.my>



### JABATAN PENDIDIKAN NEGERI KELANTAN

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Fax : +6 09 748 2554  
Website : <http://jpnkelantan.moe.gov.my>



### JABATAN PENDIDIKAN NEGERI KEDAH

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Fax : +6 04 7404 342  
Website : <http://jpnkedah.moe.gov.my>



### JABATAN PENDIDIKAN PULAU PINANG

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Fax : +6 04 658 2500  
Website : <http://jpnpp.moe.gov.my>



# 6 STUDENT ASPIRATIONS

- Thinking Skills
- Leadership Skills
- Knowledge
- Bilingual Proficiency
- Ethics and Spirituality
- National Identity

## **YAYASAN AMIR (919856-X)**

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Tel	+ 6 03 2242 2558 / 33
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Website	<a href="http://www.yayasanamir.org.my">www.yayasanamir.org.my</a>
Facebook	<a href="http://www.facebook.com/yayasanamir">www.facebook.com/yayasanamir</a>
Twitter	<a href="https://twitter.com/yayasanamir">@yayasanamir</a>
Instagram	<a href="https://www.instagram.com/yayasanamir">@yayasanamir</a>
Youtube	<a href="http://www.youtube.com/user/yayasanamir">www.youtube.com/user/yayasanamir</a>