

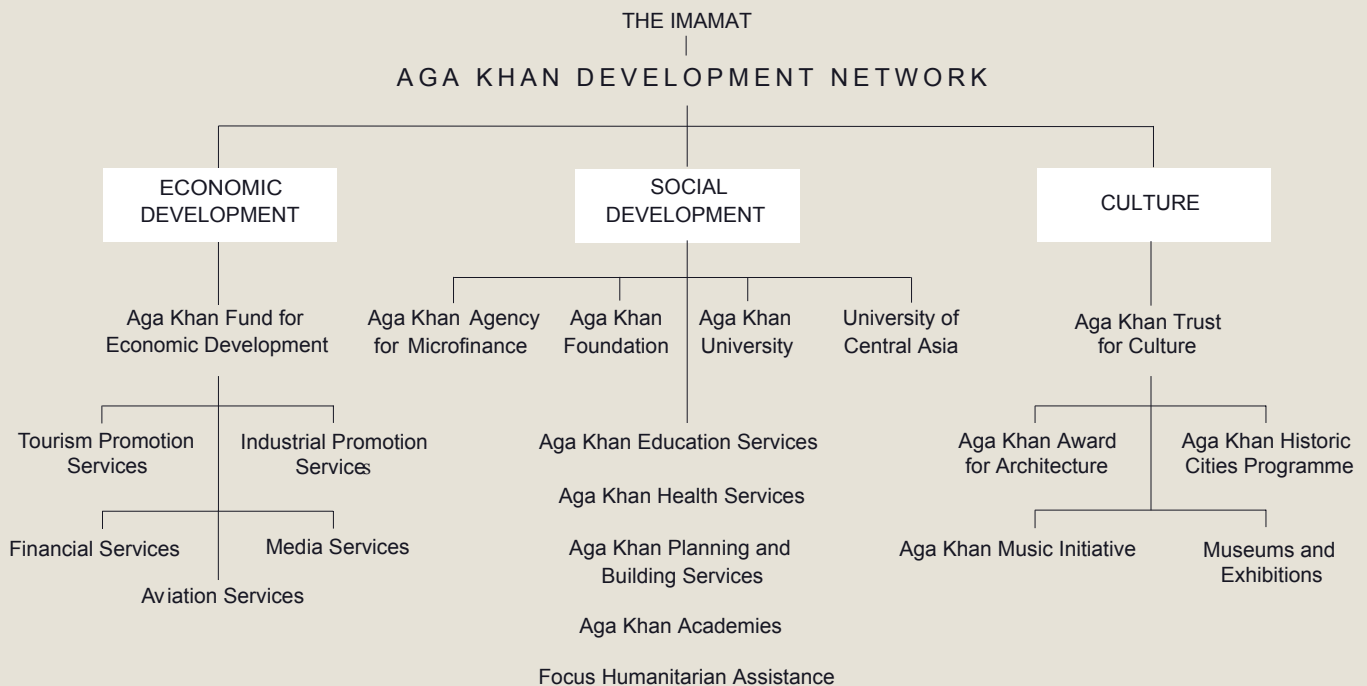


AGA KHAN FOUNDATION

AKF and AKDN:
A Continuum of Development



AGA KHAN FOUNDATION - AN AGENCY OF THE AGA KHAN DEVELOPMENT NETWORK



The Aga Khan Development Network (AKDN) is a group of development agencies with mandates that include the environment, health, education, architecture, culture, microfinance, rural development, disaster reduction, the promotion of private-sector enterprise and the revitalisation of historic cities. AKDN agencies conduct their programmes without regard to faith, origin or gender and have decades of experience in integrating economic, social and cultural development.

The Aga Khan Foundation (AKF), an agency of the Aga Khan Development Network, is a private, not-for-profit, non-denominational, international development agency established in 1967 by His Highness the Aga Khan. Working in 19 countries, with special emphasis on the needs of rural communities in mountainous, coastal and other resource-poor areas, AKF seeks to provide sustainable solutions to long-term problems of poverty, hunger, illiteracy and ill health in the poorest parts of South and Central Asia, Eastern and Western Africa, and the Middle East. Its activities are coordinated not only with those of other AKDN agencies but also with local, national and international partners in order to bring to bear a full package of multiple activities that can spark a long-term process of positive change for these poor communities.

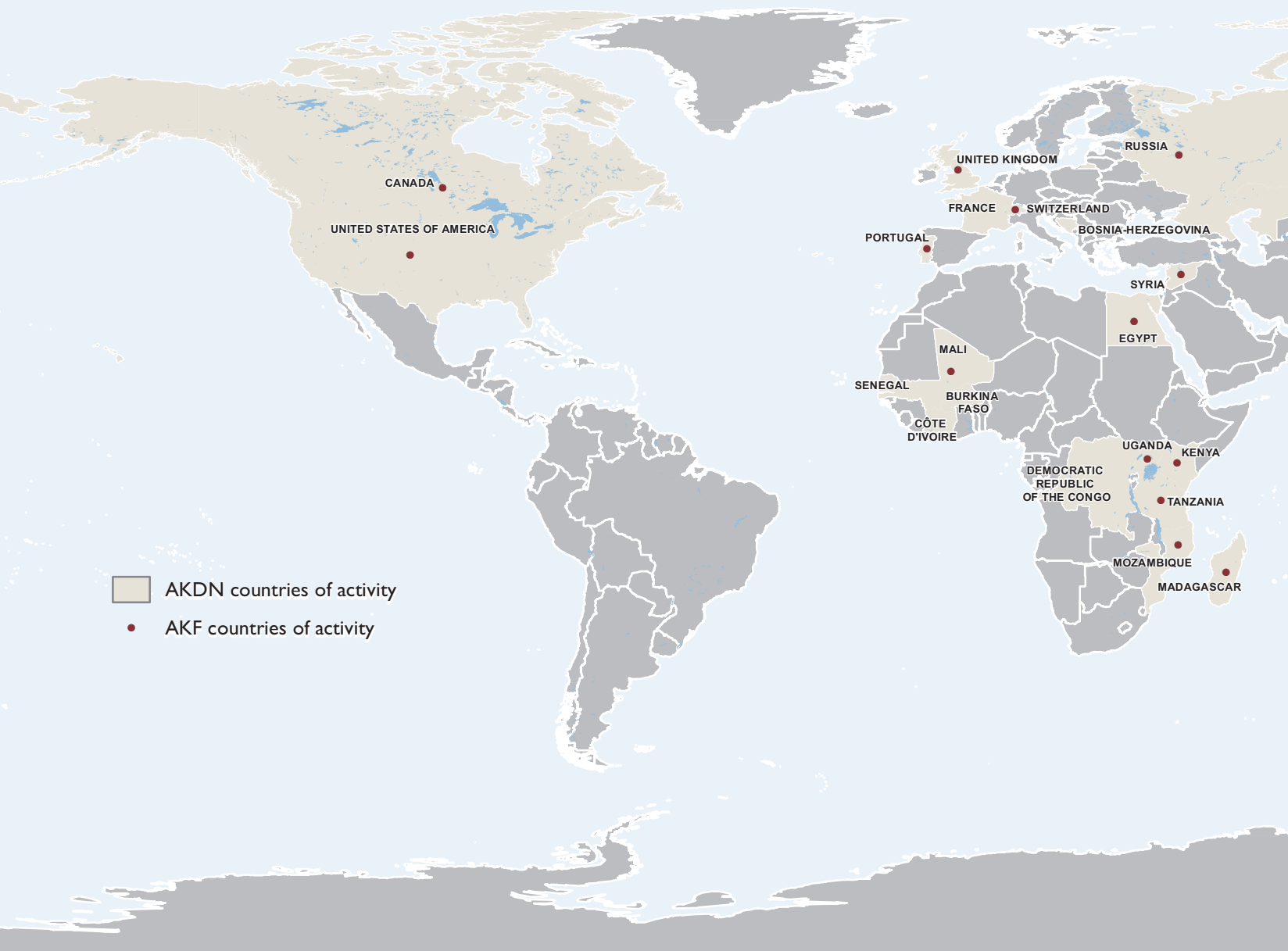
For more information, please visit our website: www.akdn.org

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Each section of this brochure begins with a two-page spread containing: 1) an “at a glance” map that situates AKDN’s activities – economic, social and cultural – in a given region and 2) a summary of these activities that takes about one minute to read. The pages which follow are then broken down by country. These texts and photos highlight AKF activities and programmes, emphasizing how they reinforce the work of other AKDN agencies or, in many cases, are implemented in partnership with those agencies.

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akf and akdn at a glance



"We inhabit an overcrowded planet with shrinking resources, yet we share a common destiny. A weakness or pain in one corner has the tendency, rather rapidly, to transmit itself across the globe. Instability is infectious. But so is hope!"

His Highness the Aga Khan, speaking at the Leadership and Diversity Conference, Quebec, Canada, May 2004.





Industrial Promotion: The US\$ 770 million Bujagali Hydroelectric Power Project in Uganda is one of the largest independent power plants in sub-Saharan Africa.



Early Childhood Development: Madrasa Resource Centres serve over 500 pre-schools and have benefited more than 75,000 pre-school students in Eastern Africa.



Health: Continuing education and training for nurses helps to deter migration and improve the quality of health services in Eastern Africa.



Tourism Promotion: The award-winning Serena hotels have been important innovators in culturally and environmentally sensitive tourism in Eastern Africa.



0 500 Km

UGANDA
Nebbi
Mbale
Kampala
DEMOCRATIC REPUBLIC OF CONGO

KENYA
Nairobi
RWANDA
Kigali
BURUNDI
Bujumbura
TANZANIA
Arusha
Mombasa
Pemba Island
Zanzibar
Dar Es Salaam

ZAMBIA

MALAWI

MOZAMBIQUE

SOUTH AFRICA
Maputo

ECONOMIC DEVELOPMENT

- T Tourism Promotion
- I Industrial Promotion
- M Media Services
- A Aviation Services
- F Financial Services

- H
- R
- M
- U
- E

● Capitals

central and eastern africa at a glance



Higher Education: The Arusha and Nairobi campuses of the Aga Khan University represent a US\$ 700 million investment in tertiary education in Eastern Africa.



Culture: Revitalisation of the historic Stone Town in Zanzibar, a World Heritage site, includes restoration of landmark buildings and public spaces.



Rural Development: Many rice farmers in the AKDN rural development programme no longer suffer from a "hungry season".

In most areas where it works, the Aga Khan Foundation (AKF) integrates activities in health, education, rural development, environment and civil society (see the following pages), but at the same time its activities are reinforced by the work of other agencies of the Aga Khan Development Network (AKDN). The aim of this integrated effort is to introduce a range of disciplines and a variety of catalysts that, in combination, help spark a broad advance of economic, cultural and social development.

In Eastern Africa, the hospitals and clinics of the Aga Khan Health Services (AKHS) and the Aga Khan University (AKU) provide a network of healthcare facilities that range from rural clinics to a major teaching hospital in Nairobi. AKU also runs medical and nursing degree programmes in the region. In addition to an expansion of the medical facilities underway in Nairobi, AKU plans the construction of a Faculty of Arts and Sciences in Arusha, Tanzania. The Aga Khan Academies, which aim to educate a new generation of leaders for Africa, began operating its first school in Mombasa, Kenya in 2003. Each academy will be a resource centre for the professional development of teachers in their area.

The project companies of the Aga Khan Fund for Economic Development (AKFED) play a major economic role that supports the social projects. Frigoken, for example, works with 75,000 small-holder farmers to process green beans for the European market. The Nation Group, a major component of Eastern Africa's civil society since independence, publishes newspapers and broadcasts radio and television. The US\$ 770 million Bujagali hydroelectric project, Uganda's first private hydroelectric power project, is expected to lower significantly the price of electricity while the West Nile electrification project brings electricity to underserved regions. The Serena Hotels, another AKFED project company that operates 24 hotel properties in the region, has been an important innovator in culturally and environmentally sensitive tourism. Other project companies operate in key industries such as agricultural packaging, finance, aviation and pharmaceuticals.

The Aga Khan Trust for Culture (AKTC), the cultural agency of the Network, has two major projects that are revitalising important cultural and environmental assets. In Zanzibar, it has been working to revitalise the historic Stone Town, a World Heritage site. In Nairobi, it has proposed several rehabilitation projects in Nairobi City Park, a 60-hectare green space in the city.



The AKDN Microforestry Programme enables poor, marginalised farmers in Kenya Coast Province to earn income from environmentally sustainable tree farming.

Home to institutions that have been serving Africans for over 100 years (and predating the creation of the Foundation), AKDN's activities in Kenya now range from extensive health facilities that serve the nation and the region to education programmes that extend from early childhood to university level, from economic project companies that have been important generators of wealth and employment to culturally sensitive projects that highlight the richness of the Swahili coast and its hinterlands.

RURAL DEVELOPMENT

When it was established in 1997, the Coastal Rural Support Programme (CRSP) was meant to complement an already existing AKDN project, the Mombasa Primary Health Care Programme. It implemented interventions that, by stimulating economic and social development, contributed to sustainable and equitable

improvements in the livelihoods of poor households in Coast Province. As a result of the support that CRSP offered, it is referred to by its beneficiaries as *sombeza* (Mijikenda for "to push up or give a helping hand").

CRSP has grown from working with four village organisations comprising less than 300 community members to working with nearly 195 village organisations comprising more than 30,000 members. The introduction of small farm reservoirs, which has provided the target population of 130,000 with critical access to water for both domestic and productive uses, has helped the majority of households to increase agricultural production and income, in spite of the increasing poverty in Coast Province.

The programme is also introducing small-scale rural enterprise activity to help poor farmers generate additional income. Once communities assess their own resources

and decide which enterprises to engage in, CRSP works closely with the private sector and government to provide them with the appropriate tools for building a sustainable, market-driven enterprise. Enterprise activity includes beekeeping and honey production, poultry production, goat rearing and vocational training for youth. In addition, small entrepreneurs have been trained to profit through energy opportunities such as solar phone-charging, energy efficient stoves and sustainable charcoal briquette making.

HEALTH

In Kenya, AKDN's health programmes – implemented by the Aga Khan Health Services and supported by the Aga Khan Foundation – are designed to reach vulnerable groups, especially child-bearing women and young children, in rural and remote communities as well as lower middle-income urban families. AKHS's facilities in Kenya provide care in both preventive and curative contexts with its hospitals offering an increasingly comprehensive range of high quality clinical services. Over 360,000 people are treated at AKHS facilities and health centres annually. An additional 100,000 people are served through community health programmes.

In Coast Province, home to some of Kenya's poorest districts, AKDN is particularly active in improving community health and health facility management. "Mama na Mtoto", a programme aimed at increasing the rate of safe delivery, has trained nearly 550 community health workers (with an average retention rate of 70 percent), strengthened a Community Health Information System and enhanced linkages of health programmes through the formation of forums at local, district and divisional levels. As a result, the number of skilled deliveries in the three health facilities in the programme area has increased by 50 percent.

The Sambesi Water and Sanitation Project, a collaboration between AKHS and the AKF-operated Coastal Rural Support Programme, aims to improve the health status and living conditions of rural populations in Coast Province by providing access to safe water and promoting the local construction of sanitation facilities. The project covers more than 80 villages and has supported the installation of household latrines in a large majority of households, as well as hand-washing facilities in 35 schools.

To arrest the drain of nursing talent, AKF also supports the Aga Khan University's large scale in-service training programme (including on-line distance learning possibilities) designed to upgrade nursing skills across the East African region. In Kenya, about 500 nurses have been enrolled in the programme since it started in 2001. More than 85 percent of its graduates have stayed in-country and many have accepted leadership positions in government at national, regional and grassroots levels.

CIVIL SOCIETY

Many analysts have remarked on the "mushrooming" growth of civil society organisations (CSOs). There are thousands where there used to be hundreds, and their unrestricted growth has troubled many observers. Governments are concerned about whether they use the public's (and foreign donors') money well, and whether they are effective in their work to improve the lives of the poor:

In Kenya, the AKDN Civil Society Programme (CSP) has been collaborating with local and international civil society organisations from all over the country to define a certification process that would ensure appropriate standards for a good quality CSO. Through this certification process, donors could be sure that recommended organisations have a good track record, good financial management systems and a good system of governance – and are thus worthy recipients of donated funds. It would allow Government and business the comfort of knowing that they could invest funds in the civil society sector with a good chance of those funds being used well.

As part of a larger programme, AKF's civil society programme works with AKFED companies on the implementation of corporate social responsibility programmes. It has also provided training and awareness-raising materials on governance and leadership to both public and AKES schools.

ENVIRONMENT

Through the Coastal Rural Support Programme Climate Change Project, AKF is addressing the increasing periods

The Nation Media Group, a project company of the Aga Khan Fund for Economic Development and a major component of Eastern Africa's civil society since independence, publishes newspapers and broadcasts radio and television.



EDUCATION IN EASTERN AFRICA

Support to education began in Eastern Africa around 100 years ago when the first AKES schools were established. Working in more recent years with AKES, AKF's programmes have focused on early childhood development (ECD) and school improvement, particularly for marginalised populations on the coast and, in recent years, in northeast provinces. AKDN broadened its efforts in the education sector over the last decade as the Aga Khan University Institute for Educational Development (AKU-IED) in East Africa established itself in the region and the first Aga Khan Academy opened in Mombasa, Kenya.

The Madrasa Programme was initiated in 1986 in response to a request from leaders on the coast of Kenya to help improve the overall educational achievement of their children. From that request evolved an approach to quality and culturally relevant pre-school that has since incorporated child health and nutrition elements as well as parenting support activities within the programme's purview. Early on, AKF established the Madrasa Resource Centre (MRC) in Mombasa to ensure an institutional base for the programme, offering pre- and in-service training to teachers and school management; to deliver continuous on-site support; and, very critically, to build community awareness on the importance of the early years. Two additional centres were established in Zanzibar and Kampala as a result of growing demand. In 1995, this led to a regional early childhood programme that has since benefited more than 75,000 students as well as several thousand teachers and community members.

Enhancing teachers' skills and competencies in the classroom as well as improving overall management and use of time are both key to improving learning outcomes. The Foundation has been supporting teachers working in lower primary schools where children are found to be failing or dropping out in high numbers. Special attention is given to building the skills of school heads as pedagogical leaders and enabling small clusters of teachers and schools to come together regularly to exchange ideas on how to improve learning. Such activities are underway for early primary staff on the coast of Kenya and in northern Uganda, involving more than 150 schools supported by AKF, the William and Flora Hewlett Foundation and the Bill and Melinda Gates Foundation.

AKF also supports the Aga Khan University's Institute for Educational Development, based in Dar es Salaam, which helps in-service teachers and education leaders in Eastern Africa to upgrade their skills and acquire new knowledge so as to create positive systemic change in education systems over the long term.

Providing a continuous ladder of learning

of drought and water shortages that are impacting the ability of rural communities to feed themselves and their livestock and to produce adequate income. In an effort to reduce this vulnerability, AKDN has largely focused its efforts in Eastern Africa on enhancing the resilience of rural communities to climate change. Watershed protection and strategic water planning and management, driven by community engagement, is attracting significant investment and delivering significant results in both clean water to communities for drinking and increased water for agriculture, particularly during times of drought. Conservation agriculture and introduction of drought resistant crops help ensure food sufficiency and sustainable use of resources that produce more crops with less labour and less soil loss.

The AKDN Microforestry Programme, supported by AKF, enables poor, marginalised farmers in Kenya's Coast Province to earn income from environmentally sustainable tree farming. By 2017, the programme estimates

that 2,800 microforests will encompass 900,000 commercial trees that will sequester more than 66,300 tons of carbon dioxide.

In partnership with AKF's Coastal Rural Support Programme, Frigoken (an AKFED project company) trains unemployed youth and women in rural areas to operate small village nurseries that produce tree seedlings, which are then planted by farmers for food, fuel and fodder. Each nursery has produced an average of 8,900 seedlings and is expected to make an average income of 10,860 shillings for the three-month season. Over 500,000 seedlings were produced and planted in 2009. An additional 1.2 million seedlings were propagated and planted in 2010.

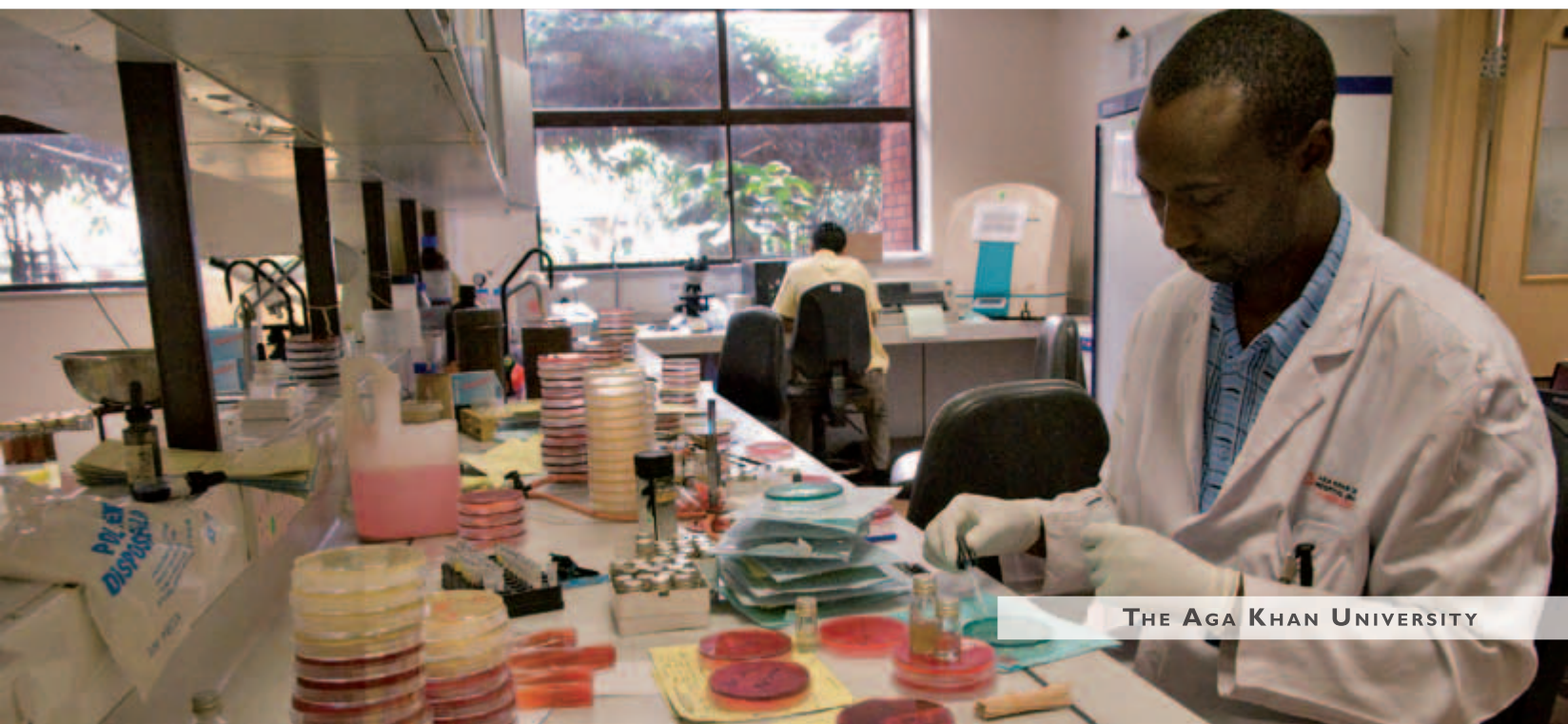
The Serena Hotels Group (also an AKFED project company) has planted over one million trees in the Mt. Kenya National Park and the Amboseli National Park in a programme called "Planting a Tree for Africa", which expects to plant 10 million trees in Kenya.



THE MADRASA ECD PROGRAMME



THE AGA KHAN ACADEMY



THE AGA KHAN UNIVERSITY

tanzania zanzibar



The restoration of Forodhani Park undertaken by AKDN in cooperation with the Revolutionary Government of Zanzibar is part of a comprehensive programme for seafront rehabilitation in Stone Town. By restoring the city's major urban open space it aims to improve the quality of civic life for Zanzibaris.

AKDN programmes in Tanzania range from a large scale rural development programme in Mtwara and Lindi to a cultural revitalisation programme in Zanzibar's Stone Town. Typically, these efforts complement and reinforce each other. For example, as part of the broader Stone Town revitalisation, the Aga Khan Trust for Culture worked with AKFED on the restoration and conversion of abandoned or underused buildings into a hotel, each bringing particular skills to bear on a project that has gone on to become a major economic engine and one of the main sources of tax revenue for the municipality. AKF's programmes in education, civil society strengthening and health care – in both rural and urban contexts – contribute to the broader process of positive change.

RURAL DEVELOPMENT

The economy of the Mtwara and Lindi regions is based on subsistence farming, with about 87 percent of the population engaged in rain-fed agriculture. In spite of fertile soil and suf-

ficient rainfall, these regions have experienced low crop yields for more than 15 years, which in turn has increased the risk of food insecurity for many households.

In collaboration with the government of Tanzania, under its MKUKUTA poverty alleviation programme, AKF's Coastal Rural Support Programme (CRSP) is taking a market development approach in these regions to support rural livelihood and improve the quality of life through increased rural income.

CRSP is focusing initially on rice but expects to expand into other crops such as sesame. Intervention in the rice sector will increase crop productivity by assisting producers, groups and associations in improving rice management techniques and facilitating market linkages. Borrowing from the experiences of other AKDN rural support programmes in Africa and Asia, CRSP is adapting in the Mtwara and Lindi regions the innovative participatory approach to rice farming that has more than tripled rice yields in the Sofia Region of Madagascar. By 2014,

the intervention is expected to reach 37,500 farmers in major rice/sesame producing areas of Lindi and Mtwara regions.

CRSP has also begun implementing the Community Based Savings Groups project. Poor rural households who are too isolated or marginalised to be served by other financial providers have for the first time a secure place to save and the opportunity to borrow in small amounts and on flexible terms. Quick access to a small amount of credit or savings can enable a farmer to defer pre-selling his harvest to a time when prices are higher, in some cases substantially increasing incomes. As a result, households can make better choices around health, education and nutrition. By 2014, the project aims to increase access to financial services for 112,500 people in all 12 districts of Mtwara and Lindi regions.

HEALTH

AKF works closely with the Aga Khan Health Services, which built its first dispensary – providing free medical services – in Dar es Salaam in 1929.

The current 74-bed Aga Khan Hospital in Dar es Salaam was constructed in 1964. Simultaneously, primary medical facilities were established in the towns of Mwanza, Morogoro, Mbeya, Iringa and Dodoma. Today, these centres provide a range of services including outpatient care and free maternal and child health services in collaboration with the Government. Employing nearly 500 staff, the hospital and medical centres treat 260,000 outpatients and over 5,000 inpatients per year and conduct over 500,000 lab tests and 3,000 surgeries annually.

Since July 2003, the Hospital has also served as the training site for the Aga Khan University Postgraduate Medical Education Programme in Family Medicine. The goal of the programme is to train physicians to deliver comprehensive, high quality, primary medical care to individuals and families in Eastern Africa. The training programme collaborates with national and international academic institutions of high repute, in a range of activities such as exchange programmes, research, faculty development and specialised courses.

The Network also recognises the important role that nurses play as “front line” staff in the health systems of developing countries. In Eastern Africa, there was a need to provide continuing education and training to nurses to help deter migration and improve the overall quality of health services in Uganda, Kenya and Tanzania. Developed at the request of nursing leaders and their respective governments, and with the support of AKF and AKHS, the AKU Advanced Nursing Studies programme offers continuing and higher education up to BScN level to working nurses, allowing them to remain at their workplaces while pursuing professional development. In Tanzania, more than 700 nurses have been enrolled in the programme since 2001.

EDUCATION

Through its Madrasa Pre-School Programme, AKF supports the creation of locally owned early childhood centres.

Established in Tanzania in 1990, the programme supports poor communities in establishing, managing and owning sustainable quality pre-schools that offer holistic development opportunities to young children. These pre-schools are supported by a Madrasa Resource Centre, in Zanzibar Stone Town, which trains teachers and school committee members, delivers continuous on-site support and builds community awareness on the importance of early childhood development.

Supporting these efforts are four schools operated by the Aga Khan Education Services (AKES), a future Aga Khan Academy in Dar es Salaam and professional programmes for Tanzanian nurses offered by the Aga Khan University.

CIVIL SOCIETY

Institutional integrity – ethical behaviour and adherence to an organisation’s vision and values, and competence to deliver high quality products and services – is an important aspect of AKDN’s Civil Society Programme. In partnership with Tiri (Making Integrity Work), a leading specialist in the field, it has developed training manuals and identified partners to help deliver a management training course focused on this topic. In partnership with AKES, the programme has also developed a set of training materials for secondary education students.

The Non-Governmental Organisation Resource Centre (NGORC) was established by AKF in 1996, in response to a limited ability of civil society in Zanzibar to contribute to the national development process. Since then, NGORC has been guided by its mission to enhance the competence and credibility of community based organisations and grassroots civil society organisations; build the capacity of young men and women; and catalyse the emergence of an enabling environment for a civil society whose benefits are enjoyed by all.

A women’s cooperative in Kidoti, Unguja, fabricates organic soaps. The NGORC, established and supported by AKF, links its products to local hotels so that members can earn income to support their families.





AKDN's development programme in Uganda encompasses early childhood development, nursing education, the fabrication of nets for Lake Victoria's fishermen, an airline and the Bujagali hydroelectric plant (above), which will meet over 40 percent of the electricity needs of the country when fully operational.

In Uganda, AKDN's projects range from AKFED's US\$ 770 million Bujagali hydroelectric project, Uganda's first private hydroelectric power project, to AKF's Madrasa Early Childhood Programme. In addition to education and civil society programmes, AKDN has made calculated investments in the economic infrastructure, notably through the Bujagali project and the West Nile rural electrification programme, the launch of Air Uganda as a response to a lack of regional air transport and the refurbishment of a hotel in Kampala as part of tourism promotion. Other AKFED project companies have been providing essential goods and services for decades, including a manufacturer of fish nets for Lake Victoria's fishermen and well-known national institutions in the banking and insurance sectors.

EDUCATION

Through its Madrasa Early Childhood Programme, AKF supports the creation of locally owned early childhood centres.

Established in Uganda in 1993, the programme supports poor communities in establishing, managing and owning sustainable quality pre-schools that offer holistic development opportunities to young children. These pre-schools are supported by a Madrasa Resource Centre, in Kampala, which trains teachers and school committee members, delivers continuous on-site support and builds community awareness on the importance of early childhood development.

Other education efforts include four schools run by the Aga Khan Education Services, a future Aga Khan Academy in Kampala and professional programmes for Ugandan nurses offered by the Aga Khan University.

CIVIL SOCIETY

Civil society organisations (CSOs) are born out of the willingness of certain citizens to contribute to the welfare of the community in which they live and work, or



In Eastern Africa, there was a need to provide continuing education and training to nurses to help deter migration and improve the overall quality of health services in Uganda, Kenya and Tanzania. The AKU Advanced Nursing Studies programme offers continuing and higher education up to BScN level to working nurses, allowing them to remain at their workplaces while pursuing professional development.

the wider society. In many instances, however, they require support to be able to manage their programmes and initiatives.

In AKDN's experience, in order for civil society to become a significant player in society, the sector as a whole needs to define objective performance standards against which its actors can be evaluated. In response to this challenge, the Network's Civil Society Programme has supported the roll-out of a CSO "quality assurance" certification process to several provinces of Uganda. It has also helped establish certification councils in 16 districts throughout the country.

Businesses, like CSOs, can be very powerful engines of development and growth that create a deep positive impact in society. The key to this growth – corporate social responsibility (CSR) – is beginning to be widely referenced in the private sector; however, many still

practice it as token philanthropy. Strategic CSR and multi-sector collaborations have not been widely done by national businesses.

The Network, through its national partners, offers assistance to businesses in formulating CSR policies and strategies in order to go beyond philanthropy and corporate ethics.

In partnership with the International Business Leader's Forum, a specialist in the field, it has developed a comprehensive set of training materials for businesses and trained national institutions to deliver the respective courses. In Uganda, the programme partnered with the Uganda Chapter of Corporate Social Responsibility Initiatives and the Institute of Corporate Governance Uganda to deliver the first round of training, where businesses in the finance sector, infrastructure and construction businesses participated.

m o z a m b i q u e



In Mozambique, AKF's Entrepreneur Development Initiative, established in 2007, takes a market development approach to facilitate micro and small enterprises in agricultural and non-agricultural sectors, including the creation of value chains in handicrafts, horticulture and sesame.

At the request of the government, AKDN and AKF work is concentrated in the northern province of Cabo Delgado, where over 20 years of war and civil strife (which ended in 1992) arrested economic development, interrupted a generation's education, displaced large numbers of people and destroyed much of the physical infrastructure. AKF's work seeks to address issues such as food insecurity, early childhood development, health, the improvement of human habitats, the stimulation of entrepreneurial activity, the creation of civil society and the development of leaders. AKF works together with the communities and government in five districts of Cabo Delgado province (Quissanga, Ibo, Meluco, Pemba Metuge and Macomia) with a total population of 232,685. More recently, AKFED refurbished the Polana Hotel in Maputo as part of its tourism promotion services.

RURAL DEVELOPMENT

Through a conservation agriculture approach, AKF promotes

minimum soil disturbance and mulch-based mixed cropping systems, including trees and livestock that enhance soil health, leading to higher crop productivity and enhanced ecosystem services. AKF also fosters the establishment of farmers' marketing associations by linking maize, sesame and rice farmers with agri-businesses beyond Cabo Delgado. To increase access to financial services, a Community Based Savings Group programme was launched in 2010.

The Entrepreneur Development Initiative, established in 2007, takes a market development approach to facilitate the development of micro and small enterprises in agricultural and non-agricultural sectors, including value chains in handicrafts, horticulture and sesame. Through AKF's interventions, sales from horticulture, sesame and craft associations have increased substantially. The number of producers involved in collective marketing grew from zero in 2005 to over 2,370 producers and artisans operating jointly through 164 associations in 2010.

Another programme, Bridges to the Future, supports emerging leaders, lifelong learning and institutional strengthening. Since 2005, B2F has awarded over 250 scholarships to rural girls and boys to continue their education in agriculture, nursing, tourism, information technologies, public administration, management and accountancy, and teacher training.

HEALTH

The health status of local communities in Cabo Delgado, especially women of reproductive age and children under five, is a key focus for AKF in Cabo Delgado, where the child mortality rate is 277/1000 and life expectancy is less than 40 years.

The AKF health team works closely with the Ministry of Health to strengthen the health system in the province to ensure that primary healthcare facilities perform better and are able to respond to the health needs and demands of the communities. Building clinical and counseling skills of health professionals and strengthening district healthcare management are two main objectives. Furthermore, AKF is working with communities to reduce the incidence of water-borne diseases by promoting sanitary practices and improving access to a safe water supply. Since 2006, AKF has more than doubled the number of families that have access to clean water.

EDUCATION

AKF promotes holistic community-based early childhood development activities that support children's social, emotional, nutritional and cognitive growth, and ensure that children are given a fair start from a young age. In 2011, AKF was supporting 74 community managed pre-schools and 150 youth and adult literacy centres. Internal monitoring has shown that children are increasingly making the transition into Grade 1 at or closer to the expected age of six – a key improvement in an area where it is not uncommon for children to enter Grade 1 at ages 9-12.

To address a deficit of education resources, AKF has assisted the Ministry of Education at district and provincial levels by providing in-service training to primary teachers and awarding scholarships to young adults from remote rural areas to enable them to enter pre-service teacher training. Local mini-libraries run by trained community members have opened to extend learning opportunities beyond school hours (which are often shortened due to multiple shifts). School materials such as textbooks, notebooks and chalk have also been distributed to all 150 primary schools in the target area.

AKF also works with rural community organisations to build ecologically constructed learning centres by drawing on traditional techniques, developing innovative skills and encouraging the sustainable use of naturally available materials. The programme, called the "Habitat Initiative", also supports communities' ability to undertake improvements to housing. Literacy for adults is also a concern. In addition to supporting government classes, CRSP has begun special interest literacy groups that enable learners to complete, in a three-year time

frame, the equivalent of primary Grades 1-5. The curriculum is tailored to the needs of artisans, horticulture producers and farmer associations, and benefits more than 350 youth and adults, of whom nearly 60 percent are women.

CIVIL SOCIETY

Supporting communities to build inclusive, participatory, transparent and accountable village-level institutions is a cornerstone of AKF's approach to development. Since 2001, AKF has formed 87 Village Development Organisations (VDOs). VDOs identify local priorities, implement their village development plans, mobilise community resources and resolve community conflicts. AKF encourages community VDOs to promote gender equality as a part of the development of their community.

ENVIRONMENT

In the poor rural communities of northern Mozambique, local populations have traditionally taken to slash-and-burn subsistence farming methods that are destructive to the environment. In an effort to improve the livelihoods of these communities, while also conserving their natural resources, AKF has provided local farmers with inputs and training that offer them non-destructive alternatives such as composting.

Another environmental challenge concerns the problems that have arisen as human settlements have encroached upon wild animal habitats. In parts of Africa, 50 percent of certain crops are eaten or trampled by animals. In response, local farmers have taken to killing these animals to protect their crops and livelihoods. To address this issue in northern Mozambique, the Foundation is collaborating with the World Wildlife Fund to identify non-lethal methods of repelling the animals from the crops, including rope fences of piri-piri (chilis) and sisal.

Internal monitoring has shown that children who attend community managed pre-schools supported by AKF are increasingly making the transition into Grade 1 at or closer to the expected age of six – a key improvement in an area where children commonly enter Grade 1 at ages 9-12.





Between 2005 and 2010, AKF trained nearly 17,000 small-scale farmers in participatory rice-farming methods. On average, groups participating in the programme more than tripled their yields. In addition, since 2009, community based savings groups supported by AKF have allowed these farmers to quickly access small loans and savings.

The AKDN programme in Madagascar has concentrated its efforts in the rice growing district of the northwestern province of Sofia. The Aga Khan Agency for Microfinance (AKAM), which operates in both rural and urban contexts in various parts of the country, supports the AKF rice programme with microfinance services for farmers.

RURAL DEVELOPMENT

When AKF began working in the northern province of Sofia in 2005, its main aim was to double yields as a way of staving off the "hungry season".

Between 2005 and 2010, AKF trained nearly 17,000 small-scale farmers in participatory rice-farming methods. The results have been significant: on average, groups participating in the programme more than tripled their yields, from

1.5 tonnes per hectare to 5.16 tonnes per hectare. Those employing better seeds pushed their totals to 6.36 tonnes per hectare. Overall yields also improved as farmers who had not participated adopted some of the measures.

AKF now reaches roughly one million people either directly or indirectly. While hunger has not been banished from the region, farmers who have benefited from the participatory methods often say they no longer suffer from a "hungry season".

The Foundation's methods for boosting yields are novel in that they are not prescriptive. They offer a range of methods that include better seed and improved farming techniques which farmers are free to try. Chemical fertilisers are not used. Some farmers adopt a particular method or input; when they are successful, that method or input is more widely imitated, even by farmers who have not received formal

training. Part of the reason for this success is that farmers are not considered “recipients” of new technologies, but rather are offered a range of choices which they then apply through a process of discovery that marries innovations to indigenous knowledge and practice. The method is called the Participatory Learning and Action Research (PLAR) approach.

Because PLAR requires additional specialised labour for the effective implementation of select key practices, such as line transplanting and weeding, AKF introduced a pilot project in Befandriana to form and train groups in community based savings and lending. It is expected that this programme will help farmers smooth their incomes by giving them access to savings, lending and insurance services through the savings group.

Over the next five years the number of farming families will increase from 17,000 to 40,000.

HEALTH

Poor waste disposal systems combined with limited access to safe drinking water have largely contributed to poor health status among urban communities in Madagascar. AKF, with the local city council, has implemented a small-scale urban sanitation project that has established sound waste disposal systems and raised community awareness about sanitation. In addition to improving infrastructure and waste disposal systems with local government, the health programme in Madagascar has organised local committees to ensure maintenance of waste disposal systems.

Hygienic conditions in public areas have improved as a result of the involvement in sanitation committees. In addition, collaboration between sanitation committees (85 percent of whose members and 90 percent of whose leaders are women) and the city council is ongoing.

This farmer is practicing one of the most effective techniques shown in the project training supported by AKF: increasing the rice harvest by transplanting in rows with adequate spacing. The Foundation’s methods for boosting yields are novel in that they are not prescriptive. They offer a range of methods which farmers are free to try and adapt. Over the next five years the number of farming families in the programme will increase to 40,000.

Farmers who have benefited from the participatory learning methods often say they no longer suffer from a “hungry season”.



WESTERN SAHARA



Culture: In Djenné, AKDN has restored the Great Mosque as part of its Earthen Architecture Initiative.



Health: Since AKDN established a number of "cases de santé" near Mopti, the region's high incidence of maternal and newborn death has dropped.

ECONOMIC DEVELOPMENT	
I Industrial Promotion	H
A Aviation Services	R
	M
	M
	A
Capitals	



Urban Planning: The 103-hectare National Park of Mali provides a much-needed public green space in Bamako.



Microfinance: The Network provides microcredit to local cotton growers for animal fattening, horticulture and other income-raising activities.



Industrial Promotion: Several AKDN companies manufacture and print packaging used to bring a variety of products to market.

western africa at a glance



The Aga Khan Development Network's (AKDN) long-standing economic development activities in Western Africa have been complemented in recent years by initiatives in social and cultural spheres. Projects range from the US\$ 225 million, 290 megawatt natural gas-powered plant in Cote d'Ivoire that supplies 40 percent of the nation's electricity to the restoration of the 14th century Djingareyber mosque in Timbuktu, Mali. The Aga Khan Foundation's (AKF) rural development, health, education and civil society programmes are supported by both economic and cultural programmes.

The Aga Khan Fund for Economic Development (AKFED) is active in industrial promotion in the Democratic Republic of the Congo, Mali, Burkina Faso, Cote d'Ivoire and Senegal. Its project companies generate and distribute electricity and produce cotton, agricultural packaging and essential metal products. It has invested in Air Burkina and Air Mali, at the request of the respective governments, in order to maintain the critical aviation infrastructure in the region.

The Première Agence de MicroFinance (PAMF), an institution of the Aga Khan Agency for Microfinance (AKAM), was established in 2006 to serve Mali, Burkina Faso and Côte d'Ivoire. Currently, PAMF's activities are overwhelmingly concentrated in rural areas and on rural products. The PAMF microfinance institutions offer credit for cereal commercialisation, horticulture, animal fattening and alternatives to cotton growing, mostly in rural areas. PAMF in Burkina Faso provides credit for fertiliser and seed to the small-holder farmers who also supply cotton to agro-processor Faso Coton, an AKFED project company. Operations in Côte d'Ivoire commenced in 2008 in the north of the country, where PAMF supplies mostly rural finance products. In Mali, PAMF provides loans for rural credit, financing of service activities and working capital for commercial activities, mostly to farmers. Its efforts are coordinated with AKF's rural support programmes to enhance the impact on the agricultural productivity and quality of life of local residents.

The Aga Khan Trust for Culture (AKTC) has been working in Mali since 2004, when it began the restoration of the Great Mosque of Mopti (finished in 2006), which was at risk of collapsing. The first phase of the work focused on repairing the roof and stabilising the upper part of the building. The Earthen Architecture Rehabilitation Programme went on to operate revitalisation projects in Timbuktu and Djenné. It complemented its restoration work with social programmes that encompassed drainage, water and sanitation, and training that revived traditional building methods and materials. The aim has been to bring social and economic benefits through local sourcing, employment and tourism. The 103-hectare National Park of Mali, one of the largest urban parks in Africa, was created and developed by AKTC and inaugurated in September 2010.



In 2004, under a public-private partnership, AKDN began work on revitalising the centres of three cities: Djenné (above), Mopti and Timbuktu. The mosque restorations became the most visible part of a multidisciplinary programme aimed at improving the quality of life in the cities.

AKDN's activities in Mali date back to the signature of an agreement in 2003. Since that time, activities have grown to encompass cultural restoration and social development projects in Bamako, Mopti, Timbuktu and Djenné, as well as economic development projects. These range from investments in the aviation infrastructure to water, electricity and packaging for agricultural products. Since 2008, AKF has been implementing the Mopti Coordinated Area Development Programme. Benefiting from the multi-input area development approach, the programme combines interventions in health, education, rural development, financial services and civil society strengthening to improve the quality of life for beneficiaries in the Mopti Region, one of the poorest in the country.

RURAL DEVELOPMENT

In Mali, AKF's Rural Development Programme works in partnership with local communities to improve agricul-

tural productivity and rural livelihoods. The programme's goals are to increase food security and enhance nutrition through improved agricultural production, and to increase incomes by facilitating agricultural marketing.

The Foundation's activities derive from an intensive community development planning process, which includes the creation and/or strengthening of an institutional structure at village level through which people can determine priority needs and decide how best to manage common resources in the interests of the community as a whole. Broad-based village organisations, along with sector specific interest groups, serve to represent the community to the government and to other development partners, including NGOs and the private sector.

A number of proven participatory training methodologies are used to ensure that agricultural activities are sustainable and replicable. These include farmer field schools to

expand access to improved seed and cultivation techniques, test plots embedded within women's vegetable gardens, and the Participatory Learning and Action Research in Integrated Rice Management approach. Working in the horticulture, rice, millet and sorghum sub-sectors, select farmers are trained from each village. Once trained, they are supported and monitored as they train others and demonstrate new production practices.

The Foundation selects the crops that it will promote based on a number of strategic factors, including market viability, nutritional quality, prevalence in the targeted area and explicit benefit to women. One of the initial objects is to achieve a 20 percent increase in vegetable production for 4,000 women and a 25 percent increase in household revenues for 2,000 households through vegetable sales.

The Foundation aims to make markets work for the poor. It engages in in-depth value chain analyses to understand the gaps and potentials in the market and then acts to address the constraints through working with producer groups, input suppliers, credit providers and other market actors.

In order to ensure that appropriate varieties of seed are available on a sustainable basis in the Mopti Region, AKF is partnering with the World Vegetable Centre (AVRDC), the International Centre for Research on Semi Arid Crops (ICRISAT) and the West Africa Seed Alliance (WASA). To enhance its work in market linkages, a partnership has been formed with ACDI/VOCA. In all its activities, AKF works closely with local government and community institutions.

HEALTH

Less than 10 percent of community health centres in Mali – covering over 70 percent of the population – are managed by doctors. This situation is aggravated by natural and geographical barriers that isolate human resources, making it difficult for doctors to travel for training or other learning. In response to this challenge, AKF is partnering with the University of Bamako Faculty of Medicine to establish an online training and remote consultation system for rural health clinics. This will enhance the capacity of rural health personnel and permit poor, remote populations to access quality basic healthcare services.

Up until 2008, the lack of quality health services in Mopti had resulted in a particularly high incidence of maternal and newborn death. In response, AKF helped establish a number of *cases de santé*, built by the villagers, with the assistance of the Foundation, which supplied the architect and master mason. These health huts, staffed by community health workers trained by AKF, certified by the Ministry of Health and paid for by the community, have had an immediate positive impact: no maternal deaths and only one newborn death have been reported since 2008.

AKF is also working to reduce high rates of malnutrition and diarrhoeal diseases by supporting women farmers to increase and diversify their agricultural production; implementing a women's literacy programme with nutrition as the first core subject; supporting the construction of low-cost drainage systems; facilitating community-led total sanitation processes; improving latrines and water points in schools; and training teachers in core health and hygiene competencies.

Investments in water and sanitation infrastructure have been coordinated with AKTC's cultural restoration projects, which have revitalised the Komoguel quarter in Mopti. For example, restoration of the Komoguel mosque is linked to a water supply and sanitation programme that is aimed at improving environmental health in the neighbouring area. It includes: installing a neighbourhood sewage network that connects waste water to a sedimentation and filtration basin; installing and operating a manufacturing facility to produce street-paving blocks made of recycled plastic bags and sand; improving open space with street paving; and providing vocational training in brick manufacturing, construction, sewage and plumbing installations, as well as topographic surveying.

Through social, economic and cultural programmes, AKDN is providing a catalyst for positive changes in the overall quality of life.

Two women use a locally made pedal pump to access water in a community garden in Torokoro village. AKF is supporting 4,000 women gardeners in Mali to increase and diversify their vegetable production. This improves their access to food throughout the year and allows them to earn an income by selling their produce in local markets.



EDUCATION

In Mopti, basic education opportunities are difficult to access and of low quality, with major disparities between girls and boys and rural and urban areas. Primary school enrolment is under 50 percent and the literacy rate is as low as 10 percent for women.

Getting young children in school and engaging them in quality learning is a major challenge. It involves not only pedagogical support and training, but also attention to factors outside of the classroom: Do children often stay home with diarrhoea due to unclean water? Do they have trouble concentrating in school because they arrive on empty stomachs? Is education a priority for parents?

To address these education challenges, AKF is working with public schools, private community schools and early childhood development (ECD) centres in Mopti Region to improve access to quality education. Core activities focus on improving teaching and learning by promoting the development of low or no cost teaching and learning materials, introducing child-centred pedagogical approaches and improving the instruction of specific subjects, especially French language, science and math.

AKF helped establish a number of *cases de santé*, built by the villagers, with the assistance of the Foundation, which supplied the architect and master mason. These health huts, staffed by community health workers trained by AKF, certified by the Ministry of Health and paid for by the community, have had an immediate positive impact: no maternal deaths and only one newborn death have been reported since 2008.



In addition, AKF has facilitated the establishment of more than 20 Reading for Children groups, based in literacy classes, ECD centres and women's horticulture groups. More than 300 pre-school children and nearly 3,000 primary school children are currently benefiting from AKF's activities, along with nearly 60 pre- and primary school teachers. On a broader level, AKF is engaged in influencing national education policies in Mali so that they are more conducive to improving quality.

Given the strong demand, the Foundation has supported youth and adult literacy groups across target communities. About 800 youths and adults have benefited from this programme across six villages in Mali.

AKF is also supporting education activities of companies in West Africa which are operated by the Aga Khan Fund for Economic Development (AKFED). For example, AKF has been supporting Filtisac, an AKFED company based in Abidjan, to develop an early childhood development programme based in its on-site health facility. The programme is supporting improved parent-child engagement and access to appropriate storybooks.

CIVIL SOCIETY

In Mali, AKF is supporting the development of a dynamic, competent and sustainable civil society sector. A consultative process has led to the development of widely accepted standards for a good quality civil society organisation (CSO) and the design of a self-assessment tool to measure an organisation's progress towards reaching these standards. AKF has facilitated 285 CSOs across every region of Mali to complete self-assessments and has supported the capacity building of 80 of them.

In recognition of the importance of strong relationships between Government and civil society for the nation's growth, the Foundation has also been working to promote better collaboration between the two sectors. This work has led to multiple fora at Bamako and regional levels with government officials and civil society representatives to identify core opportunities and challenges in the relationship and devise strategies to address these.

AKF has also supported the development of a comprehensive civic education curriculum, teachers' guide and modules for use in the non-formal education sector. This is being adapted for use in the formal sector and universities, thereby laying the groundwork for a population more aware of its civic roles and responsibilities.

Additionally, AKF has worked to introduce best practices on corporate social responsibility and institutional integrity in Mali. In partnership with the International Business Leaders' Forum and Tiri, the programme has trained project companies of the Aga Khan Fund for Economic Development. These interventions are now in the process of being expanded beyond the Network.



The 103-hectare National Park of Mali, one of the largest urban parks in Africa, was developed by the Aga Khan Trust for Culture, an AKDN agency, under a partnership agreement with the Ministries of Culture and Environment of the Government of the Republic of Mali. The Park was designed to offer large open spaces for leisure and educational activities for the general public, school groups and tourists.

AKF has prioritised the development of local civil society institutions as part of its Mopti Coordinated Area Development Programme. As such, AKF is building the capacity and competence of local health, education, agriculture, women's and microfinance organisations and is assisting them in mobilising local resources to realise their objectives. AKF has also facilitated the creation of village organisations which analyse the context, propose solutions and implement activities to address major development needs.

ENVIRONMENT

The population of Bamako, the capital of the Republic of Mali, has risen rapidly in recent years to over two million inhabitants, creating new demand for housing and public facilities. In this context, the need for far-sighted urban planning was crucial.

The Government's response was to define the outlines of the National Park of Mali, a space of 103 hectares within a larger protected forest reserve of 2,100 hectares, which forms a significant greenbelt in this mainly arid country. Under the terms of the public-private partnership, the Government asked AKTC to concentrate on the Park's 103 hectares, a large, semi-circular canyon of protected forest that lies beneath the terraced outcrops of the Koulouba plateau, between the National Museum and the Presidential Palace Complex.

Given the Park's natural attractions, its large size and its location next to the National Museum Complex, the Park was designed to offer large open spaces for leisure and educational activities for the general public, school groups and tourists. The project brief called for the unification of the National Museum and the existing Botanical Garden and Zoo into a single ecological park of both natural and cultural value.



0 200 Km



Culture: A gift of green space to the city, the Park has evolved to include the restoration of landmark buildings and socio-economic initiatives in the neighbouring district.



Microfinance: AKDN's microfinance activities expand access for the poor to a wider range of services, including small housing loans and savings.

Aleppo **E M R M U T**
 Raqqa **M**

Lattakia **M R**
 Masyaf **M R**
 Tartous **M E H**
 Hama **M E H**
 Salamieh **M H R A ECD**
 Homs **M H**

Damascus **T R M M E H A ECD**
 Sweda **M**

Alexandria **M**
 Cairo **ECD CS M H U M R**

Asyut

EGYPT

Luxor

Edfu **M M**

Kom Ombo **M**

Aswan **ECD M H CS EV**

SUDAN



Early Childhood Development: AKDN focuses on improving quality in childcare and kindergarten services in disadvantaged communities, both rural and urban.



Health: AKDN is working to improve nursing education as the profession is one of the lowest paid and poorly regarded in Egypt.

ECONOMIC DEVELOPMENT

- T** Tourism Promotion
- T** Tourism Promotion planned

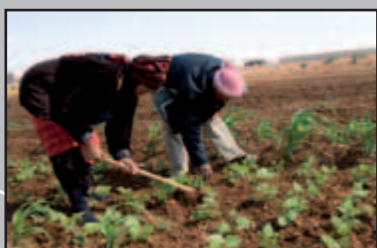
- H** Health
- R** Rural Development
- M** Microfinance
- M** Microfinance planned
- E** Education: Primary & Secondary

○ Capitals

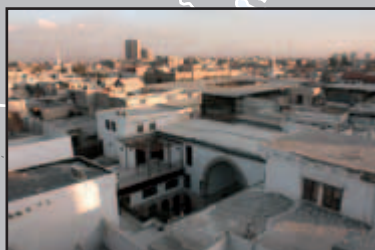
the middle east at a glance



Culture: The restoration of a number of historic sites and refurbished public spaces has provided tourism infrastructure as well as socio-economic programmes.



Rural Development: AKDN's technical input and microfinance activities support a government initiative for increasing national uptake of modernised irrigation.



Tourism Promotion: The Serena hotel, a US\$ 20 million restoration project underway, will generate employment and train local communities in various skills.

The Aga Khan Development Network's (AKDN) engagement in the Middle East dates to 1984, when the Aga Khan Award for Architecture held a seminar in Cairo entitled "The Expanding Metropolis: Coping with the Urban Growth of Cairo". Like many cities, Cairo had experienced a huge influx of poor people from rural areas, many of them crowding into the older parts of town. On the occasion of the seminar, His Highness the Aga Khan announced that he would create a new park for this city, which had one of the smallest proportions of green space per inhabitant in the world.

The only location of suitable scale was the derelict Darassa site, a 30-hectare 500-year-old mound of rubble in the inner city. Today, the project has evolved well beyond the Park to include the restoration of the 12th century Ayyubid wall and several landmark buildings, as well as socio-economic initiatives in the neighbouring Darb al-Ahmar district. The aim of these programmes – which encompass waste management, water and sanitation, housing rehabilitation, education, job training and health – is to help revitalise the area in ways that benefit the residents themselves.

The Aga Khan Trust for Culture (AKTC), the lead agency which built Al-Azhar Park and has continued restoration work in Darb al-Ahmar, now works with the Aga Khan Foundation (AKF) and the Aga Khan Agency for Microfinance (AKAM) in Cairo. The programme has expanded to Aswan, where nursing and education programmes are also supported by the Aga Khan University (AKU) and the Aga Khan Health Services (AKHS).

In Syria, the Network has made a long-term commitment to support economic, social and cultural development. These efforts are undertaken within a Framework for Development Cooperation Agreement, between AKDN and the Government of Syria, which was ratified by the Syrian Parliament in 2002.

Work first began on the conservation of the three citadels of Masyaf, Salah al-Din and Aleppo and gradually expanded to include social development in the areas near the citadels. In all project locations, community participation, training of local professionals and local institution-building are essential components of AKDN activities.

The Aga Khan Fund for Economic Development (AKFED) and AKAM are also working to boost employment and support entrepreneurial activity in a country suffering from high unemployment. AKU is working with the government on the improvement of health services. Today, AKDN activities span both rural and urban areas, with major programmes in six provinces.

SAUDI ARABIA

QATAR
Doha

SOCIAL DEVELOPMENT

- Aga Khan Academy
- Aga Khan Academy planned
- Early Childhood Development
- Civil Society
- Environment

CULTURE

- Restoration
- Urban Regeneration
- Music
- Award for Architecture 2010 ceremony

AKDN countries of activity

AKF activity areas



In Aswan, AKF works in partnership with the Om Habibeh Foundation to provide support to 14 public kindergartens. As in Cairo, kindergarten teachers in Aswan have been trained in child-centred teaching methods to help improve the quality of their interactions with students and the overall learning experience of children.

One of the most visible AKDN projects in recent years has been the Azhar Park project, which began as a gift of green space made by His Highness the Aga Khan to the city of Cairo, but which has since grown to encompass many social, cultural and economic development projects. In more recent years, AKDN agencies have begun working together with the Om Habibeh Foundation in Aswan, where they are collaborating on programmes in health, education and microfinance.

HEALTH

Al-Azhar Park has proven to be a powerful catalyst for urban renewal in the neighbouring district of Darb al-Ahmar. In conjunction with the construction of the Park and the restoration of landmark buildings and monuments, AKDN and its partners have created a number of social programmes ranging from health and education to microfi-

nance and housing rehabilitation, each designed to address a development challenge.

At the Darb al-Ahmar health clinic, supported by AKDN, a number of projects address behavioural issues that support life transitions, such as the “Bride-to-Be” programme for young women, which offers information on sexual and reproductive health, family planning and child rearing, and managing household finances. The clinic has also conducted 70 health education sessions and 30 health awareness campaigns to benefit 2,250 adolescents and women in the community. As a result of these activities, the proportion of women who have increased their awareness of issues concerning maternal and child health and nutrition has doubled between 2008 and 2010.

Other health-related programmes extend to improvements in the water supply network, including the

replacement of lead junctures, which has benefited hundreds of families. Parts of the sewage network have been upgraded and expanded, providing sanitation to some areas for the first time. Trash that had accumulated in the streets was removed. Housing rehabilitation included the installation of sanitation on each floor of apartment buildings – an improvement that was especially important for women. New drainage works have prevented the pooling of water, reducing in this way the potential for waterborne disease.

In Aswan, to improve patient care, the AKDN Nursing Programme is working to improve nursing education, nursing services and the status and image of nursing as a whole, as it is one of the lowest paid and most poorly regarded professions in Egypt. Approximately 500 nurses have been trained on management and leadership development, in-service basic nursing skills and English language and computer skills. The goal is to provide these nurses with the knowledge and confidence that will enable them to improve their profession as well as how it is perceived and remunerated. Ultimately, these steps will improve the quality of patient care.

EDUCATION

The early childhood development (ECD) programme in Egypt focuses on improving quality within existing childcare and kindergarten services, while also encouraging new ECD services for parents and children as needed in disadvantaged communities, both rural and urban. The goal is to promote the early stage of growth so that children are physically and emotionally healthy, safe and secure, ready to learn and equipped with the necessary social skills to interact with peers and adults.

In Cairo, the Foundation works in partnership with the Darb al-Ahmar Community Development Centre to raise educational standards and improve the quality of locally run kindergartens. Since 2005, 1,800 students (of whom 75 percent are girls) and more than 70 teachers have benefited from the programme's interactive, child-centred teaching and learning methods.

Moreover, the programme offers adult literacy courses targeted particularly at mothers of children attending the kindergartens. Mothers who have successfully completed the courses have reported that what they treasure most now is being able to read to their children.

In Aswan, AKF works in partnership with the Om Habibeh Foundation to provide support to 14 public kindergartens. As in Cairo, kindergarten teachers in Aswan have been trained in child-centred teaching methods to help improve the quality of their interactions with students and the overall learning experience of children. Likewise, local associations who oversee the kindergartens have been trained in management

skills to help them facilitate in-school as well as extra-curricular activities such as volunteer-led parent groups (nearly 200 beneficiaries) and summer camps that are aimed at increasing demand for and enrolment in these kindergartens.

The Aswan Continuing Education Programme provides local youth with practical trainings that aim to make them more employable. A joint certificate course for English language, for example, is now on offer in partnership with the American University of Cairo and possibly in the future with the University of Central Asia.

At the Darb al-Ahmar health clinic, supported by AKDN, comprehensive healthcare services are available for a nominal charge to women of reproductive age and children up to age 5. The clinic is well known for its accessibility to the community, excellent patient services and quality health care.





Since 2010, AKF has been experimenting with conservation agriculture practices in Salamieh. With sound environmental and ecological underpinnings, these practices are being tested in areas with minimal rainfall and strong crop-livestock interactions that are likely to enhance soil health and improve water retention – and therefore increase yields – in comparison to conventional practices.

The Aga Khan Development Network was one of the first private organisations to be invited to work in Syria. Programmes have expanded from the conservation of three citadels in Masyaf, Salah al-Din and Aleppo to encompass rural development, education, health, microfinance, tourism promotion and economic development. Current priorities include economic development in both urban and rural areas, particularly employment generation and enterprise development. The Aga Khan Fund for Economic Development is converting several underused and abandoned buildings into hotels in Aleppo and Damascus. The Aga Khan Agency for Microfinance offers a variety of loans ranging from agricultural credits to farmers to housing improvement loans. The Aga Khan University is working with the government on the improvement of health services, notably through the training of nurses. Today, AKDN programmes span six provinces (Aleppo, Damascus, Hama, Latakia, Sweida and Tartous), serving both rural and urban populations.

RURAL DEVELOPMENT

In Salamieh District, limited water resources combined with overpumping and poor land use management has led to the persistent problem of water shortages for agriculturally reliant communities. Irrigated farmland decreased from 40,000 hectares in 1960 to an estimated 9,000 hectares in 2007. Of the approximate 5,000 groundwater wells identified in 2003, almost 3,500 were dry. Recognising the link between poverty and natural resource endowments, the Aga Khan Foundation – the Network's specialist agency in rural development and support – is striving to improve livelihoods in the area by using existing resources more efficiently without placing undue pressure on the environment.

Since 2003, AKF has worked with farmers, government and local communities to promote more efficient use of water resources and develop more water-efficient methods of

agricultural production. Activities include the improvement of irrigation systems, especially through drip and sprinkler systems that use up to 50 percent less water; and the introduction of more drought-tolerant crops and techniques. AKF also works to bridge the gap between national research centres and small farmers by disseminating drought-tolerant barley varieties, demonstrating the importance and benefit of water harvesting techniques for orchards, and initiating research on optimal cropping patterns that maximise production per unit of water used.

At the same time farmers with limited access to irrigation systems have started to develop alternative livelihoods with the support of AKF. Olive orchards and poultry production are two areas in which farmers have begun to concentrate. AKF has facilitated the creation of the first private olive growers association in Syria. It provides technical support to the cooperative and is attempting to identify potential markets for the high quality extra virgin olive oil produced by its members. In the case of poultry, AKF is focused on promoting best practices in biosecurity measures, disease surveillance systems and extension services in order to reduce high mortality within the sector. It also operates a private fee-for-service veterinarian diagnostic laboratory, the first of its kind in Syria, and the first to be licensed with the national animal health directorate.

Despite a reduction in irrigated land area, and increased activity in olive tree planting and poultry production, livestock assets (primarily sheep) still play an important role in securing livelihoods in Salamieh District. New and improved feeding rations and weaning techniques are being introduced and complement a long-term strategy on the part of the government to introduce new breeds and to breed stock for sheep within Hama Governorate.

HEALTH

In response to a government request to help improve the quality of health care, the AKDN health programme has been working in partnership with the Syrian Ministry of Health and local community to address issues of quality care, health management and community participation. In Salamieh District, the programme assists government to improve the management capacities of all 27 public health facilities in the areas of leadership, planning, job description, team building, supervision and in enhancing the role of nursing, in addition to adopting policies and procedures for infection control.

At the same time, integrated community based interventions have encouraged behavioural changes to help reduce major health risks in Salamieh. For example, AKF-trained volunteer health workers promoted the benefits of exclusive breastfeeding to infant survival, health and growth. While the campaign initially addressed women of childbearing age and the community at large, it soon targeted mother-in-laws and grandmothers, whose opinions were reported to hold most weight in matters of infant care. As a result, the rate of exclusive breastfeeding for the first six months increased from five percent in 2004 to 33 percent in 2009. At the same time, a

campaign which encouraged tobacco-free homes as a means to reduce respiratory diseases – particularly in women and children who were inhaling passive smoke – employed media such as local theatre to communicate its message. As a result, the number of households voluntarily restricting smoking inside homes rose from 25 percent to 53 percent. The AKDN health programme also launched a motorcycle safety campaign to reduce the large number of deaths and injuries among males in Salamieh. As a result of the motorcycle safety campaign, between 2007 and 2009, helmet use for motorcycle riders rose by 28 percent.

EDUCATION

AKF has been working with the Syrian Ministry of Education at both local and national levels to support the education system since 2002. More broadly, AKDN's activities encompass a variety of education initiatives from early childhood development (ECD) to professional teacher development with plans related to the development of Aga Khan Education Services (AKES) schools, as well as an Aga Khan Academy underway.

In 2001, the Ministry of Education requested that AKF assist in the development of an ECD programme. AKF played a facilitating role in the establishment of a national ECD network comprising government ministries, international and national public and private organisations and donor agency members. It also assisted in the development of a cadre of ECD trainers. In more recent years AKF has worked closely with the Ministry of Education and five pilot kindergartens to develop a national ECD policy that includes a new manual and process for in-service teacher training in the country. An additional 45 kindergartens – bringing the total number of children reached to more than 3,500 – are now being incorporated into this pilot programme as an initial step towards wider replication.

In Salamieh, AKF's ECD programme is focused on increasing access to formal kindergartens as well as encouraging more non-formal kindergartens in remote rural areas.



ECONOMIC DEVELOPMENT	SOCIAL DEVELOPMENT		CULTURE
F Financial Services	H Health	UCA University of Central Asia	R Restoration
I Industrial Promotion	R Rural Development	ECD Early Childhood Development	M Music
T Tourism Promotion	M Microfinance	CB Cross-Border Development	U Urban Planning
	F Focus	CS Civil Society	
	E Education: Primary & Secondary	EV Environment	
	A Aga Khan Academy planned		
Capitals	AKDN countries of activity	AKF activity areas	



Culture: AKDN's Music Initiative supports the efforts of Central Asian communities to sustain and transmit their cultural heritage, both in the region and beyond.



Health: To reduce the high incidence of preventable deaths during childbirth among Afghan women, AKDN has trained over 400 nurses and midwives since 2003.



Industrial Promotion: Roshan provides wireless phone services to more than two million Afghans nationwide.



Cross-border Development: Many of AKDN's Central Asian programmes are regional in nature. Farmers and small entrepreneurs in Tajikistan are linked to Afghan markets by bridges built by the Network. These bridges also permit Afghans to seek care in Tajik hospitals and Tajik health professionals to provide services in Afghan clinics. Hydroelectric power travels from Tajikistan to Afghanistan. Eco-tourism initiatives link the same countries and, in future, could link other countries as roads improve and communications links are established.

central asia at a glance



Higher Education: The three UCA campuses will serve a population of over 30 million people in the mountainous regions of Central Asia.



Microfinance: AKDN provides credit to small entrepreneurs, helping communities to increase income, generate employment and access needed services.

0 200 Km



The engagement of Aga Khan Development Network (AKDN) agencies in Central Asia began with the challenges precipitated by the collapse of the Soviet Union and the ensuing civil war in Tajikistan, which lasted from 1992 to 1997. The implosion of the centrally planned economy of the Soviet era left Tajikistan with a calamitous lack of food and fuel. The situation was particularly dire in the Gorno-Badakhshan Autonomous Oblast (GBAO) where food security had fallen to 15 percent.

Focus Humanitarian Assistance, an AKDN affiliate, helped the people of eastern Tajikistan meet the immediate needs for food while putting into place the means to reduce their dependence on humanitarian aid. It then worked with the Aga Khan Foundation (AKF) to set up the Mountain Societies Development Programme, a local NGO that worked to facilitate the transition to sustainable, self-reliant, long-term development. Food security in AKF programme areas rose from 15 percent to over 70 percent during a 10-year period.

At the same time, the Aga Khan Fund for Economic Development (AKFED) refurbished and expanded the Pamir 1 hydroelectric plant, which now supplies power throughout GBAO. It launched what is now the second largest mobile telephone company in Tajikistan. It founded the Kyrgyz Investment Credit Bank to stimulate the development of small- and medium-sized businesses. The Aga Khan Agency for Microfinance (AKAM) began lending to people in the Kyrgyz Republic, Tajikistan and Afghanistan.

The lessons of these activities were also applied in Afghanistan. What started as a humanitarian mission has since expanded to include projects ranging from agriculture to water and sanitation, from hospitals and clinics to rural infrastructure projects, from the largest mobile phone network in the country to the cultural restoration of landmark buildings in Kabul and Herat.

The University of Central Asia (UCA), being built on campuses in Khorog, Tajikistan; Naryn, Kyrgyz Republic; and Tekeli, Kazakhstan, was founded to promote the socio-economic development of Central Asia's mountain societies, while at the same time helping the region support and promote its rich cultural traditions. It is designed to serve a catchment area that encompasses the mountain ranges of Central Asia, from Uzbekistan to China, Pakistan to Kazakhstan.

The Aga Khan Music Initiative was created in 2000 to support the efforts of Central Asian musicians and communities to sustain important musical traditions. It supports master-apprentice programmes, produces CDs and DVDs, and organises touring programmes for Central Asian musicians. Other cultural projects include the revitalisation of parks in Tajikistan and Afghanistan.

tajikistan



The Tem Bridge – one of three bridges that AKDN has constructed across the river Panj linking Afghanistan and Tajikistan – links agricultural producers in Tajikistan to Afghan markets. It also ensures healthcare services to communities in Afghan Badakhshan by facilitating the crossing of Tajik health professionals to Afghanistan for routine and emergency visits.

At independence, Tajikistan faced a variety of dramatic challenges in rural areas, but the lack of food and fuel were the most pressing. In many areas that had relied on shipments of food from other parts of the Soviet Union, agriculture had largely disappeared.

Initial efforts made by AKF therefore consisted primarily of humanitarian relief carried out by the Pamir Relief and Development Programme, but shifted to increasing food self-sufficiency in GBAO over time. Food security eventually rose from approximately 15 percent in 1993 to 70 percent in 2003, a level that has been sustained since. The programme has since expanded to encompass rural infrastructure, reforestation, microfinance throughout much of the country, mini-hydroelectric plants and the 28 megawatt Pamir 1 plant, a campus of the University of Central Asia in Khorog, health and education programmes, support to traditional musicians and a new hotel in Dushanbe.

RURAL DEVELOPMENT

In 1997, after the Mountain Societies Development Support Programme (MSDSP) began operating in the Rasht Valley it shifted its focus from relief to development. Since then, the programme has continued to expand. It currently covers a population of 730,000 across three regions: GBAO, the Rasht Valley and the eastern mountainous districts of the Khatlon Region.

MSDSP's current efforts involve linking communities through federations in order to increase their ability to plan and carry out development projects, and helping these federations to coordinate their activities with local government. The programme supports a network of more than 1,200 independent village organisations (VOs) and 60 VO federations, with a total of over 132,700 village members, of whom almost half are women.

The programme is also introducing new crops and value added processing which enables both farmers and local entrepreneurs to generate income from previously marginal and unusable land. The establishment of nearly 50 new enterprises and the skills-building of local service providers (Centres for Business Development Services, the Pamir Eco-cultural Tourism Association, De Pamiri Handicrafts) promote the development of private sector activities. Community based savings groups also provide microcredits for remote communities.

MSDSP has completed 2,400 infrastructure projects ranging from the repair of schools and clinics to the construction of roads and bridges. In 2006, AKDN completed construction of a third bridge across the river Panj linking Afghanistan and Tajikistan.

HEALTH

When subsidies for the health sector were withdrawn following the demise of the Soviet Union, the Tajik health system faced collapse. The hospital-based curative care programme was costly – and unsustainable in many areas. In response, AKDN worked with the Tajik government in poor areas, such as the remote Gorno-Badakhshan Autonomous Oblast, to make the transition to community-based primary preventive care. Particular attention was given to young children and to women's reproductive health.

To facilitate this shift, a supply of low-cost, high-quality essential pharmaceuticals was made available to 220,000 people whose supplies had been drastically reduced. To help sustain the system, 100 percent of the direct cost of the pharmaceuticals was recovered through an initiative that combined an adequate supply of these drugs with AKDN programmes that defined a formulary and trained providers on the rational use of drugs. As a result, patients receive more precise prescriptions, have lower pharmaceutical costs and are less exposed to drug resistance. At the same time, community health promoters (460 trained in GBAO and 490 in Khatlon) inform the public about basic practices that can help reduce the burden of preventable diseases.

To ensure families with quality primary care services, the Network rehabilitated 14 healthcare facilities in the programme areas and provided training to more than 40 medical staff at the Khorog Family Medicine Training Centre, established in partnership with the Department of Health. It also ensures healthcare services to communities in Afghan Badakhshan by facilitating the crossing of Tajik health professionals to Afghanistan for routine and emergency visits. In 2010, cross-border services saved dozens of lives as Tajik doctors performed more than 180 surgeries and employed new ultrasound machines in their work. In both countries, AKDN facilitates a self-managed community based

savings group initiative to help members of these poor communities to access urgent health care in the event of an emergency.

EDUCATION

In the early 1990s Tajikistan's education system was confronted by a significant decline in government funding following the break-up of the Soviet Union. A decade later the situation only worsened when a massive labour migration to Russia began, creating an exodus of talented teachers.

AKDN has been active in Tajikistan's education sector since 1995. Initially focused on providing textbooks and supplies to schools, activities now include operating the highly regarded Aga Khan Lycée in Khorog, working in close partnership with government to provide significant teacher training and mentoring across the Gorno-Badakhshan Autonomous Oblast (GBAO) region and beyond, and feeding into educational policy at a national level.

The Network works closely with the Institute of Professional Development (IPD), an agency of the Government of Tajikistan, in implementing its initiatives. IPD is currently implementing the School Improvement Programme (SIP) to enhance the quality of primary and secondary education as well as to influence policy.

While the programme works in a number of different parts of Tajikistan, it focuses much of its efforts on the 316 schools in GBAO, the most remote, poor and mountainous area of the country. In these schools SIP has trained more than 800 teachers (90 percent of the total) and has developed a strong cadre of Key Teach-

In 2010, cross-border services for communities in Afghan Badakhshan saved dozens of lives as Tajik doctors performed more than 180 surgeries and employed new ultrasound machines in their work.



ers, who are in turn providing mentoring support to the larger decentralised network of staff. Currently, 90 percent of teachers participate in monthly trainings (compared to 20 percent in 2006); and 82 percent receive mentoring support from Key Teachers. As a result, 65 percent of teachers now use interactive instructional methods effectively, as indicated by the improvements demonstrated in learning achievement assessments (maths, science and language) conducted in 2006 and 2009 with students from Grades 4 and 7.

AKDN and IPD have contributed to the development of the Ministry of Education's national pre-school curriculum. The Network's community-based ECD model implemented in GBAO was selected by government as the most appropriate and affordable approach. This model has been adopted by other aid organisations and is being promoted by government. The goal is to ensure access to 30 percent of pre-primary age children to ECD services by 2013.

With assistance from AKF and the AKDN Civil Society Programme, a National Association of NGOs has been established to promote greater interaction between CSOs and greater dialogue between CSOs and government.

Another AKDN programme has been established to promote civic education in Tajikistan, under which curricula, training materials and teaching guides have been elaborated. The programme has reached 14 training institutions in Tajikistan and over 400 students.

ENVIRONMENT

Sustainable management of the natural resources that constitute the main sources of livelihoods in rural Tajikistan, such as land, water, forests, and pastures, remains a central concern for AKDN. This concern has only deepened in light of the increasing importance given to building community resilience to climate change.

What started as a humanitarian mission has since expanded to become a programme that encompasses economic, cultural and social development in the mountainous Pamir region. Food security rose from 15 to 20 percent over 10 years in AKDN programme areas. AKFED helped to refurbish and expand the Pamir 1 hydroelectric plant, which has enabled the company to provide 24 hours of power per day to most of its customers for the first time since the end of the Soviet era. AKTC is helping to support, develop and promote local musical traditions and has rehabilitated Khorog City Park. In 2009, the Government of Tajikistan passed a new law endorsing alternative ECD approaches, and in 2010, announced the establishment of four-month ECD programmes in all schools nationwide.

CIVIL SOCIETY

In this relatively new country, there is limited knowledge of the institutions of the state and their functions. Citizens are still confused about their rights and responsibilities towards the country, as these have changed since the end of the Soviet Union. Civil society organisations are attempting to fill this vacuum, but their performance has been uneven.

Since 2007 AKDN has been implementing a civil society organisation (CSO) certification programme in Tajikistan both to increase the capacity of CSOs and renew confidence and trust on the part of government towards them. More than 120 CSOs have been certified by an independent council consisting of members from the civil society sector and government.

The Mountain Societies Development Support Programme works with the Pamir Biological Institute and other local and national research institutions (such as the National Centre of Renewable Energy) to develop and demonstrate innovative natural resource management technologies. For example, the Pamir Biological Institute has established four demonstration plots (two of which are in Afghan Badakhshan) for revival of indigenous crop seeds and drought resistant crops.

MSDSP also works with the University of Central Asia's School of Professional and Continuing Education to provide demand-driven training in effective natural resource management.



PROVIDING HYDROELECTRIC POWER



SUPPORTING LOCAL TRADITIONS



PROMOTING EARLY EDUCATION

afghanistan



With the assistance of the Badakhshan Development Forum, supported by AKDN, the provincial Department of Women's Affairs was able to expand its literacy programmes to cover more than 70 percent of the province in 2009. A new provincial government Department of Women's Rights was also established to address the issue of domestic violence against women, which is a key issue throughout Afghanistan.

In the mid 1990s, Focus Humanitarian Assistance responded to starvation in the north of Afghanistan by ferrying food across the Panj River in rubber dinghies. What started as a humanitarian mission has since grown to become the largest of AKDN's country programmes. While AKF concentrated on agriculture and small rural infrastructure projects, other agencies set up water and sanitation systems. Faced with a decimated telephone system, AKFED created Roshan, the mobile phone company that now reaches all provinces and counts over two million customers. At the request of the Afghan Government, it also refurbished the Hotel Kabul to international standards. The Aga Khan Trust for Culture undertook major cultural revitalisation projects, including Babur's Gardens in Kabul and a number of projects in Herat. The Aga Khan University worked with the government to revise the nursing and medical curricula to reflect international standards and joined with other partners and AKDN agencies to run two hospitals (in Kabul and Bamyan), 39 clinics and 200 health posts in the country.

RURAL DEVELOPMENT

Afghanistan is still largely a rural society with a subsistence economy based on agriculture. With a rapidly growing population, and millions of refugees having returned from neighbouring countries, the limited resources of farmland and water are under greater pressure than ever before. The rural population urgently needs to improve food security by diversifying and developing its economic base, improving access to education and health care, developing new sources of household income, and improving transport and communications infrastructure. Without these changes, most rural Afghans will remain impoverished, unable to improve their standard of living.

Initially providing quality seeds and fertilisers to improve agricultural yields and productivity, AKF has more recently turned its efforts to providing technical advice

to diversify rural livelihoods, assisting small enterprises to develop local markets and expanding access to simple financial services to those who are too remote to access formal lending institutions. Some 2,000 men and women have received training in farmer field schools and other farmer groups; 1,300 small entrepreneurs (honey producers, poultry breeders, carpet weavers and tourist operators) have completed courses in a variety of vocational skills; and 8,000 loans have been disbursed by community based savings groups, established by the Foundation, enabling their group members to pay for health care, education and small business investments. These activities have helped to improve rural household incomes and to reduce dependence on poppy cultivation and opium-related debt.

The Afghan Government's National Solidarity Programme is central to AKF rural development activities. The Foundation is a leading partner of the government in facilitating this nationwide programme, under which community development councils have been established to lead local village development. AKF has established 1,250 community councils across central and north-eastern Afghanistan, as well as a comprehensive support programme to strengthen the role of these councils in local governance. With AKF assistance, councils have carried out more than 2,000 local infrastructure and vocational training projects across five provinces, addressing needs prioritised by the community.

With AKF's assistance, councils have also federated in order to address wider issues such as primary school education (30,000 new enrolments, 43 percent girls), health (participation of more than 1,000 women in health conferences) and the environment (four million trees planted).

HEALTH

After nearly 25 years of war, Afghanistan's health infrastructure was devastated. Delivery and emergency obstetric care were particularly poor as Afghan women had been barred from general hospitals and midwifery services during Taliban rule. As a result, Afghan women have some of the highest maternal mortality ratios ever recorded: as high as 1,600 maternal deaths per 100,000 live births in Badakhshan Province, more than three times the ratio in Pakistan. The combination of the emigration of trained personnel, war and a lack of technical training left the ranks of qualified medical personnel decimated.

The Aga Khan Foundation currently works in five provinces (Bamyan, Baghlan, Takhar, Badakhshan and Kabul), with a focus on increasing people's access to health services, installing safe water supply and sanitation facilities, informing communities about health promotion and disease prevention, and improving the quality of health service provision through professional training initiatives. Special attention is given to maternal and child

health. For example, to help reduce the high incidence of preventable deaths during childbirth, the programme has prepared and placed in service more than 400 nurses and midwives and trained 76 faculty members in good nursing and midwifery practice since 2003. Other interventions dealing with the built environment (introduction of wells, pipe water schemes and latrines) have helped to decrease the incidence of diarrhoeal mortality in infants by 97 percent in programme areas, according to an independent evaluation commission by AKF in 2007.

As part of the Network's broader efforts to assist the government in the reconstruction of the health infrastructure, the Aga Khan Health Services (AKHS) operates two hospitals, 22 health centres, 14 sub-centres, three mobile health units and more than 200 health posts in isolated villages. These facilities provide health care to a population of more than 1.5 million people in some of Afghanistan's most remote and inaccessible areas.

AKDN is also drawing on the resources of the Aga Khan University (AKU), which manages the French Medical Institute for Children in Kabul, to work with the Afghan Government to develop a pool of qualified professionals in all areas of health care. In January 2005, the government endorsed AKU's revisions to Afghanistan's nursing curriculum. The new curriculum, which meets international standards, has been adopted throughout the country.

AKDN has been working to promote long-term development in rural Afghanistan since 2001, building on an emergency relief operation which began six years earlier. The Network now assists well over 2.8 million people in seven provinces across central and north-eastern Afghanistan.



The University has also provided postgraduate medical education to Afghan physicians enrolled in residency programmes at AKU in Karachi.

EDUCATION

In Afghanistan, a lack of schools and school infrastructure, along with poverty, armed conflict and climate-related disasters have had a direct negative impact on children and youth's access to education. A shortage of qualified teachers and learning materials also contribute to the country's low school attendance rate. The gender gap is narrowing, but a large percentage of girls still do not have access to education.

In response, AKDN has implemented a range of interventions aimed both at strengthening the Afghan Government's capacity to deliver quality education, and at supporting, enhancing and promoting educational access and quality learning opportunities for all children, particularly girls. These interventions cover four of the country's most remote and rural provinces: Badakhshan, Baghlan, Bamyan and Parwan.

In Badakhshan, the improvements for girls have been significant. In 2005 there were 50 percent more girls in Grade 6 (the last year of primary) as compared to the numbers when they started in Grade 1. By 2010, the vast majority of girls were continuing through primary, an

AKF has introduced the social audit practice by which communities can engage with their local representatives to focus their resources, review their local service delivery and ensure more responsive programming.



impressive result considering the average drop-out rate in Afghanistan is seven percent per year.

When the Aga Khan Foundation examined the situation, it became clear that the majority of girls were dropping out after the first year or two of school. This discovery resulted in a re-orientation of the programme to give special attention to the early years of primary. The programme focused on making sure the school offered a more welcoming and supportive environment for children as well as on improving the instruction of reading, writing and maths.

Drawing heavily from graduates of the Aga Khan University Institute for Educational Development (AKU-IED) Master's programme, AKF provided in-service teachers (27 percent women) with professional training and mentoring for innovative learning methods that have helped transform their classrooms. A scaffolding approach was introduced whereby personal attention and encouragement were given to all students to help them acquire new skills in a meaningful and engaging way. Children are already reading successfully in their first year of school rather than struggling after several years of study.

Another factor was the establishment, since 2007, of more than 470 community-based primary classes, now serving over 10,000 children, over half of whom are girls. These classes are set up in a local community member's house in areas where there is no government school available. Having easy access to learning opportunities means that more children join these classes and then progress on to upper primary in the government school when they are big enough to walk the long distances.

At the provincial and national level, the Network participates in a number of working groups, helping to influence national education policies. Involvement with education authorities at national, regional and district level has in some cases led to significant influence, such as the development of a draft Early Childhood Education strategy. Many of these authorities have benefited from management and leadership training at the AKU Institute for Educational Development in Karachi. Capacity-building initiatives and joint programme planning, monitoring and implementation with regional Education Ministry staff are also priorities.

CIVIL SOCIETY

By strengthening provincial or national organisations, whether private or governmental, AKF seeks to provide lasting support for development at a grassroots level. The goal is to encourage the growth of a vibrant civil society in Afghanistan which focuses on development, is participatory and non-discriminatory, supports pluralism and deepens democratic values. AKDN civil society activities focus on the provinces of Badakhshan, Takhar and Bamyan.

The Foundation has established a number of regional forums and training programmes to transfer knowledge and skills to a



To improve the quality of nursing care in the country, AKU worked with the government to produce a new national nursing curriculum that meets international standards. Here, in Kabul, staff trainers are being supervised on the application of science to nursing.

broader set of organisations operating regionally. They also enable civil society organisations to collaborate in programme design and to avoid duplication of activities.

The Badakhshan Development Forum was set up with three partner development organisations. In 2009, the Takhar Development Forum was established to work on a similar basis. These regional forums have produced numerous positive results.

With the assistance of the Badakhshan Development Forum, the provincial Department of Women's Affairs was able to expand its literacy programmes to cover more than 70 percent of the province in 2009. A new provincial government Department of Women's Rights was also established to address the issue of domestic violence against women, which is a key issue throughout Afghanistan.

In Bamyán, the Programme for Professional Development, supported by AKF, operates a training centre to improve

the skills of local government officials and civil society organisations. In addition to building technical capacities such as project writing, planning and implementation, budgeting, and monitoring and evaluation, the training promotes the development of institutional integrity and corporate social responsibility – a concern of the AKDN Civil Society Programme in all of the countries in which it works throughout Asia and Africa.

In addition, AKF has been supporting “social auditing”. As Afghanistan struggles to rebuild a society which can supply its people's needs after years of conflict, one of the most widespread and persistent complaints is of corruption and the lack of accountability among the country's leaders, at all levels. Social audits, which are carried out only with the agreement of the council and the community, permit communities to give their views on important public projects and demand an accounting of how money is spent.



When the Foundation learned that many rural Kyrgyz children were missing out on kindergarten during the annual migration to the “jailoo”, or high pastures, for four to five months a year, it supported a programme to bring early childhood education to the mountains. Now many of the AKDN satellite kindergartens operate in nomadic tents during the summer pasturage.

After the collapse of the Soviet Union, the Kyrgyz Republic witnessed significant changes to its economy. As subsidies ended and the demand for export products fell, the country's economy, particularly in rural areas, experienced a sharp economic downturn. Soon afterwards, education systems, health and infrastructure networks began to feel the effects of the economic losses and resulting limitations in government resources.

The agencies of the Aga Khan Development Network started working in a number of areas. In addition to AKDN's rural development work conducted through the Mountain Societies Development Support Programme (MSDSP), it established a campus of the University of Central Asia in Naryn; created the largest microfinance provider in the country's south; founded the Kyrgyz Investment Credit Bank to stimulate the creation of small and medium enterprises; and supported traditional culture through the Aga Khan Music Initiative.

RURAL DEVELOPMENT

The MSDSP was initiated by the Aga Khan Foundation in 2003 with the goal of improving living conditions in select mountain communities in the country. MSDSP employs an area-based approach where interventions in education, health, income generation and natural resource management converge in villages and are implemented in collaboration with community-based groups and local government. Disaster risk reduction and local governance are themes that work across all initiatives. The programme area includes five districts in Osh and Naryn oblasts, covering a total population of more than 320,000.

Recognising that many farmers lack access to agricultural inputs, MSDSP imports high quality seeds and makes them available to farmers on a credit basis. At the same time, it is working with government research stations to test new seed varieties.

Livestock remains a major economic driver for many communities. Unfortunately, weak management of veterinary services in the country has resulted in the outbreak of disease and poor animal health, limiting the amount of income that can be earned from livestock. To support this sub-sector, MSDSP has piloted a network of fee-based private veterinary points. Today, 15 private veterinary points in Osh Oblast have increased access to vaccinations and other veterinary services for more than 10,000 households. Internal evaluations have shown a decrease in animal morbidity in the pilot area. In addition, private veterinarians have become full-fledged entrepreneurs.

Through training, exchange of information and participation in exhibitions, MSDSP is supporting rural entrepreneurs to develop sustainable and profitable businesses. Enterprises related to tourism, handicraft production and mini-bakeries are examples which have achieved both success and national recognition. More importantly, these small businesses generate employment and boost household income.

HEALTH

In the years following independence, health conditions in the Kyrgyz Republic declined significantly. As subsidies ended with the demise of the Soviet Union, doctors' wages plummeted, causing many to leave the profession, supplies of life-saving drugs were cut off and hospitals fell into disrepair. The infant mortality rate which had previ-

ously matched Western standards rose to over five per cent. Poverty-linked diseases such as tuberculosis began to re-emerge.

In response to this decline, AKDN worked with the Kyrgyz Government in poor areas, such as the remote, high-mountain communities of Alai and Chon Alai districts, to make the transition from hospital-based curative care to community-based primary preventive care. Particular attention was given to young children and to women's reproductive health.

Primary preventive care measures, such as immunisation, are essential components of community health, but often overall health only improves when the community understands the causes of illness, knows how to avoid them and is open to changing behaviours. Knowledge about the advantages of breastfeeding and the need for vitamin-rich foods are two examples of how awareness campaigns can have a significant impact on overall health. With the assistance of AKF, village health committees and school health committees have been formed in nearly every village of the programme area to assure a better and more widespread understanding of disease prevention and health-promoting behaviour.

In response to vitamin deficiencies in the remote, high-mountain communities of Alai and Chon Alai districts, AKDN has promoted kitchen gardens, with a focus on tomatoes and carrots. At high altitudes, these vegeta-

The Network invests in rural infrastructure to help communities to establish economic opportunities and access basic health and education services. In the Kyrgyz Republic, by the end of 2010, it supported the construction and repair of more than 120 infrastructure projects, including kindergartens, irrigation canals and drinking water supply systems.





Kitchen gardening helps to produce fruits and vegetables that can improve nutrition for communities living in remote and high-mountain areas. At high altitudes, these foods were hard to grow, but with support from the Network and its partners, 160 kitchen gardens were established in over 20 villages. In addition, local people were taught canning techniques to help them preserve vegetables for the winter months.

bles were hard to grow, but with support from the Network and its partners, 160 kitchen gardens were established in over 20 villages. In addition, local people were taught canning techniques to help them preserve vegetables for the winter months.

Another example concerns the widespread use of breast-milk substitutes. When AKDN began working in these villages, most women did not link breastfeeding to the nutrition status, growth and development, improved health and survival of their children. Today, 90 percent of them are aware of the benefits of exclusive breastfeeding. This message, among others, has been delivered by more than 700 community health promoters who have been trained and supported by the Aga Khan Development Network.

EDUCATION

Prior to independence, Kyrgyzstan had well-funded education services for children. However, the period following the break-up of the Soviet Union marked the scaling down of many social protection programmes, including childcare centres. As a result, many institutions which had offered a package of child nutrition, health and education services free of charge to more than a third of pre-school age children, were closed.

Since 2005, the Aga Khan Foundation and the Aga Khan School have worked to develop and provide alternative

ECD models better suited to Kyrgyzstan in the twenty-first century. Their efforts have involved improving coverage, cost-effectiveness, affordability and quality of education for pre-school age children throughout nearly the entire country.

As part of these efforts, MSDSP has partnered with local government authorities and communities in Osh and Naryn to establish 39 central and 64 satellite kindergartens, serving almost 5,000 children and providing training to teachers. Between 2005 and 2010, enrolment rates rose from four percent to over 30 percent in two rural districts of Osh. A study on learning achievement undertaken by the Aga Khan Foundation showed that children who attended kindergartens outperformed those who did not. Moreover, children from the low-cost satellite kindergartens performed as well as those attending the central ones. These findings are particularly important given how effectively satellites can bring an active and structured learning environment to a child's doorstep, literally.

The Reading for Children Project develops, publishes and distributes Kyrgyz language children's books. To date, 32 books have been published and distributed through 46 mini-libraries across all but one oblast in Kyrgyzstan. Around 60 percent of the parents who have access to these mini-libraries now read to their children at least once a week. AKF also supports popular educational TV programmes for young children.

At the primary level, AKF supports Key Teachers with specialised training and teaching materials to become resources – mentors – for other teachers. The project benefits 730 teachers, providing a quality education for 22,700 children.

CIVIL SOCIETY

Following the break-up of the Soviet Union, the newly independent Central Asian Republics faced the challenge of building nation states and establishing democratic institutions and market economies. These were very new ideas for the region, and the historical legacy of systems, processes and social attitudes posed serious obstacles to change.

In order to become a significant player in the promotion of socio-economic development, the civil society sector

needs certain performance standards against which its actors can be assessed. In 2008, AKDN launched a programme in the country that provides civil society organisations the possibility of audit and self-assessment – and ultimately – certification. The certification committee is composed of peers from the civil society sector, and has led to significant increases in management capacity of volunteering CSOs.

The programme has also worked with international and national field leaders to develop a corporate social responsibility management training programme. The goal is to establish a greater understanding on the part of businesses about the usefulness of programmes of corporate social responsibility, many of which involve civil society organisations.

The Naryn campus of the University of Central Asia (UCA). Established in 2001, with three campuses in Kazakhstan, Kyrgyzstan and Tajikistan, a central mission of UCA is to promote sustainable economic and social development within mountain communities. Its campuses are incorporating environmental parks which will function not only as environment resources for local communities, but as dynamic laboratories for research and education in a variety of disciplines, including water and dry land management, reforestation, energy substitution and biodiversity.



Area Development of Gilgit-Baltistan: The restoration of landmark buildings like the 700-year-old Baltit Fort are focal points from which AKDN's economic, social and cultural programmes all work in concert to improve the quality of life in the surrounding areas.



Culture: The rehabilitation of Humayun's Tomb and its gardens has catalysed social and economic projects to improve the quality of life in Nizamuddin Basti.



Financial Services: AKDN participated in the privatisation of Habib Bank Limited, Pakistan's second largest bank.



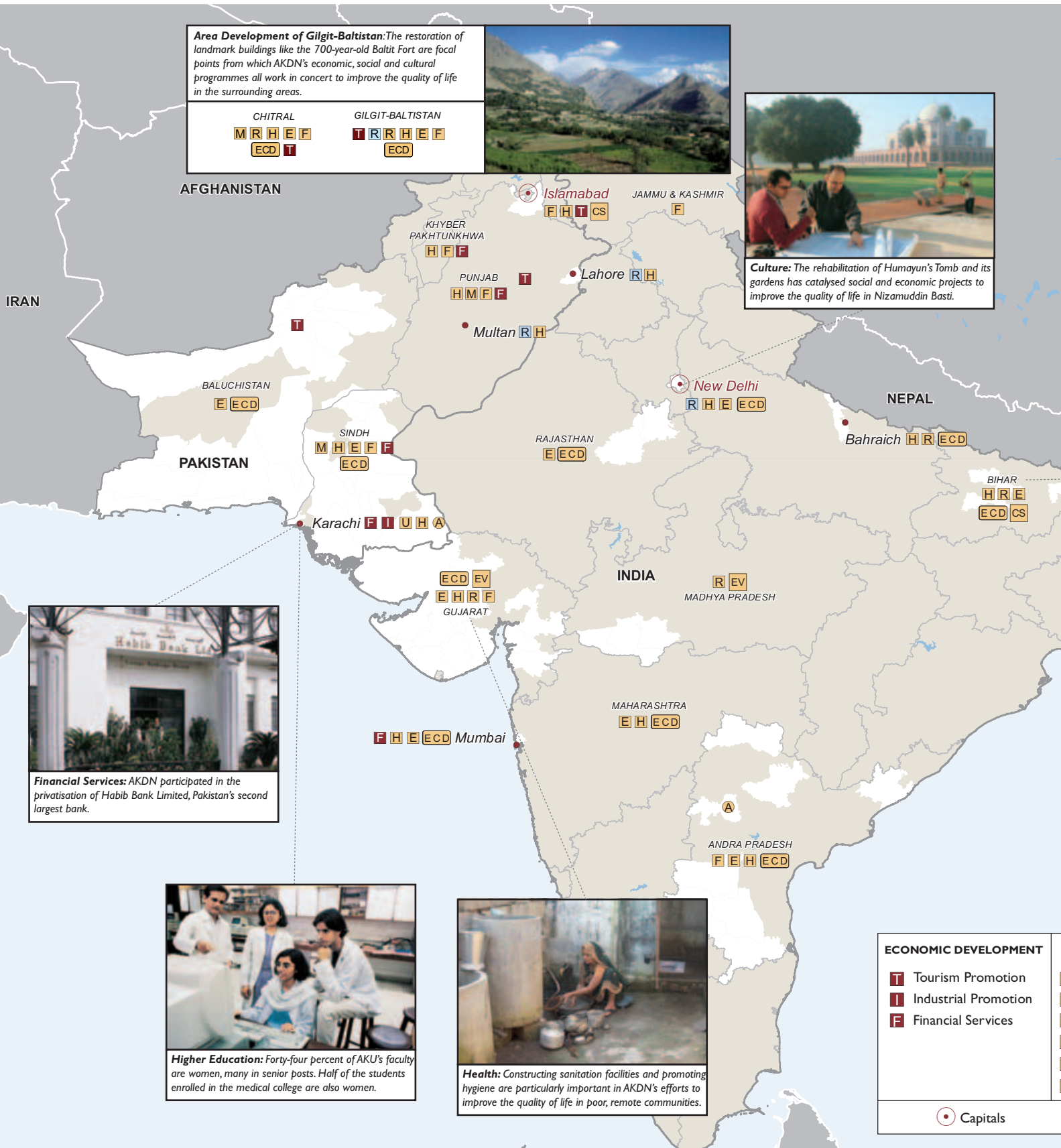
Higher Education: Forty-four percent of AKU's faculty are women, many in senior posts. Half of the students enrolled in the medical college are also women.



Health: Constructing sanitation facilities and promoting hygiene are particularly important in AKDN's efforts to improve the quality of life in poor, remote communities.

ECONOMIC DEVELOPMENT	
T	Tourism Promotion
I	Industrial Promotion
F	Financial Services
H	Health
R	Rural Development
M	Manufacturing
U	Urban Development
F	Finance
E	Education

○ Capitals





Many of the Aga Khan Development Network's (AKDN) early projects got underway in the 1980s in South Asia. The Aga Khan Rural Support Programmes (AKRSP) in Pakistan and India and the Aga Khan University's (AKU) School of Nursing in Pakistan both started in the 1980s. They have since grown, along with other AKDN institutions, to cover large areas, each having had a demonstrable positive impact on chronic or emerging issues, as evidenced by a number of third party reviews and awards.

Over 100 million trees have been planted in India and Pakistan, for example. Graduates of AKU's Institute for Educational Development have mentored, through a multiplier effect, over 50,000 teachers in Pakistan and East Africa, who in turn are delivering education to over two million children. Ambitious plans for several Aga Khan Academies – schools designed to promote leadership and excellence – are in place for key sites in Bangladesh, India and Pakistan. AKU's community health programmes and diagnostic testing labs have also benefited millions of people. Community health and education programmes have reached millions of children in Pakistan, India and Bangladesh, often combining disciplines to address issues of nutrition or achievement. The AKRSP programme in Pakistan has reached 1.3 million people in an area the size of Ireland; in India, AKRSP has benefited over 500,000 beneficiaries in over 1,100 villages in the states of Gujarat, Madhya Pradesh and Bihar. At the heart of the AKRSP programmes are natural resource management projects that address issues of water scarcity, soil salinity, agricultural productivity and land reclamation.

Economic development projects range from tourism promotion, including seven hotels in Pakistan, to financial project companies under the Aga Khan Fund for Economic Development (AKFED) umbrella. Many of these financial institutions began as small savings and credit groups but have since grown into major national and international institutions in banking and insurance.

Cultural projects range from a project to restore Lahore's Walled city and an area redevelopment programme around Humayun's Tomb in Delhi to dozens of smaller urban and rural revitalisation projects. In each case, the cultural projects are intended to be catalysts for social and economic improvements in the quality of life. In Delhi, for example, the rehabilitation of Humayun's Tomb and its gardens has started the regeneration process that now encompasses the poor adjacent Nizamuddin Basti. Emergency repairs to landmark buildings, education and nutrition programmes, as well as related projects in solid waste management and environmentally appropriate building schemes, are part of the broader continuum of development activities.



In Gilgit-Baltistan, less than 20 years ago only one in 10 girls attended high school, and in some valleys, there were no education facilities for them. The Network's policy to maintain a 65:35 ratio of girls to boys in its schools has had dramatic effects on female matriculation and academic achievement. With AKF's support, today more than two-thirds of girls are enrolled in primary school, compared to 29 percent in 1994. At high school level, AKDN schools account for half of all female enrolment.

AKDN's activities in Pakistan span both the entire geography of the country, from Sindh to Chitral, and the continuum of development, from rural development to tertiary medical education. Pakistan is also the home to AKDN's earliest coordinated area development programmes, a model that has since been replicated by both internal and external institutions. At the centre of these many activities is the Aga Khan University in Karachi, whose nursing and medical programmes have developed many of the health-care and education leaders in the country and throughout the region. AKDN institutions in Pakistan have also provided financial services for more than 60 years. These range from community savings groups in rural areas to the 80 branches of the First MicroFinanceBank Ltd and two of the most well known financial institutions in the country, Habib Bank and New Jubilee Insurance. Other agencies provide water and sanitation; another has created over 70 innovative low-cost products and services that improve the quality

of life, from smoke-free stoves to energy-efficient windows. Cultural projects have focused on the restoration and re-use of structures in Punjab and Gilgit-Baltistan, including the conservation of Lahore's Walled City and the restoration of forts and landmark buildings in Gilgit-Baltistan, including the 700-year-old Baltit Fort and the 450-year-old Shigar Fort.

RURAL DEVELOPMENT

Before the Karakorum Highway was built in the late 1970s, the areas of Gilgit-Baltistan and Chitral were isolated from the rest of Pakistan. Most people lived from subsistence agriculture. When AKDN first came to the area, it made community mobilisation, experimentation and innovation hallmarks of the early programme. Later, when solutions were found for development challenges,

these programmes were scaled up with the help of national and international partners.

Often described as a process of “learning by doing”, the AKRSP approach of working in partnership with communities has made remarkable changes in the lives of the 1.3 million villagers who live in Chitral and Gilgit-Baltistan Region – among some of the highest mountain ranges of the world, including the Karakorum, Himalayas, Hindukush and Pamirs.

Most of these beneficiaries are widely dispersed across a region covering almost 90,000 square kilometres, an area larger than Ireland. Among many notable achievements have been a significant increase in incomes, the construction of hundreds of bridges, irrigation channels and other small infrastructure projects, the planting of over 100 million trees and reclamation of over 90,000 hectares of degraded land, the mobilisation of over 4,500 community organisations and the creation of savings groups which manage over US\$ 8 million.

Perhaps the most impressive achievement has been its pioneering community-based, participatory approach to development. For over 25 years, AKRSP has successfully demonstrated participatory approaches to planning and implementation of micro-level development in rural areas, including the mobilisation of rural savings and provision of microcredit; the application of cost-effective methods for building rural infrastructure; natural resource development; institution and capacity building; and successful partnership models for public-private sector initiatives.

The development model adopted by AKRSP has itself been widely replicated both within AKDN and beyond. A network of rural support programmes now exists all over the country with the mandate to design and implement strategies for alleviation of rural poverty. In South Asia and other parts of the world, programmes based on this model have been set up to promote grassroots development through involvement of local communities.

AKRSP has received a number of awards, including the 2005 Global Development Award for Most Innovative Development Project. It also received an Ashden Award for Sustainable Energy, or “Green Oscar”, for its programme of mini-hydels, or micro-hydroelectric plants, in Gilgit-Baltistan and Chitral. The Ashden Award cited AKRSP for its sustainable and eco-friendly solution: “Unlike dams, which invariably damage the local eco-system, the micro-hydel technology used by AKRSP involves simply digging a narrow channel to divert water along a hillside and into a pipe, creating enough pressure to turn a turbine and so produce 20-100kw of power.” Over 180 micro-hydel units supplying electricity to 50 percent of the population of Chitral have been built. The projects are implemented, maintained and managed by the communities themselves.

HEALTH

Gilgit-Baltistan and Chitral are amongst the most remote areas of the high mountain regions of Pakistan. Living conditions are harsh, with an average household income of US\$ 0.50 per capita per day and an unemployment or underemployment rate of about 70 percent. The poverty is reflected in deteriorating living conditions, which have led to major health-related problems.

To address these issues, AKF supports various programmes. For example, AKDN’s Building and Construction Improvement Programme (BACIP) has built on traditional knowledge and international best practices to develop, test and apply products and technologies that can improve living conditions. Over 70 different interventions have been created, ranging from smoke-free stoves and screened kitchen cabinets for storing food to water heaters and ventilation systems.

The impact of these products in programme areas have included a 50 percent decline in the incidence of acute respiratory infections, pneumonia and other respiratory diseases in women and children, especially during winter months, and a reduction in health-related household expenditures of approximately US \$58 per year (Pakistan RS 3,500). The programme has been successfully replicated in over 100 villages in Gilgit-Baltistan and Chitral and in

The projects of the Water and Sanitation Extension Programme (WASEP) in Pakistan, like this water filtration system in Gilgit-Baltistan, are being replicated with the support of governments, donors and partners. In the background is Altit Fort, which had been restored by AKTC.



other high mountain areas outside of northern Pakistan by government and civil society organisations.

In addition to improving living conditions, the Network has been providing essential healthcare services in Pakistan for more than 80 years. Operations began in 1924 when the Aga Khan Health Services (AKHS) opened a maternity home in Karachi. In 1974, it opened its first mother and child health centre in Gilgit.

Today, AKHS manages a network of 32 facilities in Gilgit-Baltistan and Chitral, mostly maternal child health and family care centres, providing care to 312,000 people – more than one-third of the area's total population – 24 hours a day, seven days a week. Amongst the staff are "lady health workers", women trained as part of a government programme to provide quality midwifery care in poor, rural areas. These lady health workers have made a notable difference in saving the lives of newborns, according to a study paid for by the World Health Organization, Save the Children USA and the Bill and Melinda Gates Foundation. Researchers from the Aga Khan University in Karachi who carried out the study in 2010 found that the areas where the ladies provide antenatal care, contraceptive advice, growth monitoring and immunisation services have 21 percent fewer stillbirths and 15 percent fewer newborn deaths than in other areas.

Based in Karachi, AKU's research and outreach programmes have grappled with some of the more urgent health issues in developing countries. It has engaged ultra-poor inner-city neighbourhoods in participatory forms of preventive care. These efforts reach a quarter of a million people within the city and over six million across the country.



Based in Karachi, AKU's research and outreach programmes have grappled with some of the more urgent health issues in developing countries, not only in maternal and child health but also nutrition, HIV/AIDS and tuberculosis. It has engaged ultra-poor inner-city neighbourhoods in participatory forms of preventative care. These efforts, which reach out to a quarter of a million people within the city and over six million across the country, have reduced diarrhoeal diseases and infant deaths substantially. These programmes now serve as models throughout Pakistan and other developing countries.

The University also processes over seven million laboratory tests each year. Standards set by AKU, which follow international standards, have become the benchmark for doctors throughout Pakistan. This trend has encouraged other laboratories to raise the quality of their equipment and procedures, thereby raising the overall quality of laboratory testing, the accuracy of diagnoses and the provision of treatment and care.

EDUCATION

In Gilgit-Baltistan the government estimates the overall literacy rate to be 53 percent and as low as 35 percent for women. Government schools account for only half of all enrolments in primary, middle and high schools, leaving non-state providers such as the Aga Khan Education Services (AKES) a critical role to play.

One of the distinguishing features of AKES, the Network's specialist agency in quality school provision, is its emphasis on girls' education. In Pakistan, its policy is to maintain a 65:35 ratio of girls to boys in its schools. Only in cases where there is no provision for boys does it allow the ratio to increase up to 50:50 – and even then that is only if all girls in the village have been admitted into school.

In Gilgit-Baltistan, where less than 20 years ago only one in 10 girls attended high school, and in some valleys, education facilities were non-existent for them, this policy has had dramatic effects on female matriculation and academic achievement. Today, more than two-thirds of girls are enrolled in primary school (compared to 60 percent for the rest of Pakistan), as opposed to 29 percent in 1994. At high school level AKES accounts for half of all female enrolments.

In an effort to provide poor and geographically remote communities with a continuous ladder of learning opportunities, from pre-school through university, the Network – and in particular, the Foundation – pays special attention to the crucial first rung. AKF's early childhood development (ECD) activities in Baluchistan, Sindh, Gilgit-Baltistan and Chitral take a holistic approach to influence the environments affecting the child, family, community, school and policy, so that they are supportive of young children's overall development.



Pakistan is the home to AKDN's earliest coordinated area development programmes, a model that has since been replicated by both internal and external institutions. At the centre of these activities is the Aga Khan University in Karachi, whose nursing and medical programmes have provided many of the healthcare and education leaders in the country and region. AKF collaborates with AKU on both early childhood education and community health care.

The Releasing Creativity and Confidence programme was initiated in 2002 when it was observed that the real crisis in education was in early primary, during which time vast numbers of children were dropping out (23 percent Grade 1 drop-out), repeating or becoming established in patterns of under-achievement. The programme schools are demonstrating significantly better results when compared to non-programme schools: children are more likely to join these schools, stay there, be promoted regularly and crucially, their learning achievement in Grade 1 is dramatically higher.

Across the Network, various successes in the education sector – the Northern Pakistan Education Programme, Northern Areas Community Technology Centre Project, Whole School Improvement Programme and the Cluster-Based Mentoring Model in Sindh and Baluchistan, to name a few in Pakistan – can be largely

credited to the resources which are available through the Aga Khan University Institute for Educational Development (AKU-IED).

Founded in 1993 and based on its own purpose-built campus in Karachi, the Institute functions as a permanent training and support facility for the improvement of educational systems in developing countries, particularly Pakistan. Its major focus is on improving the performance of teachers, teacher educators and education managers belonging to public and private sector schools through professional development initiatives that lead to overall school improvement.

Over 40 percent of AKU-IED graduates are from government schools in Pakistan. When these teachers return to their villages and towns, many of them in remote areas of the country, they carry with them

innovative methods for raising quality in classrooms, improving school management, and introducing relevant pedagogy, curricula and assessment. In this way, they have a “multiplier” effect far larger than their sheer numbers.

In addition to the Institute, AKU has a Medical College and a School of Nursing, which are located together with their principal teaching site, AKU Hospital, on an 84-acre campus in Karachi. Plans are underway to expand into a comprehensive centre for learning with the construction of a new campus for the Faculty of Arts and Sciences (FAS). This new campus, to be located on 1,100 acres on the outskirts of Karachi, will offer a range of undergraduate and graduate courses, from archaeology to quantum physics, from music to South Asian history. In the first phase, FAS will enrol 1,500 undergraduate and 100 post-graduate students.

civil society is key to optimising resources for development initiatives. The tool enables local government and civil society to assess the level of existing collaboration between the two sectors, and devise interventions to build on the strengths and address the challenges of this relationship.

ENVIRONMENT

As the world searches for practical innovations that can soften the impact of climate change, traditional methods of environmental management can offer inspiration. In northern Pakistan, local people have been growing, or grafting, glaciers for at least 100 years. Legend has it that glaciers were grown in mountain passes as early as the twelfth century to block the advance of Genghis Khan and the Mongols.

In 2010, in response to the torrential rains and massive floods which affected various parts of Pakistan, Focus Humanitarian Assistance, an affiliate of the Aga Khan Development Network, launched a relief effort to assist the thousands of people displaced in these regions. Food supplies as well as tents, tarpaulins and blankets were transported to these vulnerable communities by helicopter. Other AKDN agencies provided access to health care, clean drinking water and sanitation facilities. The Network's response aims to rebuild lives of flood-affected communities by providing urgently needed relief and health care in the initial phase; and gradually moving communities towards complete social and economic recovery.

CIVIL SOCIETY

The AKDN Civil Society Programme in Pakistan has been working assiduously to promote better collaboration between government and civil society at national and sub-national levels. At national level, through the Pakistan Centre for Philanthropy, the programme has been developing a framework for public-private partnerships to involve partners from multiple sectors. This work has been done through dialogue between members of a working group of senior government and civil society officials.

At sub-national level, the programme has worked with the Aga Khan Rural Support Programme in Northern Pakistan to implement the Local Government Capacity Assessment Tool. A good relationship between local government and

The aim of these activities is to “grow” ice at high altitudes during the winter so that there will be increased water for crop irrigation from meltwater during the growing season. Typically, a dozen local men climb to shaded areas above the snow line in September and October with packs full of glacial ice and pots of Indus River water, as well as other ingredients (saw dust, wheat husk, charcoal and salt). These ingredients are placed in a cave or depression and then covered with soil.

Since 2005, AKRSP has been conducting research on the viability of glacier grafting at 18 sites in Gilgit-Baltistan. Because glacial ice grows slowly and can be influenced by a number of variables, it is too soon to present scientific proof of its success. Local people suggest, however, that the techniques have been successful and that they present the only solution to late summer water shortages in their villages.



3 MILLION PEOPLE DISPLACED



PROVIDING EMERGENCY RELIEF



REBUILDING COMMUNITIES



In Delhi, the rehabilitation of Humayun's Tomb and its gardens has started a regeneration process that now encompasses the adjacent Nizamuddin Basti. Emergency repairs to landmark buildings, education and nutrition programmes, as well as related projects in solid waste management and environmentally appropriate building schemes, are part of the broader continuum of development activities.

In India, programmes of the Aga Khan Development Network span the states of Andhra Pradesh, Gujarat, Madhya Pradesh, Maharashtra, Rajasthan and Bihar and address a broad spectrum of development issues ranging from cultural restoration to education quality, microfinance to health care. These initiatives include 82 schools and educational centres, a 137-bed multi-specialty acute care hospital in Mumbai, a rural support programme that has benefited 500,000 people in four Indian states and the restoration of a World Heritage site in the nation's capital.

RURAL DEVELOPMENT

Soon after it was established in 1983, the Aga Khan Rural Support Programme (AKRSP) started field operations in the state of Gujarat. Since then, AKRSP in India has reached over 500,000 beneficiaries in over 1,100 vil-

lages in the states of Gujarat, Madhya Pradesh and, more recently, Bihar.

The programme has worked in resource-poor areas to build food security, manage natural resources – including the development of alternative energy sources – expand the amount of fodder and mobilise communities for their own development. Its activities have included the planting of 12 million trees; river basin and watershed management measures, including the construction of over 1,000 check dams and irrigation tanks; and dozens of groundwater recharge and irrigation systems, including drip and sprinkler devices.

A 1995-2000 impact study undertaken in certain areas showed beneficiaries' incomes increased between 40 and 80 percent, while expenditure on food increased by 85 percent. Female literacy levels rose by 10 percent while distress migration declined from 80 percent to 35 percent

and from 150 to 90 days per year. Today, AKRSP's programmes in India have four main components:

- **Economic development:** agricultural and non-agricultural interventions that help improve the productivity of the landed farmers and provide livelihood options for the poor and landless farmers. More than 40,000 hectares of land have been treated with soil and water conservation measures to benefit more than 100,000 families. Dairying, goat rearing and skills development have benefited 5,000 of the poorest families.
- **Social development:** addressing social inequities and integrating everyone regardless of gender, caste or "tribal" origins in the decision-making process. Federations of men and women farmers supported by AKRSP are now independently negotiating with government and private agencies to ensure better implementation of government schemes and infrastructure development in their regions.
- **Basic services:** working to provide infrastructure for drinking water, technical know-how for setting up structures that generate alternative energy and fodder growth for cattle.
- **Improved governance:** encouraging the formation of village-level committees that are responsive to the needs of their communities; it also works at the state level to influence government policies regarding the rights of such groups.

With more than 25 years of experience in India, many of AKRSP's activities have been recognised by government for their innovation and quality. In Gujarat, it was the first NGO to implement Participatory Irrigation Management (PIM). Today, the state has a PIM Act. It also established the Nirmala Water Testing Laboratory in Gujarat. This is the only water testing laboratory set up by an NGO that has received the ISO 9001:2000 certificate. The government has made it mandatory that all water samples in the region be tested in this laboratory.

In Bihar, one of India's poorest states, AKRSP is supporting a community based savings group initiative that has so far benefited more than 3,750 women. Poor rural households who are too isolated or marginalised to be served by other financial providers have for the first time a secure place to save and the opportunity to borrow in small amounts and on flexible terms. As a result, they have become less vulnerable to financial and other shocks. They are also able to make better choices around health, education and nutrition, and as well, invest in income generating activities. AKRSP plans to extend the savings group meetings to include non-financial sessions and trainings that could further improve the quality of life for these households: for example, trainings in literacy, numeracy and recordkeeping, as well informational sessions that encourage mothers

delivering at hospital, learning opportunities for children (in Bihar, there are more than 3,300 children ages 3-12 benefiting from community managed learning spaces supported by AKF), personal hygiene, proper nutrition, kitchen gardens, agricultural extensions and so forth. The community based savings group initiative is projected to increase to 26,000 members (1,400 groups) across the state's three central districts by 2012.

HEALTH

Programmes in sanitation and hygiene promotion are particularly important in AKDN's efforts to improve the quality of life in poor, remote communities.

In the Indian state of Gujarat, for example, a government programme to bring sanitation to all the state's 18,000 villages features an annual "Nirmal Gram", or Clean Village, award. In the village of Karan, in Gujarat's "taluka" (block unit) of Siddhpur, AKDN helped the village reach the goal of 100 percent sanitation. Each home has access to safe water, a toilet facility and underground sewerage. Along with the construction of sanitation facilities has been information about hygiene practices, from washing hands before meals to the use of long-armed ladles for drinking water pots. Not surprisingly, Karan received a Clean Village award. Since 2001, the Government of India has bestowed Nirmal Gram to 30 additional villages that have benefited from

The Prince Aly Khan Hospital in Mumbai was established in 1945 and has since built a reputation for quality care. Its strengths include cardiac surgery, surgical oncology and, since 2008, bone marrow transplant.





Seawater intrusion is a major challenge in coastal Gujarat, whose population largely relies on water-dependent livelihoods. Agricultural yield is decreased and the lack of potable water has caused many health-related problems. In response, AKDN's large watershed and natural resource management programmes have had a significant impact on the region.

the Aga Khan Planning and Building Services, the Network's specialist agency in improving the built environment.

AKDN's community health programmes work not only in Gujarat but also Uttar Pradesh, Bihar and Maharashtra, reaching a population of more than 240,000. In all cases, communities lead efforts to ensure access to quality, affordable services with an emphasis on maternal and child health.

For example, from 2003 to 2009, the Community Led Initiatives for Child Survival (CLICS) programme in eastern Maharashtra successfully tested village-based approaches envisaged under India's National Rural Health Mission (NRHM). The model aimed to generate demand from target communities to improve maternal, neonatal and child health, all the while increasing their capacity to self-manage these services. Working in more than 65 villages and reaching approximately 90,000 beneficiaries, the programme made significant strides in improving child survival rates including: a 23 percent reduction in infant mortality; 21 percent reduction in neonatal mortality; 68 percent increase in breastfeeding within one hour of birth; and 36 percent increase in fully immunised children ages 1-2.

As a result of its success, CLICS has become a model frequently referenced by NRHM. Likewise, it is emulated by nascent health programmes within the Network, such as the one in Bihar, which puts significant emphasis on early childhood development, addressing the needs of neonatal and young children and their mothers through a continuum of care: from pre-pregnancy, through pregnancy, delivery, the post-natal and infant periods to the early years of childhood.

To complement the construction of sanitation facilities and the promotion of good health practices in poor, remote

communities, AKDN also provides services through formal health facilities. Since 1981, the Aga Khan Health Services has provided integrated services through a network of health clinics and diagnostic centres, as well as the 137-bed multi-specialty Prince Aly Khan Hospital and a Community Health Division in Mumbai. The Community Health Division is active in Gujarat, Maharashtra and Andhra Pradesh and focuses on maternal, reproductive and child health, communicable and non-communicable disease awareness and screening, and mental health. Additionally, AKHS operates six health centres and two diagnostic centres in Gujarat and Andhra Pradesh.

EDUCATION

The first Aga Khan School was founded in Mundra, Gujarat in 1905. Since then, the number of schools and other education institutions run by AKDN agencies has risen to over 80, reaching more than 19,000 children ages 3-17 in six states.

Some of AKF's first early childhood development (ECD) programmes began in India and have since evolved into independent, reputable NGOs such as the Centre for Learning Resources in Pune and the CHETNA Child Resource Centre in Ahmedabad, Gujarat.

From early on the Foundation also worked with the Aga Khan Education Services to establish a cluster of 19 community ECD centres in 11 districts, where more than 750 students reached have shown considerably improved learning outcomes compared to those of children not enrolled in pre-school.

At the primary level, the Foundation has drawn upon and supported its long-standing resource partner, Bodh

COMMUNITY BASED SAVINGS GROUPS

In recent years there has been increasing acknowledgement that microfinance agencies are not always able to address the financial service needs of the very poor and particularly those living in remote, isolated areas. Small transaction sizes, sparse populations and poor infrastructure limit the ability of microfinance institutions to reach remote rural areas where much of the world's poorest and most marginalised populations live.

The poor and marginalised need access to very small amounts of savings and credit to help smooth incomes, meet predictable expenses and reduce shocks in emergencies. Quick access to a small amount of credit or accumulated savings to pay school fees, for example, can enable a farmer to defer selling or pre-selling harvest to a time when prices are higher, in some cases substantially increasing incomes. With more stability in their cash flow, people can make better choices around health, education and nutrition, and as well, invest in income generating activities. Savings groups offer an effective means to meet the needs of those too poor or too remote to access services from banks or microfinance institutions.

In 2008, AKDN launched the Community Based Savings Group Programme to facilitate access to financial services through the development of sustainable savings groups in some of the poorest, most disadvantaged communities where it works. The programme is or will be implemented in 11 countries, including Afghanistan, Pakistan, Tajikistan, India, the Kyrgyz Republic, Madagascar, Mozambique, Tanzania, Kenya, Egypt and Mali.

In Bihar, one of India's poorest states, community based savings groups have so far benefited more than 3,750 rural households. The Network plans to extend the savings group meetings to include non-financial sessions and trainings that could further improve the quality of life for its members: for example, trainings in literacy, numeracy and recordkeeping, as well informational sessions that encourage mothers delivering at hospital, learning opportunities for children, personal hygiene, proper nutrition, kitchen gardens, agricultural extensions and so forth. The initiative is projected to increase to 26,000 members (1,400 groups) across the state's three central districts by 2012.



Providing financial services to the poorest

NIZAMUDDIN BASTI AREA DEVELOPMENT



Shiksha Samiti, a non-governmental agency based in Rajasthan. Over the past two decades the Bodh method of intensive teacher training and community engagement transformed classroom learning environments, improved student achievement levels and reduced drop-out rates in community and municipal schools in Rajasthan by three-fold. Given this success, the Network has more recently engaged Bodh in its new training programme for primary and pre-primary teachers in Bihar, India's third most populous state and one of its very poorest.

In Bihar, AKDN has established more than 40 learning support centres through which it has reached over 5,000 primary and pre-primary school children. Lessons and activities are provided by 250 community teachers who have been trained by the project on supportive, child-centred teaching methods. An internal evaluation in 2010 indicated that the improved learning environment has more than doubled enrolment and increased

aims to improve the overall quality of life of this community in historic old Delhi. The major effort towards improving education activities has centred around the rehabilitation of the municipal primary school. In 2007, the building was refurbished in a way that incorporated colourful interactive learning aides not only in the classrooms but throughout the hallways, stairs and other common areas of the school. The programme also began engaging staff in on-site training to optimise their interactions with students. Enrolment has since tripled, exceeding 550 in 2010. During off-school hours, the building is used by nearly as many pre-school children and older students and young adults for English language and vocational training courses provided by the programme.

As part of educational efforts in India and internationally, AKDN is building an Aga Khan Academy in Hyderabad, Andra Pradesh, where students will be connected to a network of Aga Khan Academies in Asia, the Middle East,

In the nation's capital, following the successful restoration of the Humayun's Tomb gardens in 2004, the Network began incorporating socio-economic initiatives in the neighbouring Nizamuddin Basti. Today, the Nizamuddin Area Development Programme aims to improve the overall quality of life of this community in historic old Delhi. The major effort towards improving education activities has centred around the rehabilitation of the municipal primary school. In 2007, the building was refurbished in a way that incorporated colourful interactive learning aides not only in the classrooms but throughout the hallways, stairs and other common areas of the school. At the same time the programme began engaging staff in on-site training to optimise their interactions with students. Enrolment has since tripled, exceeding 550 in 2010.

attendance by nearly one-quarter in government schools since 2007.

In addition to the centres, the Network has implemented a Reading for Children programme in Bihar and Gujarat. By providing mini-libraries from which parents can borrow storybooks to read to their children, the initiative is supporting activities that aim to give parents the tools to support their children's learning at home. Plans are underway to expand Reading for Children to Uttar Pradesh by 2013.

In the nation's capital, following the successful restoration of the Humayun's Tomb gardens in 2004 by the Aga Khan Trust for Culture, the Network began incorporating socio-economic initiatives in the neighbouring Nizamuddin Basti. Today, the Nizamuddin Area Development Programme

Africa and Europe and engage in a rigorous academic experience validated by the International Baccalaureate Organization (IB). Opening in 2011, at a site allocated by the Government of Andra Pradesh, the Hyderabad Academy curriculum will emphasise leadership development and cultivate in students a global perspective and appreciation of other cultures. The aim is to develop habits of mind and values which will be important determinants of their future ability and desire to impact positively their communities, nations and the world at large.

Linked to the Academy is a professional development centre which opened in 2010. This centre is dedicated to training new teachers to the highest standards while offering veteran teachers the opportunity to stay on the cutting edge of education, thought and practice.

bangladesh



By strengthening knowledge and methods of early childhood development among practitioners at all levels, the Network aims to address the critical issues of quality and access that perpetuate the state of poverty from one generation to the next.

The Aga Khan Foundation has been working with Bangladeshi non-governmental organisations (NGOs), as well as other AKDN agencies, since 1980. It has a long-standing relationship with BRAC, one of Bangladesh's leading NGOs, which it supported for a number of years in the areas of rural development, microfinance and education. The Network's education activities include a school (kindergarten to secondary) operated by the Aga Khan Education Services and the creation of an Aga Khan Academy. Economic development activities are coordinated through two institutions which provide corporate finance and lending services.

EDUCATION

In Bangladesh more than half of the population is illiterate. Primary education has been a priority in the nation's politics since independence in 1971. However, enrolment rates and government spending on educa-

tion have remained very low. Additionally, there have been problems of inequity and access. Marginalised and disadvantaged groups – particularly the rural and urban poor – have had significantly less access to education than other groups.

While NGO activity has greatly increased in recent years, there remains a significant lack of quality education opportunities in Bangladesh. The gap is especially problematic among pre-school age children. The AKF Early Childhood Development (ECD) Support Programme is a partnership with a dozen local ECD organisations that aims to strengthen the effectiveness of its members by facilitating fruitful exchange between larger and smaller NGOs and creating opportunities to replicate successful models. By strengthening knowledge and methods of early childhood development among practitioners at all levels, the programme aims to address the critical issues of quality and access that perpetuate the

state of poverty from one generation to the next. The programme draws on the Foundation's considerable expertise in the field of early childhood development.

The programme supports 25 ECD centres in impoverished areas of Dhaka and Chittagong, the country's two largest cities. These centres provide day care service to women who work in garment factories. The youngest children are in factory-based centres so that mothers who are still breastfeeding can easily visit them during breaks. Centres for slightly older children are in the communities where they live. Another 138 ECD centres serve children in the remote coastal island fishing communities and in the far north-east of the country – both in villages and on tea estates.

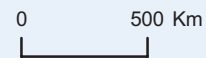
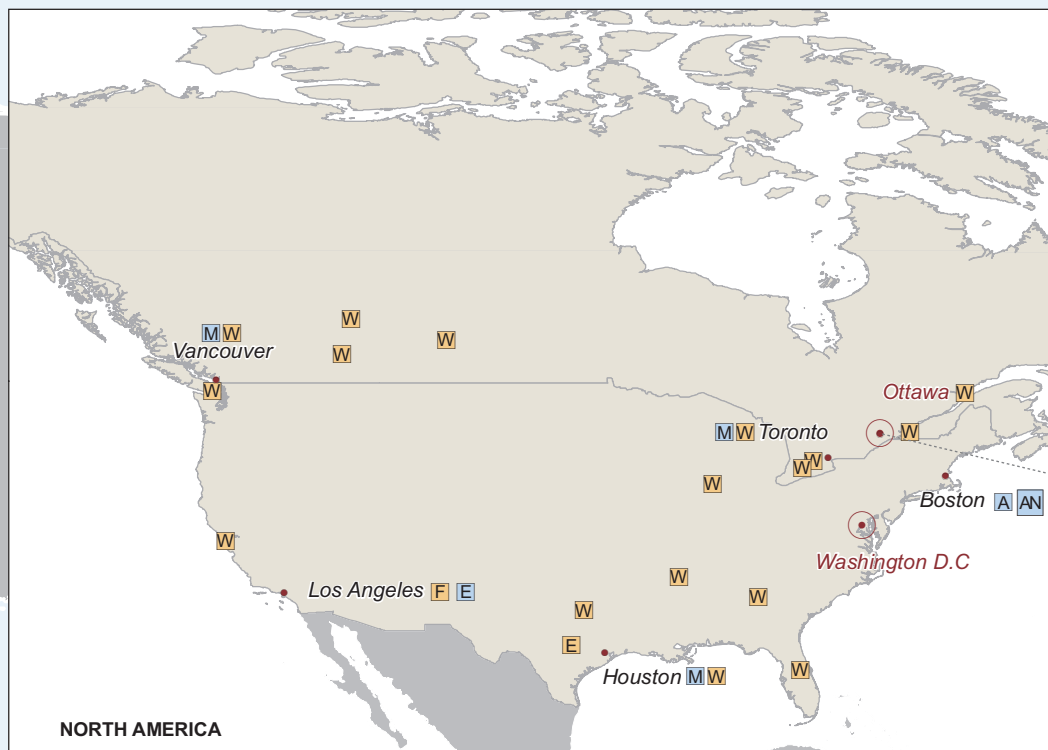
The programme also works with BRAC University's Institute of Educational Development in professional training, research and advocacy for ECD. This includes support for a regional ECD conference with more than 400 participants from across South Asia and including a number of people from South-East Asia.

The Foundation's future plans include expanding the number and coverage of ECD centres in existing areas, providing training to teachers, building capacity of secondary partners to implement a range of ECD programmes, closer collaboration with the Aga Khan Education Services, addressing sustainability issues and developing stronger government linkages.

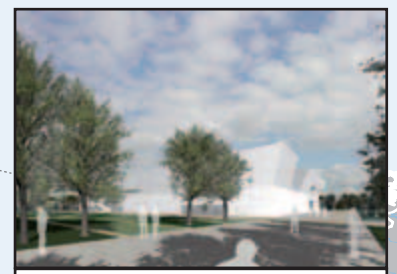


Above and below: AKF supports 25 ECD centres in impoverished areas of Dhaka and Chittagong. These centres provide day care service to women who work in garment factories. The youngest children are in factory-based centres so that mothers who are breastfeeding can easily visit during breaks.





ECONOMIC DEVELOPMENT	
I	Industrial Promotion
A	Aviation Services
W	
F	
H	
E	
ECD	
○ Capitals	



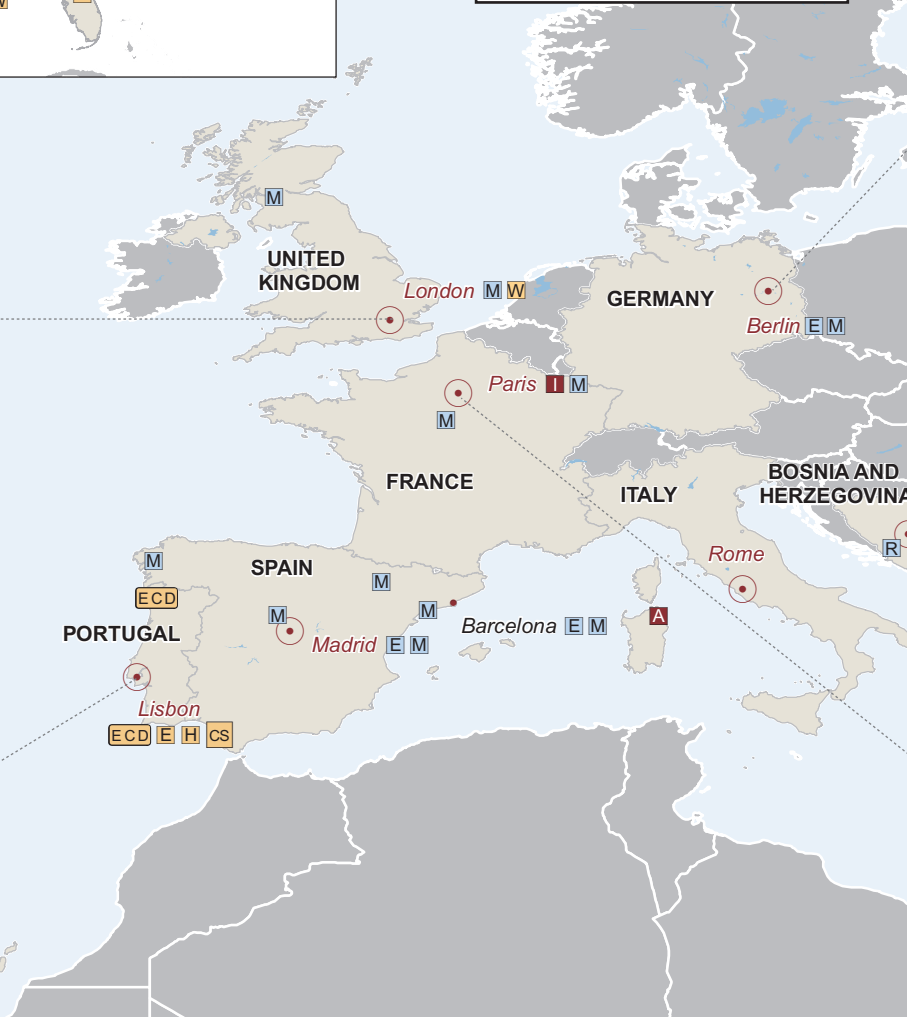
Museum: The Aga Khan Museum, due to open in 2013 in Toronto, Canada, will contain some of the most celebrated Islamic Art in the world.



Music Initiative: The Performance and Outreach Programme presents Central Asian musical traditions to audiences worldwide.




Social Inclusion: AKF is working to meet the needs of Lisbon's disadvantaged urban population, and to develop its sense of self-reliance and leadership.



europa and north america at a glance

SOCIAL DEVELOPMENT		CULTURE	
Partnership Walks	CS Civil Society	R Restoration	
Focus		E Exhibitions & Museums	
Health		M Music	
Education: Primary & Secondary		A Architecture Programme	
Early Childhood Development		AN ArchNet	

 AKDN countries of activity



While the Aga Khan Development Network (AKDN) is largely focused on improving the welfare and prospects of people in the developing world, some programmes span both the developed and developing worlds. These programmes focus largely on creating better understanding between diverse people, addressing the problems of social exclusion and promoting a pluralist society.

Social inclusion programmes in Europe, particularly in Portugal but also in Russia and Germany, work to address the challenges faced by new immigrants, including gaining access to quality education and health care, securing stable employment, and adapting to the demands of a new culture and society. In Lisbon, for example, AKDN is supporting 40,000 new immigrants by developing and strengthening local voluntary organisations, including school parent associations, immigrant youth groups and neighbourhood associations.

In North America, education and culture programmes range from introductory courses on Muslim culture for teachers in the Austin, Texas public schools to support for the on-line architectural resource ArchNet.org at the Massachusetts Institute of Technology (MIT). His Highness the Aga Khan also provided the endowment funding for the creation of the Aga Khan Program for Islamic Architecture at Harvard University and MIT.

The Global Centre for Pluralism in Ottawa, Canada, is a new international research and education centre, supported by AKDN and the Canadian Government, dedicated to the study and practice of pluralism worldwide.

The Aga Khan Museum, due to open in 2013 in Toronto, Canada, will house over one thousand artefacts and artworks spanning over one thousand years of history ranging from the Iberian Peninsula to China. The Museum's educational programme will provide visitors with an understanding of the artistic, intellectual, scientific and religious heritage of communities, both Muslim and non-Muslim, which pervaded the lands of Islam.

The Aga Khan Music Initiative has supported music festivals and touring programmes of Central Asian musicians throughout Europe and North America. The Kronos Quartet has also collaborated with Azerbaijan and Afghan musicians on one of the 10 music and video volumes created in collaboration with Smithsonian Folkways.

Resource mobilisation for various AKDN projects are also undertaken. The Partnership Walks and other fund-raising activities for Aga Khan Foundation (AKF) programmes are held in over 20 North American and European cities.



In an attempt to improve the quality of school education and student learning in Lisbon – to levels indicated by the Organisation for Economic Co-operation and Development – AKF is working with 40 government schools in partnership with the Ministry of Education, training teachers and increasing parental involvement in schools, and introducing and testing new teaching methods and approaches that respond to an increasingly diverse population.

SOCIAL INCLUSION IN PORTUGAL

Lisbon, which once dispatched fleets to discover diverse lands and peoples, is at present experiencing a noticeable rise in the number of visitors from distant lands, namely immigrant arrivals from Africa, South America and Eastern Europe. The city's expanding population of immigrants and ethnic minorities has led to a persistent problem of poverty and social exclusion, particularly in its urban peripheries. For this increasingly diverse yet marginalised population, the challenges of living in a modern city include accessing quality education and health care, securing stable employment, and adapting to the demands of a new culture and society.

Since 2006, AKF has worked in partnership with government agencies and municipalities, and community schools, health centres and employment training centres,

to meet the needs of Lisbon's disadvantaged urban population, and to develop its sense of self-reliance and leadership. The Urban Community Support Programme is supporting 40,000 people in Greater Lisbon by developing and strengthening local voluntary organisations, including school parent associations, immigrant youth groups and neighbourhood associations. In one example, a newly established association of a local Muslim community is providing after-school tuition and language and computer skills training, and is taking on a key leadership role in the locality alongside local government.

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new teaching methods and approaches that respond to an increasingly diverse population, including maths, literacy and Portuguese language. Results from government studies show that after two years, learning achievement is up, absenteeism is down and behaviours requiring disciplinary action are reduced.

Through a public-private partnership with the Ministry of Labour and Social Solidarity, and in partnership with the Childhood Association based at the University of Minho, AKF is managing a government early childhood centre near downtown Lisbon. The centre is emerging as a quality reference point for early childhood development (ECD) in Portugal. Areas of focus include: development of pedagogy, training and professional development of teachers, healthy pregnancy and involvement of family and community. Through partnerships with the Ministry of Education, and church-based organisations, AKF is testing, measuring (through international approved scales) and demonstrat-

ing high quality ECD provision that can be replicated more widely in diverse settings.

SOcial INCLUSION IN RUSSIA

In the last 15 years, Russia has become home to millions of labour migrants from Central Asia. AKF is working to help improve the quality of life of these marginalised and vulnerable migrants, and to establish effective self-sustaining systems that will help them to plan for and resolve their own needs, with institutional support as needed.

AKF launched its Education Programme in 2009. Its objectives are to support migrants and their children to access and fully benefit from the Russian state education system and informal education, and therefore reinforce social adaptation to Russian society. The programme operates in Moscow; St. Petersburg; Samara; Yekaterinburg; Stavrovo; Tver; and Novokuznetsk.

RESOURCE MOBILISATION IN THE UNITED STATES, CANADA AND THE UNITED KINGDOM

For over a quarter of a century, AKF's North American and European offices have played a vital role in resource mobilisation and technical support for many of AKDN's international programmes, including those in Afghanistan, East Africa, India, Pakistan and Tajikistan.

Since the launch of the Partnership Walk in 1995 by AKF USA's volunteer network, 64 Walks and 33 golf tournaments have been held in Atlanta, Chicago, Dallas, Houston, Los Angeles and elsewhere, attracting over 350,000 participants and raising funds exceeding US\$ 42 million.

In 2010, AKFC held its 26th annual World Partnership Walk across 10 cities in Canada. More than 38,000 walkers and sponsors came together to help raise CDN\$ 6.7 million (US\$ 6.9 million).

In 2009, AKF(UK) held Partnership Walks and Runs in the United Kingdom, Germany and Sweden. The initiative was led by AKF's network of volunteers. It brought together 1,700 walkers and runners and many of their supporters who raised over £400,000 (US\$ 655,000) to support AKDN's long-standing commitment to participatory rural development, environmental health improvement and early childhood development in Madagascar, India and the Kyrgyz Republic.



akf facts at a glance

FOUNDER AND CHAIRMAN

His Highness the Aga Khan, spiritual leader of the Shia Ismaili Muslims.

BOARD OF DIRECTORS

His Highness the Aga Khan, Prince Ameen Aga Khan, Maître André Ardoin, Guillaume de Spoelberch.

ESTABLISHED

Head Office - Geneva, Switzerland (1967), Pakistan (1969), United Kingdom (1973), Kenya (1974), India (1978), Bangladesh (1980), Canada (1980), United States of America (1981), Portugal (1983), Tanzania (1991), Uganda (1992), Tajikistan (1995), Mozambique (2000), Kyrgyz Republic (2003), Afghanistan (2003), Syria (2003), Egypt (2006), Madagascar (2006), Mali (2007), Russia (2007).

ORGANISATION

Private, not-for-profit, non-denominational, development agency. Part of the Aga Khan Development Network (AKDN), a group of nine institutions working in health, education, culture and rural and economic development.

PURPOSE

AKF seeks sustainable solutions to long-term problems of poverty, hunger, illiteracy and ill-health with special emphasis on the needs of rural communities in mountainous, coastal and other resource-poor areas.

PROGRAMME PRIORITIES

Rural development, health, education, civil society and the environment, with particular emphasis on community participation, gender, pluralism and human resource development.

GRANTEES

AKF is largely an implementing agency rather than a grant-making foundation. When it does make grants, it usually makes them to non-governmental organisations that share the Foundation's goals. In some cases, where there is no appropriate partner, the Foundation may help to create a new civil society organisation or may manage projects directly. Grantees are selected without regard to origin, religion, gender or political association.

STAFF

2,900 worldwide. AKF attempts, as a management principle, to develop local human resource capacity. Most AKF employees are nationals of the countries where AKF offices are located.

GOALS

There are four central objectives:

- Make it possible for poor people to act in ways that will lead to long-term improvements in their income and health, in the environment and in the education of their children;
- Provide communities with a greater range of choices and the understanding necessary to take informed action;
- Enable beneficiaries to gain the confidence and competence to participate in the design, implementation and continuing operation of activities that affect the quality of their lives;
- Put institutional, management and financial structures in place ensuring that programme activities are sustainable without Foundation assistance within a reasonable time frame.

SOURCES OF FUNDING AND ENDOWMENT

His Highness the Aga Khan, grants from development agencies, governments, income from the endowment and donations from individuals and corporations.

EVALUATION

Major projects are evaluated by independent professionals, in many cases in partnership with the agencies that co-fund them.

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