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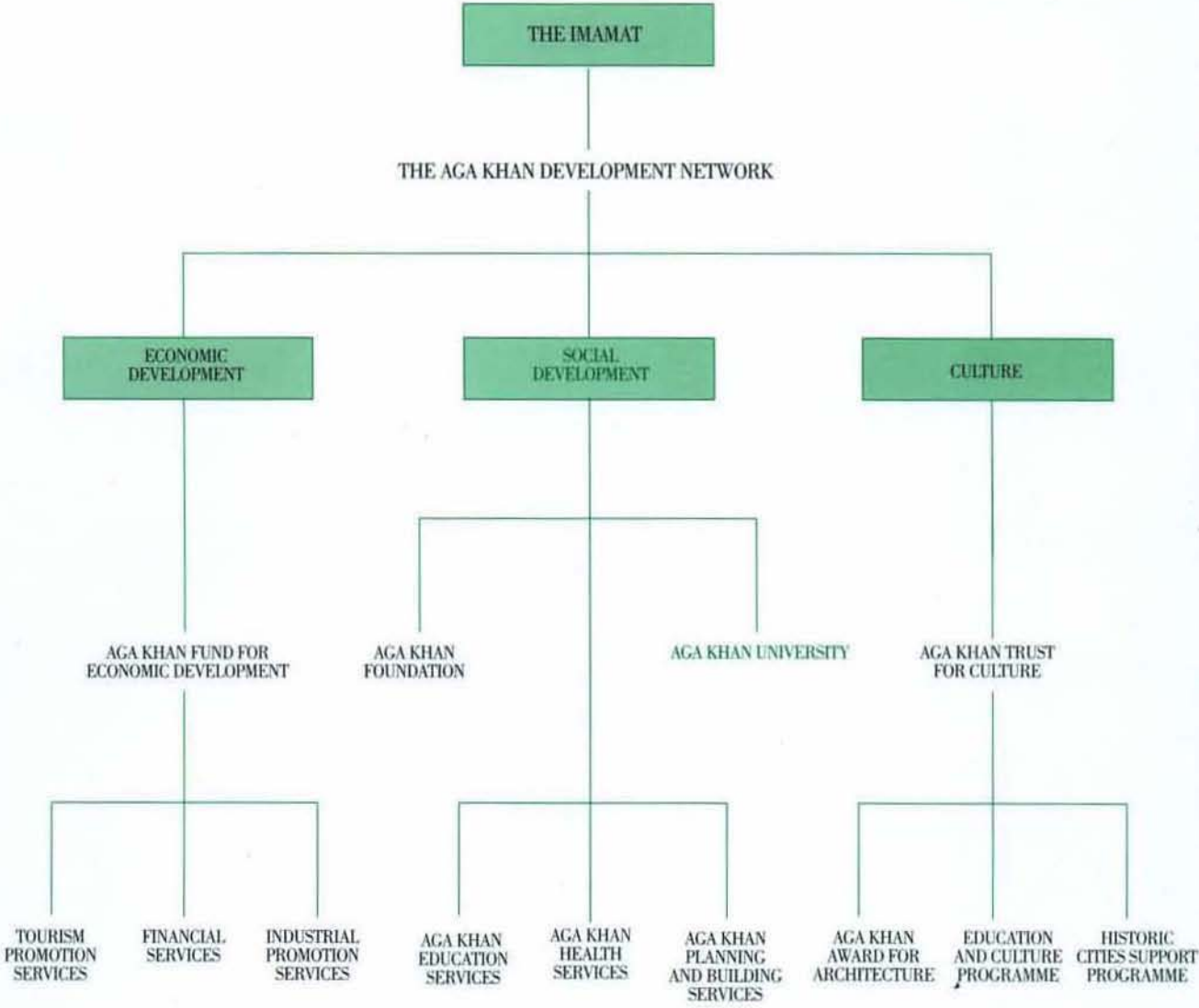
آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY



ANNUAL REPORT
1999



The Aga Khan Development Network







The Aga Khan Development Network is a group of institutions working to improve living conditions and opportunities in specific regions of the developing world. The Network's institutions have individual mandates that range from fields of health and education to architecture, rural development and the promotion of private sector enterprise.

Together they collaborate in working towards a common goal – building institutions and programmes that can respond to the challenges of social, economic and cultural change.

Chartered in 1983 as Pakistan's first private international university, the Aga Khan University's (AKU) objective is the development of human resources that respond to the problems of particular relevance to developing and Muslim countries. AKU occupies a pivotal place in the Aga Khan Development Network and contributes in many ways to social development.

The programmes carried out by AKU's School of Nursing over the last two decades have clearly demonstrated that a focus on nursing advancement, enhances the status of women by making them indispensable partners in societal advancement. Nursing, primarily a women's profession in Pakistan, empowers women and improves their status in their communities. It provides positive role models for other women, strengthens their decision-making and problem-solving capabilities in the eyes of others, and promotes their personal, professional and financial autonomy.

His Highness the Aga Khan,
Chancellor, the Aga Khan University
Keynote Address, InfoDev Symposium
World Bank
Washington DC, USA
November 1999

In 1999, the Aga Khan University celebrated twenty successful years of its School of Nursing

Chancellor

His Highness the Aga Khan

Board of Trustees

Chairman

Sahabzada Yaqub-Khan

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President, the Aga Khan University.

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Toronto, Canada.

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Senior Puisne Judge, High Court of Sindh, Pakistan.

Mr. Guillaume de Spoelberch

Member, Board of Directors
Aga Khan Foundation, Geneva, Switzerland.

Dr. Camer Vellani

Rector, the Aga Khan University.





Message from
the Chairman



Maximizing
human resource
potential



National and
international
donor support



Foreword



The University
Hospital



Alumni
support



The Faculty of
Health Sciences



Enabling
environment for
research



Financial
highlights



Institute for
Educational
Development



New facilities
lead expansion

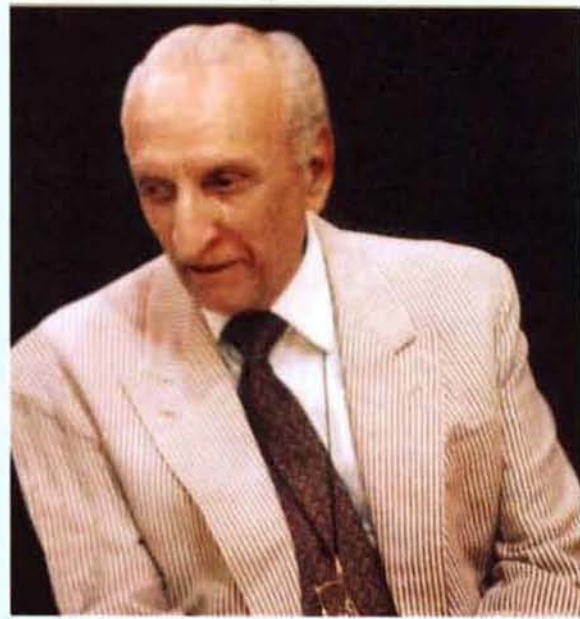
Chairman's Message

In the millennium's closing year, new doors of opportunity continued to open for AKU. At the same time, new challenges had to be faced. As the University consolidated its growth and development initiatives, its evolutionary process gathered momentum, holding out the promise of steady and programmed expansion.

AKU is beginning to reach out in many directions, particularly in the developing and Muslim worlds. In line with its vision, AKU initiated the establishment of the first of its educational programmes beyond Pakistan. This international endeavour has been spearheaded in East Africa through the programme in Advanced Nursing Studies, and will later be extended.

In the year under review, the University did not waver in its pursuit of excellence. At the same time, it has set its sights on the latest breakthroughs in the health sciences and technology, integrating them into its age-old systems of values, ethics and principles. AKU is positioned for unprecedented growth, delivering results to stakeholders, patients, partners and employees. On behalf of the University, let me close by reaffirming our commitment to live up to the confidence and trust bestowed upon us by the people of Pakistan.

Sahabzada Yaqub-Khan
Chairman of the Board of Trustees



Foreword



Jean-Luc Roy

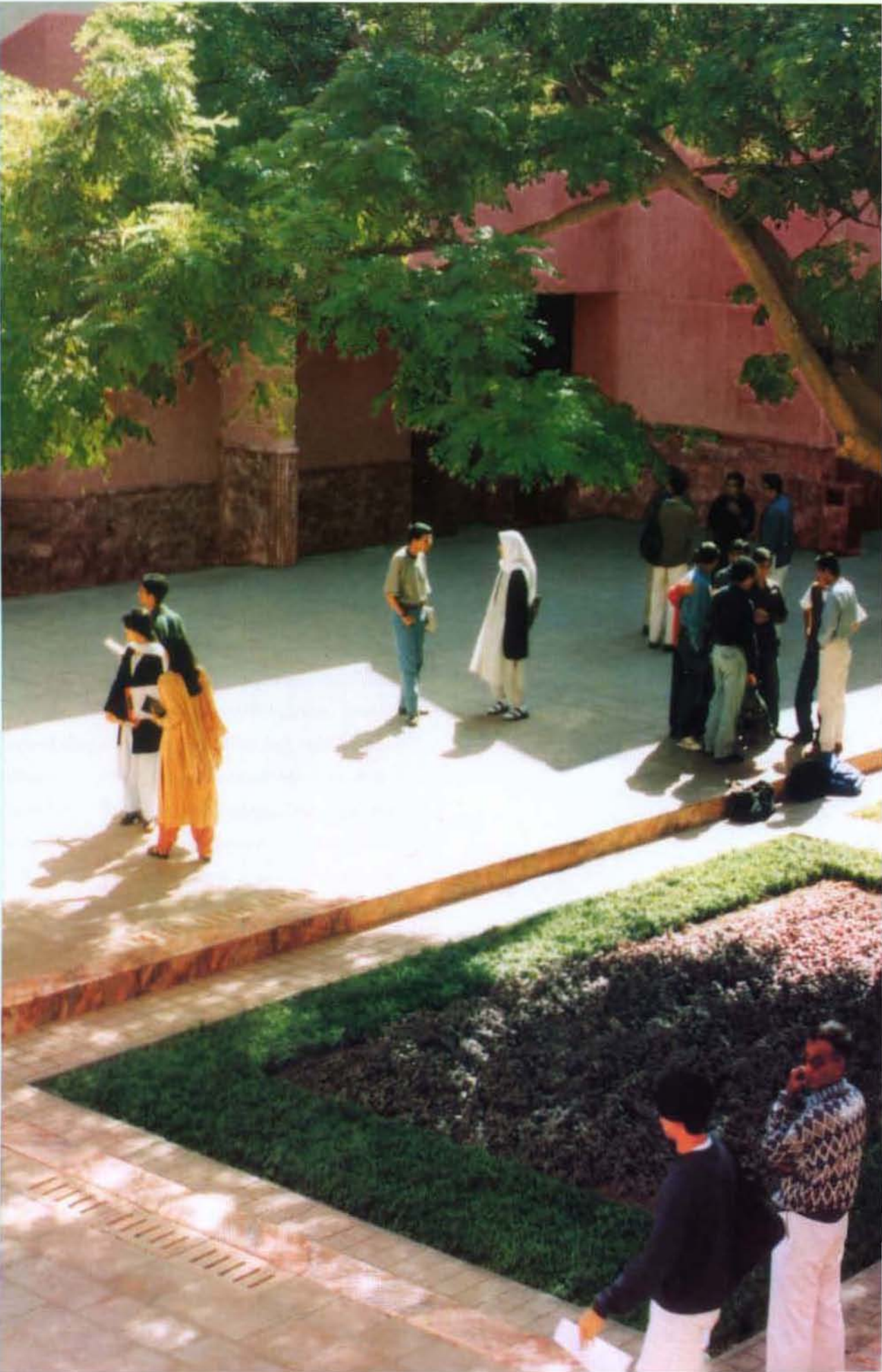
The Aga Khan University had many achievements to its credit in 1999. The AKU School of Nursing celebrated its 20th anniversary with a major commitment to research. Six departments of its teaching hospital were ISO 9002 certified, and an ambitious process began for the whole hospital to achieve this notable standard of excellence.

Despite the difficulties and uncertainties that continued to affect the country, AKU stayed on course. Three important buildings, which were completed during the year with excellent donor support, enhanced the physical profile of the campus while providing new impetus to research, community health sciences and sports and rehabilitation activities. The Faculty of Health Sciences reaffirmed its commitment to health care by introducing AKU's first Ph.D. programme in the Basic Sciences. The establishment of its second Professional Development Centre in Gilgit strengthened the outreach of the Institute for Educational Development.

What follows in this report is a small representation of the work and effort of the many people who form the AKU family. We are grateful for the support extended to the University by the board of trustees, partner universities, donor agencies, corporate and individual contributors, volunteers, faculty and staff, without which this noteworthy growth would not have been possible.

Shamsh Kassim-Lakha
President

* Camer W. Vellani
Rector



The Faculty of Health Sciences (FHS) includes the Medical College and the School of Nursing. Both these educational components equip students for the practice of curative and preventive medicine, as well as educate them on the myriad of factors affecting the health of both individuals and communities. This holistic approach provides students with the skills necessary to address the health needs of the people of Pakistan and the developing world.

The Medical College

The Medical College offers a five-year M.B.,B.S. programme. The first two years of the programme curriculum are devoted largely to the basic sciences, followed by three years of clinical training. In line with current international trends, a change to a problem-based curriculum with the integrated teaching of basic, clinical and community health sciences is being planned. An ad-hoc curriculum committee deliberated on this issue during 1999, and recommended the shift to a problem-based curriculum, with student centred small group learning largely replacing formal lectures. A curriculum task force was appointed, and is expected to finalise its recommendations by 2002.

First Ph.D. Programme

Following several years of careful preparation, the Board of Trustees approved AKU's first Ph.D. programme in the health sciences, which was introduced in 1999. This Ph.D. programme focuses on the basic sciences. It aims to equip graduate students with the skills to teach and conduct independent research in the basic sciences, and thereby address the severe shortage of such individuals in Pakistan.

Left: The Faculty of Health Sciences aims to improve the quality and outreach of health care in the region by educating young men and women to be health care professionals of an internationally recognizable quality.

The Faculty of Health Sciences

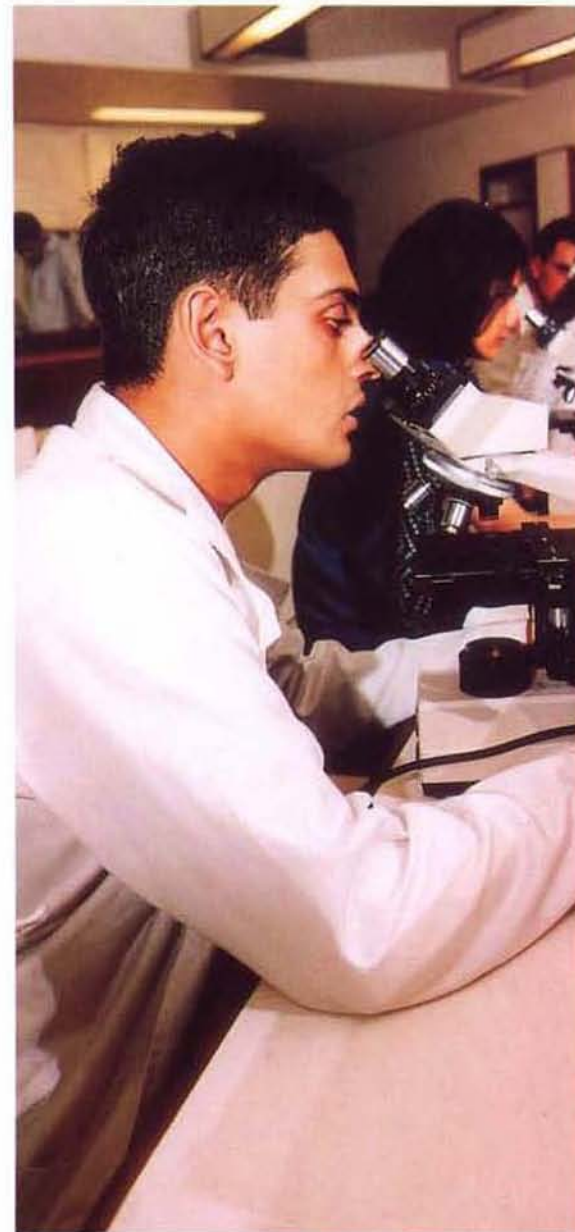
The Ph.D. programme is the first of its kind in Pakistan and consists of a first year of coursework, followed by three years of research leading to a thesis. One principal supervisor together with co-supervisor(s) oversee the research project. The Thesis Supervision and Evaluation Committee monitors the overall progress of the research work. Research opportunities exist in the areas of basic sciences, infectious diseases, nutrition, and cancer amongst others. Four students were enrolled in the programme in 1999.

Merger of the Basic Sciences

In order to facilitate the introduction of an integrated curriculum and to foster interdisciplinary research, the University has, in the past, considered merging the separate basic sciences departments of Anatomy, Biochemistry, Microbiology, Pathology, Physiology and Pharmacology into a larger unit. In January 1999, an external review by eminent scientists recommended the creation of a single department of Biological and Biomedical Sciences, that would include research, as well as the graduate and undergraduate education activities of all of the basic sciences. A separate clinical department of Pathology and Microbiology will be retained. The recommendations were approved by the Board of Trustees in 1999 and a working group extensively discussed the implications of the merger. A search for a chair of the new department commenced in late 1999.



Students benefit from close faculty interaction.



The Faculty of Health Sciences promotes inquiry and research.

International Workshops Highlight Regional Concerns

Physiology Teaching in the Developing World

Interactive and innovative teaching methodologies were discussed at a very successful four-day international workshop, 'Physiology Teaching in the Developing World: Models for Quality Learning', organized by the International Union of Physiological Sciences, the Pakistan Physiological Society and AKU in April 1999. Over 80 physiologists and medical educationists from 19 countries convened to discuss innovative methods of improving the teaching and learning of science in medical colleges. These included Dr. Arif Siddiqui, General Secretary, Pakistan Physiological Society and Assistant Professor Physiology and Pharmacology at AKU, Dr. Ann Sefton, Chairperson, Commission on Teaching Physiology and Dean, Curriculum Development, University of Sydney and Dr. Bashir Hamad, from The University of Gezira, Sudan. The workshop had three principal objectives: first, to analyze problem-based learning as an effective way of learning and teaching physiology; second, to explore different strategies for enhancing the understanding of physiology; and third, to devise ways of attracting scientists to a teaching career in basic sciences. The workshop concluded with the presentation of recommendations for major solutions and strategies that emerged from the deliberations.

Malnutrition in South Asia

Maternal malnutrition, low birth weight and reproductive health were discussed by eminent speakers from Pakistan and abroad at a two-day workshop on 'Maternal and Foetal Malnutrition and Human Development in South Asia', in October 1999. This was followed by a seminar on 'Women and Nutrition in South Asia: Issues and Strategies for Change'. The speakers included Dr. Zulfiqar Ahmed Bhutta, Professor of Paediatrics and Child Health, AKU, Dr. Fozia Qureshi, Professor, Community Health Sciences,



Dr. Joachim W. Herzig, Professor and Chairman, Department of Physiology and Pharmacology, AKU, at the workshop on Physiology Teaching in the Developing World.

The Educational Support Programme

The University's need blind admission policy ensures that merit students are not denied education due to financial constraints.

	Students enrolled	Students on assistance	Percentage of students on assistance	Students graduated to date
M.B.,B.S. Financial assistance provided: Rs.14.8 million (US \$ 300,000)	405	106	26%	811
M.Sc. Epidemiology Financial assistance provided: Rs. 0.81 million (US \$ 16,500)	12	6	50%	11
Ph.D. in Health Sciences	4	-	-	*
Diploma in Nursing Financial assistance provided: Rs. 4.75 million (US \$ 96,500)	207	131	63%	1182
Post R.N. B.Sc. Nursing Financial assistance provided: Rs. 0.85 million (US \$ 17,000)	71	16	23%	207
B.Sc. Nursing (Generic) Financial assistance provided: Rs.1.93 million (US \$ 39,000)	79	53	67%	**
Total	778	312	40%	2211

All figures are as at Dec. 31, 1999

*Programme commenced in Oct 1999, first graduation expected in 2003

**Programme commenced in Oct 1997, first graduation expected in 2001

AKU and Dr. Barbara Underwood, President of the International Union of Nutritional Sciences. The main objective of the workshop and subsequent seminar was to develop a framework to bring about change in the short and long term in South Asia, which has the worst malnutrition levels in the world. The experts concluded that this change would be best brought about by a phased approach, and laid down the blueprint of the approach which included a comprehensive analysis of the situation and a design of the technical programme for intervention.

Dr. Mushtaq A. Khan, Senior Chief (Health and Nutrition) Planning Commission, Government of Pakistan, stated that 'Strategies formulated at the Workshop would be a part of the next National Health and Development Plan.'

Community-Based Education Creates Sustainable Development

The Department of Community Health Sciences (CHS) is a leader in community-based education in Pakistan, deriving this expertise through involvement with communities in both urban and rural settings.

It seeks to assist communities in developing their own leadership and resources so as to create self-sustaining health systems.

In early 1999, the CHS Department concluded a two-year strategic planning process. As a result of this exercise, it now has four divisions and one special programme. The divisions are based on their disciplinary scope and their responsibility for formal education programme(s). The new divisions are: Epidemiology and Biostatistics, Family Medicine, Health Systems and Public Health Practice. Recognizing its special significance on overall public health in Pakistan, a special programme on Reproductive Health (RH) was also formed, which provides increased focus on this area.



Health workers teaching income generating skills.

Relief for Cyclone Victims

The involvement of the CHS Department in both urban and rural communities offers unique opportunities for continuity in relationships with work sites, as well as the assimilation of valuable public health experience. Following a major cyclone in 1999, the department provided practical and logistical assistance to Ibrahim Hydri, an urban fishing village, as well as to



Jean-Luc Roy

other affected rural settlements in Thatta. In close consultation with the Government of Sindh, and in collaboration with local NGOs, physicians specialising in Community Medicine (a residency programme at AKU), faculty and staff were directly involved in evaluating the impact of the cyclone, assessing human needs in the affected areas and in co-ordinating donations and transportation to the communities. The faculty and staff of the University also donated a day's earnings, Rs. 1.6 million (US \$ 32,500), towards the relief effort. While contributing to this effort, the AKU team gained invaluable experience in disaster response.

The Faculty of Health Sciences

Over the past five years, CHS has also developed a Rural Community Development Project (RCDP) in support of two communities in southern Sindh : Nara and Kirthar. A notable event during the year was the opening of a new health centre in Nara, and an existing facility in Kirthar was upgraded.

During 1999, CHS faculty gave support to Aga Khan Development Network (AKDN) health projects in Kenya, Tajikistan and Northern Pakistan, to the Expanded Programme on Immunization in Afghanistan and to the development of a national survey in Nepal. Further illustrating international outreach, by the end of the year, the CHS Regional Training Programme had provided over five years of continuing public health education to more than 400 candidates, with over 100 of the participants coming from 11 countries outside Pakistan.

The School of Nursing

Established in 1980, the Aga Khan University School of Nursing (AKUSON) was the first academic component of the AKU and its Faculty of Health Sciences. The School offers several programmes in nursing, including a three-year Diploma Programme, a four-year Generic B.Sc.N. and a two-year Post R.N. B.Sc.N. degree programmes.

Since its inception, the School has played a leading role in establishing in Pakistan an internationally acceptable model for nursing education and practice, and has trained more than 1,100 nurses. The community-oriented values and high quality of education at the School have been pivotal in changing public perceptions towards the nursing profession and its role in health care, as well as enhancing its status on a national and regional level.

The Canadian International Development Agency (CIDA) and McMaster University, Canada have provided valuable assistance to AKUSON and continue to be its strategic partners.



Joan-Luc Ray

Nurses promote basic health care at the "kutchi abadis" (squatter settlements).

"If We Can Dream it, We Can Achieve it"

Twin sisters, Akeela and Atika, from an educated nine-member family from Mardan, Northern Pakistan, decided they wanted to become physicians when they saw their three elder brothers opting for engineering and other technical professions. Their father, a retired army officer, and their college-teacher mother encouraged the girls to apply to the nearest medical college, but the twins had other ideas.



Munera Hossain

Being bright and assertive, they secured top marks in their FSc. exams and then succeeded in gaining admission to AKU. While delighted at their daughters' success, the parents found that the educational expenses of even one daughter were beyond their means, let alone paying for two.

Akeela and Atika applied to the AKU Financial Assistance Committee for aid, which provided both with generous assistance. Two future physicians were thus launched in their chosen profession. In their third year now, Atika is in the top 10 per cent of her class while Akeela is not far behind.

Twentieth Anniversary Celebrations

In 1999, AKUSON celebrated its twentieth anniversary by holding a number of academic and social events. The first of these was a reception on November 1, 1999 to commemorate inception of the School, which was presided over by Dr. Shamsh Kassim-Lakha, President, AKU.

A highlight of the anniversary celebrations was the University's recognition of five nursing leaders, whose dedication to professional advancement and quality in nursing has influenced the School and elevated the status of the nursing profession in Pakistan. These 'Awards of Distinction' were presented at the 1999 Convocation to the nursing leaders listed below:

- Ms. Faiz Alam Zaib, Principal, College of Nursing, Peshawar, and Vice President Pakistan Nursing Council;
- Ms. Ilmiya Moghul, Director General Nursing, Sindh, and President, Pakistan Nursing Federation;
- Dr. Andrea Baumann, Associate Dean, Nursing, and Director, School of Nursing, McMaster University, Canada;
- Dr. Susan French, Professor, McMaster University, and Coordinator, Development of Women Health Professionals Programme;
- Ms. Winnifred Warkentin, first director of AKUSON.

AKU invited to East Africa

Empowered with two successful decades of teaching experience in Pakistan, AKU is now sharing its educational expertise abroad, by establishing its first academic programme outside Pakistan in East Africa. This programme extends AKU's presence to a new continent and furthers its mission of uplifting education, research and health care in developing countries.



Dr. Shamsh Kassim-Lakha, and two nurses, (left) Shamim Chandani (Dipl. Nurs. '83, B.Sc.N. '97) and Amina Aijaz (Dipl. Nurs. '83, B.Sc.N.) from the first graduating class, initiate the anniversary celebrations.



The five nursing leaders who received the Distinguished University Awards at the Convocation 1999.



The Minister of State for Higher Education of Uganda, Hon. Abel Rwendeire (left) and Deputy Minister of Health of Tanzania, Hon. Tatu Ntimizi visit the University with their delegations.

The Faculty of Health Sciences

The Advanced Nursing Studies (ANS) programme was a result of the request to AKU by the governments of Kenya, Tanzania and Uganda, to improve the quality of patient care throughout the region. To continue ongoing dialogue for the establishment of the programme, AKU invited senior government officials of the Ministries of Health, Education and Finance from the three countries to the Campus in 1999.

Over a period of three years, an AKU Steering Committee designed the ANS Programme with valuable input from government officials and nursing leaders from three East African countries. The Programme will offer higher education in nursing practice, research, and administration, and its modular curriculum will use innovative teaching methodologies, including distance learning, to allow wider access to educational opportunities in a cost-effective manner.

International Recognition

On November 10, 1999, the AKUSON Honor Society was given 'chapter at large' status by Sigma Theta Tau International (STTI) nursing honour society, at its 35th bicentennial convention in San Diego, USA. STTI is one of the largest nursing organizations in the world, focusing on improvements in nursing practice and the promotion of nursing research. It has more than a quarter of a million members, who form worldwide links to foster the cultivation and dissemination of nursing research. STTI has 406 chapters in colleges and universities in Australia, Canada, China, South Korea, Taiwan and United States, and affiliation with it is a recognition of high standards in nursing education, practice and research. Through AKUSON, Pakistan became the first Muslim country to achieve chapter status in a major international nursing honour society.



Rafat Jan (Dipl. Nurs. '83, B.Sc.N. '91) president of the Pakistan chapter, (centre) and representatives of other countries at Sigma Theta Tau International's Convention in San Diego, U.S.A.



Audio Visual Library, AKU

The Minister for Education and Human Resource Development for Kenya, Hon. Stephen Musyoka (left) visits the University with his delegation.



Interactive, small group teaching at the School of Nursing.

Jean-Luc Ray



Nursing students are increasingly involved in research to improve the practice of nursing in both hospital and community settings.

"Creative Alternatives will Produce Quality Care"

Khairunnisa Dhamani (Dipl. Nurs. '90, B.Sc.N. '96) is a nurse with a mission: To improve the quality of patient care in Pakistan by developing a model of interdisciplinary medical and nursing expertise that optimises health solutions. She is currently enrolled at the University of Minnesota, USA., in the Masters' programme for Adult Health Nursing. Her education abroad is being funded by AKU and the World Bank.

As a young girl, Ms. Dhamani wanted to be a physician, but she changed her career direction after visiting AKUSON. On obtaining her Diploma and B.Sc.N. degree from the School of Nursing, she took up a faculty position as instructor at her alma mater.



Audio Visual Library, AKU

Reflecting on her recent experiences overseas, she said, "It was not easy to make the decision to go for further education to the US. Both my children were very young at the time, and it was the generous support of my family and colleagues that made it possible. I miss my children, but in the long run I think it will help them to see their mother in a decisive and positive role." On her return to AKUSON in 2001, Ms. Dhamani plans to divide her time between teaching and clinical service. She hopes to improve both areas by introducing the new concepts in patient care that she learnt during her studies in North America.



Jean-Luc Ray

AKU nurses combine technical expertise with personalized care.



Jean-Luc Roy

Audio visual aids enhance student learning.

"Everything Should Return to its Roots One Day"

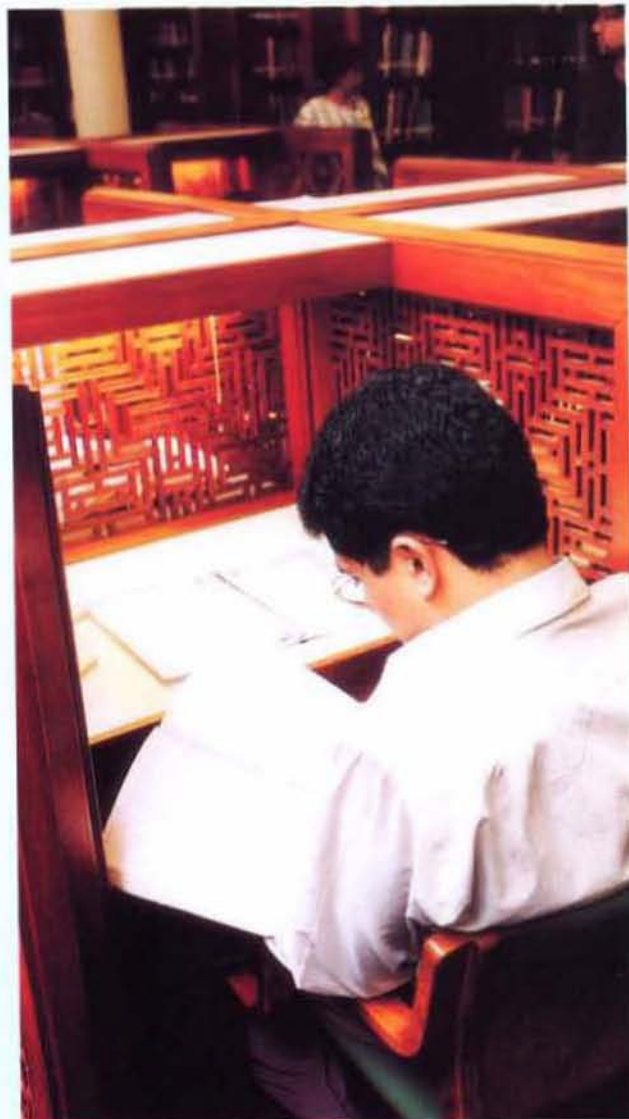
Dr. Farhat Abbas (PGME '92) joined AKU as one of its first batch of residents in 1985. He is proud of admitting the first patient to the University Hospital under the attending consultant Dr. Jamsheer Talati. Dr. Abbas joined the faculty in 1993 as Senior Instructor, after completing his General Surgery residency and later his advanced training in Urology. He obtained his FCPS, and later his FRCS from the UK. He is the first Pakistani and the second Asian to be awarded the G.B.Ong Gold Medal (1992-93) by the Royal College of Surgeons, Edinburgh, for being the first among 3,000 examination candidates from across the world. He subsequently completed a Urology fellowship at the Baylor College of Medicine, Houston, USA.



AKU Department

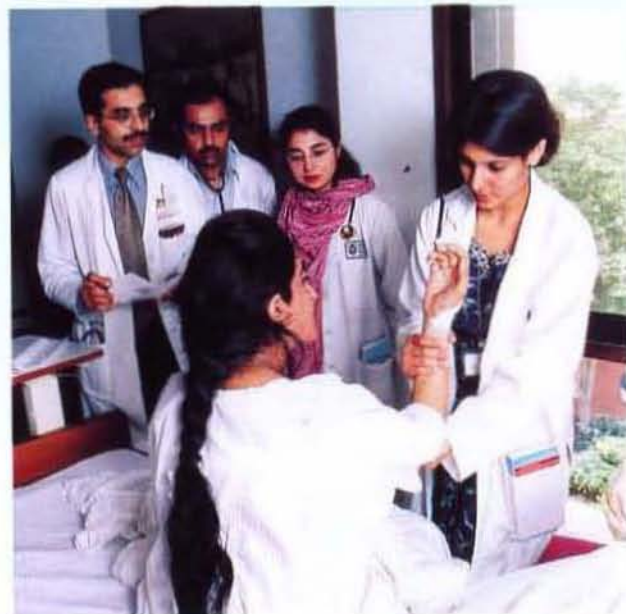
"My return to Pakistan was motivated by a strong sense of belonging to AKU and my country. I derive great personal satisfaction through my work in teaching, research and providing assistance to patients in need," says Dr. Abbas.

As programme director of the Urology residency programme at AKU, and the recipient of a US \$ 39,000 AKU research grant, Dr. Abbas is now fulfilling his mission of training talented youth and improving the standards of patient care and research in urological oncology.



Jean-Luc Roy

Independent study in the Jivraj Health Sciences Library.



Jean-Luc Roy

Practical skills reaffirm classroom study. Dr. Arif Sarwari (M.B.,B.S. '89, PGME), Assistant Professor, Department of Medicine, supervises medical students.



The Aga Khan University's Institute for Educational Development (AKU-IED) was founded in 1993 to contribute to the improvement of the quality, effectiveness, relevance and outreach of education systems in Pakistan and other developing countries. During the next seven years, AKU-IED has developed a series of educational initiatives, which form the basis of a coherent approach to educational improvement. IED offers a Masters degree in Education, Visiting Teacher programmes and Advanced Diplomas in Teaching and Management.

The influence of the Institute extends far beyond Pakistan, with international graduates participating in education reform efforts on their return to their home countries. Several countries besides Pakistan have been represented at AKU-IED, with enrollments from Bangladesh, India, Kyrgyz Republic, Tajikistan, Kenya, Tanzania and Uganda. Participants from within Pakistan come from all four provinces as well as from the Northern Areas.

Professional Development Centre, Gilgit, Northern Areas

After its first successful undertaking in Karachi, AKU-IED's second Professional Development Centre (PDC, North) was established in Gilgit, Northern Pakistan, in early 1999, in collaboration with the Aga Khan Education Service, Pakistan. It responds to the urgent need in the region for effective teachers, especially women, at primary and secondary levels.

Teachers, principals and educational managers at middle and senior levels are the focus of professional development at PDC, North, which aims to raise the educational capacity in government and private schools in northern Pakistan through its programme of activities, including research.

Left: The Aga Khan University Institute for Educational Development recognizes the role of teachers as the harbingers of sustainable reform in education, and focuses both on their professional development and the improvement of their work environments.

External Evaluation

The AKU-IED was evaluated and appraised by its funding agencies during the year. The first phase of AKU-IED's funding ended in September 1999, and the evaluation and appraisal were essential in negotiating the funding for the second phase.

The evaluations were undertaken by the European Commission (which had provided 54 percent of the phase I funding) and by the Social Institutions Development Programme, on behalf of the Canadian International Development Agency (which had provided 26 percent of the phase I funding). The other major funding agencies of AKU-IED were the Aga Khan Foundation (which had provided 11 percent of the phase I funding) and United Nations Development Programme (which had provided 9 percent of the phase I funding).

Both evaluation reports were very positive in their judgements of AKU-IED's performance during the first phase. The reports noted that AKU-IED had met or exceeded all targets, on or ahead of schedule, and within budget. The initiatives that AKU-IED had taken in addition to the original proposal were endorsed. Both reports concluded that AKU-IED had established a strong base upon which to build its second phase.

Partner Universities and International Linkages

AKU-IED's constructive partnerships with the Universities of Toronto and Oxford continued in 1999, with close interaction in programme planning, delivery and research. The first phase of a joint research project between faculty at AKU-IED and Ontario Institute of Studies in Education/University of Toronto, on the teaching of English, was also completed. In the future, these partnerships are expected to include a more extensive programme of joint research, joint supervision of Ph.D. students and programme development in new areas of focus, such as early childhood development.



Students are encouraged to reflect critically on educational theory and practice.

A Rewarding Experience

"I've enjoyed every minute of working at AKU-IED. The challenges are many, but the commitment to excellence and quality at every level has made it an immensely stimulating and rewarding experience."

Dr. Gordon MacLeod joined AKU-IED on January 1, 1999, as Professor. He established a Research Support Unit (RSU) at IED, which he subsequently headed in addition to his other duties.



Audio Visual Library, AKU

Commenting on his experiences at IED, he said that, "It is an exciting environment that is both task and achievement oriented, with multi-national and multi-regional influences. Above all, it is an extraordinarily friendly place, where people are inspired to make a difference in the lives of the developing world's most important resource - children."

Dr. MacLeod holds an M.A. (Honours) in Psychology from the University of Edinburgh, an M.Sc. in Education from the University of Stirling and a Ph.D. in Education/Psychology from the University of Stirling. His substantive experience as a teacher, researcher and leader in educational institutions in Australia and the UK has helped him in this assignment.

Dr. MacLeod hopes to make a difference in the education sector of Pakistan, and leave behind a legacy of "training the teachers of tomorrow."

Government Collaboration

AKU-IED has, in its short history, been a catalyst for change in the education sector. Its research base and its strong and creditable programmes have encouraged the Government to regularly invite it to participate in and advise committees that are planning educational initiatives at the federal as well as the provincial levels.

In response to the growing need for a formalized platform for education management, and specifically in response to requests made by the Governments of Balochistan and Sindh, the Institute has developed short courses that provide management training to education officials. These courses complement the existing teachers' programmes for overall improvement in teaching standards. AKU-IED ensures that at least half of the participants in its regular programmes are from schools in the government sector.

International Initiatives of the Visiting Teacher Programme

The eight-week Visiting Teacher (VT) programme focuses on the multi-dimensional growth of teachers by improving their content knowledge, and introducing them to innovative teaching methodologies and relevant educational issues.

A variant of the VT programme, the school-based Visiting Teacher programme, was developed and offered in Kenya after taking into account the contextual realities of schools, and was subsequently adapted in programmes in Karachi and Bangladesh. The VT programme in Dhaka, Bangladesh, commenced in December 1999.

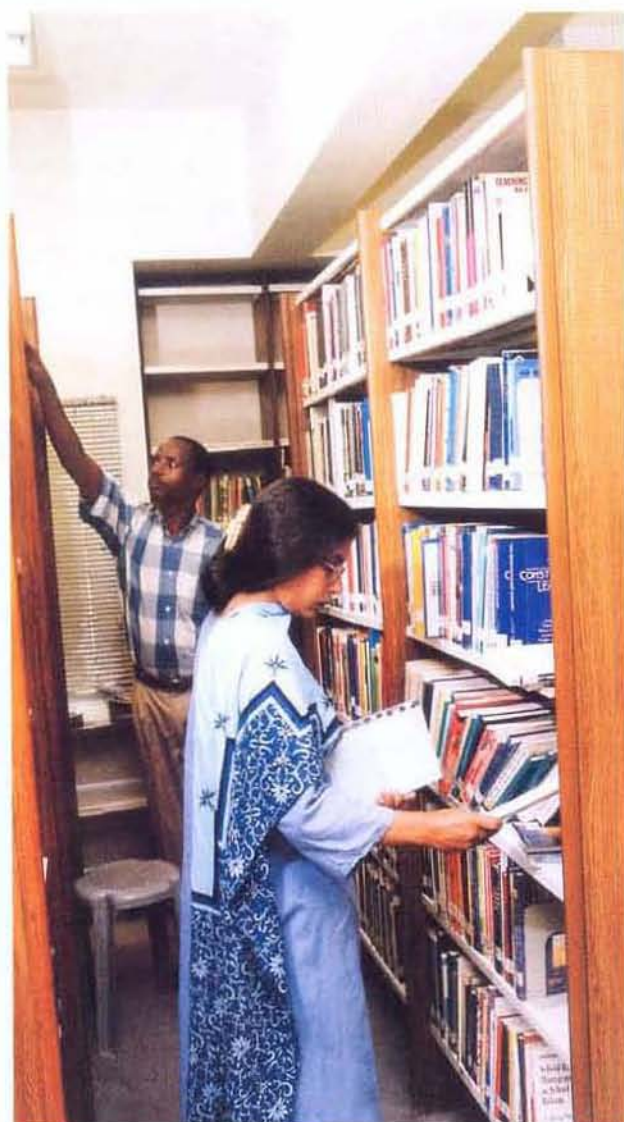


Nadeem Farooqui (M.Ed. '99) conducting a small classroom teaching session at the Sultan Mohamed Shah Aga Khan School, as part of the M.Ed programme.

Programmes & Enrollment at AKU-IED

Programmes	Current Enrollment	Graduates*
M.Ed. (Teacher-Education)	30	86
Visiting Teacher (VT) Programmes	233	955
School-Based Visiting Teacher Programmes (SBVTP)*	24	40
Advanced Diploma in School Management (ADISM)	26	51
Advanced Diploma in English Language Teaching (ADELT)	-	15
Advanced Diploma in Primary Education (ADIPE)	14	-
Subject Specialist Teacher (Science)	-	15
Subject Specialist Teacher (Math)	-	15
Certificate in Ed. Management (CEM)	53	97
Balochistan Education Management Programme (BEMP)	18	74
Total	398	1348

*From Bangladesh, India, Kenya, Kyrgyz Republic, Pakistan, Tajikistan, Tanzania, and Uganda.



A commitment to research to improve educational policy.

Jean-Luc Roy



A diversity of cultural backgrounds adds a positive dimension to the Master of Education programme.

Jean-Luc Roy



Developing local capacity for quality education and effective management.

"Education will Bring Change"

Sadia Muzaffer (M.Ed. '99) discovered that teaching was a meaningful way to apply what she had learnt at university. She was a secondary school teacher in a government school in Quetta, when she joined the Master of Education (M.Ed.) programme at AKU-IED. She graduated in 1999 with distinction. Sadia says that she had not imagined such a programme existed.

About teaching, she says that "in the beginning, I used to think that I am giving something by teaching, but soon I realised that I was also getting something in return... that [teaching] deals with human beings". It is the relationship with students in the classroom environment, she says, which makes her love the teaching profession.



Audio Visual Library, AKU

During the Alternate Exposure Module of the M.Ed. for which she was in the Northern Areas, Sadia recalls thinking that if it was possible to locally develop educational activities involving low cost materials, then it was also possible to bring about change in her native Balochistan, a province with a similar lack of resources and its own set of difficult conditions.

Sadia plans to join the Health Action Schools Pilot Research Project at AKU-IED in Karachi after her graduation and intends to work for the educational betterment of Balochistan.



Jean-Luc Roy

Charles Sisum, regular visiting faculty from the Sheffield Hallam University, conducting a session of the Advanced Diploma in School Management programme.

"AKU-IED has easily surpassed its expected outcomes (targets) established in 1993 and is an institution of which to be extremely proud."

Professor Terrance Boak, representative of the Canadian International Development Agency - Social Institutions Development Programme (CIDA-SIDP), in the final evaluation of phase I

"Since its formation, AKU-IED successfully established a set of educational initiatives within a relatively short time frame, which are nationally and internationally recognised as being credible and significant, and which form the basis for a coherent, programmatic approach to educational improvement and broader social development."

The team of External Evaluators of phase I, led by Wilhelm Weidmann, representing the European Commission (EC)

"Teachers who have not been at AKU-IED have been influenced by those who have; there has been a sharing of knowledge; the Head has brought about a change in the whole school and we now have a vision...."
Advanced diploma graduate, August 1999

"The leadership provided by the PDTs (professional development teachers and graduates of the M.Ed. programme) has been exceptional - they have offered workshops and given a great deal of time to teachers to help them with their instruction."

Minhas Tejani, Principal of Al-Murtaza School, Karachi, August 1999



Jean-Luc Roy

Information technology enhances distance learning opportunities.



Jean-Luc Roy

Education management programmes lead to further professional development.



The twelfth Convocation of the AKU, held in November 1999, reaffirmed the University's contribution as an indigenous private sector institution playing an integral part in the country's future by educating young men and women to be health care professionals and educators of a quality recognizable internationally.

Two hundred and eighteen graduates successfully completed their academic programmes. One hundred and eleven graduated from AKUSON, including 86 with a Nursing Diploma and 25 with the Bachelor of Science in Nursing. From the Medical College, 71 students graduated with the M.B.,B.S. degree and six from the Master of Science Programme in Epidemiology. Thirty received the Master of Education from AKU-IED.

The ceremony was unique as it marked the twentieth anniversary of AKUSON. To commemorate this milestone, the University presented 'Awards of Distinction' to five nursing leaders (photo on page 14), for their significant support to AKUSON throughout the years.

The highlight of the Convocation was the keynote address by Dr. Peter George, President and Vice-Chancellor of McMaster University. In his speech, Dr. George stressed the importance of a greater North-South collaboration in the health and education sectors and the value of teaching humanities in the education of professionals.

Left: The twelfth Convocation of the University continued the tradition of maximizing Pakistan's human resource potential by graduating 218 health care professionals and educators.



The Aga Khan University Hospital (AKUH) is the integrated health care delivery unit of AKU. Its mission is to provide exemplary care while remaining self-sustaining and accessible to all patients.

AKUH provides the best diagnostic services and team management of patient needs in Pakistan. Care is delivered through a broad range of primary, secondary and tertiary services supported by professional staff, with facilities that are among the best in South Asia. The Hospital has the region's highest doctor-patient and nurse-patient ratios. Patients are treated by teams of professionals comprising medical consultants, residents, medical officers, nurses, senior medical students, nursing students and other health professionals. Services are available to all patients, regardless of their ability to pay. In 1999, AKUH's Patient Welfare Programme disbursed Rs. 85 million (US \$ 1.725 million) and assisted over 9,500 patients from all over Pakistan by subsidizing the direct cost of their care.

Growth in all the inpatient and outpatient services and programmes was witnessed in 1999, as shown below:

	1998	1999	Change
Inpatient Admissions	27,600	29,500	+7%
Outpatient Visits	346,000	369,000	+7%
Surgical Operations	11,200	12,500	+12%
Laboratory Tests	1,910,000	1,942,000	+2%
Radiology Procedures	115,600	117,700	+2%

Focus on Quality

The Continuous Quality Improvement (CQI) programme, begun in 1994, continued its efforts towards enhancing the overall patient experience by improving medical care and reducing associated costs. A major milestone was achieved in February 1999, when six Hospital departments met the requirements of the ISO (International Standards Organization) 9002 quality system, after an audit conducted by AIB-Vincotte of Belgium. These departments were : Nursing Services Division, Clinical Laboratories,

The University Hospital

Pharmacy, Neurophysiology, Purchase and Bio-medical Engineering. The auditors were impressed with the systems in these areas and the general level of compliance to all the written policies and procedures, satisfying the ISO adage "Say what you do, do what you say ... and record it."

The CQI process has proven invaluable to the institution, resulting in more effective teamwork, collaboration and communication at all levels of the organization. It has focused the Hospital's efforts on being objective and data-oriented, leading to savings of millions of rupees. These savings were complemented by the innovations of the Quality Circles and the austerity drive in 1999, which saved Rs.60 million (US \$ 1.21 million) in costs for AKUH. Above all, the process enhanced customer satisfaction in AKUH's services. Encouraged by this success, the Hospital continued its preparations for being completely ISO 9002 certified in the year 2000. It also continued its efforts towards compliance with the USA based Joint Commission on Accreditation of Healthcare Organizations (JCAHO) standards. An audit for the JCAHO standards was carried out in August 1999, and a detailed action plan is being followed for areas in which some further work is required.

New Services Keep Pace with Demand

The Hospital introduced a number of new services in 1999 to meet the growing needs of the local community:

- The number of critical care, i.e. intensive and semi-intensive care beds, increased to 67 or 15 percent of the Hospital's total beds. Such beds provide a major value-added service in attracting patients who cannot be accommodated easily in other settings;
- With Dr. Rifat Rehmani (PGME '92) as the first trained emergency medicine consultant in Pakistan, the Emergency Room organization was elevated to an Emergency Medicine Section. This section logged some 35,000 visits in 1999, organized a 24-hour

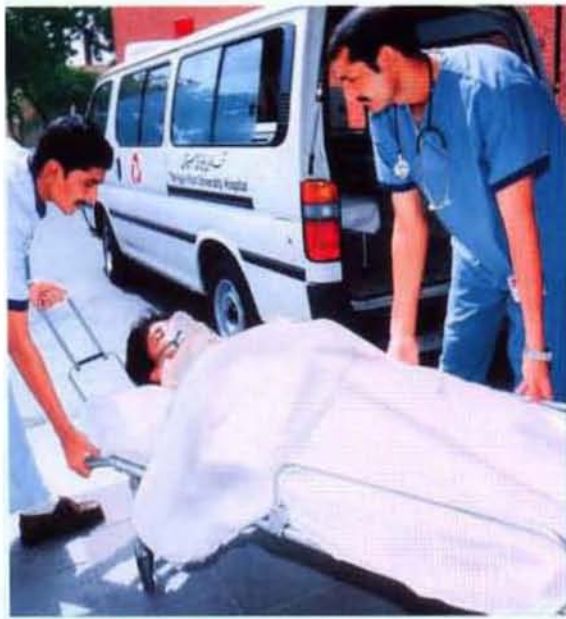


Dr. Shams Kassim-Lakha receiving the ISO 9002 certification for six Hospital departments from Miss Asma Hasan, local representative of M/s. AIB Vincotte.



Open heart surgeries at AKUH : providing quality care at a competitive price.

The University Hospital



Jean-Luc Roy

The Section of Emergency Medicine provides timely care to trauma patients.



Jean-Luc Roy

Critical care beds provide specialized service to patients with complex needs.

emergency fast-track triage system, and introduced trauma management to deal with emergencies promptly, reduce delays and enhance patient satisfaction;

- The Lactation Management clinic was introduced to inform mothers about the benefits and management of breast-feeding, educate them about common breast feeding problems and address queries with respect to diets during lactation;
- A centralized surgical day care service was introduced to guide patients before they undergo surgery, through a pre-anesthesia assessment, as well as any necessary testing. All of these facilities are now in one location for the convenience of these patients;
- A new General Electric (GE) CAT scanning machine, a Toshiba Digital Subtraction Angiography (DSA) and two GE color Doppler ultrasound machines were procured by the Department of Radiology;
- The Laboratory increased its phlebotomy units from 19 to 23, 10 of which are in Karachi, while the remainder cover all the major cities in the four provinces of Pakistan;
- A stress echo cardiography and sleep disorder measuring service was started;
- The Drug and Poison Information Centre, funded in 1989 by Ismaili Pharmacists of Ontario, Canada, continued to provide its free service, which imparts information that helps professionals and the public in poison prevention and management through printed material, a 24-hour hot line and a newsletter. In 1999, the Centre also started soliciting drug information queries on the worldwide web through the AKUNET web page. The Centre received over 6,000 queries in 1999.

Staff Innovations Streamline Work Systems

The University appreciates that staff and faculty are its ultimate service providers and therefore places great emphasis on motivating them into taking increased control of their work areas. A number of such innovations, through team or individual efforts, were recognized.

The International Hospital Federation (IHF) declared AKUH as the runner-up in the prestigious Arthur Andersen/Dr. Ed Crosby International Award for Managerial Innovation for the introduction of the Computerized Physician Order Entry System. This award was presented in June 1999 in Copenhagen, Denmark, to Mr. Latif Sheikh, Director Pharmacy and Nutrition Services and the principal instigator of this system.

Two of the Quality Circles which improve care and reduce patient costs, won awards at the International Convention on Quality Circles in Lucknow, India, in December 1999. Both Circles won the First Prize, 'Ishikawa Award', for the Heart-to-Heart Quality Circle (reducing costs for open-heart surgery patients) and Switch Therapy (transferring pharmaceutical interventions from intravenous to oral route for patients). The awards were presented to AKUH nurses, Laila Abdullah (Dipl. Nurs. '89, B.Sc.N. '97) and Zahra Charania (Dipl. Nurs. '92) respectively.

The First Quality Convention at AKUH was held in August 1999 and featured nine quality teams from the period 1995 to 1998, and their innovations. The team that introduced the cashless system of medical reimbursement for employees was judged as the best. The award was given to the team leader, Shamim Nayani.

A newly introduced 'suggestions' system encourages employees to submit proposals they consider will improve productivity, enhance revenues and save costs. This generated a significant number of new ideas. Especially noteworthy was the proposal to replace a mechanical timer in Radiology by a self-designed electronic timer circuit, a suggestion given by Imran Haider and Salim Pirani from the Bio-medical Department, which saved the Hospital about Rs. 140,000 (\$ 2,842).



Mr. Latif Sheikh, Director Pharmacy and Nutrition Services, being congratulated by the Queen of Denmark for winning the Arthur Andersen /Dr. Ed Crosby International Runner-up Award.

"Quality Requires a Collective Effort"

AKU's own 'quality guru', Nadeem K. Mustafa Khan, is Senior Director and Chief Operating Officer, the Aga Khan University Hospital. His consistent efforts towards enhancing quality control and customer satisfaction were formally recognised in 1999, when six important areas of the Hospital were conferred the ISO 9002 rating.

Mr. Khan joined AKU in 1981, when the University was still under construction. He feels that the various assignments he has held since then have all contributed towards empowering him with an understanding of the Hospital's workflows, and helped him in the subsequent re-engineering process.



Jean-Luc Roy

Mr. Khan received his B.A. from Peshawar University, where he secured a Gold Medal. Later he completed his B.Sc. (Econ) Honours degree from the London School of Economics and became a Chartered Accountant in 1977. He is also a Trained Facilitator from the Juran Institute, a Certified Quality Manager of the American Society of Quality and a Lead Assessor in ISO 9000. In 1998, he was awarded the Qimpro Medal (International), one of the most prestigious awards in India, for his commitment to quality.

Talking about the challenges of the ISO certification, Mr. Khan said "Our major reasons for seeking this certification were to reaffirm our consistently high standards to all our users, and to create greater awareness of Quality Systems in these users." He gives credit to the entire staff of the Hospital, saying "Successful quality delivery can come only from a collective effort, and everyone at AKUH has embraced the process of improvement. The reaction across the Hospital regarding the certification of the six departments was one of delight and pride, and I personally felt an enormous sense of fulfillment at this accomplishment."

Accessible Quality Health Care for Needy Patients

Since 1986, as part of AKUH's philanthropic mission, patients who are unable to pay for their medical treatment have been able to gain access, without discrimination, to the Hospital's services through AKUH's Patient Welfare Programme.

The Hospital's tiered price structure enables patients in need to receive subsidized medical care of the same high quality as full-paying patients. In 1999, over 9,500 patients received medical care to the value of Rs. 85 million (US\$ 1.725 million) through direct remission. This was in addition to the subsidies the Hospital provides to all General Ward patients whose charges are fixed below the actual cost. Since the inception of the programme in 1986, Rs. 500 million (US\$ 10.15 million) have been spent, benefiting over 138,000 needy patients. The financial needs of patients are determined by objective criteria, and all patients are encouraged to make some contribution to their medical costs. One in every five patients admitted to the General Ward is a welfare-assisted patient.

More than 70 percent of AKUH patients are from low and middle income groups. This data is closely monitored to ensure that the Hospital fulfills its mission of providing high quality as well as affordable health care to the indigent and needy.

The Patient Welfare Programme

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- Since the inception of the programme in 1986, Rs. 500 million (US \$ 10.15 million) have been spent, benefiting over 138,000 needy patients.
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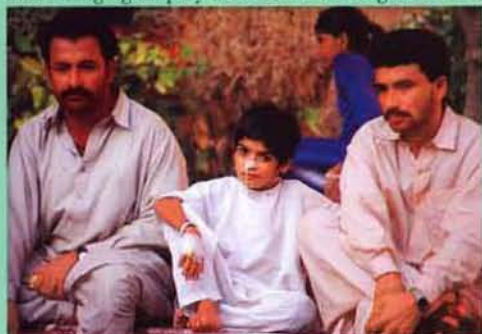
Jean-Luc Roy

Patients in the five-bed General Wards receive subsidised medical care.

Patient Welfare Programme Assists Ahmed

Ahmed is a twelve-year old student of class 8, the son of a bus driver from Turbat, Balochistan. He came home from school one evening, completely exhausted, and went straight to sleep. When he woke-up the next morning, he was unable to move his body. For the first few days, his family turned to traditional medicine, seeking the help of 'pirs and mullahs' to cure him. As he remained immobile, he was finally taken to a general practitioner, who advised the family to take him immediately to a hospital in Karachi.

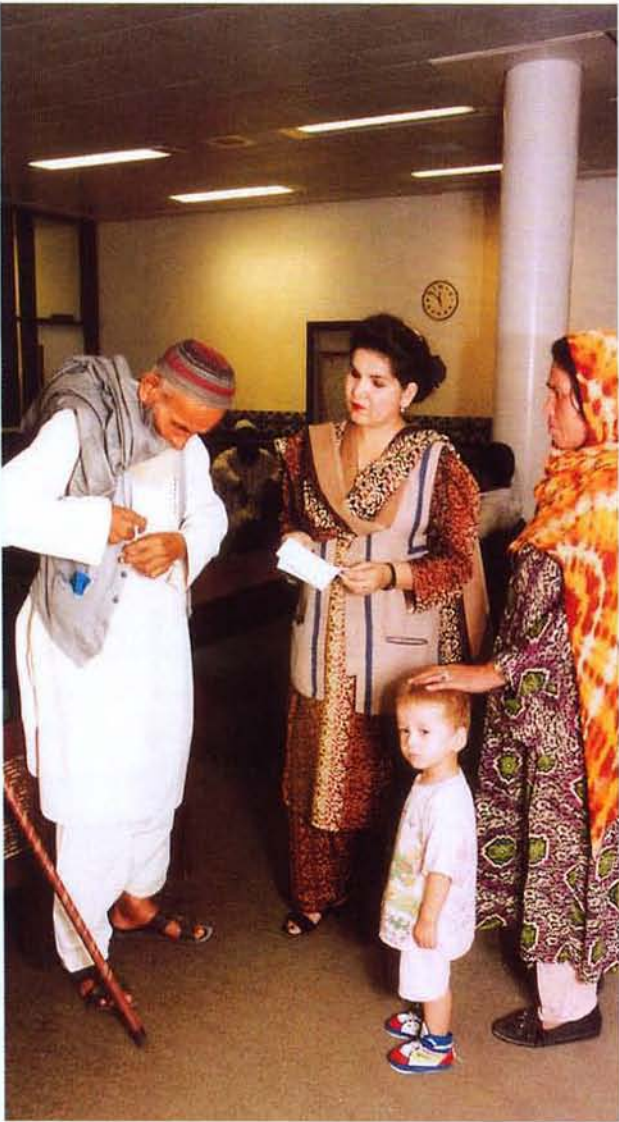
Ahmed was taken to several hospitals in Karachi, but none were willing to admit him. As a last resort, his father carried him into AKUH's Emergency Room, his limbs hanging limp by his side. A few diagnostic tests



Muhammad Hossain

confirmed that Ahmed was suffering from Guillain Barre Syndrome (GBS), a neurological disease that attacks the patient's nervous system, rendering the sufferer's muscles numb and weak. Any attempt to cure GBS is long and expensive, and only a few hospitals accept such patients for treatment. Ahmed's father, who barely managed to provide for his family, appealed to the Patient Welfare Programme for help.

After a month of intensive treatment, Ahmed was discharged from the Hospital. Due to his determination in fighting this life-threatening disease, Ahmed left fully alert, breathing unaided and moving his shoulders and legs. He continues to make progress. The total cost of treatment was Rs. 367,000 (\$7,451). The Patient Welfare Programme covered 69 percent of the cost.



Volunteers assist in the Patient Welfare Programme, which reaches out to those in need.



Needy patients supported by the Patient Welfare Programme receive the same high quality of care as fully paying patients.



The Neonatal Intensive Care Unit and the Patient Welfare Programme together help babies from low income families through early childhood health problems.

The Aga Khan University Hospital

	1998	1999
Operational beds	454	457
Inpatients	27,600	29,500
Outpatients	346,000	369,000

Clinical Departments

- Anesthesia
- Family Medicine
- Medicine
- Obstetrics and Gynaecology
- Paediatrics
- Pathology
- Psychiatry
- Radiology
- Surgery

Phlebotomy Collection Units

Laboratory referral centres: 23
(13 outside Karachi in all four provinces of Pakistan).



The Hospital's consulting clinics provide access to specialized medical practitioners.

"My Work is More to Me than Just a Job"

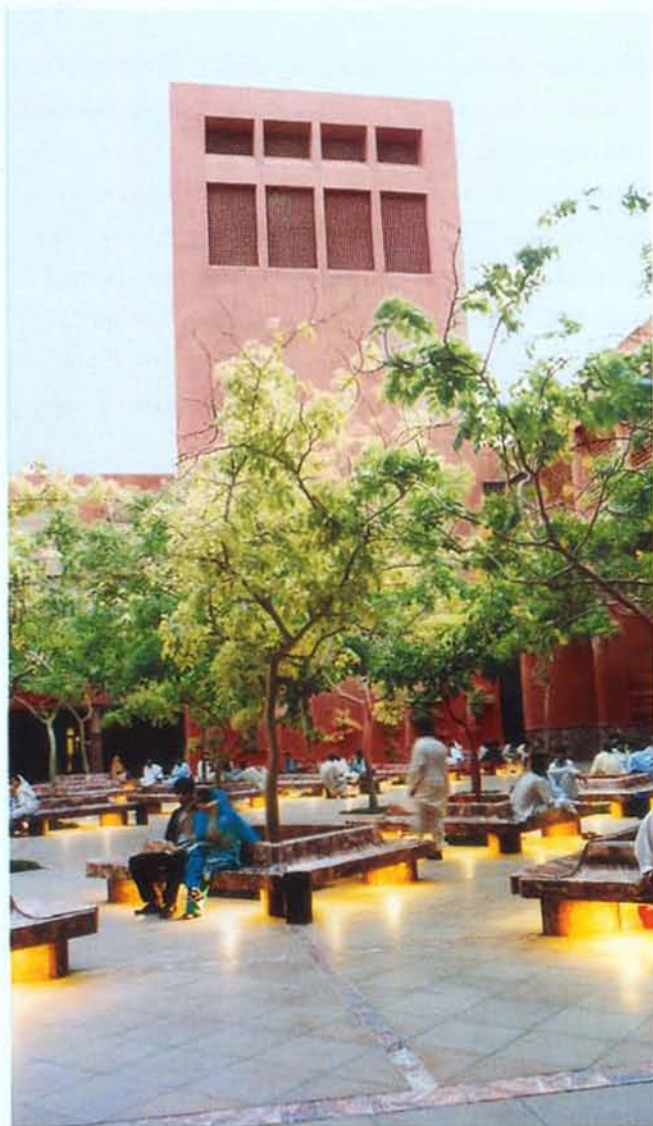
Ms. Malek Sultan Nagjee is the Senior Assistant Manager of the Payroll Section, Finance Department. More affectionately known as 'Malek Aunty', she was the first employee to complete 25 years of service in AKU. Ms Nagjee was born in Burma, from where she completed her education. She worked as a teacher for a short period until her family migrated to Karachi and she joined AKU. She has the distinction of having seen the University in all its stages from



Audio Visual Library, AKU

planning and commissioning to operations. She feels gratified when a patient or visitor to the Hospital leaves satisfied with the services. Reflecting on her experience she said, "In my 25 years of service to the University, by the grace of Allah, I have been fortunate in having colleagues who have always co-operated with me and I greatly appreciate their assistance." Ms. Nagjee plans to take voluntary retirement and continue her happy association with AKU by serving the University as a volunteer in her present job.

The University Hospital



The Hospital's main courtyard offers a tranquil environment for families and attendants.



Health professionals and families work together to reassure young patients.

Enabling Environment for Research

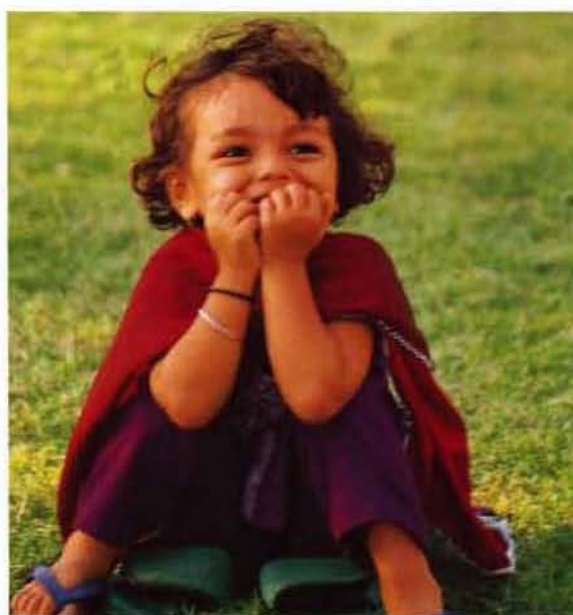
AKU provides an enabling environment for conducting research into areas of particular relevance to Pakistan and the region. This focus on research stems from the University's mission to provide education that is innovative and has practical relevance. Increasing priority is being given to research activities, and to this end, several initiatives have been put in place. These include a definition of interdisciplinary themes, a new Ph.D. programme in basic sciences and the merger of basic sciences departments.

To fund the research activities of the University and provide a solid platform on which to extend this work, His Highness the Aga Khan, Chancellor of AKU, gifted Rs. 250 million (US \$ 5million) to the University's existing research endowment of approximately the same amount, built up through the generous support of Pakistani and international donors. Income from these endowments is being applied by the University to a range of research projects and undertakings.

Under the 'Internal Seed Money' scheme, junior members of the Faculty of Health Sciences can receive research grants of up to a maximum of Rs. 500,000 (US \$ 10,152) for their work. In 1999, seven such projects were approved and Rs. 2.6 million (US \$ 52,791) disbursed. Similarly, the University Research Council (URC) grants, which were introduced during the year, have an individual funding cap of Rs. 2.5 million (US \$ 50,761), and are available to all faculty and research staff.

External research grants during the year totalled approximately Rs. 41.37 million (US\$ 840,000), and programmatic grants equalled approximately Rs. 123.96 million (US \$ 2,517,000).

During 1999, AKU faculty members contributed 176, or approximately 33 percent of the total number of original articles published from Pakistan in the disciplines of biomedical, nursing and educational research. This number constitutes an increase of more than 74% from the number of publications in 1998 and more than half of these publications appeared in international journals.



The University focuses on research to bring about quantum improvements in health care.

Developing Leadership

The Aga Khan University's reputation as a regional leader in health care education rests predominantly on the high calibre of its faculty. The University focuses on faculty development, by providing a continually challenging environment to the faculty, as well as cultivating their strengths to keep pace with new advancements in medicine, nursing and education.

This development occurs through Continuing Medical Education, international seminars and workshops held both at AKU and abroad, an enabling environment for research and doctoral studies at internationally renowned universities.

In addition to the faculty already being supported, in 1999, a number of faculty proceeded abroad to complete their Ph.Ds. :

- Mola Dad Mohammad Shafa (M.Ed. '96): in Teacher Education-Curriculum Studies at OISE, University of Toronto, Canada.
- Harcharan Pardhan: in Science Education at the University of Alberta, Canada.
- Dr. Rozina Noorali : in Health Research Methodology at the National University of Singapore.
- Rafat Jan (Dipl. Nurs. '83, B.Sc.N. '91): in Nursing Education at McGill University, Canada.

Dr. Laila Gulzar (Dipl. Nurs. '87, B.Sc.N.) became the first AKUSON alumna to complete her Ph.D. in Nursing, which she received from the University of Illinois, U.S.A.

Promoting Child Health

Dr. Zulfiqar Ahmed Bhutta has contributed extensively over the past fourteen years to the fields of clinical and academic paediatrics in Pakistan, and is widely recognised as an international authority on early childhood nutrition and infectious diseases. He holds fellowships of the College of Physicians and Surgeons Pakistan, as well as the Royal Colleges of Physicians (Edinburgh) and Paediatrics and Child Health (UK). He obtained his Ph.D. from the renowned Karolinska Institute in Stockholm, Sweden.

As an educator, he was instrumental in developing the first sub-speciality graduate training programme in neonatal paediatrics in Pakistan. In 1999, he was appointed by the Director General of the World Health Organization to its Expert Advisory Panel on Health Science and Technology Policy. Dr. Bhutta has also received more than 25 externally funded research grants and has over 120 papers and chapters to his credit.

Commenting on his research, he said "There have been several challenges in working at AKU, and the journey over the last fifteen years or so has been exhilarating to say the least. I was always keen to return to Pakistan and to a truly academic environment. Moreover, I was extremely interested in research and felt that AKU would offer the requisite ambience and support structure. I believe that what seemed like a gamble at the time, has not only paid off, but the Institution's growth has also surpassed all expectations.

Today, the most pressing issue in the field of child health in Pakistan is to get it recognized as the single most important investment by the nation. It is a source of great shame that Pakistan has the second highest infant mortality rate in Asia, as well as an enormous burden of maternal and childhood malnutrition.

In the long-term, I want to develop a model research programme focusing on paediatric issues of national and international importance and be part of a team which is at the forefront of national policy-making for child health and nutrition."



Audio Visual Library, AKU

Dr. Bhutta, Professor Paediatrics, has contributed extensively towards the field of child health care in Pakistan.

The Aga Khan University and Hospital

Faculty	332
Staff	3,115

Residency Programmes

Anaesthesiology	Obstetrics-Gynaecology
Community Medicine	Ophthalmology
Diagnostic Radiology	Orthopaedics
Family Medicine	Otolaryngology
General Surgery	Pathology
Internal Medicine	Paediatrics
Neurology	Psychiatry
Neurosurgery	Urology

Post-Residency Fellowship Programmes:

Adult Cardiology
Breast and General Surgery
Clinical Neurophysiology and
Electrodiagnostic Medicine
Gastroenterology
General Surgery
Neonatal Paediatrics
Paediatric Surgery
Pulmonary Medicine

Quality Policy Statement

We, at the Aga Khan University Hospital:

- Provide compassionate, ethical, accessible and high quality care that meets the needs or expectations of our patients, their families and others whom we serve.
- Provide a work environment that fosters motivation and commitment in our staff.
- Enable leadership in education and research that improves the health of the people in Pakistan.

New Facilities Lead Expansion

AKU's diverse health, education and social welfare initiatives continually lead to the development of new programmes, which require additional facilities. The University is generously supported by a large number of national and international donors, whose assistance has enabled it to achieve this objective through the funding and construction of several new buildings, all of which were completed within budget and ahead of time.

The Ibn Ridwan Building, constructed to house the staff and students of the Department of Community Health Sciences, was completed in August 1999, and exponentially improved the work environment of this very important element of medical education at the University. The building was funded by a Rs. 148 million (US\$ 3 million) donation from the Ismaili Health Professionals of Canada.

The Rs. 148 million (US\$ 3 million) Juma Building for research, funded by an anonymous donor, was completed in September 1999, and fulfills the important need for additional research space on campus. With state-of-the-art equipment, and the sophisticated Bio-Safety Level III laboratory, the Juma Building is the first of its type of research facility in the country. This resource is expected to promote research and attract research-oriented faculty to the University.

The Sports and Rehabilitation Centre was completed in November 1999, eight months ahead of schedule and within budget. It also provides patient rehabilitation facilities, which include six consulting clinics and special equipment. It will considerably enhance patients' recovery following orthopaedic, cardiac and neurological injury and illness. The sports facility offers an Olympic-size swimming pool, a 120 ft. x 120 ft. gymnasium, weight training and aerobics rooms, tennis courts, squash courts, volleyball



The laboratory in the Juma Building : the only one of its kind in Pakistan.

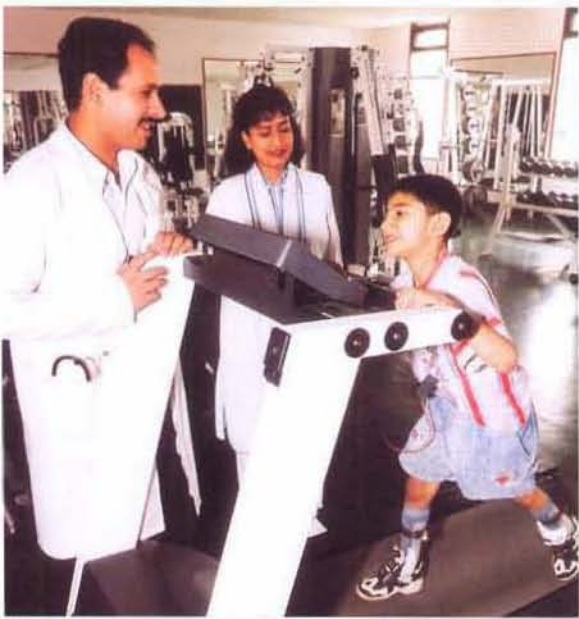


The new Ibn Ridwan building houses the Community Health Sciences Department.

New Facilities Lead Expansion

courts, cricket and football fields and a jogging track. The Centre stretches over 12 acres and cost Rs. 295.5 million (US \$ 6 million) to construct. Half this amount was contributed by over 50,000 young people from 30 countries, with His Highness the Aga Khan matching their generous support.

The expansion of AKU-IED's Professional Development Centre (PDC) was completed in April 1999. The Centre, which provides facilities for the rapidly growing teacher training programme, added a second floor to the existing building. The expansion was primarily funded by the Commission of European Communities.



Jean-Luc Roy

A young patient is encouraged during his rehabilitation programme in the Weight Training Room at the Sports and Rehabilitation Centre.



Jean-Luc Roy

Patients as well as students, faculty, staff and their families enjoying the Olympic-size swimming pool.

National & International Donor Support

The University considers itself fortunate to have the generous support of its many donors, who provide it with the opportunity for further growth. Donor support also makes possible the continued operation of the University's Patient Welfare and Educational Support Programmes. Given the context of the social and economic environment in which the University operates, these programmes make a significant impact on the lives and education of many deserving individuals, and contribute to the University's philanthropic mission.

Corporate Sector Assistance Sustains Programmes

The funding for the Patient Welfare and the Educational Support Programmes is met from the income of endowments built up through generous contributions from donors nationally and internationally. However, with growing needs on both fronts, AKU turned to the national corporate sector for further support. In 1999, a Resource Development Committee, comprising leading members from the finance, power, agriculture and trade sectors was appointed, under the chairmanship of Mr. Munnawar Hamid, OBE, Chairman and Chief Executive, ICI. The corporate sector's response was remarkable and, in a short period, the committee received pledges of more than Rs. 20 million (US \$ 406,000). In addition to the Patient Welfare and Educational Support Programmes, an appeal was made for contribution to AKUH's Nuclear Medicine diagnostic services and was equally well-supported. AKU gratefully acknowledges the magnanimous assistance of the corporate community.

International Patronage for New Ambulatory Care Facility

Day surgery is increasingly becoming an important component of surgeries performed at AKUH. To cater to the growing demand, there was an urgent need to enhance the capacity of outpatient care. A project was developed, and following approval by the Board of Trustees, it was shared with a donor. The Nazerali Walji Family of Canada, agreed to make a pledge of Rs.150 million (US \$ 3 million) towards the Ambulatory Care Building (ACB).

With a built-up area of some 24,000 square feet, the ACB will mainly comprise of consulting clinics and ancillary facilities to support the clinics. In its first phase, the ACB will house 31 clinics for cardiology, medicine, and Executive Clinics. In addition, there will be outpatient cardio-pulmonary diagnostic services, nuclear imaging, a laboratory specimen collection unit, a basic radiology room and a pharmacy.



Generous donor support makes possible the University's welfare programmes.

National Corporate Sector Support

"The Aga Khan University is a truly national institution, and has a major impact on the health and education sectors of Pakistan. It extends its services to all sections of our society, and therefore it is fair to expect each one of us to support and participate in its development and excellence, according to ability and status in life. Given the great significance of the institution, I was honoured to have been given this opportunity to make my contribution towards its noble objectives."



Mr. Munnawar Hamid, Chair, Resource Development Committee, AKU; Chairman and Chief Executive, ICI, Pakistan; Trustee, Lahore University of Management Sciences; Director of Social Policy and Development Centre; Member, Economic Advisory Board, Government of Pakistan; Director, OGDC and United Bank.

Mr. Hamid chairs a committee of 14 members who work enthusiastically as a team to achieve their self-assigned target of Rs. 50 million (US \$ 892,000) in donations by the end of 2000, of which Rs. 20 million (US \$ 406,000) was met in 1999.

Alumni Support



Dr. Asad Abbas, presenting Dr. Shamsh Kassim-Lakha with the Class of 1989's contribution.

Audio Visual Library, AKU

In recent years as alumni have assumed professional careers, AKU is fortunate to have their involvement and support. They have contributed to the growth of the University and its many programmes. This assistance has ranged from monetary donations to a longer-term commitment through the acceptance of faculty positions.

By the end of 1999, there were 63 alumni holding full time permanent faculty positions. The following alumni returned from overseas to AKU during the year to be part of the faculty:

- Dr. Sajid A. Hameed Dhakam '90
Assistant Professor, Cardiology
- Dr. Syed Moinuddin Jilani '90
Assistant Professor, Medicine
- Dr. Azam Ali '88
Assistant Professor, Ophthalmology
- Farhana Madhani '90
Assistant Professor, Adult/Child Health Nursing
- Maleka M. Virani '94
Instructor, Adult/Child Health Nursing
- Laila S. Pirani '95
Instructor, Adult/Child Health Nursing
- Mola Dad Mohammad Shafa '96
Senior Instructor, AKU-IED

Medical College Class of 1989 Appreciates Alma Mater

The Class of 1989 of the AKU Medical College celebrated its tenth reunion by generously pledging a donation of Rs. 1.625 million (US \$ 33,000) to financially assist medical graduates in pursuing their postgraduate studies. Through this magnanimous gift, the Class of 1989, the second to graduate from the Medical College, hopes to contribute significantly to the growth and development of its *alma mater* and set an example for others to emulate.

In principle, the grant will be given to graduates who were recipients of financial assistance in their five years at the Medical College and plan to pursue their postgraduate studies in Pakistan.

The gift was officially presented to the President of the University, Dr. Shamsh Kassim-Lakha, at the Awards Ceremony on November 12, 1999. Dr. Kassim-Lakha expressed gratitude on behalf of the University for this generous gift and hoped that it would set the important tradition of alumni support for the institution that is essential for the long term progress of the University.



Jean-Luc Roy

New applicants to the University benefit from alumni contributions.

Overview

The University continued to progress in spite of 1999 being a turbulent year both on the economic and political fronts. Anticipating the difficult conditions, careful and strategic management enabled the University to respond to situations of uncertainty. This was complemented by the implementation of a major austerity drive that resulted in a year-long resource management plan to realize noteworthy operational efficiencies.

The University's expenditure grew by 12 percent to Rs. 2,382 million (US \$ 48.4 million) in 1999. Revenues more than matched this growth, with an increase of 17 percent to Rs. 2,440 million (US \$ 49.6 million), enabling the University to self-finance some of its on-going capital requirements.

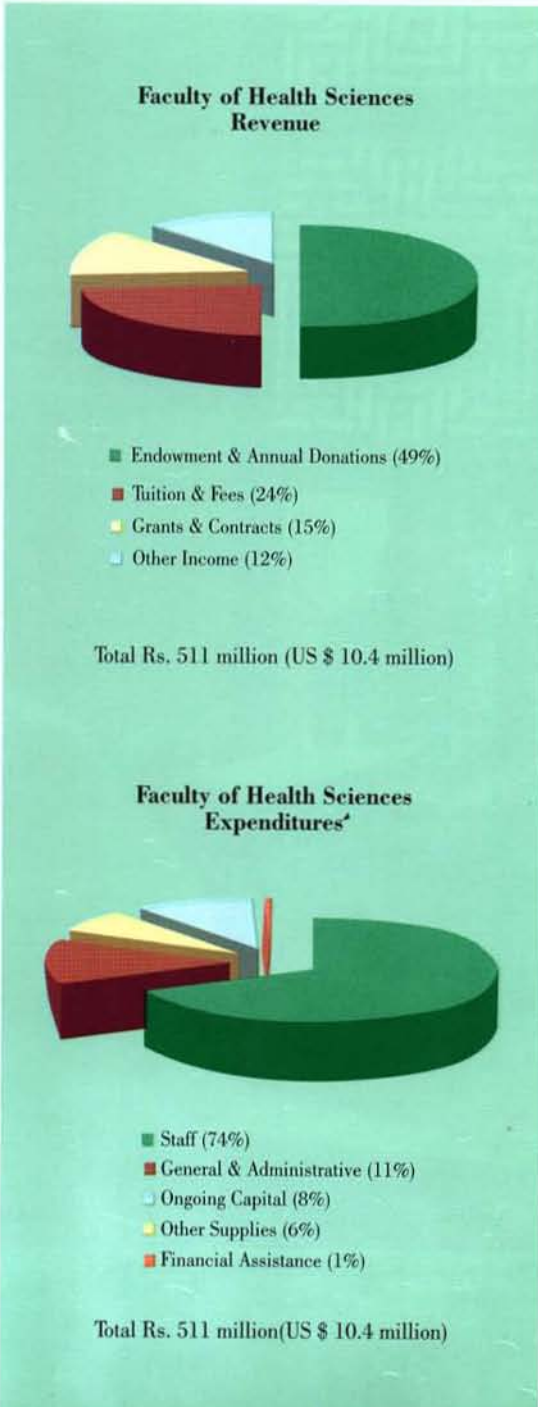
Endowment income and annual donations continued to be an important source of funding for the University, allowing the smooth continuation of the Educational Support and Patient Welfare Programmes. In 1999, income from endowments and annual contributions funded 49 percent of the expenditures of the Faculty of Health Sciences, as well as the Hospital's entire Patient Welfare Programme. Three major donor funded buildings were completed during the year.

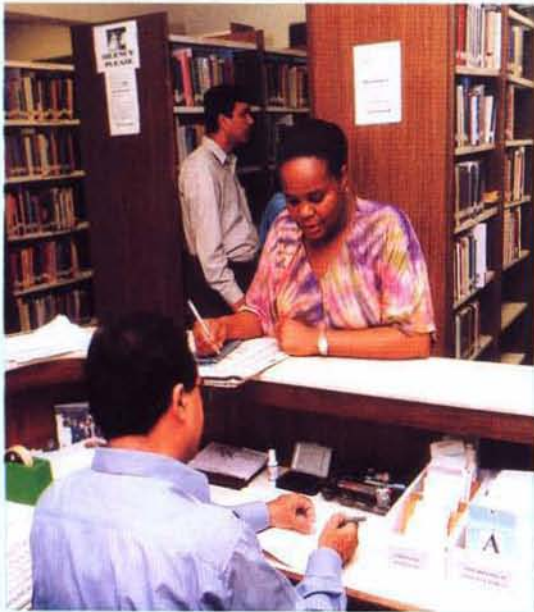
The Faculty of Health Sciences

The programmes undertaken by the Faculty of Health Sciences (FHS) continued to grow at a steady pace with expenditure rising to Rs. 511 million (US \$ 10.4 million), an increase of 17 percent over 1998. Consistent with other educational institutions, a major component (74 percent) of the expenditure related to faculty and staff costs.



The donor supported student assistance programme keeps the University accessible to students from all social economic groups.





The enrollment of international students furthers the outreach of the Institute for Educational Development.

Jean-Luc Roy

Financial Highlights

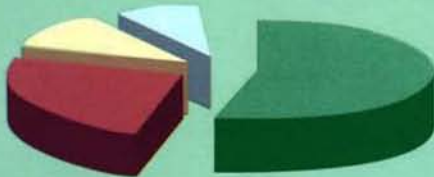
As in previous years, endowment income provided 49 percent of the total expenditure, making it the single largest source of contribution to FHS operations. Tuition for students has remained heavily subsidized and after accounting for direct financial assistance to those in need, income from tuition fees contributed only 23 percent of total expenditure, leaving grants and other income to make up the balance.

Institute for Educational Development

The many new and expanded activities of AKU-IED during the year resulted in an increase in expenditure of 18 percent to Rs. 123 million (US \$ 2.5 million), a large portion (73 percent) of which was covered by the first phase funding from the four core granting agencies: the European Commission (54 percent), the Canadian International Development Agency (26 percent), the Aga Khan Foundation (11 percent) and the United Nations Development Programme (9 percent).

Based on its significant achievements during the first six years, AKU-IED is in the process of consolidating existing programmes and establishing new ones for its next phase of development, beginning in 2001. Planning is underway to seek long-term grants to sustain the operations in phase II. Based on the evaluations undertaken in 1999, donor agencies, satisfied with the achievements of AKU-IED, have expressed their willingness to consider funding for the second phase.

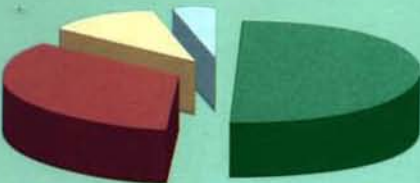
The Aga Khan University Institute for Educational Development Funding Sources



- EC (54%)
- CIDA (26%)
- AKF (11%)
- UNDP (9%)

Total Rs. 123 million (US \$ 2.5 million)

The Aga Khan University Institute for Educational Development Expenditures



- Staff (51%)
- General & Administrative (35%)
- Supplies & Consumables (10%)
- Ongoing Capital (4%)

Total Rs. 123 million (US \$ 2.5 million)

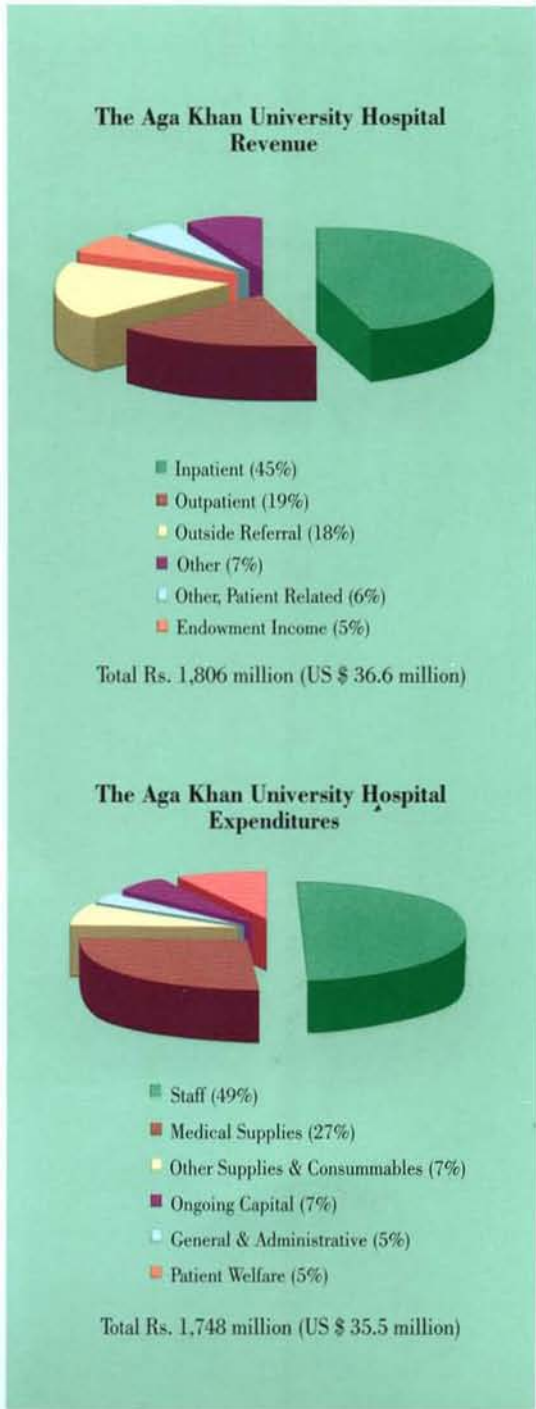
The University Hospital

Hospital finances continued to show stability, mainly due to an increase in patient volumes, with total revenue increasing by 17 percent to Rs. 1,806 million (US \$ 36.6 million). The rise in operating expenses, on the other hand, was contained at 10 percent, Rs. 1,748 million (US \$ 35.5 million). This includes financial assistance of Rs. 85 million (US \$ 1.7 million) provided to needy patients, through the Hospital's Patient Welfare Programme.

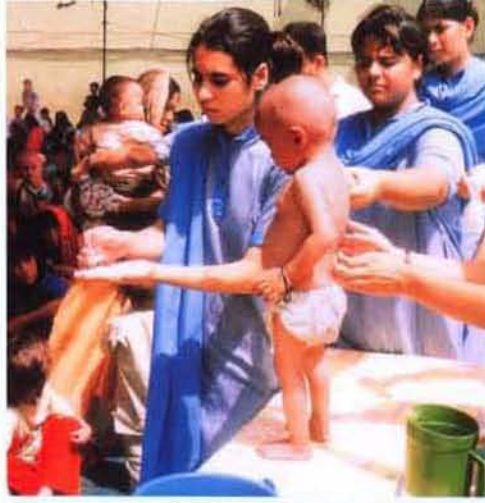
As well as meeting its operational costs, the Hospital continued to fund its ongoing capital requirements, and noteworthy contributions to the academic programmes of the Faculty of Health Sciences.



The Aga Khan University Hospital provided high quality medical care to 29,500 inpatients and 369,000 outpatients in 1999.







THE AGA KHAN UNIVERSITY

Stadium Road, P.O. Box 3500, Karachi 74800, Pakistan
 Tel: 92-21-493-0051 Fax: 92-21-4934294
 e-mail: public.affairs@aku.edu