



Management in Agha Khan development Net work

AKDN

اداره شبکه انکشافی آغاخان



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1. The organization and coordination of the activities of a business in order to achieve defined objectives.

Management is often included as a factor of production along with, machines, materials, and money. According to the management guru Peter Drucker (1909-2005), the basic task of management includes both marketing and innovation. Practice of modern management originates from the 16th century study of low-efficiency and failures of certain enterprises, conducted by the English statesman Sir Thomas More (1478-1535). Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives of that policy.

2. The directors and managers who have the power and responsibility to make decisions and oversee an enterprise. The size of management can range from one person in a small organization to hundreds or thousands of managers in multinational companies. In large organizations, the board of directors defines the policy which is then carried out by the chief executive officer, or CEO. Some people agree that in order to evaluate a company's current and future worth, the most important factors are the quality and experience of the managers.



His Highness the Aga Khan

His Highness the Aga Khan, the Chairman of the Aga Khan Development Network, became Imam (spiritual leader) of the Shia Imami Ismaili Muslims on July 11, 1957 at the age of 20, succeeding his grandfather, Sir Sultan Mahomed Shah Aga Khan. He is the 49th hereditary Imam of the Shia Imami Ismaili Muslims and a direct descendant of the Prophet Muhammad (peace be upon him) through his cousin and son-in-law, Ali, the first Imam, and his wife Fatima, the Prophet's daughter. Son of Prince Aly Khan and Princess Tajuddawlah Aly Khan, the Aga Khan was born on December 13, 1936, in Geneva. He spent his early childhood in Nairobi, Kenya, and then attended Le Rosey School in Switzerland

for nine years. He graduated from Harvard University in 1959 with a BA Honors Degree in Islamic history.

Like his grandfather Sir Sultan Mahomed Shah Aga Khan before him, the Aga Khan has, since assuming the office of Imam in 1957, been concerned about the well-being of all Muslims, particularly in the face of the challenges of rapid historical changes. In Islam's ethical tradition, religious leaders not only interpret the faith but also have a responsibility to help improve the quality of life in their community and in the societies amongst which they live. For His Highness the Aga Khan, this has meant a deep engagement with development for over 50 years. Building on institutions started by his grandfather, the Aga Khan created the agencies of the AKDN as a contemporary endeavour of the Ismaili Imam to realise the social conscience of Islam through institutional action. For more information on the AKDN, please see the About AKDN page and the Frequent Questions page.

View of Islam

The Aga Khan has emphasised the view of Islam as a thinking, spiritual faith, one that teaches compassion and tolerance and that upholds the dignity of man, Allah's noblest creation. In the Shia tradition of Islam, it is the mandate of the Imam of the time to safeguard the individual's right to personal intellectual search and to give practical expression to the ethical vision of society that the Islamic message inspires. Addressing, as Chairman, the International Conference on the Example (Seerat) of the Prophet Muhammad in Karachi in 1976, the Aga Khan said that the wisdom of Allah's final Prophet in seeking new solutions for problems which could not be solved by traditional methods provides the inspiration for Muslims to conceive a truly modern and dynamic society, without affecting the fundamental concepts of Islam.

The Ismailis

During the course of history, the Ismailis have, under the guidance of their Imams, made major contributions to the growth of Islamic civilisation. The University of Al-Azhar and the Academy of Science, Dar al-Ilm, in Cairo and indeed the city of Cairo itself, exemplify their contributions to the cultural, religious and intellectual

life of Muslims. Among the renowned philosophers, jurists, physicians, mathematicians, astronomers and scientists of the past who flourished under the patronage of Ismaili Imams are Qadi al-Numan, al-Kirmani, Ibn al-Haytham (al-Hazen), Nasir e-Khusraw and Nasir al-Din Tusi.

Achievements of the Fatimid Empire

Achievements of the Fatimid Empire dominate accounts of the early period of Ismaili history, roughly from the beginnings of Islam through the 11th century.

Named after the Prophet's daughter Fatima, the Fatimid dynasty created a state that stimulated the development of art, science, and trade in the Mediterranean Near East over two centuries. Its centre was Cairo, founded by the Fatimids as their capital. Following the Fatimid period, the Ismaili Muslims' geographical centre shifted from Egypt to Syria and Persia. After their centre Alamut (in Persia), fell to Mongol conquerors in the 13th century, Ismailis lived for several centuries in dispersed communities, mainly in Persia and Central Asia but also in Syria, India and elsewhere. In the 1830s, Aga Hassanaly Shah, the 46th Ismaili Imam, was granted the honorary hereditary title of Aga Khan by the Shah of Persia. In 1843, the first Aga Khan left Persia for India, which already had a large Ismaili community. Aga Khan II died in 1885, only four years after assuming the Imamate. He was succeeded by the present Aga Khan's grandfather, and predecessor as Imam, Sir Sultan Mahomed Shah Aga Khan.

A Tradition of International Service

In recent generations, the Aga Khan's family has followed a tradition of service in international affairs. The Aga Khan's grandfather was President of the League of Nations and his father, Prince Aly Khan, was Pakistan's Ambassador to the United Nations. His uncle, Prince Sadruddin Aga Khan, was the United Nations' High Commissioner for Refugees, United Nations' Coordinator for assistance to Afghanistan and United Nations' Executive Delegate of Iraq-Turkey border areas.

The Aga Khan's brother, Prince Ayn, joined the United Nations Secretariat, Department of Economic and Social Affairs following his graduation from Harvard in 1965. Since 1968, Prince Ayn has been closely involved with the

governance of the principal development institutions of the Imamate. He is Director of the Aga Khan Foundation (AKF) and a member of the Board of the Aga Khan Fund for Economic Development (AKFED) and Chairman of its Executive Committee. Prince Ameen was also deeply involved in the establishment and the development of the Tourism Promotion Services (TPS). He is also a Director of the Aga Khan Trust for Culture (AKTC).

The Aga Khan's eldest child and daughter, Princess Zahra, graduated from Harvard in 1994 with a BA (Honours) Degree in Development Studies, and is the Head of the Social Welfare Department (SWD). She has policy and management responsibility for the health, education, and planning and building service companies of the Aga Khan Development Network (AKDN). She also plays a key policy role with respect to the other social development institutions of the Network.

Prince Rahim was born on 12 October 1971, in Geneva, Switzerland, and is the second of His Highness the Aga Khan's four children. Prince Rahim is an executive Director of the Aga Khan Fund for Economic Development (AKFED) -- the economic development arm of the Aga Khan Development Network (AKDN). A graduate of Brown University, Rhode Island, USA with a Bachelor of Arts Degree in Comparative Literature awarded in 1996, Prince Rahim received his secondary education at Phillips Academy, Andover, Massachusetts. In 2006, Prince Rahim completed an executive development programme in Management and Administration at the University of Navarra IESE Business School in Barcelona, Spain. Prince Rahim travels regularly to Asia and Africa to oversee the industrial plants, hotel properties and financial institutions, including microfinance programmes, of the Aga Khan Development Network.

The Aga Khan's second son, Prince Hussain, graduated from Williams College (USA) with a Bachelor of Arts degree and has a Master of International Affairs degree from Columbia's School of International and Public Affairs (SIPA) where his main area of study was Economic and Political Development with a regional focus on the Middle East and North Africa.

His youngest son Prince Aly Muhammad was born in 2000.

Recognition for the Aga Khan's Work

Over the years, the Aga Khan has received numerous decorations, honorary degrees, and awards in recognition of the various dimensions of his work. He has received civilian decorations on one or more occasions from the governments of France, Portugal, Côte d'Ivoire, Upper Volta, Madagascar, Iran, Pakistan, Italy, Senegal, Morocco, Spain, and Tajikistan. In October 1998, on the occasion of the Award Ceremony of the Aga Khan Award for Architecture, he was presented with the Gold Medal of the City of Granada.

His Highness has been awarded honorary degrees by universities throughout the world. He has also received numerous awards and prizes from various professional organisations in recognition of his work, ranging from nursing to architecture.

The title His Highness was granted by Her Majesty the Queen of Great Britain in 1957, and His Royal Highness by His Imperial Majesty the Shah of Iran in 1959.

AKDN Workplace Wellness Programme: Programme Management:

The AKDN Workplace Wellness Programme is planned and implemented by the individual AKDN agencies/companies through the staff of their human resource departments. The organizational arrangement aims at a highly sustainable structure through minimal external coordination and management. Each participating agency nominates a ‘*driver*’ as a central contact person; s/he has overall responsibility for implementing the workplace policy and organizing/coordinating the wellness activities and trainings. In addition, trained Wellness Champions at each company/agency actively promote wellness activities. A programme implementation committee is responsible for identifying the programme’s strategic direction and defining the activities appropriate for the agency/company by using a standardized self-assessment and planning tool and making sure that the programme stays focused and achieves the expected results. Each agency/company participates as a member in the National Facilitation Team (NFT) which forms the working group in each country, also called a ‘*chapter*’. The NFT assists the individual agencies/companies to prepare chapter and country-level management guidelines for implementing and adapting the policy to accommodate the legal requirements and social-cultural context of the country.

A Workplace Wellness Programme Manager at regional level, financed by AKF, provides overall guidance and coordination for the programme in East Africa and Mozambique. He organizes the regional and chapter-level workshops and training programmes, introduces self-assessment and planning tools, and oversees the

overall monitoring and evaluation of the programme results. The Programme Manager of the AKDN Workplace Wellness Programme is based at the Aga Khan University, Nairobi, Kenya.

Monitoring and Evaluation System

The Monitoring and Evaluation system ensures that the progress of the programme is carefully followed-up and that outputs and achievements of the programme are measured over time. Monitoring and Evaluation is based on a coherent process, largely implemented by the Wellness Drivers at each of the participating companies/agencies that documents the progress and impact of the programme.

A Knowledge, Attitude and Practice (KAP) survey was carried out in 2009 across all AKDN institutions in Kenya. The survey was undertaken to establish baseline information on HIV/AIDS knowledge, attitudes and practices of AKDN employees. A second KAP survey was carried out in 2011 across all AKDN institutions in Kenya, Uganda, Tanzania and Mozambique to provide baseline data for the new Workplace Wellness Programme and to measure outcomes and impacts of the programme in terms of physical, psychosocial, and financial wellness indicators.

Development approach :

AKF has helped to pioneer the Multi-Input Area Development (MIAD) approach, which leverages the capabilities of multiple AKDN agencies (and as is the case for AKF, multiple thematic areas of focus within each agency) in order to deliver social, economic and cultural interventions together in the targeted geographies to accelerate development over time. MIAD allows efforts to reach fruition, creates the basis for sustainable growth in remote regions and builds links with public and private sector partners. Over time, economic drivers embedded within these efforts generate revenues that communities can utilise for development.

AKF's programmes have historically focussed on rural areas, especially within resource-poor, degraded or remote places. Enabling people in these areas to create the services they need and receive access to the opportunities they want is particularly important for AKF. AKF programmes typically link elements such as rural savings and credit, natural resource management, productive infrastructure development, increased agricultural productivity and human skills development, with a central focus on community-based participation and decision-making. The

ultimate objective is to enable community members to undertake well-informed activities for sustainable and equitable development.

The first such effort began with AKRSP in the remote northern areas of Pakistan, an impoverished and rugged region which was isolated and bypassed by developments elsewhere. AKRSP's challenge was forming sustainable, inclusive processes of development in which diverse communities could participate in creating joint solutions to common problems. In response, AKRSP has successfully tested participatory approaches to planning and implementation of development in rural areas, including the mobilisation of rural savings and the provision of microcredit; the application of cost-effective rural infrastructure development; institution and capacity building; and models for public-private development partnerships. The model has helped shape activities elsewhere.

Central to AKF's efforts have been inclusive, community-based development approaches, whereby local organisations identify, prioritise and implement projects with AKF's assistance. Once community organisations have started providing services, AKF expands the programme through establishing village organisations elsewhere. AKF then brings them into federated structures and links them with local governments through collaboration on development issues. It also provides fund-raising advice and contacts through its civil society activities.

Most AKF activities are implemented by effectively managed, local organisations interested in testing new solutions, in learning from experience and in being agents of lasting change. However, if no established group exists, AKF occasionally establishes new organisations to tackle particularly important issues. AKF generally maintains long-term involvement in building social institutions, and thus is able to make commitments to communities as well as carry through changes in attitudes, behaviours and organisational abilities, which require a longer time horizon.

Learning and evaluation

AKF projects are designed to contribute lessons towards understanding complex issues and identifying potential solutions for adaptation to conditions in different regions. AKF measures success when beneficiaries report improvements in their lives, and when the processes which led to these improvements serve as useful models in other places. Wherever relevant, approaches are tested primarily in rural settings but also in some urban settings, and within different cultural and geographic environments.

Evaluation and dissemination are equally essential. International teams, collaboratively with implementers, conduct reviews at agreed intervals in the project cycle. The conclusions are shared with AKF affiliates, beneficiaries and interested governmental and non-governmental organisations. Valuable lessons are brought to the attention of policymakers to enhance decision making, and to the public to raise awareness of important issues facing developing countries.

Information for partners

The Foundation is largely an implementing organisation rather than a grant-making foundation. It receives grant funding from numerous development agencies, private foundations and corporations; raises funds locally in annual events in North America and Western Europe; and receives funding from His Highness the Aga Khan. In addition, an endowment contributes towards its operating costs.

When AKF does make grants or pursue collaborations, they are generally targeted to grassroots organisations testing innovative approaches in the field to specific development problems within AKF's focus. AKF units are field-based, so queries are best sent directly to country offices. Please see the following web page for more information and criteria about the grant-making process, including the addresses of our country offices: http://www.akdn.org/akf_grantees.asp.

Thematic areas and objectives:

AKF focusses on five thematic areas: **rural development, health, education, civil society and the environment**. Its activities are intended to improve the quality of life of beneficiary communities by assisting in the struggle against hunger, disease, illiteracy, ignorance and social exclusion. AKF's objectives for its programming include as follows:

- Make it possible for the poor to act in ways that lead to long-term improvements in their income and health, in the education of their children and in the environment;
- Provide communities a greater range of choices and the understanding necessary to undertake informed actions;
- Enable beneficiaries to develop confidence and competence to participate in the design and operation of activities that affect the quality of their lives; and
- Put institutional, management and financial structures in place to ensure activities are sustainable without AKF assistance within a reasonable timeframe.

Geographic areas of focus:

AKF is largely a field-based organisation with programme units located in Afghanistan, Bangladesh, Egypt, India, Kenya, the Kyrgyz Republic, Madagascar, Mali, Mozambique, Pakistan, Portugal, Russia, Syria, Tajikistan, Tanzania and Uganda; resource mobilisation offices in Canada, the United Kingdom and the United States; and headquarters based in Geneva, Switzerland. In Asia, Africa and the Middle East, activities are most often concentrated in rural communities in mountainous, coastal and other remote, resource-poor areas. In Europe, urban peripheries are targeted to address challenges commonly faced by new and often poor immigrant communities. In every context in which it works, the Foundation's efforts are coordinated not only with those of other AKDN agencies, but also with local, national and international partners in order to bring to bear a full package of multiple activities that can spark a long-term process of positive change for these communities and, ultimately, improve their overall quality of life.

The Foundation's oldest country programme is in Pakistan, where many of its activities are undertaken by the Aga Khan Rural Support Programme (AKRSP). The largest country programme is in Afghanistan. Within every developing country context, AKF chooses to focus on certain regions. Criteria for undertaking activity include special needs in impoverished environments as well as the presence of capable implementing organisations. It normally engages a volunteer base locally in order to ensure knowledgeable and culturally sensitive management of local affairs.



Aga Khan Health Services(AKHS)

Quality Health Care

With community health programmes in large geographical areas in Central and South Asia, as well as East Africa, and over 200 health facilities including nine hospitals, the **Aga Khan Health Services (AKHS)** is one of the most comprehensive private not-for-profit health care systems in the developing world. Building on the Ismaili Community's health care efforts in the first half of the 20th

century, AKHS now provides primary health care and curative medical care in Afghanistan, India, Kenya, Pakistan, and Tanzania, and provides technical assistance to government in health service delivery in Kenya, Syria and Tajikistan.

SPOTLIGHT ON HEALTH:

Among Afghan women of childbearing age who die each year, almost half die from complications during pregnancy and childbirth. Nearly 90 percent of these deaths are preventable.

Foundation Laying Ceremony for the New Bamyan Provincial Hospital

22 April 2013 - The Foundation Laying Ceremony marking the start of construction of the new Bamyan Provincial Hospital (BPH) was held on 18 April 2013 in Bamyan. The BPH will offer an additional 86 beds for pediatric, obstetric and gynecologic care in a region where women's access to healthcare has been severely limited

Update on FOCUS and AKDN response to Pakistan Floods

03 September 2010 - Focus Humanitarian Assistance (FOCUS) Pakistan has been actively involved in response and relief efforts following continued rains and massive floods affecting various parts of the country.

National Energy Globe Award for Aga Khan Planning and Building Services in Pakistan

06 June 2010 - The Aga Khan Planning and Building Service's (AKPBS,P) Water and Sanitation Extension Programme (WASEP) in Pakistan was awarded a national Energy Globe Award during a ceremony marking UN World Environment Day. The award recognises projects that "make careful and economical use of resources and employ alternative energy sources".

Introduction:

AKHS is one of three agencies of the Aga Khan Development Network (AKDN) that support activities in the field of health, the others being the Aga Khan

Foundation (AKF), and the Aga Khan University (AKU). It works closely with both of these agencies on planning, training, and resource development and with the Aga Khan Education Services and the Aga Khan Planning and Building Services (AKPBS) on the integration of health issues into specific projects.

AKHS is organised into national service companies in Afghanistan, India, Kenya, Pakistan, Syria, Tajikistan, Tanzania, and Uganda. The Social Welfare Department (SWD) located within the Secretariat of the Aga Khan in France, co-ordinates the activities of the service companies through five-year plans, ten-year projections, annual budget submissions, and the provision of technical assistance. They are also linked internationally through network-wide strategies in human resource development, hospital management, nursing development, and primary health care. While strengthening its institutions and the links between them, each health service company also joins government health services and other providers in building effective national health systems.

Programmes designed to reach vulnerable groups

AKHS's community health programmes are designed to reach vulnerable groups in society, especially child-bearing women and young children, with low-cost, proven medical technologies: immunisation, systematic prenatal care, aseptic deliveries, and oral rehydration therapy for diarrhoeal disease. Experience with Public Health Centres within the Aga Khan Development Network has confirmed both the efficacy of primary health care in improving health status, and its cost-effectiveness.

In AKHS's approach to health services, primary health care and prevention are considered as steps towards improved health status that must be linked to the availability of high quality medical care. To complement its work in primary health care, AKHS offers curative services in institutions ranging from dispensaries through health centres to full-service hospitals. At each level of care, the AKHS focus is on providing services that are needed and wanted by the community and on building linkages within the system. It also aims to ensure a quality of care that significantly raises local standards. Quality control in laboratory diagnosis, appropriate documentation in medical records, regular supply of pharmaceuticals and continuing education of nurses and doctors are some of the practices that AKHS emphasises in its approach to institutional development.

Major initiatives:

AKHS's overall major initiatives currently include:

- Assisting communities to develop, manage, and sustain the health care they need.
- Providing accessible medical care in modern, efficient, and cost-effective facilities.
- Working in partnership with other agencies in the development of communities and the enhancement of their health.
- Educating physicians, nurses, and allied health professionals.
- Conducting research relevant to environments in which AKHS institutions exist.
- Contributing to the development of national and international health policy.

Governance and management:

In each country of operation, AKHS registers a National Service Company as a not-for-profit, non-governmental agency. Each company has a Board of Directors, Chairman and directors some or all of whom are appointed by the sponsoring company, Aga Khan Health Services S.A., a not-for-profit organisation registered in Switzerland. Governing bodies and regional, community, and institutional committees are established to facilitate planning, operations, and funding activities of the national service companies. All directors serve as volunteers on an unremunerated basis. Typically, the board of each national service company is made up of eleven directors, of which nine are nationals, including the chairman. Each company board appoints a CEO who is responsible for the planning and management of all of the national service company's operations. The services, facilities, and programmes of the companies are funded through local fees charged for services, community support, international donors, as well as through contributions from His Highness. The Aga Khan Foundation assists the national service companies to seek funding and technical assistance from international and local donor agencies for appropriate development or service delivery initiatives.

Every company has a significant, on-going investment programme to develop both its management systems and the quality of its managerial and support staff. Network-wide, there is a strong emphasis on continuous quality improvement as a core organisational development strategy. This encompasses quality assurance, and preparation for accreditation either with a US-based hospital accreditation

programme or the UK-based King's Fund/National Health Service accreditation process. The total quality management methodology was introduced to AKHS in 1992 and remains an important activity. There is significant investment in human resource development at every level of each national service company.

All companies also have a significant, continuous investment programme in computer-based management information systems and electronic communications. They also have a strong internal audit function. Each board has an active audit committee and every company undergoes an annual external audit.

Strategies for financial self-sufficiency:

While taking care not to compromise its social mission, AKHS encourages an entrepreneurial approach by national service companies in all of their operations. All AKHS community health programmes and services have strategies to achieve financial self-sufficiency. For poorer communities, this may require a timeframe of 15 years or more, but a strategy is developed for each programme to achieve financial self-sufficiency as soon as the economic status of the community served is likely to permit this.

East Africa

A young boy receives a polio vaccine at the mobile clinic set up by the AKHS project team (Photo: Jean-Luc Ray/AKF) Providing high quality health care and raising the health status of people in East Africa are the broad goals of the Aga Khan Development Network for the health sector. They are addressed through an emphasis, in current projects, on health systems development, strengthened by new regional programmes and investments. AKHS has facilities in Kenya and Tanzania that provide over 400,000 patients per year with care in both rural and urban, and preventive and curative contexts: its hospitals provide an increasingly comprehensive range of high-quality clinical services. The Aga Khan Foundation, with branches in Kenya, Tanzania, and Uganda, works with a variety of grantees, including AKHS, to improve the health of vulnerable population groups, especially mothers and children, and promote health services development on the national and regional levels. AKF and AKHS have been joined in their work in health care in East Africa by the Aga Khan University's Faculty of Health Sciences in the areas of health service delivery at the Aga Khan University Hospital in Nairobi (AKUH-N), professional training, especially for nurses, and epidemiological research.

The AKDN work in health care in East Africa aims to assist countries in the building of effective, sustainable health systems linking different kinds of services and levels of care. It has an especially significant role to play as a private provider of hospital care in long-established, growing local institutions.

History

The history of AKHS hospitals and health centres in East Africa begins with facilities in the cities and towns of the colonial period - a health centre which expanded into a maternity and nursing home in Dar es Salaam in the 1930s; maternity homes in Mombasa and Kisumu which became full-service hospitals in the 1950s; the Aga Khan Hospital in Nairobi (AKH-N), which opened in 1958 and is now one of the leading hospitals in the region ; it became an Aga Khan University Hospital in 2005. These institutions entered a new period of development when Kenya and Tanganyika gained independence in the 1960s. Today, AKDN operates six health centres and four hospitals in East Africa, including the leading private hospitals in Kenya and Tanzania. Through these hospital facilities, it has an urban presence which is unique in the region today, placing AKHS in a position to develop models of good practice through the delivery of high quality diagnostic and curative care, in-service training, care in the community, and public health services. The corporate clientele of its hospitals has given AKDN expertise in an important and neglected area of public health in the developing world - the promotion of workers' health.

Both AKUH-N and the Aga Khan Hospital in Dar es Salaam (AKH-Dar) have been expanded in recent years, including increases in the number of beds. The simultaneous expansion of ambulatory services and day care allows for the provision of more cost-effective care. Programmes for the development of clinical specialities, including cardiology, oncology, paediatrics, orthopaedics, and traumatology, are increasing the range of secondary and tertiary services which these hospitals are able to offer their patients.

The expansion programmes emphasise the introduction of new diagnostic services, which will improve the function of both hospitals as referral centres. High-quality, high-technology laboratory medicine and radiology services are enhancing the capability of AKH-Dar to provide referral services in Tanzania. AKUH-N is poised to develop as the institution of choice for referral for patients on the regional level, thus strengthening the whole health sector, and is closely linked with the AKUH in Karachi.

Community-based Primary Health Care

Along with this investment in hospital services, the AKDN work in the health sector in East Africa also entails a commitment to developing effective approaches to disease prevention and health promotion. In a health system framework, care begins outside the hospital or health centre, with community-based primary health care. In the 1980s, AKHS and AKF created primary health care projects in Kisumu and Kwale, two rural districts in Kenya. The projects have trained people in the Kisumu and Kwale communities in primary health care technologies and management, and catalysed community-based efforts to increase safe water supplies. In other projects in Kenya and Zanzibar, AKF is working with government services to develop tools for health sector policy design and resource allocation. AKDN's international experience in primary health care management and information systems, acquired through its management advancement programme, is an important resource in this area. AKF is also supporting projects, which improve the health of vulnerable groups, like women, by enhancing their socio-economic status.

Assuring the sustainability of their services and improving access to them is a concern for all the AKDN health institutions and projects, from the PHC to the tertiary care level. Towards this end, user fees are set for all services, even the most highly subsidised. Hospitals use any operating surpluses to subsidise the increasing cost of care. Developing effective mechanisms for referral is another way of improving access. AKDN's current hospital expansion will improve referral processes through better diagnostic services at all levels. In a new region-wide strategy, AKHS is also offering an increasing range of services on the first level of care, including care in the community (for conditions which do not require hospitalisation), primary medical care, workers' health, health worker training and health systems research. The Community Health Department (CHD) of Aga Khan Health Service, Kenya (AKHS,K) works in partnership with community-based health and social organisations, Non-governmental Organisations (NGOs), and Ministry of Health where it provides support from the dispensary level through to the national level. It works to demonstrate effective provision of primary care services through capacity building (training), and development of efficient and useful Health Management Information System (HMIS) at household (community-based HIS) as well as facilities at all levels of care. The regional health programme also includes human resource and training components for personnel from other institutions in the region, both public and private, as well as AKDN own facilities. AKUH-N is becoming a major regional centre for post-graduate education programmes for nurses, as well as physicians. The Community-based health programme now consists of 29 members, including a Director, Project

Coordinators, Epidemiologists, Community Health Development Specialists, Data Managers and Support Staff.

Central Asia:

The Health Programme seeks to make a transition between the hospital-based curative care of the Soviet era to more community-based preventative care (Photo: Jean-Luc Ray/AKF)Tajikistan

Healthcare provision in Tajikistan has less to do with a shortage of facilities than with the need to rationalise the existing system and to improve quality. The combination of the break-up of the Soviet Union and stopping of subsidies, and the civil war of 1992-1997 hit especially the geographical area of Gorno-Badakshan, where AKDN started its health activities in 1997, hard. Health services, previously relatively generously financed had virtually no budget anymore. Moscow had invested heavily in the area and developed extensive health and education systems but at the same time, the society had become deeply dependent on Moscow for strategic direction and even survival. The 1990s saw a worsening of the health indicators, with a decline in life expectancy and increases in maternal and child mortality. The hospitals and health centres deteriorated, with buildings not repaired and much medical equipment unusable due to lack of spare parts, and no drugs or supplies. To achieve its vision of a sustainable, cost-effective health system accessible to all, Tajikistan's reform priorities include implementing effective public health measures; enhancing primary care; reducing duplication and increasing efficiency in the hospital system; building the capacity of the health professionals; and involving the community in developing and governing the system.

The issue for AKDN has been how to support the system in a situation where reform is the priority. Contrary to Northern Pakistan where AKDN had operated almost in exclusion of government policies and systems, the strategy in Gorno-Badakshan has been to work very closely with the government, given its pronounced presence, to help tune its capacities to a new situation and to support the system towards reform with the aim to improve access to quality of care and at the same time pay attention to financial sustainability.

AKHS has implemented, with support from AKF and international donor agencies, the active participation of the communities and in partnership with the Department of Health (DoH) of Gorno-Badakshan, a wide range of interventions in health promotion, facility rehabilitation and equipping, pharmaceutical procurement, distribution and sales, and training in new clinical and managerial practices.

Special attention is being given to "professionalising" nursing. All the programmatic interventions are designed to protect and promote the health status of the most vulnerable in Tajik society, i.e., women of reproductive age and children under five years of age, and to encourage the health ministry, within the oblast with its population of 220,000 that is directly targeted with this set of interventions, and throughout Tajikistan, to shift from a focus on curative care provided in general and specialised hospitals to an emphasis on primary and family care supported by facility-based services. Making use of this experience, AKHS is now expanding its community health programme into another geographical area of the country, Katlon.

Afghanistan:

The health status of the populations in Afghanistan is poor. After more than 20 years of war, the health infrastructure by the time of AKDN's entry in 2002 was negligible. AKDN's response in the health sector in Afghanistan so far has been a mix and match from its experience in Northern Pakistan and Tajikistan. In addition, the Ministry of Health in Afghanistan, supported by UN organizations, donors and NGOs including AKHS and AKF has formulated over the last two years a strategy which includes a basic package of core services, that any agency wishing to provide health services to Afghans must deliver first before adding any other services. At level 1, volunteer male and female community health workers (CHWs) are trained, supervised and given basic provisions by the AKDN and remunerated by the communities served. At levels 2 and 3, Basic Health Centres (BHC) provides for out-patient care, immunizations, normal deliveries, supervision of village-based community care with a recommended coverage at minimum of 10,000 people, and Comprehensive Health Centres (CHC) provides in addition to BHC complete obstetrical care coverage, emergency surgery, and has limited inpatient capacity; recommended coverage at minimum of 25,000 people are constructed or rehabilitated, managed and operated by AKDN on land donated by the communities to the Ministry of Health.

Seventeen BHCs and five CHCs are now operational in the provinces of Badakshan, Baghlan, and Bamyan as well as the provincial hospital in Bamyan. In the catchment areas of the health centres a health post is located in every village, and each health post is staffed by two CHWs- one male and one female. With these twenty-three facilities and trained CHWs in all villages a basic essential healthcare provision infrastructure is put in place for 340,000 people. Per capita payment arrangements with the government are the current policy direction in Afghanistan and allow AKDN to partly share the costs of service provision.

Pakistan:

History:

The first institution in the Aga Khan Health Service, Pakistan (AKHS,P) was a 42-bed maternity hospital - formerly known as the Janbai Maternity Home, which opened in Karachi in 1924. Today, while maintaining that early focus on maternal and child health, AKHS,P also offers services that range from primary health care to diagnostic services and curative care. It reaches over 1,1 million people in rural and urban Sindh, Punjab and Frontier, Northern Areas and Chitral. As the largest not-for-profit private health care system in Pakistan, its goal is to supplement the Government's efforts in health care provision, especially in the areas of maternal and child health and primary health care.

Funding

AKHS,P funds come from a variety of sources.. As a vital ingredient in social welfare systems, which aim to become self-sustaining, user fees are consistently set, even for the most highly subsidised services. This principle is actually serving to broaden access to AKHS,P services. When facilities become self-sustaining, AKHS,P uses any operating surpluses they generate to finance other programmes and to subsidise services to the very poor.

AKHS,P addresses the health problems of specific local populations in Pakistan. To do so more effectively, its health care system is decentralised, and the services it offers vary according to the needs of its five programme regions in Karachi, Sindh Punjab and Frontier, Northern Areas and Chitral.

In the rural areas of Pakistan where AKHS,P operates, reaching people in remote areas with primary health care services, especially the high-risk groups such as mothers and young children, continues to be a high priority, as is the provision of adequate diagnostic services, curative care, and referral services for the general population. AKHS,P operates 47 health centres in Karachi, 27 in other parts of Sindh, 14 in Punjab and Frontier, 33 in Northern Areas and 31 in Chitral.

In the North of Pakistan, AKHS,P has been implementing the Northern Pakistan Primary Health Care Programme since 1987. Working in partnership with local communities, the government, and other AKDN institutions, like the Aga Khan Rural Support Programme, the goal has been to find sustainable ways of financing and delivering primary health care in the high-mountain valleys. This has led to a village-based approach -- the designation of community health workers by the local village organisation, the training of these workers in community-based

disease prevention, and the reorientation of health professionals (government and private) to primary health care. Since it began, AKHS,P has trained 977 Community Health Workers and 967 Traditional Birth Attendants in the Northern Areas and Chitral.

Through this and related programmes, AKHS,P has been working to promote a new orientation of health services in Pakistan towards primary health care. Close collaboration with AKF and AKU has been the cornerstone of this endeavour. The three institutions are also collaborating in a drive to build health systems linking preventive and curative care efforts, as well as the different levels in the AKHS,P system, from the village health centre to the Aga Khan University Hospital in Karachi.

India:

The mission of the Aga Khan Health Service, India (AKHS,I) is to provide access to good quality, comprehensive health care and promote physical, social and mental well-being in the target population through a sustainable health care system, including a multi-speciality hospital, based on the principles of volunteerism and community participation. It strives to be an integrated health system recognised for its quality, volunteerism and innovative information, education and communication.

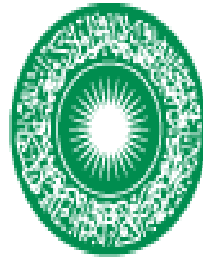
Organisation

From its base in Mumbai, the Community Health Division operates through a team of almost 1500 volunteers and 150 staff. Six Regional Health Boards and 32 Local Health Boards are responsible for programme implementation. The Local Health Boards manage preventive and promotive health services through outreach activities, which are delivered and implemented by lady health visitors and multi-purpose workers. There are a total of 281 health committees involved in health promotion and prevention which field staff visit regularly. There are 6 health centres, and two diagnostic centres. These facilities are located mainly in Gujarat.

The Community Health Division seeks to achieve its objectives by improving the health behaviour of the programme population in relation to hygiene, use of oral rehydration, immunisation, maternal care, risk factors for preventable non-communicable diseases, tuberculosis, information and services for child spacing. In each region a systems approach with a three-tier service is being adopted, integrating primary care (promotive, preventive, and basic curative), developing facilities for diagnostic and emergency care, and a referral mechanism for hospital care. Barriers to access to health services of a satisfactory quality are being

identified and will, if possible, be eliminated. At the primary care level, the focus has broadened from maternal and child health to family health. The focus of health promotion efforts is being extended to include the prevention of non-communicable diseases, AIDS and gender-sensitisation activities. Research priorities include risk factors for mental illness, influencing behaviour in relation to HIV, reproductive health and TB, and health financing. Improving human resource management is a priority. A training unit has been instituted to serve the needs of AKHS,I as well as to provide training for government and other NGOs.

Prince Aly Khan Hospital is a 137-bed multi-specialty acute care hospital that, by extending the range and quality of its clinical services, has become the hospital of choice for the local population within its catchment area in South Mumbai. The hospital is ISO 9002 certified -- perhaps the only one in Mumbai and Maharashtra to have such certification. Programme development is constrained by severe space restrictions and AKHS,I is planning the phased development of a 250-bed replacement hospital providing some sub-speciality services and having a major emphasis on ambulatory and intensive care. <http://hospitals.aku.edu>



THE AGA KHAN UNIVERSITY

Aga khan university (AKU)

Introduction:

Aga Khan University (AKU) provides higher education and develops research pertinent to Pakistan and the developing world at internationally accepted academic standards. Its overall mandate is to promote the welfare of the people of Pakistan and other developing countries. The University is chartered by the Government of Pakistan as an international university with the authority to operate programmes, branches and campuses anywhere in the world. An international

Board of Trustees governs AKU which currently has ten teaching sites in seven countries.

AKU's Faculty of Health Sciences was planned with the support of Harvard, McGill and McMaster Universities. It presently includes a Medical College and a School of Nursing, which are located together with their principal teaching site, Aga Khan University Hospital, on an 84-acre campus in Karachi. The University's Institute for Educational Development is located on its own purpose-built campus in Karachi. In November 2002, Government of Pakistan's approval was obtained through an Ordinance to establish Aga Khan University Examination Board to offer affordable, relevant and high quality secondary and higher secondary school examinations in Urdu and English to public as well as private schools. The Human Development Programme at AKU is dedicated to enhancing human development through a focus on Early Childhood Development.

AKU is rapidly becoming an international university in response to the mandate of its Charter, establishing teaching programmes in Pakistan as well as abroad. At the request of regional governments in East Africa, and with the assistance of institutions within the Aga Khan Development Network, AKU has initiated nursing and teacher education programmes Kenya, Tanzania and Uganda and is in the advanced stages of final accreditation by authorities in these countries.

In 2002, the University established its Institute for the Study of Muslim Civilisations (AKU-ISMC) in the United Kingdom. The Institute's goal is to strengthen research and teaching on the heritage of Muslim societies in all its historic diversity.

In Syria and Afghanistan, at the invitation of the two governments, AKU is engaged in providing innovative programmes for capacity development and technical assistance to aid the development of teachers and nurses.



Aga Khan Academies

In 2000, His Highness the Aga Khan initiated a programme for the establishment of an integrated network of schools, called **Aga Khan Academies**, dedicated to expanding access to education of an international standard of excellence. The Academies, which will educate young men and women from pre-primary through higher secondary education, are planned for key locations in Africa, the Middle East and Asia. The first such school, the Aga Khan Academy in Mombasa, began operating in August of 2003, the second, the Aga Khan Academy in Hyderabad, India, in 2011 and the third Aga Khan Academy in Maputo, Mozambique in 2013.
> Visit the Aga Khan Academies website

[Historic Agreement Signed between Province of Ontario and the Ismaili Imam](#)

25 May 2015 - His Highness the Aga Khan and Premier Wynne of Ontario signed an agreement between the Province of Ontario and the Ismaili Imam that sets a blueprint for cooperation in a number of areas including culture and education.

[Aga Khan Reviews Progress of Aga Khan Academy in Hyderabad, India](#)

11 April 2015 -

[Aga Khan Academy Selected as a Microsoft "Showcase School"](#)

14 November 2014 - The Aga Khan Academy, Mombasa has been selected by the Microsoft Corporation to be a Showcase School. This elite status is given to only 150 schools across 75 countries worldwide and the Academy is the only school in Eastern Africa and one of two schools in Sub Saharan Africa to be selected.

Introduction:

The conviction that home-grown intellectual leadership of exceptional calibre is the best driver of society's future development, and that many developing-country education systems are too engulfed by poverty and numbers to develop their talented young people, has led His Highness the Aga Khan to found a network of catalytic centres of educational excellence around the world, known as the Aga Khan Academies.

The Aga Khan Academies are founded on the underlying premise that what students know is no longer the most important measure of an education; the true test is the ability of students and graduates to engage with what they do not know and to find solutions. The premise holds that a school must not only prepare a graduate for his or her first job, but for a life of inquiry and learning in a world that will change rapidly and continuously. Whereas rote learning may prepare students for jobs that currently exist, an Aga Khan Academy education goes further to prepare young men and women to grasp opportunities in the future.

Located in countries in Africa, South and Central Asia, and the Middle East, the Aga Khan Academies are an integrated network of residential schools offering girls and boys an international standard of education from pre-primary to secondary levels with a rigorous academic and leadership-development experience.



Aga Khan Agency for Microfinance(FMFB)

Microfinance in East Africa

For more than 60 years, various agencies of the Aga Khan Development Network (AKDN) have offered microfinance services through integrated development programmes and self-standing microfinance institutions. Savings groups and revolving housing loans were offered by AKDN institutions as early as the 1950s. Later, the [Aga Khan Rural Support Programmes](#) (AKRSP) in India and Pakistan made savings groups a cornerstone of their integrated approach to development. These programmes, as well as others, helped start businesses, create jobs, build homes and finance house improvements, purchase seed and livestock, smooth over the impact of unforeseen health costs and make higher education possible. Today, these programmes have been brought together under the Aga Khan Agency for Microfinance (AKAM).

[FMFB Client Wins “Best National MicroEntrepreneur” Award](#)

30 July 2013 - Qurban Bibi, a client of the The First MicroFinanceBank (an institution of the Aga Khan Agency for Microfinance) in Pakistan, won the “Best National Micro-Entrepreneur Award Female” at the recent Citi-PPAF Micro-entrepreneurship Awards 2012 ceremony held in Islamabad.

[First MicroFinance Bank Pakistan and JICA Sign Agreement to Expand Access to Finance in Pakistan](#)

21 March 2012 - The Aga Khan Agency for Microfinance (AKAM) and the Japan International Cooperation Agency (JICA) signed an agreement on 21 March 2012 for the entry of JICA into the shareholding of the First Microfinance Bank (FMFB) in Pakistan. JICA will invest US\$ 2.23 million into the bank and become a 17.8% shareholder. JICA will also provide the bank with technical assistance.

[The Arts of Darb al-Ahmar, Cairo](#)

25 October 2011 - "The Arts of Darb al Ahmar", a catalogue showcasing the unique arts of Egyptian craftspeople who work in the district of Darb al-Ahmar, at the heart of Historic Cairo, is now available.

SPOTLIGHT ON ECONOMIC DEVELOPMENT

Knowledge and Resource Sharing through Partnerships

Partnerships between like-minded institutions can have enormous benefits – for scaling up proven programmes, reinforcing programme elements and, not least, for sharing best practices. For example, a group that is innovative but inexperienced in scaling up a project can call on another organisation’s expertise.

Introduction

AKAM works closely with the other AKDN agencies as part of a coordinated approach that brings together many inputs and disciplines. AKAM works with the Aga Khan Foundation (AKF), for example, which is well known for its work in difficult and resource-poor areas. AKF concentrates on health, education, rural development, the environment and the strengthening of civil society. A good example of AKAM and AKF collaboration is the work with the rice farmers in Madagascar. These farmers go through an AKF technical support programme before they receive loans from AKAM. There are a number of ongoing projects, particularly related to rural development, in which AKAM and AKF are cooperating. This, in many cases, involves AKF taking responsibility for social

mobilisation and the provision of technical services and training, while AKAM provides financing to the same clients.

AKAM also provides microfinance services to employees and contractors of the Aga Khan Fund for Economic Development's (AKFED) projects, as well as other residents in neighbouring areas. Some of AKFED's investments are in fragile and complex environments, including economies that have suffered the effects of natural disasters, civil turmoil or war. It mobilises investment for the construction, rehabilitation or expansion of infrastructure, sets up sustainable financial institutions and builds economically viable commercial enterprises.

AKAM is in the process of building relationships with the commercial banks and insurance companies in the AKFED group. Client linkages are also being developed that will ensure any client whose business is successful and whose financial needs progress beyond the microfinance level will continue to have access to financial services from AKFED institutions when needed.

Leveraging institutional connections such as these have proven essential in creating the critical mass of development activity necessary to achieve lasting improvements in the quality of life in the 11 countries where AKAM is present.



Aga Khan Education Services

AKES programmes

Aga Khan Education Services (AKES) currently operates over 200 schools and advanced educational programmes that provide quality pre-school, primary, secondary, and higher secondary education services to students in **Pakistan, India, Bangladesh, Kenya, the Kyrgyz Republic, Uganda, Tanzania, and Tajikistan.**

[International Baccalaureate Teachers Meet at Aga Khan Academy in Hyderabad](#)

18 February 2013 - Over a hundred teachers from across India gathered at the Aga Khan Academy in Hyderabad as part of an ongoing commitment by the Academy and the International Baccalaureate Organization (IB) to the professional development of teachers in the region.

[Aga Khan School in Osh, Kyrgyzstan, Celebrates 10th Anniversary](#)

18 October 2012 - The Aga Khan School – the first private school in Osh – celebrated its 10th Anniversary on 18 October 2012 in the presence of Princess Zahra Aga Khan.

[Directory of Indian Government Scholarships Released](#)

27 July 2010 - To make information on government scholarships more accessible to socially and economically marginalised communities and available in a user-friendly form, the Aga Khan Foundation (AKF) has published a directory on financial support schemes for school education in India.

Introduction:

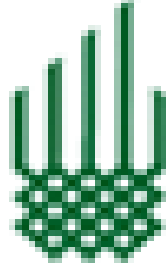
The Ismaili Imamate has a long tradition of leadership in educational development. The foundations of the present system were laid by Sir Sultan Mahomed Shah Aga Khan, III, who established over 200 schools during the first half of the 20th century, the first in 1909 in Mundra and Gwadur in India and another in Zanzibar, followed by more schools in Kenya, Uganda, Tanzania, India, Pakistan and Syria (a number of schools were subsequently nationalised following independence). Sir Sultan Mahomed Shah also supported the development of institutions of higher education in India, and North and East Africa.

Today, the Aga Khan Education Services (AKES) is one of six agencies of the Aga Khan Development Network (AKDN) supporting activities in the field of education. The other five are the Aga Khan Foundation (AKF), the Aga Khan University, the University of Central Asia, the Aga Khan Academies and the The Aga Khan Trust for Culture (AKTC).

AKES currently operates over 200 schools and advanced educational programmes that provide quality pre-school, primary, secondary, and higher secondary education services to more than 50,000 students in Pakistan, India, Bangladesh, Kenya, Uganda, Tanzania, and Tajikistan. AKES is also developing new schools in Kyrgyzstan and Madagascar and studying the feasibility of services and facilities in Mozambique.

Programmes to improve educational quality have been built into the AKES system since the early-1980s. Field-based teacher training was launched in Pakistan's Northern Areas in 1983. School improvement experiments began at the same time in Sindh province in Pakistan, where AKES introduced child-centred teaching methods, and in Tanzania, where new techniques for secondary school teaching in English, mathematics, and science were implemented in Dar es Salaam. AKES, Kenya has been the Development Network pioneer in the use of computers in the classroom, while many Network initiatives in pre-school education began in AKES, India.

Supported by the Aga Khan Foundation, some of these experiments have been carried out in government schools as well as AKES institutions, thereby contributing to the improvement of education in the countries in which AKES operates. With both the national service companies and the Aga Khan Foundation acting as relays, this body of experience in teacher development and school improvement is having an impact throughout the Network. The Institute for Educational Development of the Aga Khan University was created to provide a permanent institutional base that can sustain these and other initiatives in education.



Aga Khan Foundation

AKF and education

The **Aga Khan Foundation (AKF)**, alongside its sister Aga Khan Development Network (AKDN) agencies, has implemented innovative, community-driven solutions to development challenges for more than 45 years. It focusses on a small number of specific development problems by forming intellectual and financial partnerships with organisations sharing its objectives. With a small staff, a host of cooperating agencies and thousands of volunteers, the Foundation reaches out to vulnerable populations on four continents, irrespective of their race, religion, political persuasion or gender

FROM THE FIELD

Social Inclusion in Portugal: AKF Co-hosts Conference on Primary Education

As part of their work in the field of social inclusion, the Aga Khan Foundation and the Ministry's Regional Education Authority of Lisbon and Tagus Valley (DRELVT) jointly hosted a conference of education workers, aimed at sharing experience and knowledge. The event took place at the Ismaili Centre in Lisbon on Saturday, 22nd May, and involved involve around 250 teachers, parents, local authorities, Curricular Enrichment Activities-related institutions.

[Om Habibeh Foundation and Aswan Directorate of Agriculture to Support 5,000 Farmers](#)

15 June 2015 - The Aswan Directorate of Agriculture (DOA) and the Om Habibeh Foundation will work with an additional 5000 farmers over five years, in addition to the present group of over 6000 farmers. The Om Habibeh Foundation provides technical support, including farming techniques using environmentally friendly practices.

[Aga Khan Foundation Improves Infant Feeding and Nutrition Practices among 400,000 Mothers in Rural Bihar](#)

23 April 2015 - For the past three years, the Aga Khan Foundation (India) and its partners have

worked with 400,000 mothers from marginalised communities in rural Bihar, significantly improving infant and young child feeding practices.

[Aga Khan Receives India's Padma Vibhushan Award](#)

08 April 2015 - President Pranab Mukherjee of India awarded His Highness the Aga Khan the Padma Vibhushan, one of the country's highest civilian decorations, for his contributions to social development in India.

Thematic areas and objectives:

AKF focusses on five thematic areas: rural development, health, education, civil society and the environment. Its activities are intended to improve the quality of life of beneficiary communities by assisting in the struggle against hunger, disease, illiteracy, ignorance and social exclusion. AKF's objectives for its programming include as follows:

- Make it possible for the poor to act in ways that lead to long-term improvements in their income and health, in the education of their children and in the environment;
- Provide communities a greater range of choices and the understanding necessary to undertake informed actions;
- Enable beneficiaries to develop confidence and competence to participate in the design and operation of activities that affect the quality of their lives; and
- Put institutional, management and financial structures in place to ensure activities are sustainable without AKF assistance within a reasonable timeframe.

Geographic areas of focus

AKF is largely a field-based organisation with programme units located in Afghanistan, Bangladesh, Egypt, India, Kenya, the Kyrgyz Republic, Madagascar, Mali, Mozambique, Pakistan, Portugal, Russia, Syria, Tajikistan, Tanzania and Uganda; resource mobilisation offices in Canada, the United Kingdom and the United States; and headquarters based in Geneva, Switzerland. In Asia, Africa and the Middle East, activities are most often concentrated in rural communities in mountainous, coastal and other remote, resource-poor areas. In Europe, urban peripheries are targeted to address challenges commonly faced by new and often poor immigrant communities. In every context in which it works, the Foundation's

efforts are coordinated not only with those of other AKDN agencies, but also with local, national and international partners in order to bring to bear a full package of multiple activities that can spark a long-term process of positive change for these communities and, ultimately, improve their overall quality of life.

The Foundation's oldest country programme is in Pakistan, where many of its activities are undertaken by the Aga Khan Rural Support Programme (AKRSP). The largest country programme is in Afghanistan. Within every developing country context, AKF chooses to focus on certain regions. Criteria for undertaking activity include special needs in impoverished environments as well as the presence of capable implementing organisations. It normally engages a volunteer base locally in order to ensure knowledgeable and culturally sensitive management of local affairs.

Development approach

AKF has helped to pioneer the Multi-Input Area Development (MIAD) approach, which leverages the capabilities of multiple AKDN agencies (and as is the case for AKF, multiple thematic areas of focus within each agency) in order to deliver social, economic and cultural interventions together in the targeted geographies to accelerate development over time. MIAD allows efforts to reach fruition, creates the basis for sustainable growth in remote regions and builds links with public and private sector partners. Over time, economic drivers embedded within these efforts generate revenues that communities can utilise for development.

AKF's programmes have historically focussed on rural areas, especially within resource-poor, degraded or remote places. Enabling people in these areas to create the services they need and receive access to the opportunities they want is particularly important for AKF. AKF programmes typically link elements such as rural savings and credit, natural resource management, productive infrastructure development, increased agricultural productivity and human skills development, with a central focus on community-based participation and decision-making. The ultimate objective is to enable community members to undertake well-informed activities for sustainable and equitable development.

The first such effort began with AKRSP in the remote northern areas of Pakistan, an impoverished and rugged region which was isolated and bypassed by developments elsewhere. AKRSP's challenge was forming sustainable, inclusive processes of development in which diverse communities could participate in

creating joint solutions to common problems. In response, AKRSP has successfully tested participatory approaches to planning and implementation of development in rural areas, including the mobilisation of rural savings and the provision of microcredit; the application of cost-effective rural infrastructure development; institution and capacity building; and models for public-private development partnerships. The model has helped shape activities elsewhere.

Central to AKF's efforts have been inclusive, community-based development approaches, whereby local organisations identify, prioritise and implement projects with AKF's assistance. Once community organisations have started providing services, AKF expands the programme through establishing village organisations elsewhere. AKF then brings them into federated structures and links them with local governments through collaboration on development issues. It also provides fund-raising advice and contacts through its civil society activities.

Most AKF activities are implemented by effectively managed, local organisations interested in testing new solutions, in learning from experience and in being agents of lasting change. However, if no established group exists, AKF occasionally establishes new organisations to tackle particularly important issues. AKF generally maintains long-term involvement in building social institutions, and thus is able to make commitments to communities as well as carry through changes in attitudes, behaviours and organisational abilities, which require a longer time horizon.

Learning and evaluation

AKF projects are designed to contribute lessons towards understanding complex issues and identifying potential solutions for adaptation to conditions in different regions. AKF measures success when beneficiaries report improvements in their lives, and when the processes which led to these improvements serve as useful models in other places. Wherever relevant, approaches are tested primarily in rural settings but also in some urban settings, and within different cultural and geographic environments.

Evaluation and dissemination are equally essential. International teams, collaboratively with implementers, conduct reviews at agreed intervals in the project cycle. The conclusions are shared with AKF affiliates, beneficiaries and interested governmental and non-governmental organisations. Valuable lessons are brought to the attention of policymakers to enhance decision making, and to the public to raise awareness of important issues facing developing countries.

Information for partners

The Foundation is largely an implementing organisation rather than a grant-making foundation. It receives grant funding from numerous development agencies, private foundations and corporations; raises funds locally in annual events in North America and Western Europe; and receives funding from His Highness the Aga Khan. In addition, an endowment contributes towards its operating costs.

When AKF does make grants or pursue collaborations, they are generally targeted to grassroots organisations testing innovative approaches in the field to specific development problems within AKF's focus. AKF units are field-based, so queries are best sent directly to country offices. Please see the following web page for more information and criteria about the grant-making process, including the addresses of our country offices: http://www.akdn.org/akf_grantees.asp.

Aga Khan Fund for Economic Development

Tourism Promotion

The Aga Khan Fund for Economic Development (AKFED) is an international development agency dedicated to promoting entrepreneurship and building economically sound enterprises in the developing world. AKFED focuses on building enterprises in parts of the world that lack sufficient foreign direct investment. It also makes bold but calculated investments in situations that are fragile and complex.

AKFED operates as a network of affiliates with more than 90 separate project companies employing over 47,000 people, with revenues of US\$ 3.5 billion in 2013. The Fund is active in 17 countries in the developing world: Afghanistan, Bangladesh, Burkina Faso, Burundi, the Democratic Republic of the Congo, India, Ivory Coast, Kenya, Kyrgyz Republic, Mali, Mozambique, Pakistan, Senegal, Syria, Tajikistan, Tanzania and Uganda.

30 June 2015 - Azito Energie SA (« Azito ») a procédé aujourd'hui à l'inauguration de la Phase 3 de sa centrale thermique à cycle combiné d'une puissance totale de 430 MW. La troisième phase, qui représente une augmentation de 10% de la capacité de production nationale, va permettre de fournir au pays plus

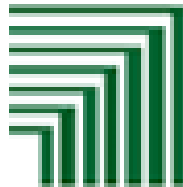
d'électricité fiable et au prix accessible. Désormais l'une des centrales thermiques les plus modernes et performantes d'Afrique de l'Ouest, la centrale d'Azito représente un quart (25 %) de la capacité de production d'électricité en Côte d'Ivoire

[Azito Energie Inaugurates Côte d'Ivoire's First Operational Combined Cycle Gas Turbine \(CCGT\) Power Plant](#)

30 June 2015 - Azito Energie SA ("Azito") began commercial start-up of Phase 3 of its 430 MW combined-cycle gas turbine power plant in Abidjan. Phase 3 adds 10 percent more affordable and reliable electricity to the country's grid. Azito is now one of the most modern, efficient power plants in West Africa, providing 25 percent of Côte d'Ivoire's current electricity capacity.

[Travel "Oscars" for Serena Hotels in Africa](#)

25 October 2013 - Serena Hotels received six World Travel Awards, including "Africa's leading Hotel Brand"; "Leading Eco Hotel of the Year 2013" for the Amboseli Serena Safari Lodge; "Rwanda's Leading Hotel 2013" for the Kigali Serena; "Kenya's Leading Business Hotel 2013" for the Nairobi Serena Hotel; "Uganda's Leading Hotel 2013" for Kampala Serena Hotel; and "Tanzania's Leading Hotel 2013" for the Dar es Salaam Serena Hotel.



Overview of the Aga Khan Fund for Economic Development (AKFED)

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For more than 50 years, AKFED has made investments and operated companies in the developing nations of Africa, South Asia and Central Asia. AKFED seeks to create profitable, sustainable enterprises through long-term investments that result in strong equity positions. This in turn allows AKFED to take a “hands-on” approach by providing managerial and technical expertise. Profits generated by the Fund are reinvested in other economic development initiatives under the AKFED umbrella.

AKFED often works in collaboration with local and international development partners to create and operate companies that provide goods and services essential to economic development. These range from banking to electric power, agricultural processing, hotels, airlines and telecommunications. AKFED also works with governments to help promote the creation of enabling legal and fiscal structures that encourage the growth of the private sector.

At the invitation of several governments, AKFED has helped critical industries to make the transition to market economies through the privatisation process. These include industries such as banking, power generation, tourism, manufacturing and the agricultural sector, in countries as varied as Uganda, Tajikistan, Pakistan and Afghanistan. AKFED’s approach emphasises the development of local human resources over time, including managerial, technical, marketing and financial skills. Other characteristics of this approach include providing essential seed capital to launch projects in those sectors and countries where attracting investment is difficult. AKFED takes a long-term view in order to build viable, self-sustaining and profitable companies. It also participates in the management of companies in which it invests with the aim of preparing companies for broader ownership by local interests.



Financial Services

Industrial Promotion Building, Kenya: Industrial Promotion Building owns and manages a portfolio of prime commercial and residential properties in Kenya including the Nation Centre, shown here, which houses the Nairobi Stock Exchange. To encourage the creation of strong and efficient capital markets, AKFED provides an institutional umbrella for banks, insurance groups, and property owning and management companies in eastern Africa, Central Asia and South Asia.

AKFED's investments include a controlling interest in Habib Bank Limited (HBL), Pakistan's largest private bank (acquired through a government privatisation programme in 2004) and the Development Credit Bank Limited (DCB) in India. AKFED is also the founder and lead shareholder in the Kyrgyz Investment and Credit Bank (KICB), which focuses on the corporate sector and on medium and long-term finance that will contribute to the growth of the banking industry and stimulate entrepreneurial activity. In Bangladesh, AKFED is the majority owner of a leading provider of corporate finance and lending services to major businesses and projects.

Its holdings in East Africa include the Diamond Trust Bank, which was founded in the 1930s in Kenya to help recycle local savings into loans for home building and small businesses. It now offers a range of retail banking products. The Jubilee Insurance Group provides insurance across the region. In Pakistan, New Jubilee Insurance and New Jubilee Life offer a range of products. Find out more on Financial Services

Tourism Development

AKFED's Tourism Promotion Services (TPS) seeks to develop tourism potential in selected areas in the developing world, particularly in under-served regions. It builds, rehabilitates and manages hotels and lodges that contribute to economic growth and the overall investment climate in an environmentally and culturally sensitive manner.

Kabul Serena Hotel: Built in 1945, amid landscaped gardens, the hotel has undergone a complete refurbishment, through the rehabilitation of the existing building and the addition of a completely new section. AKFED owns and manages properties in Afghanistan, Kenya, Mozambique, Pakistan, Tajikistan, Tanzania and Uganda, operating under the brand name Serena. Serena hotels and lodges contribute to the local economy through the training of skilled manpower, the reinvigoration of artisans and craft industries, and through sensitive conservation or development of the surrounding area. This includes placing priority on the hiring and training of local residents for employment at all levels of the organisation.

TPS often seeks to develop properties in less-travelled areas that require accommodation of an international standard - accommodation that supports tourism and business development - but which often are ignored by commercial hotel chains.

At each hotel, the policy is to minimise the impact on the local environment while seeking to maximise socio-economic benefits to the local economy. In Tanzania, for example, prior to the creation of new facilities in the country's national parks, four environmental impact studies were carried out. The Serena Hotel in Mombasa maintains a sanctuary for indigenous butterflies and also works actively with local residents on a programme to protect sea turtle nesting sites. These measures have earned the Serena hotels numerous environmental awards. Please visit Serena Hotels website for more information or view .

Industrial Promotion Services (IPS)

Industry and Infrastructure

AKFED works with governments, international corporations, international financial institutions and donors to create solutions to pressing industrial and

infrastructure needs. AKFED has invested in, and manages, over 50 industrial project companies in Africa and Asia.

Allpack, Kenya: Allpack manufactures corrugated packaging for a range of exports including horticultural products as part of AKFED's East African regional printing and packaging activities. In the early 1960s, a group of companies was set up under the corporate name Industrial Promotion Services (IPS). Each company was created to provide venture capital, technical assistance and management support to encourage and expand private enterprise in countries of sub-Saharan Africa and South Asia. Growth, privatisation and a re-orientation away from import substitution and towards export promotion resulted in adjustments to IPS' approach. Expansion into areas such as agribusiness, packaging and infrastructure in sub-Saharan Africa were accompanied by the need for new investments in the emerging economies of Central Asia in the 1990s and 2000s, in particular, in Tajikistan and Afghanistan. Today, IPS companies play a vital role in local and regional economies.

Food and Agro-Processing

One of IPS' core operational sectors, agro-processing, includes companies that supply goods for both local and export markets. They also play a significant role in supporting the rural economy. In Kenya, for example, Frigoken provides agricultural extension services to 35,000 Kenyan bean farmers. The beans are processed and exported to European markets. Loans are provided to the farmers by the non-profit Aga Khan Agency for Microfinance to assist them with financial needs that arise prior to receiving harvest revenues.

In West Africa, AKFED supplies agricultural extension services to more than 60,000 cotton farmers, operates cotton ginneries and exports finished products. Its social programmes offer microfinance, education, health and access to water to the farmers.

In addition to promoting the employment of women, these companies have become national role models in matters of employee welfare, including the provision of child care and health care.

Infrastructure

AKFED works with governments, international corporations, international

financial institutions and donors to create solutions to pressing infrastructure needs, including power generation, telecommunications and water supply services. AKFED's first investment in the power sector, the US\$225 million Azito Energy project in the Ivory Coast, was the largest private sector power plant in sub-Saharan Africa. It was followed by the Tsavo Power plant in Mombasa, Kenya's first privately financed "open-bid" project and the first such plant successfully constructed under an updated and more stringent environmental law.

AKFED is also working with partners to modernise and expand a Soviet-era hydroelectric power plant thus boosting the eastern province of Tajikistan's inadequate electricity supply, reducing deforestation and contributing to the region's economic recovery. In Uganda, AKFED is leading the US\$860-million, 220-megawatt Bujagali Hydro Power Project, to produce critically needed electricity for the country.

AKFED's initial involvement in building telecommunications infrastructure was in Indigo, a GSM mobile phone operation in Tajikistan. In Afghanistan, AKFED determined that building communication infrastructure was critically important to the redevelopment of the country and was awarded the country's second GSM mobile phone license. The company that was formed, Roshan, has invested over US\$450 million in expanding its coverage and is market leader with over 3.7 million subscribers. Roshan directly employs more than 1,100 people, making it one of the largest private sector employers in the country. Indirectly, over 30,000 people are employed through distributors, contractors and suppliers.

Media Services

The Nation Media Group, founded by the Aga Khan in 1960, has its origins in Kenya's Taifa and Nation newspapers, which were set up to provide independent voices during the years just preceding the country's independence. Majority owned and run by Kenyans, the Nation Media Group's operations include a growing number of English and Kiswahili national newspapers, a regional weekly, and radio and television stations. In recent years, the Group has expanded its operations into Uganda and Tanzania.

Aviation Services

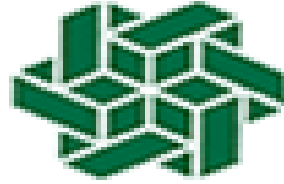
The aim of the Aviation division is to assist in maintaining the critical aviation infrastructure in support of economic development. The division provides investment, management and operational expertise and training. AKFED has taken a majority stake in Air Burkina, as part of a government privatisation plan

designed to ensure the long-term viability of the airline. In 2005, AKFED launched an airline in Mali to increase capacity in West Africa.

SPOTLIGHT ON HEALTH

Integrating Health

The Raha Leo Community Health Programme, a public-private partnership (PPP) between the Ministry of Health and Social Welfare (MoHSW), the Government of Zanzibar and the Aga Khan Foundation, serves the health needs of over 13,000 people living in Zanzibar. The programme focuses on improving the quality of general health services, introducing HIV/AIDS voluntary counselling and testing services (VCT), facilitating youth, community and school outreach programs, and piloting approaches to cost sharing in line with the Government's Health Sector Reform efforts.



Aga Khan Planning and Building Services

Planning and Building

The **Aga Khan Planning and Building Services (AKPBS)** works to improve the built environment, particularly housing design and construction, village planning, natural hazard mitigation, environmental sanitation, water supplies, and other living conditions. AKPBS achieves these goals through the provision of material and technical assistance and construction management services for rural and urban areas.

[Aga Khan Receives India's Padma Vibhushan Award](#)

08 April 2015 - President Pranab Mukherjee of India awarded His Highness the Aga Khan the Padma Vibhushan, one of the country's highest civilian decorations, for his contributions to social development in India.

[AKDN Quality of Life Assessment Programme Brochure](#)

11 February 2013 - The AKDN Quality of Life Assessment Programme brochure encompasses the programme's core concepts, methodology, the assessment framework, domains and indicators and key principles.

[AKPBS Nominated for 2012 Zayed Energy Prize](#)

12 January 2012 - The Aga Khan Planning and Building Services' (AKPBS) Building and Construction Improvement Programme (BACIP) is one of the finalists of the 2012 Zayed Future Energy Prize. The prize recognizes and rewards outstanding work in renewable energy and sustainability.

SPOTLIGHT ON ENVIRONMENT

Improving the Quality of Life

A number of AKDN agencies create low-cost products and technologies that both improve the quality of life in human habitats and reduce the pressures on the natural environment. The Building and Construction Improvement Programme (BACIP), for example, has created over 70 products ranging from smoke-free stoves to earthquake-resistant construction methods.

Introduction

AKPBS acts through national service companies. The service companies plan, organise and finance activities and operate facilities and programmes in close collaboration with other AKDN institutions, government agencies and selected external partnering agencies. The national service companies are officially registered as not-for-profit, non-governmental organisations in each country. The international sponsor of the national service companies is the Aga Khan Planning and Building Services S.A., which is incorporated as a not-for-profit company in Geneva, Switzerland. The Chairman and some or all of the directors of the AKPBS boards in India and Pakistan are appointed by the sponsoring company. All directors serve as volunteers on an unremunerated basis.

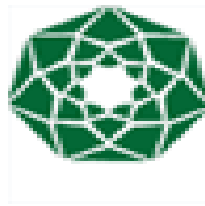
The activities of the national service companies are coordinated by the Social Welfare Department at the Aga Khan's Secretariat in France. This is achieved

primarily through five-year plans, ten-year projections, annual budget submissions and the provision of technical assistance to country programmes and institutions.

Current priorities

The current priorities of AKPBS are:

- to remain a lead agency in Asia for water and sanitation programme design and implementation in the rural areas;
- to expand capabilities to implement village mapping and planning activities to include disaster mitigation (landslides and flooding prevention, and earthquake structural resistance) and management issues; and
- to achieve optimal cost-recovery methods for low-cost housing and physical infrastructure improvement projects.



AgaKhan Trust for Culture

Historic Cities Programme

Introduction

The **Aga Khan Trust for Culture (AKTC)** focuses on the physical, social, cultural and economic revitalisation of communities in the Muslim world. It includes the Aga Khan Award for Architecture, the Aga Khan Historic Cities Programme, the Aga Khan Music Initiative, the on-line resource ArchNet.org and the Aga Khan Program for Islamic Architecture at Harvard University and the Massachusetts Institute of Technology. The Museums & Exhibitions unit coordinates the development of a number of museum and exhibition projects.

SPOTLIGHT ON HISTORIC CITIES

Revitalising Zanzibar's Stone Town

The Aga Khan Trust for Culture (AKTC) has been active in Zanzibar since 1989, successfully completing the restoration of 11 landmark buildings (many of them on the point of collapse), upgrading housing and rehabilitating public spaces, notably Kelele Square and Forodhani Park. Inspired by His Highness the Aga Khan's commitment to the preservation of historic cities in the Muslim world, AKTC has been working to prove cultural heritage can become a catalyst for positive change.

[Discovery Documentary on Humayun's Tomb in Delhi to Be Aired in India Starting 27 July 2015](#)

21 July 2015 - A new documentary, entitled "Revealed: Humayun's Tomb", on the Aga Khan Trust for Culture's restoration of Humayun's Tomb in Delhi, will be aired on the Discovery Channel in India starting on the 27th of July 2015.

[Aga Khan Music Initiative Presents Kronos Quartet and Mali's Trio Da Kali at Montreux Jazz Festival](#)

10 July 2015 - The Aga Khan Music Initiative and the Montreux Jazz Festival again joined forces -- this time to present a musical collaboration between the San Francisco-based Kronos Quartet and Mali's Trio Da Kali.

[Inauguration of the Ayyubid Wall and Tarabay al-Sherif Complex Projects in Cairo](#)

18 June 2015 - The restoration of the Tarabay al-Sherif Complex and 1.5 kilometres of the historic Ayyubid wall were inaugurated on 16 June 2015 in Cairo by the Minister of Antiquities, Mamdouh El Damaty, the Governor of Cairo, Galal Said, and Luis Monreal, General Manager of the Aga Khan Trust for Culture.

History

Baltit Fort, Northern Pakistan, restored by the Aga Khan Historic Cities ProgrammeThe Aga Khan Trust for Culture, which was founded in 1988, is registered in Geneva, Switzerland, as a private, non-denominational, philanthropic foundation. It is an integral part of the Aga Khan Development Network (AKDN), a family of institutions created by His Highness The Aga Khan, with distinct yet complementary mandates to improve the welfare and prospects of people in countries in the developing world, particularly in Asia and Africa.

Though their spheres of activity and expertise differ - ranging from social development, to economic development, to culture - AKDN institutions share at

least three principles that guide their work. The first is a dedication to self-sustaining development that can contribute to long-term economic advancement and social harmony. The second is a commitment to the vigorous participation of local communities in all development efforts. Finally, all Network institutions seek shared responsibility for positive change. They actively work to facilitate collaborative ventures, seeking potential partners - from universities and governments, to foundations and international development agencies, to individual and corporate donors or investors - on the basis of shared objectives and the complementarity of resources.



Focus Humanitarian Assistance

Key Interventions

Focus Humanitarian Assistance (FOCUS) is an international group of agencies established in Europe, North America, South and Central Asia to complement the provision of emergency relief, principally in the developing world. It helps people in need reduce their dependence on humanitarian aid and facilitates their transition to sustainable self-reliant, long-term development. Focus Humanitarian Assistance is an affiliate of the AKDN.

[Regional Conference on Climate Change-Induced Hazards and Coping Mechanisms in Tajikistan](#)

21 July 2015 - Intense heat in Tajikistan has led to an unusually rapid snowmelt this summer, causing floods that have destroyed schools, shops, crops, roads and power lines. To examine the effect of climactic changes on vulnerable Tajik populations, Focus Humanitarian Assistance (FOCUS), in collaboration with the Government of Tajikistan, will host a regional conference on Climate Change-Induced Hazards and Coping Mechanisms on 26 August 2015, at The Ismaili Centre, Dushanbe.

[Agreement to Implement Disaster Preparedness Project in Central Asia](#)

26 November 2014 - An agreement to implement the eighth DIPECHO Project in Central Asia seeks to enable local communities and institutions to better prepare for, mitigate and respond to natural disasters.

[AKDN Supports Relief Effort for the Victims of Afghanistan Landslide](#)

05 May 2014 - In the wake of a disastrous mudslide in Afghanistan's Badakhshan Province, the Aga Khan Development Network was working closely with the government and other organisations in providing urgent relief supplies, including tents for shelter, food items, and emergency medical care.

Introduction

Founded in 1994 by the Ismaili Muslim community under the guidance of His Highness the Aga Khan, FOCUS has offices in Europe, North America, South and Central Asia. It has worked largely in South and Central Asia and Africa, but has also operated in a number of other locations, including the Middle East.

FOCUS's affiliation with the AKDN enables smooth transitions from disaster assistance to long-term development. FOCUS also works with numerous like-minded agencies and donor partners, including government, multi-lateral and bi-lateral agencies, as well as corporations that share an interest in helping affected communities reduce their dependence on humanitarian assistance and facilitating the transition to self-reliance. Please see our Partners page for a list for partners.

FOCUS' expertise ranges from providing relief and assistance following landslides, earthquakes, cyclones, floods and disease epidemics. It has also undertaken successful resettlement programmes for displaced families and extended relief and recovery support for communities making the transition to development.

In addition, FOCUS has over a decade's expertise in fostering disaster-resilient communities and developing methods and training for disaster risk management, from natural hazard risk assessment to mitigation and preparedness in some of the world's most challenging terrain, including the mountains of Afghanistan, Pakistan and Tajikistan and the coastal plains of the Indian subcontinent.

Over the last decade, FOCUS has been working in Afghanistan, East Timor, India, Mozambique, Pakistan, Russia, Tajikistan and Zanzibar.

Some of FOCUS' recent endeavors include:

- **South Asia Earthquake:** Responding to emergency needs, providing shelter, food and medicines to isolated and vulnerable communities affected by the earthquake in both Indian- and Pakistani-administered Kashmir
- **USA - Hurricane Rita and Katrina:** Assisting in the relief efforts providing medical aid, clothing and facilitating access to state services
- **Indian Ocean Tsunami:** Providing relief and recovery programmes to communities affected by the 2004 tsunami in Andhra Pradesh, India
- **Afghanistan:** Providing emergency relief in transit camps and, later, assisting returnees from Pakistan secure shelter and means of earning a livelihood
- **Tajikistan:** Undertaking detailed hazard vulnerability assessments and natural hazard mitigation projects
- **Pakistan:** Establishing Community Emergency Response Teams, training volunteers in disaster risk management and establishing community stockpiles
- **Afghanistan:** Delivering food aid programmes in Afghanistan which combined food aid with the rehabilitation of schools, infrastructure and healthclinics
- **Madagascar:** Providing assistance to communities when it was hit by a severe cyclone
- **Mozambique:** Delivering emergency humanitarian aid following severe flooding to over 30,000 refugees by supplying food, medicines, boats and essential commodities



University of Central Asia (UCA)

Education in Central Asia

Introduction

The **University of Central Asia (UCA)** was created to offer an internationally recognized standard of higher education in Central Asia and create knowledgeable, skilled and creative graduates who will contribute leadership, ideas and innovations to the transitioning economies and communities of the region.

FROM THE FIELD

UCA's School of Professional and Continuing Education Teaches Critical Skills for Central Asia Economies

The University of Central Asia's (UCA) School of Professional and Continuing Education (SPCE) is training adults and young people in the critical skills needed in the new Central Asia economies, including accounting, business English and mountain guide training. Over 5000 people have graduated from the SPCE.

News Archives

[University of Central Asia Signs Milestone Curriculum Development Agreement with Seneca College, Canada](#)

07 July 2015 - The University of Central Asia (UCA) signed a memorandum of understanding on 7 July 2015 with Seneca College of Applied Arts and Technology, located in Toronto, Canada to develop the English, mathematics and science curriculum for UCA's first year Preparatory Programme.

[Aga Khan Reviews Progress of University of Central Asia's Naryn Campus](#)

03 November 2014 - His Highness the Aga Khan, Chancellor of the University of Central Asia (UCA) today visited the Naryn campus, the first of UCA's three new undergraduate campuses spread across the Kyrgyz Republic, Tajikistan and Kazakhstan.

[University of Central Asia to Help Strengthen Good Governance in Afghanistan through Training for District Governors](#)

05 August 2014 - The Government of Afghanistan and the UCA signed a MoU to help strengthen good governance in Afghanistan through UCA's Local Economic and Community Development (LECD) certificate programme.

An International Initiative for Education and Development in Central Asia

UCA was founded in 2000 by the governments of Kazakhstan, the Kyrgyz Republic and Tajikistan, and His Highness the Aga Khan. It is the world's first internationally chartered institution of higher education. The International Treaty and Charter establishing this secular and private University was signed by His Highness the Aga Khan and the Presidents of Kazakhstan, the Kyrgyz Republic and Tajikistan, ratified by the respective parliaments and registered with the United Nations. The Presidents are the Patrons and His Highness the Aga Khan is the Founding Patron and Chancellor of UCA. UCA is a private, independent, self-governing institution which will be governed by an independent Board of Trustees and led by a Rector. It will have three campuses of equal size and stature in each of the founding countries.



Mission

The mission of UCA is to promote the socio-economic development of Central Asia's mountain societies. The mission of UCA is to promote the socio-economic development of Central Asia's mountain societies, while at the same time helping the diverse peoples of the region to preserve and draw upon their rich cultural traditions and heritages as assets for the future.

With the understanding that education is central to development, UCA programmes are geared towards addressing key social and economic issues facing the region and particularly, mountain communities. To reach the broadest spectrum of learners possible, UCA will offer a range of internationally recognized academic programmes, including undergraduate, graduate and doctoral degree courses, non-degree preparatory courses for incoming degree candidates, and vocational, professional development and distance education courses for students and professionals beyond the three UCA campuses.

Values

UCA operates within a framework of values that espouses academic excellence, individual rights and security, responsibility to community and public service, and ethical and transparent operations of government and business.

Human Resource Management Courseware

Recently tasks that were originally thought to fall under the responsibility of the human resources department have become a part of many managers' job descriptions. The sharing and diffusion of these tasks throughout the organization has had an impact particularly on those that are not equipped with the skills or knowledge to deal with these issues.

The Human Resource Management workshop will give managers the basic tools to handle numerous human resource situations such as interviewing, orientation, safety, harassment, discrimination, violence, discipline, and termination. This workshop will provide your participants those skills and assist them with certain Human Resource situations.