

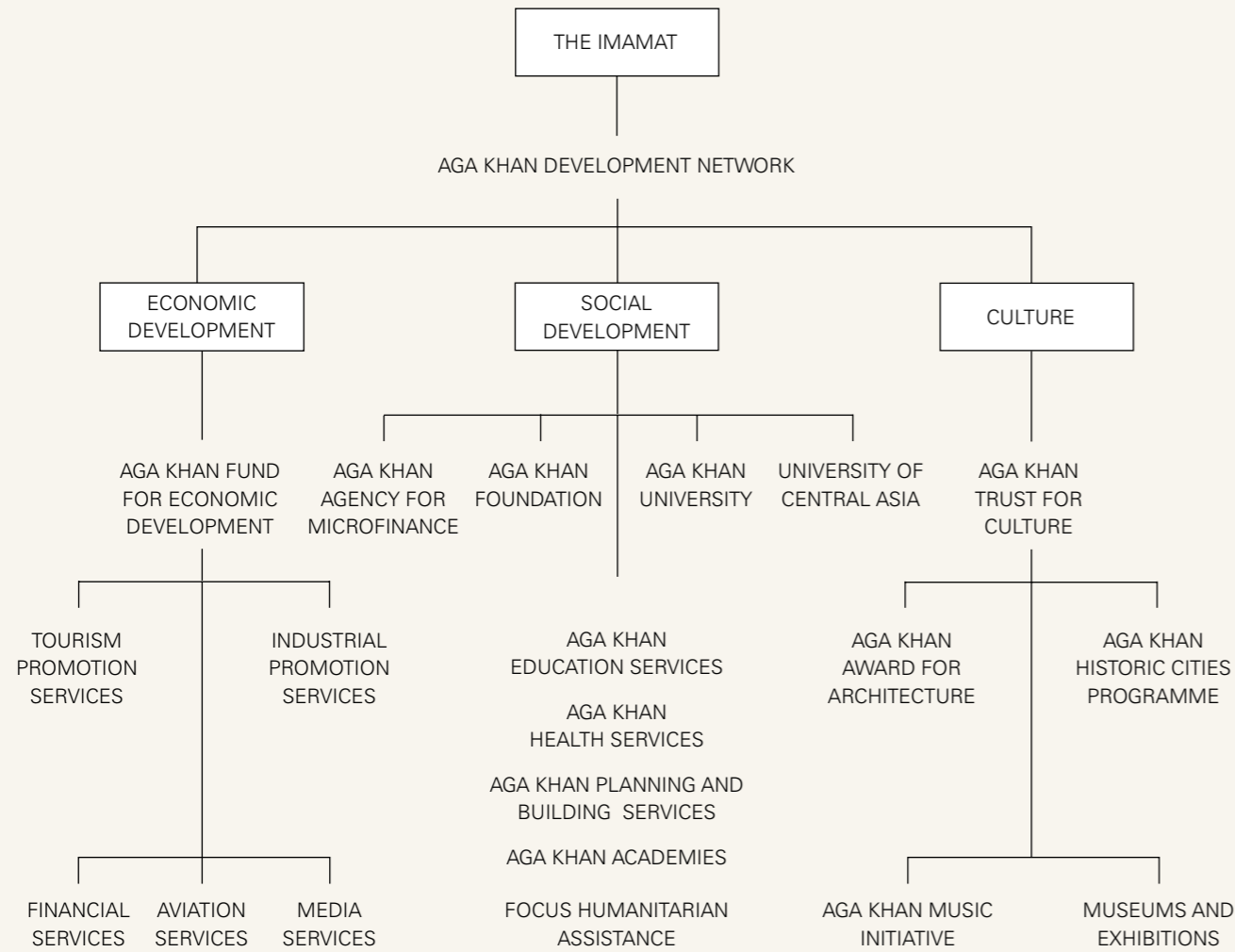


AGA KHAN DEVELOPMENT NETWORK

INDIA



| Table of Contents



Founded and guided by His Highness the Aga Khan, the Aga Khan Development Network (AKDN) and its precursors have been working in India since 1905. Its programmes now span the states of Andhra Pradesh, Bihar, Delhi, Gujarat, Madhya Pradesh, Maharashtra, Rajasthan and Uttar Pradesh. These programmes work to address a broad spectrum of development issues ranging from cultural restoration to education quality, health care to rural development, civil society strengthening to economic development.

The AKDN works in 30 countries around the world. It employs over 80,000 people, many of them in the project companies of the Aga Khan Fund for Economic Development (AKFED). The AKDN’s annual budget for social and cultural development activities in 2010 was US\$ 625 million. All AKDN agencies are non-profit except AKFED, which seeks to generate profits as part of its formula for sustainability, but reinvests any profits in further development activities.

AKDN agencies are nondenominational, conducting their programmes without regard to faith, origin or gender. While each agency pursues its own mandate, all of them work together within the over-arching framework of the Network so that their different pursuits interact and reinforce one another.

Cover: Restoration of Humayun’s Tomb in New Delhi by the Aga Khan Trust for Culture.

2	Preface by His Highness the Aga Khan
6	AKDN in India: The Multi-Input Area Development Model
8	Aga Khan Foundation
10	Aga Khan Rural Support Programme
16	Aga Khan Trust for Culture
20	Aga Khan Education Services
22	Aga Khan Academy
24	Aga Khan Health Services
28	Aga Khan Planning and Building Services
30	Focus Humanitarian Assistance
32	Institutional Collaborations



We have a special obligation to maximise the impact of whatever resources are at hand. The question is: How do you do that in the field? In order to do that, the first question I have asked is whether the nature of the development process itself has changed over time. I believe that it has. Let me explain this view by citing five principles which have grown out of our development experience.

First, I would cite the rising importance of civil society; by which I mean those not-for-profit organisations which are driven by a public service agenda. Increasingly, I believe, a cross section of civil society players can be major engines for progress in developing societies, particularly when governments are underperforming.

Secondly, I would underscore the growing potential of what some call PPP's – public-private partnerships. Such collaborations can tap the unique strengths of both sectors, overcoming outmoded dogmas which depreciate the role of the market-driven enterprises on the one hand, or which denigrate the capacities of publicly supported agencies on the other. Effective public-private partnerships must be genuinely participative, as committed leaders coordinate their thinking, sharing objectives, sharing strategies, sharing resources, sharing predictions. And this approach can be powerful, indeed very powerful, in the social and cultural development fields, not only in the more established economic one.

A third guiding concept for our Network, as for others, is what we call Multi-Input Area Development. The acronym is horrible, it's MIAD – but we use it a lot. Singular inputs alone will not do the job – not in the time available, not across the wide spectrum of needs. But if we can work simultaneously and synergistically on several fronts, then progress in one area will spur progress in other areas. The whole can be greater than the sum of its parts.

The fourth touchstone is the recognition that social diversity, the pluralism of peoples, is an asset, not a liability for the development process. Even as we address the complexities of development in one context, we must also differentiate more clearly among contexts. Impoverished peoples are more diversified than is sometimes appreciated. Over 70 percent of the world's poor live in rural environments which are also very diverse, with members of different faiths and origins. Often these local distinctions can provide valuable levers for long-term progress.

Fifth and finally, I would mention what many call "Quality of Life Assessments", a more adequate way to measure the results of our work. Quite simply, we need to embrace a wider array of evaluative criteria, both quantitative and qualitative, elements which the poor themselves take into account when assessing their own well-being.

Opposite: Schoolchildren in Gujarat. Throughout the Network's programmes, the education of girls is given high priority.

As we measure outcomes with greater breadth, we will move beyond an excessive reliance on traditional categories, such as average productivity levels, or per acre yields, or per capita national product, or rates of population growth. Yes, these are all significant variables, but they come alive only as they transform the quality of daily living for the populations involved in ways in which they, and their children, can see and value...

And so the question I would pose is this: Can we find new ways to fund the strengthening of civil society, to support broader public-private partnerships, to encourage multi-input area development, to adapt to pluralistic human contexts, and to embrace a wider array of qualitative and quantitative measurements?

Speech by His Highness the Aga Khan to the "Marketplace on Innovative Financial Solutions for Development," 4 March 2010





On a visit to an AKDN rural support programme in the mid-1980s, His Highness the Aga Khan saw that, contrary to prevailing thinking that suggested rising incomes alone would solve poverty, there was a need to bring a variety of inputs and disciplines to bear in a given area.

Income disparity was only one aspect of poverty. Other forms could be just as damaging: a lack of access to adequate nutrition or to a quality education, the inability to mitigate the effects of disasters, the unsustainable use of natural resources, or an absence of effective civil society organisations.

Previous page and below: For people who are too poor or isolated to be served by other financial service providers, the community-based savings groups provide the possibility of increasing household financial assets and decreasing household vulnerability to financial and other shocks.

The Aga Khan saw that the development programme – then focusing on natural resource management and small infrastructure projects – should eventually expand into health and education, but he also saw a need for micro-insurance, environmental projects, seismic-resistant home construction, village planning and the restoration of cultural monuments.



Multidimensional Approach to Poverty Alleviation

AKDN's Multi-Input Area Development (MIAD) approach has emerged to address the multidimensional aspects of poverty. Sectoral approaches, though productive in specific ways, failed to deliver widespread improvements in the quality of life. Marginalisation, exclusion and disempowerment on the basis of gender, ethnicity, religion and isolation also plays a central role.

Participatory Models of Development

MIAD seeks to create a set of outcomes that enable people to participate in and own processes of development that ensure ongoing access to products and services (including social); build assets (social, cultural, economic and financial); and improve the quality of their lives measurably and sustainably.

In addition to raising material standards of living, health and education, MIAD also seeks to support pluralism and cultural tolerance, trust and social equity, effective civil society, good governance and democracy.

Quality of Life Indicators

At the centre of this approach is an emphasis on improving the overall quality of life. Quality of life indicators within a MIAD context are necessarily broad and include:

- A livelihood that raises people above the poverty line and provides a foundation for future prosperity through the diversification of the economy and access to markets;
- Sound nutrition, health and education that enable men, women and children to function in society at their potential;
- Access to appropriate financial services and insurance;
- Infrastructure that delivers shelter, clean water, sanitation and energy;
- Physical security and resilience to natural disasters;
- A tolerant society that permits freedom of cultural and religious expression;
- Values, norms and civility.

Almost 25 years after his original insight into the complex nature of development, His Highness the Aga Khan has expanded the MIAD approach to a number of areas, several of them in India.



AKDN's education programmes in India address issues which undermine children's development. For example, they support national programmes which provide nutritious food as well as hygiene and sanitation education and facilities to kindergartens. The Network believes that sound nutrition, health and education can enable men, women and children to function in society at their potential.



The Programme for Enrichment of School Level Education (PESLE), designed to improve the quality of education available to poor and disadvantaged communities by addressing the key issues of enrolment, retention and learning, ran for eight years from 1999 to 2007.

Since the Aga Khan Foundation (AKF) began working in India in 1978, it has supported areas that have largely missed out from the benefits of modernization. In creating the Aga Khan Rural Support Programme (AKRSP), for example, it enabled the delivery of development services to reach parts of Gujarat excluded from the advantages of the state's industrial growth. This approach continues today as AKF's newest programmes, in Bihar and Uttar Pradesh, address the economic and social challenges faced by the most marginalized communities.

The objectives remain the same: AKF supports programmes, through AKDN agencies, other civil society partners and government, to create opportunities, promote inclusiveness and help people become self-reliant.

Its brief is multi-sectoral, with programmes in education, health, rural development, environment and civil society development. Its services extend to coordination, strategic development, technical assistance, innovation, quality assurance, capacity building, representation, resource mobilisation and accountability.

AKF's "six states strategy" concentrates on Andhra Pradesh, Bihar, Gujarat, Maharashtra, Rajasthan and Uttar Pradesh. In addition, AKF collaborates with AKRSP in an extension to its Gujarat programme in five districts of Madhya Pradesh, and in a significant urban development project in Nizamuddin Basti in Delhi implemented by the Aga Khan Trust for Culture. During the past decade AKF has led the Network's response in three major post-disaster recovery programmes in Kutch in Gujarat after the 2001 earthquake, in coastal Andhra Pradesh after the 2004 tsunami and in Kashmir after the 2005 earthquake.

The Foundation's approach to development is essentially community-based and owned, with long term commitment to areas and populations. On this basis, AKF brings long experience in developing local institutions and customises its strong technical expertise to best address local conditions and needs. As one example, in Maharashtra, the Community Led Initiatives for Child Survival (CLICS), a USAID-funded child survival grant implemented by AKF and concluded in 2009, facilitated community-ownership of a package of health services. The programme applied a social franchise model that was demand-driven, inherently sustainable and suitable to expansion.

In education, the Programme for Enrichment of School Level Education (PESLE), designed to improve the quality of education available to poor and disadvantaged communities by addressing the key issues of enrolment, retention and learning, ran for eight years from 1999-2007. Its emphasis was on development of children from early childhood years through all stages of school education. The approach was through support to partners in building on lessons learnt from small-scale

innovations to achieve wider and more significant impact. The best approaches were consolidated in a select number of schools. Outreach efforts then extended support to a larger number of government schools to test these methods in the public system. Finally, in a mainstreaming effort, government and private service providers were encouraged to adapt and replicate these approaches on a substantial scale.

Recently, following a request made to His Highness the Aga Khan by the Prime Minister of India for AKDN to address issues of chronic poverty and social marginalization affecting the development of minorities in Bihar and Uttar Pradesh, ambitious new programmes of multi-sectoral scope have been established in both states.

Since 2008, AKF has worked with the Aga Khan Rural Support Programme and other partners in Bihar to improve the quality of life among disadvantaged communities, particularly Scheduled Castes and poor Muslim minorities. It seeks to do this directly through implementing a range of programmes and indirectly by engaging with and influencing policies and institutions including civil society, community organisations and government.

AKF works with communities to help them achieve a level of confidence and competence that enables them to manage their own lives and resources productively and improve their livelihoods.

The poorest households are reached through means such as landless homestead vegetable cultivation. Local individuals are engaged, such as para-workers, to ensure sustainability of demand-led, community-based interventions. Programmes include those that demonstrate quick results such as mobilisation of savings groups or crop intensification, as well as those that yield social and economic returns over time, such as improving access and quality of school education. Emphasis is placed on women's empowerment through programmes that specifically benefit them and engage them in programme design and delivery. Health activities focus on communicable and water-borne diseases through preventive and promotive interventions as basic health underpins all efforts in livelihoods and education.

The Uttar Pradesh (UP) programme is being implemented by AKF in resource poor regions of Eastern UP. The programme was initiated in 2010 and works through a twin strategy. A direct implementation component led by AKF addresses multi-sector needs of disadvantaged rural communities, and a linked component works through partnerships with civil society organisations and public systems to scale up sector specific interventions. The programme includes early childhood development, maternal and child health, safe drinking water and hygiene practices, agriculture and livestock development, financial services and off-farm interventions for the poor.



In Bihar and Uttar Pradesh, the rural support programme aims to improve the quality of life of marginalised communities by building local institutions, developing human capacity, improving access to education, health and financial services and supporting a pluralistic society.

When it was established by His Highness the Aga Khan in 1984, the Aga Khan Rural Support Programme in India (AKRSP) started field operations in the state of Gujarat. Since then, AKRSP has reached over 500,000 beneficiaries through over 1100 villages in the states of Gujarat, Madhya Pradesh and Bihar. Over 4,000 village organisations have been created.

AKRSP first began working in three areas of Gujarat: the “tribal” areas in the south where some of the poorest communities live and where natural resources have been poorly managed; the coastal region and the area surrounding the Gir Forest, which now suffers from increasing groundwater salinity due to over-pumping; and Surendranagar District, which is one of the most drought-prone regions in Gujarat. In 2004, AKRSP expanded to the neighbouring state of Madhya Pradesh, which had a high degree of food insecurity. In 2008, AKRSP was asked to contribute to rural development in Bihar. Today, AKRSP’s programmes in India have four main components:

- Economic development: agricultural and non-agricultural interventions that help improve food security, increase agricultural incomes and reduce risks of the landed farmers and provide livelihood options for the poor and landless farmers.
- Social development: programmes that address social inequities and integrate everyone regardless of gender, caste or “tribal” origins in the decision-making process, providing a “voice” to the marginalized.
- Basic services: to fill the perennial need for water, energy and fodder, AKRSP works to provide infrastructure for drinking water, technical know-how as well as infrastructure for generating alternative energy and fodder growth for cattle.
- Improved governance: AKRSP encourages the formation of a range of organisations at the village, sub-village and multi-village level that are responsive to the needs of their communities and influence local governance structures; it also works at the state level to influence government policies regarding the rights of such groups.

AKRSP’s impact includes:

Improved Food Security and Increased Incomes: The major goal of AKRSP’s agricultural programmes has been to ensure food security, increase net incomes and reduce risk for farmers. AKRSP achieves these goals by working to improve the quality of land, increase the availability of water for irrigation and introduce new inputs or technologies that improve agricultural productivity. Focusing on landless farmers, families with small holdings and farmers with three acres or less, it has introduced a range of options from systems to improve rice and wheat

yields to small scale vegetable farming. In 2010, for example, farmers adopting intensification techniques proposed by AKRSP reported a 30 percent rise in yields. Landless farmers have planted creeper vegetables such as gourds and beans. Composting and fertiliser production have also been demonstrated. Drip and sprinkler irrigation techniques have been piloted and scaled up. In Gujarat, the rising demand for vegetables and dairy has spurred farmers to change crops; in other areas, AKRSP has helped farmers to begin growing fruit trees including papaya, sapota, mango and lemon to meet shifting demand. It has promoted village organisations to take up collective agri-input supply and marketing to ensure that poor farmers are not exploited by local traders and have access to timely and quality seeds and other inputs and are linked to market. Animal husbandry and care are also important parts of the programme.

Over the last quarter century, AKRSP programmes have been marked by innovative approaches to the chronic and emerging issues of our time. Its community-led initiatives, such as wells, check dams (pictured below) and water management committees have been instrumental in responding to water scarcity and ensuring improved water supply and sanitation.



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Soil and Water Conservation: Undertaken with support from government agencies, AKRSP has operated a number of programmes dedicated to the sustainable management of soil and water, the main natural resources available to India's rural populations. Its soil and water conservation measures have improved over 40,000 hectares of land. Interventions encompass the formation of watershed groups and participatory irrigation management in Gujarat and Madhya Pradesh; dozens of irrigation and ground water recharge systems; promotion of micro-irrigation devices like drips and sprinklers; river basin management, including the construction of over 1000 check dams and irrigation tanks; and other watershed management measures.

AKRSP was selected as Project Implementation Agency for the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) in Madhya Pradesh, which ensures that employment generation schemes lead to productive assets. Distress migration has

been reduced by 70-90 percent for farmers and by 30-50 percent for agricultural labourers, according to the research study carried out by the international water management institute titled "Agrarian Transformation Among Tribals: From Migrants to Farmer Irrigators". AKRSP was the first NGO to implement Participatory Irrigation Management (PIM) in Gujarat. Today, there is a PIM Act in Gujarat. Even AKRSP's watershed approach has been recognised by Government through a citation of AKRSP in the revised national watershed guidelines.

Forest Conservation and Management: Activities have included motivating communities to raise and protect common land (forest land and village commons), tree planting campaigns and watershed-related reforestation. Based on its pilots, it collaborated with other NGOs to draft a Joint Forest Management policy, which was eventually adopted by 19 states of the country and benefited thousands of forest users in the country. AKRSP has planted over 12 million trees in the past 25 years. Over the years it has also introduced a range of alternatives to biomass consumption, including biogas plants and solar lanterns. Its agricultural and farm forestry measures have covered over 11,000 hectares.

Climate Resilience: In areas impacted by drought, agriculture pests or salinity ingress due to climate change and other factors, AKRSP has worked to introduce alternative crops that are more resilient in the face of these changes. Alternative crops have also helped farmers raise incomes. In saline areas, it has introduced saline-resistant crops, such as sapota. AKRSP has also helped farmers raise incomes through other sources of incomes, including organic fertiliser production, handicrafts, bamboo furniture, honey production and other non-farm sources of income.

Alternative Energy: Even before global warming became a concern worldwide, climatic conditions in AKRSP programme areas had forced it to explore alternative energies, first through biogas projects and more recently through windmills and solar energy. Seeking a solution to the drudgery of rural women who spend two to three hours daily collecting fuel wood, AKRSP first piloted biogas plants in Gujarat. AKRSP has constructed over 10,000 household biogas units, many of these attached to household toilets. In Bihar, where the electricity supply is usually not available (despite electric lines being in place), AKRSP piloted solar lanterns that can be charged at a central charging station run by an entrepreneur. To address the destruction of the Gir Forest because of fire-wood collection, AKRSP has also piloted biogas plants, solar cookers and windmills, including a low-cost windmill for water pumping. As of 2010, AKRSP had supported the installation of nearly 14,000 biogas, solar or wind systems. The ultimate aim of the programme is to reduce the consumption of biomass and non-renewable sources such as kerosene and reduce the drudgery and indoor pollution affecting rural women.

Focusing on landless farmers, families with small holdings and farmers with three acres or less, AKRSP has introduced a range of options from systems to improve rice and wheat yields to small scale vegetable farming.



Quotes from Donors

“When we partner with an NGO we not only look at the grassroots network they have but also their commitment to own the programme and extend it as the demand rises. Our partnership with AKRSP (India) has reaffirmed our belief that it not only has a good presence at the grassroots but is also willing to listen to what the rural communities have to say. This commitment has helped in taking our partnership with them further into interior areas of the country.”

Vikas Goswami - Lead CSR, Microsoft Corporation (India)

“AKRSP (India) has been a key partner in the Trust’s Kharash Vistarothan Yojana (KVY), which is the very first initiative put into operation within the latter’s rural livelihoods portfolio, way back in January 2002. AKRSP (India) has focused on interventions, bordering on the cutting edge, helping communities combat the ingress of salinity. The Trust is proud of its association with AKRSP (India) and wishes it all the best in its endeavours.”

Sir Ratan Tata Trust, India

Potable Water and Sanitation: Potable drinking water programmes have been a priority, whether in saline areas of Gujarat or in flood-prone Bihar, where bacterial contamination has been very high. In Gujarat, AKRSP partners with the government and the village panchayat to scale up interventions which provide potable water through household and village drinking water schemes. AKRSP has built or rejuvenated 125 drinking water schemes, 200 percolation wells and over 10,000 roof rainwater harvesting structures. As a result of these efforts, over 40,000 women have access to potable drinking water. Where practicable, water is piped to the home; in other locations, water harvesting systems for the home have been introduced. One of the most important impacts of these systems has been the reduction of drudgery for women and girls. The Nirmala water testing lab in Surendranagar in Gujarat, set up by AKRSP, tests water samples and trains villagers in ways of improving water quality. AKRSP has promoted a Coastal Salinity Prevention Cell which partners with the government to provide drinking water access to over 250 coastal villages. In Bihar, AKRSP tests water quality and supports low cost interventions which reduce bacterial content substantially.

Community Organisation: One of the characteristics of ultra-poor communities has been a lack of organisation. In response, AKRSP has worked to mobilise communities in its programme areas so that they can plan for and implement their own development plans. Over 4,000 village organisations have been established. With AKRSP’s assistance, these organisations support the construction of infrastructure, improve productivity, create awareness about an issue (e.g., water conservation or natural resource management) and liaise with the government over development concerns. The aim of these programmes is for the committee level organisations to become entirely self-reliant, with the skills to federate and form linkages with government programmes. Women’s federations in south Gujarat, for example, already have their own office buildings and access funds from the National Bank for Agricultural and Rural Development.

Savings and Credit: To smooth out the shocks of sudden costs, such as healthcare bills or the purchase of seeds or tools, AKRSP has supported the creation of self-managed community-based savings groups for many years. Typically, groups of 15-20 women are supported through basic financial literacy training. Savings groups have saved over Rupees 35 million. In Gujarat and Madhya Pradesh, these groups are linked to banks and access credit for their members.

Education: AKRSP also has worked on a variety of education initiatives ranging from adult literacy to computer training to early childhood development. One of its largest programmes is training rural youth in computer basics; 25,000 youth have been trained in all three states. AKRSP created 30 Community-based Technology Learning Centres. In Bihar, it supports 42 Learning Support Centres, which focus on children ages 6-11, as well as 42 early childhood development centres that train mother-teachers to impart education to 3-6 year olds.

Sharing Lessons Learnt: In a large country like India, there is a limitation to the reach of NGOs. AKRSP believes that it needs to share its learning with many more villagers and stakeholders through the following strategies:

- Training and Capacity Building: Two training centres located in rural Gujarat have trained more than 20,000 villagers, government and NGO staff so far. A dedicated training unit ensures that training quality is constantly upgraded.
- Research, Documentation and Dissemination: AKRSP undertakes research into its own work and disseminates its learning in state and national workshops. A radio programme in tribal dialect reaches out to more than 30,000 tribals in South Gujarat.
- Policy Influence through Networks and GO-NGO Collaborations: AKRSP is an active member in several networks on drinking water, agriculture, etc. and has helped influence national and state policies, as well as programmes in forestry, irrigation, drinking water and rural livelihoods.

In Gujarat, AKRSP partners with the government and the village panchayat to scale up interventions which provide potable water through household and village drinking water schemes. AKRSP has built or rejuvenated 125 drinking water schemes, 200 percolation wells and over 10,000 roof rainwater harvesting structures. As a result of these efforts, over 40,000 women have access to potable drinking water.





Major conservation and landscape works aimed at restoring Isa Khan's and Bu-Halima's Complex are part of the broader Humayun's Tomb – Sunder Nursery – Hazrat Nizamuddin Basti Urban Renewal project in Delhi. The project combines a cultural heritage project with socio-economic initiatives. The overall objective of the project is to improve the quality of life for people in the area while creating an important new green space for the people of Delhi and beyond.

Following the successful restoration of the Humayun's Tomb gardens in 2004, the Aga Khan Trust for Culture (AKTC) expanded its activities in Delhi to encompass an urban renewal project that comprises the areas of Hazrat Nizamuddin Basti, Sunder Nursery and the World Heritage Site of Humayun's Tomb.

The project began with the signature of a Public-Private Partnership memorandum of understanding on 11 July 2007. The non-profit partnership includes the Archaeological Survey of India, the Central Public Works Department, the Municipal Corporation of Delhi, AKF and AKTC.

The current project integrates conservation, socio-economic development, and urban and environmental development objectives.

Conservation of Cultural Heritage

Humayun's Tomb Complex: Continuing a project that began with the restoration of the gardens of Humayun's Tomb, the restoration of the Tomb itself is now underway. Significant conservation works include the careful removal of over one million kilos of twentieth century concrete from the roof and major repairs to the dome. Restoration of the stone paving on the lower plinth required the manual lifting of 12,000 square metres of stone blocks, most weighing over 1000 kilos. Regular training programmes and workshops for conservation professionals and craftsmen from across India are being held.

Sunder Nursery Monuments: Work at the 70-acre Sunder Nursery Principal includes ongoing conservation of the unique sixteenth century Sundarwala Mahal and the restoration of the unprotected eighteenth century Mughal-era garden pavilion, both structures of national importance. Conservation of Sundarwala Burj, Lakkarwala Burj and Azimganj Serai are now planned.

Hazrat Nizamuddin Basti: The conservation of monuments and the rehabilitation of open spaces in the Basti aim to restore its intrinsic cultural, historical and spiritual significance. Conservation works commenced following the partial collapse of the fourteenth century baoli (step-well). The collapsed portions were rebuilt as per the original construction techniques. In keeping with the requests of the local community, seven centuries of accumulated materials were manually removed from the baoli.

Socio-economic Initiatives

At Hazrat Nizamuddin Basti, the project combines conservation with a major socio-economic development effort. The project's objective is to improve environmental conditions and strengthen essential urban services with interventions in education, health and sanitation.

In education, the early childhood care and development programme aims to facilitate the holistic development of children and facilitate their transition to school. The major effort towards primary education improvement has included a refurbishment of the Municipal Corporation of Delhi (MCD) School, as well as arts education, greater parent interaction and improved school management. The health interventions in the Basti include upgrading the MCD Polyclinic to ensure better diagnosis and treatment and the building of capacity in a community health outreach team for preventive health care.

A physical survey of the Basti has led to the preparation of street improvement plans which will be implemented by the Municipal Corporation of Delhi. The parks along the western edge of the Basti will

The Network's health interventions in Nizamuddin Basti include upgrading the MCD Polyclinic to ensure better diagnosis and treatment and the building of capacity in a community health outreach team for preventive health care.





be landscaped to fulfil the needs expressed by the resident community, with parks for women, children, cricket, community functions and weddings. The newly built public toilets – a key intervention for urban renewal in the Basti – have improved access to hygienic sanitation for the residents.

A cultural revival is underway, assisted by recent Qawwali concerts supported by AKTC. The area is where Amir Khusrau started Qawwali music traditions in the thirteenth century.

Environmental Development

The project aims to enhance and showcase the ecological and built heritage of the 70-acre Sunder Nursery. The master plan includes an arboretum exhibiting the flora of the Delhi region, various micro-habitat zones of the national capital region, a progression of formally arranged gardens around the heritage structures and water gardens. The park will also feature dedicated public spaces for flower shows, exhibitions and cultural events.

Opposite: The major effort towards primary education improvement has included a refurbishment of the Municipal Corporation of Delhi (MCD) School, as well as arts education, greater parent interaction and improved school management.

The conservation of monuments and the rehabilitation of open spaces in Nizamuddin Basti aim to restore its cultural, historical and spiritual significance.





The education of girls is given high priority. Many AKES schools have social workers who interact regularly with parents and communities to ensure that their girls are sent to school.

The Aga Khan Education Services (AKES) activities in India date back to the beginning of the twentieth century when Sir Sultan Mohamed Shah established the first Aga Khan School in Mundra, Kutch, Gujarat in 1905. AKES currently manages 10 non-denominational schools across Maharashtra, Gujarat and Andhra Pradesh, and a hostel in Hyderabad.

It also runs an early childhood education programme. The Rural Education Advancement Programme (REAP) operates across 19 centres in Gujarat and Maharashtra, and assists communities in identifying and accessing quality school education.

Early Childhood Education

The early childhood education programme, entitled “Shishu Pahel Paddhati”, available across the AKES network, emphasises “child-initiated learning”. Children are encouraged to plan and construct their own learning, thereby retaining their natural self-confidence.

Primary and Higher Education

At the primary level, the focus is on child-centred education. This involves curriculum design, classroom interactions and the achievement of learning outcomes. The education process, using an integrated curriculum, is supplemented by a variety of co-curricular activities including sports, field trips, projects and engaging with the local community to develop a sense of social responsibility. Students learn most effectively through collective reflections shared with peers and facilitators and through group discussions.

The education of girls, whose access to formal education is still limited in many parts of the country, especially in comparison to their male siblings, is given high priority. Many AKES schools have “social workers” who interact regularly with parents and communities to ensure that their girls are sent to school.

English Development for Global Empowerment (EDGE) – a skill-based English language programme – has been initiated. The objective is to develop confidence, enhance English language and communication skills, and enable students to access quality higher education programmes that will aid them throughout life.

Trendsetters – an AKES career planning programme – gives students an opportunity to identify strengths, provides information that allows them to make judicious and informed career choices, and holds seminars and counselling sessions to provide an overview of career options.





An artist's rendering of the 100-acre Aga Khan Academy in Hyderabad, Andhra Pradesh.

As part of educational efforts in India and internationally, AKDN is building an Aga Khan Academy in Hyderabad, Andhra Pradesh. Part of a network currently under construction, the Academies are being created out of the conviction that home-grown intellectual talent of exceptional calibre is the best driver of a society's future, that excellence in education is a key ingredient for developing this talent, and that girls and boys who can benefit from such an education should be selected on the basis of merit alone regardless of background or ability to pay.

An International Network of Schools

The Aga Khan Academy, Hyderabad will prepare a graduate not only for employment, but for a life of enquiry, learning and service. The Academy will eventually be connected to a network of Aga Khan Academies in Asia, the Middle East and Africa. The Network will ultimately be a global learning community of 14,000 students and 2,000 educators in 18 locations across 14 countries.

At the Academy in Hyderabad, students engage in a rigorous academic experience validated by the International Baccalaureate Organization (IB). Instruction is in English and Hindi with mother-tongue support. Local culture, history and geography is part of the curriculum, as well as the study of ethics, pluralism, global economics and systems of governance and world cultures, including Muslim civilisation. Through an international leadership development curriculum, students take advantage of opportunities to collaborate within and across diverse populations within an Academy, including participating in a variety of sports, school leadership, and service and internship opportunities. The aim is to develop habits of mind and values which will be important determinants of their future ability and desire to impact their communities, nations and the world at large. Teachers and students will also participate in exchange programmes with other continents, broadening their global perspective and appreciation of other cultures.

Professional Development for Teachers

Another distinguishing feature of the Academies is the Professional Development Centres (PDCs) located within each of the Academies. The PDCs are dedicated to training new teachers to the highest standards while offering veteran teachers the opportunity to stay on the cutting edge of education. These best practices will then be shared across the network of academies.

State of the Art Facilities

Academy teachers and students will work and live in state-of-the art facilities that reinforce excellence, cultural rootedness and national pride. The 100-acre campus will feature exceptional sports and extra-curricular facilities.

"Whereas rote learning may prepare students for jobs that currently exist, an Academy education goes further to prepare young men and women to grasp opportunities in a constantly changing world – across the nation and the globe."

His Highness The Aga Khan

"Schools have to be 'constantly learning' to inculcate creativity and leadership amongst its students... Our schools must care for every child and teach each child to care for each other... This can only happen if we all recognize that every child learns in a different way, with a different approach... The fact that we have education centres and tuition centres to prepare students for exams is only an indicator of one error being compounded by another. Are we leaders or masses of followers?"

Azim Premji, Founder and CEO of Wipro



The Aga Khan Academy in Hyderabad will eventually be connected to a network of Aga Khan Academies in Asia, the Middle East and Africa (such as this one in Mombasa, Kenya). The Network will ultimately be a global learning community of 14,000 students and 2,000 educators in 18 locations across 14 countries.

The “Maitreya” project targets three groups of women: “present mothers”, which encompasses pregnant woman and lactating mothers; adolescent girls or “future mothers” who will play an active role in advocacy and communication; and “past mothers”, the grandmothers who are highly influential in the childcare practices that are followed in Indian households and who can play a key role in providing information and support to the mothers and their infants.

With 325 health facilities, including nine hospitals and a number of community health programmes in large geographical areas in Central and South Asia and East Africa, the Aga Khan Health Services (AKHS) is one of the most comprehensive private not-for-profit healthcare systems in the developing world.

In India, AKHS has focused on the promotion of effective and sustainable health care for underserved populations, with special attention given to women and children, in specific regions in the states of Gujarat, Maharashtra and Andhra Pradesh.

In recent years, its role has evolved from being a healthcare provider to that of a facilitator. Increasingly, it works through linkages with Government and the private sector.

AKHS’s recent programmes have targeted the health problems of mothers, youth and infants.



Reproductive and Child Health

Mother NGO: Under the Reproductive and Child Health II scheme of the Ministry of Health and Family Welfare (MOHFW), AKHS is working with nearly 30,000 unserved or underserved people in nine villages of Kodinar Block. AKHS works to build the capacity of three field NGOs, through trainings, workshops, resource mobilisation and technical support to improve the maternal and child health status in the community at large. Efforts focus on increasing immunisation, the coverage of complete ante-natal care and institutional deliveries among pregnant women, increasing the spacing between children, increasing acceptance of family planning methods and promoting male participation.

Improving Infant and Young Child Feeding Practices

Maitreya Project: AKHS is implementing the Maitreya Project (with World Bank support), which works to improve the knowledge, attitude and practices related to infant and young child feeding. The aim is to ensure that children receive adequate nutrition as part of their attainment of good health status. The project started in January 2010 in seven villages of Maliya Block, Junagadh District, Gujarat.

Health of Youth and Young Adults

School Health Education Programme: The Programme aims to educate children on health through participatory, student-centred methods. The project has been successfully conducted in 25 Anjuman Islam Trust schools and in Gauri Dutt Mittal High School. The programme has 19 Regional Education Centres (RECs) in Northern Saurashtra and Southern India.

Community Health Awareness and Action Promoted by Young Adults (CHAAYA): The CHAAYA programme provided solutions for the reduction of child mortality and improvements in maternal health. The programme was implemented by AKHS from 2005 to 2010 in 83 villages of Junagadh District in the state of Gujarat. It reached nearly 150,000 women of reproductive age and children. The programme mobilised communities and other stakeholders by forming over 100 health action groups, community health promoters and village health committees.

The impact of these programmes included full immunisation coverage of children, a substantial increase in institutional deliveries, an increase in the number of regular ante-natal care visits, better understanding of newborn childcare, breastfeeding and complementary feeding practices among mothers, improved community understanding of hygiene and sanitation practices and higher use of contraceptives among married women in the project area.



Prince Aly Khan Hospital

In 2001, the Prince Aly Khan Hospital was awarded the ISO 9002 (International Standardisation Organisation) certificate, making it one of the few hospitals in Mumbai and Maharashtra to have such a certification. This certification is awarded only when a hospital's clinical, diagnostic, administrative and support services conform to the ISO standards. The Hospital has been also been certified as a Scientific and Industrial Research Organization by the Government of India.

Established in 1945, Prince Aly Khan Hospital is a 162-bed multi-specialty acute care hospital in Mumbai. The ISO-certified hospital is best known for its services in oncology and cardiovascular diseases, and renowned as a referral centre regionally and internationally.

The hospital is equipped with an operating complex, oncology department, cardiology department, 24-hour emergency service and a day surgery unit. It has sophisticated intensive care, renal dialysis, neonatal, paediatric and general intensive care units, a centre for gastrointestinal diseases and a host of other facilities. Outpatient services, including fee visits for the poor, are provided.

The Aga Khan Planning and Building Services (AKPBS) – originally established in the form of the Aga Khan Housing Board for India – was established by His Highness the Aga Khan to raise the standards of design, construction and the built environment for existing as well as new habitat in India.

Throughout its history, one of AKPBS’s main objectives has been to promote and implement improved rural and urban habitats for members of low-income groups with a special focus on marginalized sections of society. Components of this approach include the “Aashiyana” (safe abode) programme to generate awareness of safe construction practices, the importance of legal and financial propriety in housing development and the advantages of good cooperative housing society governance for sustainability.

Two men construct components of sanitation units. AKPBS has received a number of awards, including the “Best Practice Certificate” for Water and Sanitation from the United Nations and Dubai Municipality. Other prestigious accolades include “The Clean Village Award” by the President of India in 2006 for 20 of AKPBS’s programme villages.

Improving Safety Standards

Community-based technical review services are provided by AKPBS to low-income families to help plan and construct multi-hazard resistant and affordable houses using appropriate technology and alternative energy. Special attention is given to the preservation of traditional building technology which is re-engineered to improve safety standards and implemented through the capacity building of local skilled artisans.



Under disaster resilience programmes, communities living in hazard-prone areas are being offered awareness programmes, training, capacity building and demonstration of safe construction technologies.

Habitat Improvement

Secure Habitat: Securing the dignity of rural women, adolescent girls and children below five years by providing access to individual household sanitation has proved to be a major milestone in women’s emancipation. Security of tenure through home ownership programmes such as habitat improvement and self-built housing programmes has paved the way to progress for 5,650 families and provided them with stability and economic opportunities, leading to poverty alleviation.

Healthy Habitat: The Environmental Health Improvement programmes and three post-disaster reconstruction programmes have provided adequate sanitation, safe drinking water and effective waste disposal systems in Gujarat, Kashmir and Andhra Pradesh. Programme impacts indicate a large reduction in cases of water-borne and respiratory diseases as well as reproductive health problems in women. Productivity has also improved due to the decline in sick days.

After municipal infrastructure was damaged in the 2001 earthquake in Gujarat, AKPBS helped rebuild water and sanitation systems in rural areas.



| Focus Humanitarian Assistance

Opposite: The Community Emergency Response Team supported by FOCUS trains local communities on disaster preparedness and awareness in the earthquake-prone area of Talaja, Gujarat.

FOCUS was established in India in 2002 to build the capacities of local communities to be first responders in times of disasters. The objective was to prevent and minimise loss of precious human lives and the damage to property and livelihoods. FOCUS's broader goals are to save and protect lives, alleviate suffering and deprivation, facilitate refugee resettlement and repatriation and facilitate disaster risk reduction measures.

Disaster Relief

Where FOCUS can harness organisational and volunteer capacity, it provides relief and support services to communities affected by natural and man-made disasters. Engaging its volunteer network to assist in distribution operations, FOCUS provides relief items which, in the past, have ranged from emergency food, temporary shelter, clothing and blankets as well as other basic household items.

FOCUS seeks to enable relief by assessing and responding to the immediate needs of those affected by disaster; creating disaster resilience by identifying natural hazards and training professionals and volunteers to address them; and helping displaced persons maintain their dignity as they resettle and gradually become self-reliant.

FOCUS India, in collaboration with RAPID UK, an international search and rescue organisation, has trained national level Search & Rescue Team, to carry out surface rescue operations. It also has a national level Disaster Assessment & Response Team to carry out post-disaster needs assessment and to identify short and long term relief and rehabilitation needs of disaster victims.

Disaster Resilience

FOCUS's Community-Based Disaster Risk Reduction programmes aim to enhance a community's capacity to live safely within the local environment. FOCUS's risk reduction approach incorporates participatory Hazard Vulnerability Capacity Risk Assessment and disaster planning. This scientific method of quantitative risk analysis has inspired various communities to address their risk in a planned way. Basic disaster risk management skills are demonstrated to community and village centres, schools, hostels and hospitals.

FOCUS India's experience in humanitarian responses includes providing relief to victims of the 2004 tsunami in Andhra Pradesh, the 2004 floods in Mumbai, the 2005 floods in Gujarat, the 2006 earthquake in South East Asia, the 2006 floods in Surat, Cyclone Ogni in 2006, Cyclone Sidr which struck Bangladesh in 2007, and other recent disasters.



| Institutional Collaborations

The Aga Khan Development Network works with many institutional partners across the world. It also works closely with state and national governments in India. AKDN is most grateful to all.

Archaeological Survey of India (ASI)
Asia Development Bank
Association for Rural Advancement through Voluntary Action & Local Involvement (ARAVALI)
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Canadian High Commission
Canadian International Development Agency
Central Public Works Department (CPWD)
Delhi Development Authority (DDA)
Deutsche Gesellschaft für Internationale Zusammenarbeit (GTZ)
Development Support Centre (DSC)
Dr. Reddy's Foundation (DRF)
European Commission
European Commission - Directorate-General for Humanitarian Aid - ECHO
Federal Republic of Germany
Focus Humanitarian Assistance
Ford Foundation
Government of Gujarat
Government of Madhya Pradesh
HDFC
Hilton Foundation
ICICI Centre for Child Health and Nutrition
Jamsetji Tata Trust
Japan International Cooperation Agency
JM Kaplan Fund
Johnson & Johnson
Mahatma Gandhi Medical Institute of Sciences (MGMIS)
Mahila Abhivruddhi Society, Andhra Pradesh (APMAS)
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Professional Assistance for Development Action (PRADAN)
Sakhi
Sir Dorabji Tata Trust
Sir Ratan Tata Trust
Society for All Round Development (SARD)
United States Agency for International Development
US Embassy in India
World Monuments Fund

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