

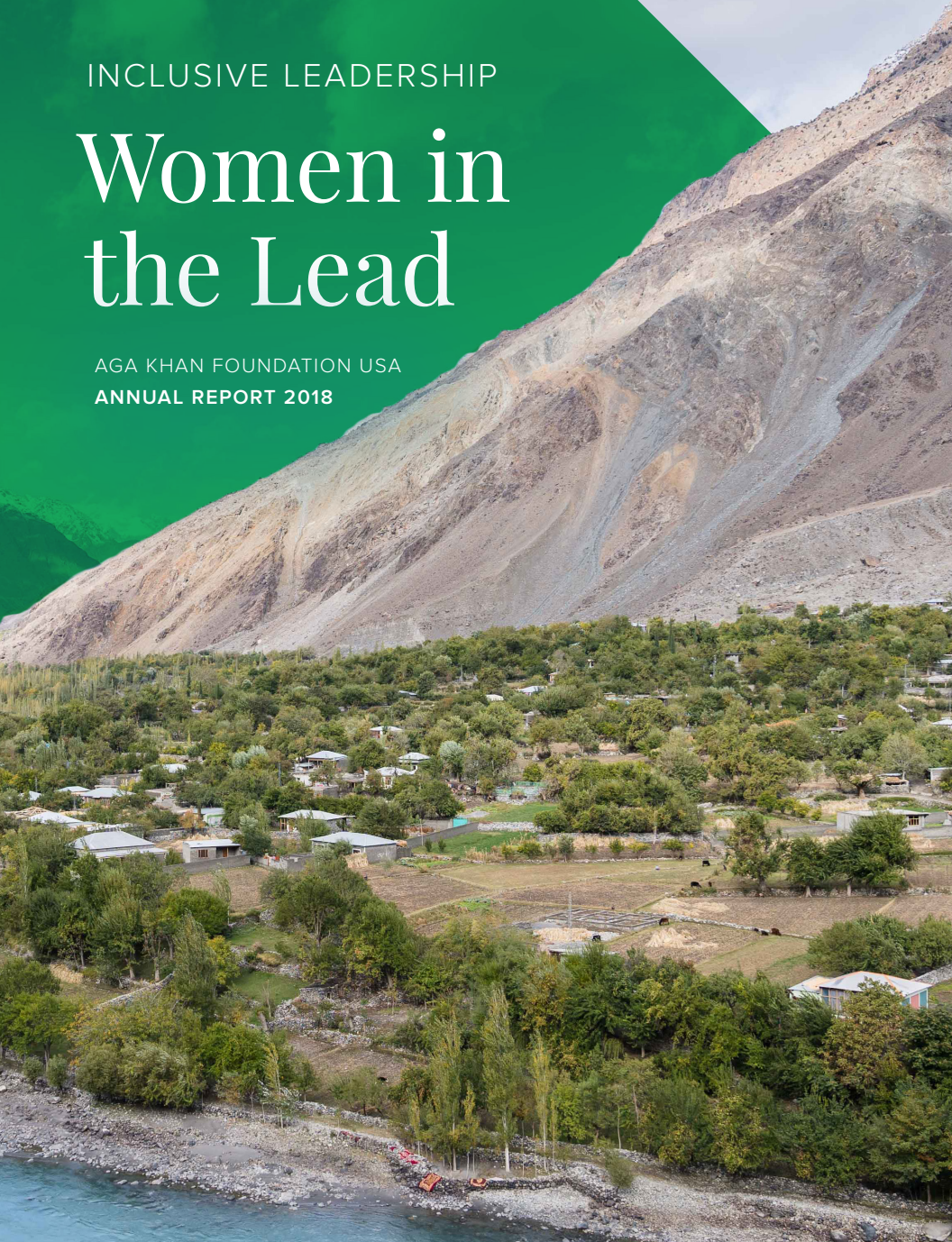


AGA KHAN FOUNDATION

INCLUSIVE LEADERSHIP

Women in the Lead

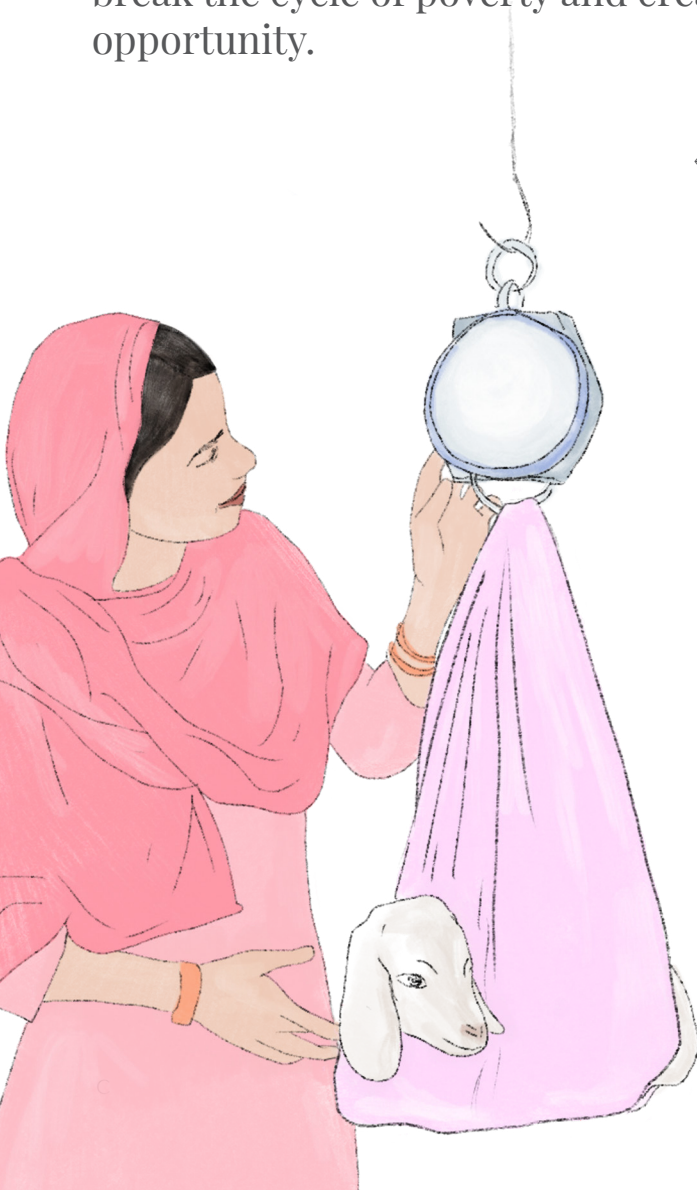
AGA KHAN FOUNDATION USA
ANNUAL REPORT 2018



A MESSAGE FROM THE CEO

Dear friends,

The Aga Khan Foundation is different. For over 50 years, we have invested in communities across Asia and Africa to break the cycle of poverty and create opportunity.



← Women in India are improving their quality of life through raising and selling goats.

READ MORE ON PAGE 16

ABOUT OUR ILLUSTRATIONS

This year's report is illustrated by our own Digital Storyteller and Design Associate, Liz Montague. You can find her work not only on AKF USA's Facebook and Twitter, but also in *The New Yorker*! She is the first black female cartoonist to be published there.

For the last few years, we have shared how our work contributes, along with our partners, toward achieving the Sustainable Development Goals, a movement to end global poverty by 2030, and last year we drilled down to see how that looked in education. We remain committed to that movement.

For this year's report, we turn our focus to the importance of inclusive growth and leadership, highlighting the role of women leaders. For us, inclusion means we work with communities that would otherwise lack access to inspiring mentors and financial and technical support. Among the world's most marginalized in this space are women.



At AKF, and indeed across the Aga Khan Development Network, gender equality is critical to our mission to improve quality of life. We know that when we bring people, women especially, from diverse backgrounds and experiences to the table, we all benefit.

Here we highlight how we are helping make leadership in the places we work more inclusive, with a focus on women. In this report, you'll see new faces—from East Africa to Central Asia and beyond—who bring vibrant, valuable experiences for boosting growth and helping societies move forward.

Thank you for being such a vital part of this journey that is so important for these women and for us all, for building a better future.

A stylized, handwritten signature of Aleem Walji in black ink.

Aleem Walji
CEO, AGA KHAN FOUNDATION USA

INTRODUCTION

At the Aga Khan Foundation (AKF), we see evidence that inclusive growth means a healthier society and better quality of life.

In isolated regions of the world, fostering inclusive growth that reaches communities on the margins—women, low-income families, and people living in rural areas—is vitally important. At AKF, we know that long-term development success depends on creating an environment where a wider range of voices can be heard.

As part of the Aga Khan Development Network (AKDN), the Foundation draws on the collective energy of its sister

agencies across the Network to make long-term investments in vulnerable communities.

This year, we are proud to share stories of women leaders that highlight your contributions to inclusive growth and leadership: true trailblazers whose journeys are opening up new pathways for other women in a range of fields.

ALSO IN THIS REPORT



PARTNER SPOTLIGHT
Together, AKF and the Gates Foundation Ask: Can Goats Empower Women?

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LOCAL ACTION, GLOBAL IMPACT
Supporters Find New Ways to Connect with AKF's Mission

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AND MORE
Leadership and Financials

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Featured Stories

IN SMALL ENTERPRISE 3

In 2018, the Pamir Eco-Cultural Tourism Association continued to contribute to Tajikistan's entry into the tourism sector, and with one dynamic guide, Furough, opened that path for a wider share of mountain residents: women wilderness guides.



IN CIVIL SOCIETY 5

In East Africa, we supported a landmark partnership with Harvard University to cultivate the skills of African leaders. Maryana, who heads up a civil society organization in Kenya, talks about her own growth as a leader in the region.

IN NATIONAL HEALTHCARE 9

In Pakistan, the Aga Khan University opens doors for a more representative range of leaders, including women. Zainab, an AKU alum returning to lead the university's Department of Medicine, shows what that means.



Blazing New Trails in Small Enterprise

When she was a young Tajik woman leaving home for university, Furough didn't plan on going into tourism. "Then at university I fell in love with tourism," she explains.

Since 2008, the Pamir Eco-Cultural Tourism Association (PECTA) has, with the Aga Khan Foundation's support, fostered a modern and competitive tourist industry in the high Pamir Mountains. Besides helping to strengthen the local travel sector,

PECTA helps individual tourism professionals grow their skills.

This has opened doors for Furough, age 24. She couldn't put her finger on what she loved about tourism until one day on a trek in neighboring Pakistan, she was chosen as a tour leader for an expedition.

"I was the youngest member of the K2 cleanup expedition, and I got to make a lot of decisions."

The Women Rockin' Pamirs project has grown to around **80 members,** plus **50 supporters** around the globe.

PROJECT	Pamir Eco-Cultural Tourism Association
PARTNER	United States Agency for International Development (USAID)
LAUNCHED	COUNTRY
2008	Tajikistan



“I want in the future to have more and more girls in the tourism field. I want to convey to everyone that girls are physically strong too, and they are able to do these outdoor activities. It’s not just men who can do them.”

FUROUGH, TAJIK WILDERNESS GUIDE

Located in Pakistan, K2, the world’s second-highest mountain, is known for its extreme steepness and harsh weather conditions. The team was completing the challenging trek—they were spending nights in the open on ice fields. The last day’s hike back to base camp would be the hardest both for the people and for the expedition’s animals. On that last day, she faced a difficult choice.

“I was talking with the porters and I got an understanding of the challenge and knew people had to draw water for the horses. Some people wanted to stay one more day. But I saw that the animals were not in a safe situation.”

Furough made the call to break camp early, to ensure the animals were cared for. “I made this decision as tour leader and I felt the greatest satisfaction in that moment.”

“I felt so good,” she said, adding, “It was also very hard to walk back so many kilometers.”

In Tajikistan, female wilderness guides are still rare. So Furough co-founded a Tajikistan affiliate of Women Rockin’ Pamirs, an international association that enables women to work as professional trekking guides in the Tajik Pamirs. Women Rockin’ Pamirs started as a training initiative commissioned by PECTA in 2015.

“Before when I went to the mountains [as a guide], people would say, ‘You can’t do it because you are a girl.’ People said, ‘This is hard for a girl.’ But now people see I continue to do it and there’s nothing wrong. And so it’s changing mindsets.”

With the support of Women Rockin’ Pamirs, she obtained a grant to teach more young women trekking and camping skills. In 2018 and 2019, they hosted a camp for teenagers, the first-ever where girls could experience the mountains this way.



Female trekking guides attend a training session at the Oykul Lake in Tajikistan’s Pamir mountains.



Charting New Courses in Civil Society

As the head of a nonprofit organization, Maryana already considered herself a leader, but did not yet see herself as a leader in the civil society space. Then, as a participant in the Yetu Initiative, a community of practice that supports local organizations to mobilize resources, she was nominated to join an Executive Leadership course offered by the Aga Khan University's Graduate School of Media and Communications.

Starting in March 2018, the three-month course, a partnership with Harvard University, came at the perfect time for Maryana and her nonprofit Missing Child Kenya, Kenya's first advocate for missing children. Long after the course ended, she was finding new ways to apply its lessons.

One learning in particular stayed with her: Take time for a view from the balcony—meaning, to pause and reflect on the bigger picture.

1 in 3 participants
in the Executive Leadership
course were women

PROJECT

- Executive Leadership Course for New African Leaders
- Yetu Initiative

PARTNERS

- Harvard University and Aga Khan University
- USAID

LAUNCHED
2018

COUNTRY
Kenya

For Maryana, it was essential, after cresting each new summit, to take a moment and look anew at the landscape.

“It struck me because we’re usually stuck in the day-to-day business, so you don’t come out to see the direction that will lead to growth,” she says. “That helped me to dream of a bigger legacy for my nonprofit.”

The leadership challenge she raised with her cohort involved legislative advocacy. “I was just one voice trying to make sense of a new phenomenon,” she says. “What I learned was the importance of partnerships and alliances.”

She has kept in touch with her fellow leaders in the course, in Kenya and beyond. “If I have a question about legislation, I can call someone in



“The course chose to focus on measuring impact over numbers. That allowed my small non-profit to take part and really helped motivate me.”

MARYANA, NON-PROFIT FOUNDER



Maryana (right) represents one of 223 civil society organizations in Kenya supported by AKF and USAID through the Yetu initiative.

Nigeria and ask, “What does your government say about this?” What has encouraged me is the idea of continuous learning. Because we keep learning from each other.”

Maryana was deeply impressed by the Foundation’s dedication to leadership growth even for smaller organizations like hers.

“That allowed my small non-profit to take part and really helped motivate me.”

The course gave Maryana the perspective to launch a national toll-free line that missing children and people concerned for them can call for help. “We need eyes and ears in the community,” says Maryana. “The key is community participation.”



Reaching New Heights in Healthcare

When Zainab Samad was 13 or 14, she accompanied her mother to see a physician at Aga Khan University Hospital in Karachi, Pakistan. The doctor her mother consulted for treatment was a woman, a heart surgeon. “I was struck by her ability,” Zainab says now of that doctor. When Zainab applied to medical schools, she applied to AKU.

“I’m the oldest of five siblings. Two others also went to AKU and did better than I did. Both became top

cardiologists,” she says modestly. “My own mentors start with my mother, who pursued a career and raised five children, and returned to her career later.”

Zainab’s mother was herself a gynecologist. So from an early age, Zainab could picture herself becoming a doctor. But a leading role at a university was a leap beyond her imagination.

In Pakistan, **60 percent** of AKU graduates are women and **one half** of AKU senior faculty are women

PROJECT
Aga Khan University Hospital
Expansion

PARTNER
Overseas Private Investment
Corporation (OPIC)

LAUNCHED
2013

COUNTRY
Pakistan



Zainab (right) at the AKU Hospital in Karachi, where—with support from the Overseas Private Investment Corporation (OPIC)—a major expansion is helping improve access to healthcare for some of Pakistan's poorest citizens.

Still, in 2018, Dr. Zainab Samad, after 16 years at Duke University, returned to Karachi to lead the Medicine Department at AKU. She's the youngest person ever to hold that position, and the first woman.

Growing up, she didn't see people like her in that role. "I saw leaders as people who were in administration. Now that I'm in this role, I see it as a chance to make changes that are aligned with a certain vision. It's about building consensus around a mission and a vision," she says. "Leadership means bringing stakeholders together and empowering and uplifting others."

Zainab's journey to new heights was long, but she hopes that it will inspire other women to follow in her trail.

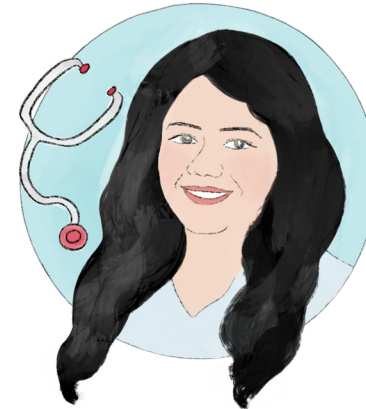
"I hope it changes the perception of a leader as someone you could be one day, someone who has your back," she says of her new role. AKU has had female chairs in other departments, including Obstetrics-Gynecology and Anesthesia. "I hope it means we'll have more."

Aga Khan University became the leading healthcare institution in Pakistan through excellence in teaching and research. Now it influences healthcare

practice and policy across the country. With its expansion, AKU Hospital will continue to develop skills of healthcare professionals like Zainab to deliver world-class care.

AKU alumni are in leadership roles in schools, hospitals, clinics, and more. "Having women in prominent roles is important. The change is starting to trickle up. In medicine, we in our department are finding multiple ways we can mentor women."

Those new ways include an initiative for mentoring women through the phases of their careers, providing leadership and communication skills. "We start small and want to scale up," says Dr. Samad.



"Having women in prominent roles is important. The change is starting to trickle up. In medicine, we in our department are finding multiple ways we can mentor women."

DR. ZAINAB SAMAD, HEAD OF DEPARTMENT OF MEDICINE,
AGA KHAN UNIVERSITY

PARTNER SPOTLIGHT

Together, AKF and the
Gates Foundation Ask:

Can Goats Empower Women?

Sangeeta Devi is telling Yasmin Sultana, her village's goat nurse, how she negotiated the price for her two male goats. "I told the goat trader very clearly that I had weighed my goats yesterday and knew that my goats together weighed 44 kilograms and that the fair market value was 11,500 rupees (\$177 USD)," she says excitedly.





Earlier Sangeeta had been offered just 7,000 rupees for both goats. Yasmin had advised her she should accept no less than 11,000 rupees, so she turned down the initial offer. Saying no is not easy in this context. But Sangeeta is a member of Project Mesha, the women's goat rearing group run by the Aga Khan Foundation and supported by the Gates Foundation that helps get their animals to the market. Ensuring their goats are healthy is an important responsibility for members. They regularly ask Yasmin Sultana, their village pashu sakhi (or "friend of the animals") for advice on goat health, vaccination, deworming, and other services. In her regular visits, Yasmin examines the goats so that the women can track their health and detect any problems.

Project Mesha aims to increase incomes for **50,000** of India's poorest women by **30 percent**.

Using a simple scale, Yasmin weighs the goat and recommends that the women note the weight. Before selling goats to the *chiks*—local (male) goat traders who often avoid weighing the goats so they can make lower offers based on rough estimates—Yasmin helps the women weigh their goats so that they approach negotiations armed with facts and good marketing information. The women become more confident in negotiations, and more able to secure fair prices, getting a better

return on their investments. This, in turn, provides women with a level of financial independence and empowerment. And as research shows, when women control their own finances, they spend it on things that improve the quality of life for their family.

WATCH

Bill Gates highlights the Pashu Sakhis as his 'heroes in the field'

www.gatesnotes.com/Development/Heroes-in-the-Field-pashu-sakhis

INSTITUTIONAL PARTNERS

At AKF, we partner with incredible institutions to improve quality of life around the world. This story highlights just one example: the success of our partnership with the Gates Foundation. A selection of key institutions who invest in and contribute to the impact of our programs include:

- Bill & Melinda Gates Foundation
- Conrad N. Hilton Foundation
- OPIC
- USAID
- World Bank Group

For a list of all our valued supporters, visit our website:

www.akfusa.org/about-us/supporters



LOCAL ACTION AND GLOBAL IMPACT

Supporters Find New Ways to Connect with AKF's Mission

Our dedicated supporters always find ways to make a bigger difference. In 2018, Aly Manji and Kiran Lakhani, with their loved ones, made a beautiful gift of their wedding celebration.

ALY: I've been a supporter of Aga Khan Foundation with its volunteer team for 10 years. Both Kiran and I come from Pakistan originally. We both have seen the Aga Khan Foundation's work and how it breaks the poverty cycle. Now it's humbling to be on the other side of the table, so to speak, and help the team raise money for those great programs.

KIRAN: The idea is that instead of a huge, four-day traditional wedding, we would do something a bit smaller and donate the difference. We still wanted to have a party, and we were still doing a dance party, but we wanted to help people, too.

We said, 'If you want to give [a wedding gift], we're encouraging people to give to the Aga Khan Foundation.' We're not trying to discourage other couples from doing a big traditional wedding. We just hope people will consider this as an option as well. You can still have a party, but you can also do something good—even if just a little bit.

We were so amazed when the donations topped \$12,000!

It was tremendously gratifying to think how big a difference that would make in people's lives.

YOU MAKE THE DIFFERENCE

Discover more stories from our incredible network of volunteers: www.akfusa.org/ourwork/our-stories.

PHOTO: ERIK CLAUSEN PHOTOGRAPHY

BUILDING BETTER FUTURES TOGETHER

Leadership

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Nageeb Sumar
MEMBER

* APPOINTED JULY 11, 2019.

** SERVED UNTIL JULY 11, 2019.

Finances

The Aga Khan Foundation USA's overall FY 2018 financial performance continued to be strong. Operating expenses are funded by grants from His Highness the Aga Khan and sponsorships apart from those recovered indirectly from federal grants. No donations from individuals, foundations, or corporations are used for operating expenses.

The financial results reflected here are derived from the AKF USA audited consolidated financial statements, performed by BDO USA, LLP. AKF USA's complete audited statement is available at our website in the "About Us" section.

Nazlin Pepermintwala
ASSOCIATE DIRECTOR, FINANCE

AKF USA is a non-profit, tax-exempt organization under section 501(c)(3) of the Internal Revenue Service code.

NOTES

1. Donations made to AKF USA are generally tax-deductable.
2. AKF USA accepts unconditional donations. Decisions about allocation of resources are made by the Foundation's Board of Directors.
3. Operating expenses are funded from grants from the Foundation's affiliates and other sources of income. Donations from individuals and corporations are not used for this purpose.
4. In conformity with accounting principles generally accepted in the United States of America, this report includes contributions pledged by individuals and corporations but not yet received.
5. AKF USA's financial statements are audited by BDO USA, LLP, which is available for review at AKF USA's office or AKF USA's website.

AS OF DECEMBER 31, 2018 AND DECEMBER 31, 2017

Dollars in Thousands

ASSETS	2018	2017
Cash and cash equivalents	\$ 102,472	\$ 77,750
Investments	66,084	42,872
Notes receivable	13,250	13,250
Donor agency receivables and other current assets	908	1,292
Receivables from affiliates	2,229	4,164
Contributions receivable, net	128,290	137,253
FIXED ASSETS		
Property held for charitable purposes	111,955	102,832
Less accumulated depreciation	(22,675)	(21,330)
Fixed assets, net	89,280	81,502
TOTAL ASSETS	\$402,513	\$358,083
LIABILITIES	2018	2017
Accounts payable and accrued liabilities	\$ 2,103	\$ 488
Payable to affiliates	749	1,116
Deferred revenues	1,878	2,849
TOTAL LIABILITIES	4,730	4,453
NET ASSETS	397,783	353,630
TOTAL LIABILITIES AND NET ASSETS	\$402,513	\$358,083

AS OF DECEMBER 31, 2018 AND DECEMBER 31, 2017

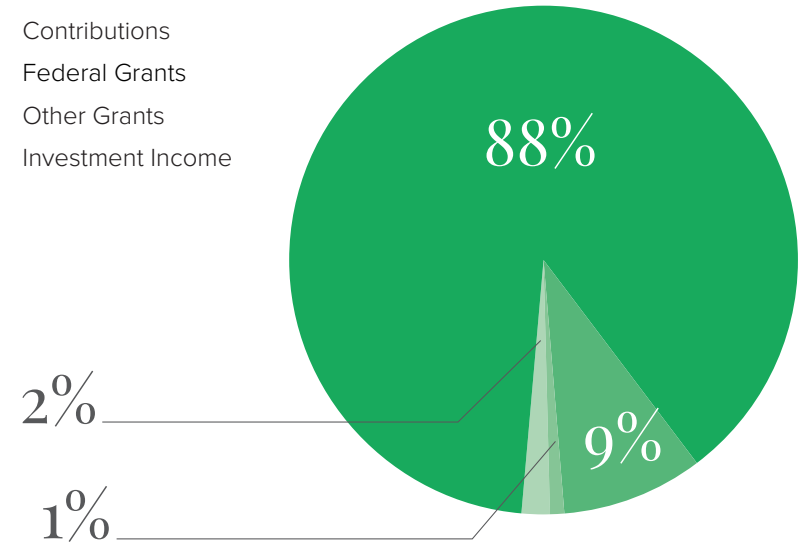
Dollars in Thousands

REVENUES	2018	2017
Contributions	\$ 69,579	\$ 219,633
Federal grants	7,113	13,529
Other grants	659	1,772
Investment income	1,423	366
TOTAL REVENUES	\$78,775	\$235,300

EXPENSES	2018	2017
International Programs	25,814	28,885
Community Centers Development (U.S.)	4,972	1,852
Management and General	1,123	15,814
Fundraising	2,712	3,176
TOTAL EXPENSES	34,621	49,727
CHANGE IN NET ASSETS	44,153	185,573
Net assets at beginning of year	353,629	168,056
Net assets at end of year	\$397,782	\$353,629

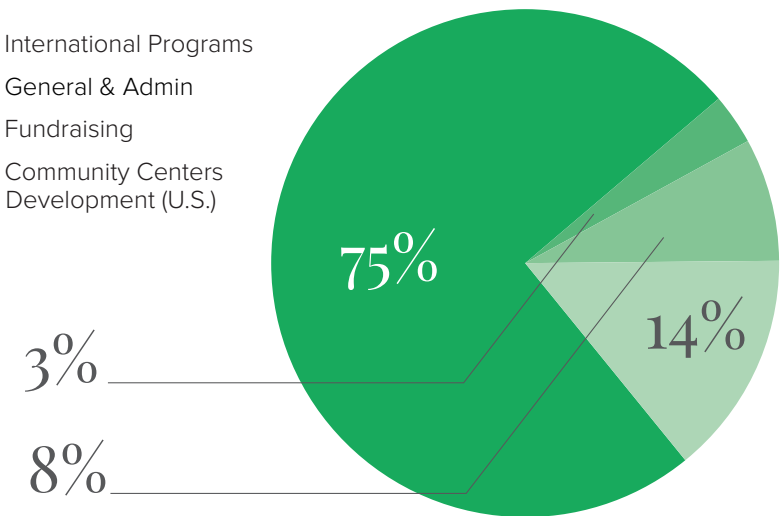
SOURCES OF FUNDS

- Contributions
- Federal Grants
- Other Grants
- Investment Income



USES OF FUNDS

- International Programs
- General & Admin
- Fundraising
- Community Centers Development (U.S.)



Learn more about our work in
Africa and Asia by visiting
our website www.akfusa.org



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AGA KHAN FOUNDATION

The Aga Khan Foundation USA is a non-denominational, non-profit, tax-exempt organization under section 501(c)(3) of the Internal Revenue Code.