



AGA KHAN FOUNDATION

# **LOCALLY ROOTED LEADERSHIP**

AGA KHAN FOUNDATION USA  
2021 ANNUAL REPORT

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## FINANCIALS

As part of its small business development program, AKF has supported this man with the construction of a greenhouse. He grows roses which are sold to local businesses, at markets, and for weddings.

DEAR FRIENDS,

# THE AGA KHAN FOUNDATION IS DIFFERENT.

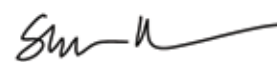
Through our community-centered approach, we emphasize local leadership to invest in people, expand opportunities, and improve the quality of life.

This meaningful and necessary work is made possible by our many generous supporters in the United States. We are proud of the strong partnerships that AKF has developed with government agencies, foundations, and our vibrant community of volunteers and supporters. These partnerships have enabled AKF to develop long-term relationships with communities across Asia and Africa and co-create programs that address critical needs, especially as the world continues to grapple with the COVID-19 pandemic and other global challenges.

In this report, we're honored to share new partnerships and awards that AKF secured in 2021. Explore the map section (p. 7) to discover new foundations we're working with, recent awards that respond to a critical global threat, our trailblazing Planned and Legacy Giving program, and more.

You'll also find stories about how AKF is strengthening local leadership—from a new fund that invests in community-developed projects (p. 2) to Youth Ambassadors who are inspired by AKF's global work to create change in the United States (p. 11).

As we look back on two years of public health challenges and uncertainty, we wish to share our heartfelt gratitude for your steadfast support. Thank you for your enduring commitment to AKF's mission to break the cycle of poverty.



Sherina Ebrahim  
NATIONAL COMMITTEE CHAIR



Zahid Rahimtoola  
NATIONAL COMMITTEE VICE CHAIR



**CATALYZING LOCALLY-LED DEVELOPMENT:**  
LOCAL IMPACT LEVERAGES AMERICAN SUPPORT  
WITH A NEW FUND TO SCALE IMPACTFUL IDEAS

# WHAT IF WE LOOKED AT DEVELOPMENT



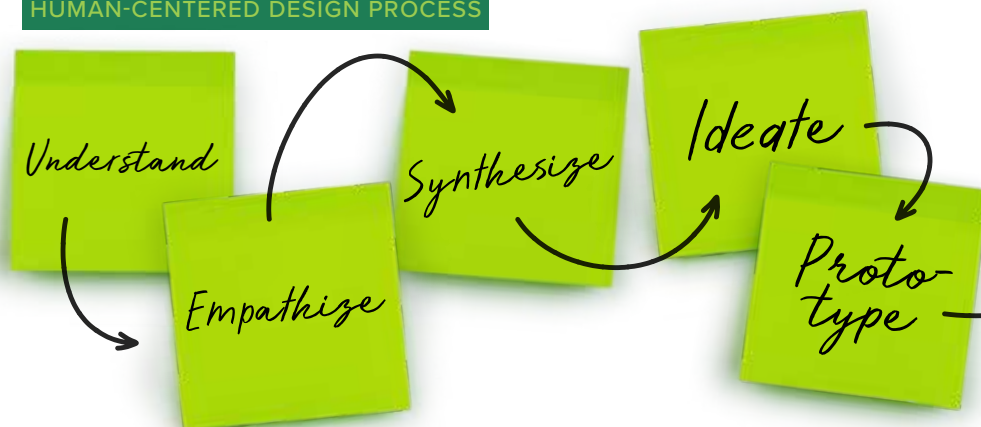
## DIFFERENTLY?

Instead of adapting global solutions to local problems, what if we scaled community-led problem solving?

These are the questions that guide Local Impact, an innovative, global partnership between the Aga Khan Foundation (AKF) and United States Agency for International Development (USAID).



## HUMAN-CENTERED DESIGN PROCESS



Local Impact is using the principles of human-centered design (HCD) to engage community members in order to define their own challenges and develop solutions to those challenges.

In August 2021, Local Impact launched the Catalyze Fund to scale several locally created solutions that were developed using the HCD methodology. The Catalyze Fund leverages support from US donors to pilot projects that have creative, high-impact, and evidence-based ideas for improving quality of life.

For much of the work in the international development sector, there is significant lead-time for project planning. Charting out a project plan with partners can take months or even years. But in today's world, there is also a need to respond in real-time. The Catalyze Fund enables AKF staff and partners to work with communities in order to respond to immediate needs by investing in ideas that are ready for scale. As the COVID-19 pandemic has shown us, global and regional contexts and challenges can quickly change, and our programs need to quickly adapt.

"Given the ever-evolving world that we live in, we knew that what we designed in 2019 may not respond to the needs of 2021 or even 2022," explained Anna Titulaer, AKF's Global Lead of Local Impact and Strategic Partnerships. "Local Impact has the flexibility to respond to the world as it is today, and the Catalyze Fund is meant to scale the ideas that have proven to be successful. We are focused on doubling down on what works."



Better yet, the Catalyze Fund is supporting and scaling ideas developed by local leaders who have worked closely with a global team of advisors to expand on innovative and effective solutions.

In the first round of the Catalyze Fund, four concepts across Central Asia were selected. These projects include:

- **Catalyzing Teacher-Led Education Innovations** which helps teachers design, implement, and assess new ways to improve learning for marginalized students in Afghanistan, Kyrgyz Republic and Tajikistan.
- **Catalyst for Fast Economic Growth** which aims to help incubate and accelerate small and growing businesses and start-ups with high social impact potential in the Kyrgyz Republic.
- **Adolescent Health and Well-Being** which will improve the transition from childhood to adulthood for girls and boys between 10 and 15 years in 23 communities of Gorno-Badakhshan Autonomous Oblast in Tajikistan.
- **Agribusiness Design** to scale up climate-smart solutions that contribute to improved food security, increased income, and enhanced livelihoods for small farmers and businesses in remote mountainous communities. *Read more about this concept on page 8!*

**CLOCKWISE FROM TOP RIGHT:** A teacher works with special needs students at a specialized learning center in Tajikistan; Young entrepreneurs receive feedback during a training; A farmer in Tajikistan shows potatoes grown using agronomic best practices.



# GROWING AN IDEA TO SCALE

With the greenhouses, we'll get a chance to utilize our land and produce vegetables until late fall. This will allow many of us to provide a better life for our families.

GULOMAMADOVA NAZIRA, FARMER  
SHOWN AT RIGHT ATTENDING A  
HUMAN-CENTERED DESIGN WORKSHOP

"Many of us have land that we have not been able to use," says Gulomamadova Nazira, a farmer in Tajikistan's Rushan district.

"With the greenhouses, we'll get a chance to utilize our land and produce vegetables until late fall. This will allow many of us to provide a better life for our families."

Greenhouses are a smart solution to helping farmers in Gorno-Badakhshan Autonomous Oblast, who face a short agricultural season because of the region's climate. The Agribusiness Catalyze Fund project expands the use of greenhouses so farmers can extend the growing season by an average of three months. By producing more vegetables like tomatoes and cucumbers for their families to eat and to sell in the market, farmers are improving food security in the region and increasing their incomes.

With \$996,665 from the Catalyze Fund, the Agribusiness project will support 36 greenhouses over two and a half years, benefiting more than 13,900 people in Tajikistan.

# LOCAL ROOTS, GLOBAL FRUITS

2021 ANNUAL REPORT

Discover how AKF's  
locally-driven work is  
making a difference  
across the globe.



AGA KHAN FOUNDATION



# ***AT HOME & AROUND THE WORLD***



AKF PARTNERS WITH  
COMMUNITIES,  
LOCAL ORGANIZATIONS,  
BUSINESSES, AND  
GOVERNMENTS  
TO BUILD BETTER FUTURES  
TOGETHER.



# OUR IMPACT IN 2021

Explore a selection of AKF USA's activities in 2021, from new projects around the world to strengthening connections in the United States.

## STANDING UP FOR PLURALISM GLOBAL

Building vibrant, resilient pluralistic societies is critical, as 2021 marked sixteen straight years of decline in global freedom. Civil Society and Media—Strengthened Together and Advancing in New Directions (CSM-STAND) is a new program, led by our partners Pact and IREX, working to enhance civic engagement and foster independent media capacity. AKF is a global partner for CSM-STAND in Africa, Asia, Eastern Europe, the Middle East, and Latin America, and the Caribbean and will provide leadership in innovative digital learning, integrating pluralism-focused approaches, and strengthening community philanthropy ecosystems.



## AN ENDURING LEGACY USA

AKF USA's Planned & Legacy Giving (PLG) program invites families to learn more about multi-generational financial planning and establishing a charitable legacy. In 2021, PLG hosted 10 in-person informational gatherings in California, Illinois, Texas, and Washington, in addition to 13 virtual sessions and 9 volunteer trainings. **RIGHT:** AKF PLG event hosted at the home of Dr. Karim and Alicia Alibhai in Seattle, November 2021.



## GOING THE DISTANCE USA

2021 was a record-breaking year for AKF USA with \$14.2 million in donations and \$1.9 million in sponsorships, supported by 4,800+ donors, more than 200 volunteers, and 90+ sponsors. Much of this support was raised during our second Virtual Voyage campaign from September 28 to November 6. The campaign took a virtual journey through the Kyrgyz Republic, Tajikistan, Pakistan, and Kenya to explore AKF projects, music, recipes, and more. During the Virtual Voyage, AKF USA also hosted our inaugural virtual Town Hall and a Homecoming celebration to gather with supporters across the US.

## CREATING CHANGE THROUGH RESEARCH KENYA AND TANZANIA

Improving early childhood development (ECD) requires a systems-level change. In East Africa, AKF and Aga Khan University's Institute for Human Development (AKU-IHD) are beginning a research study to map out existing ECD services and analyze factors that impact development in rural and marginalized communities. AKF and AKU-IHD will use these learnings to inform recommendations for policy makers, government officials, and educational institutions to guide future investments. This work will be supported by a new, \$3-million award from the Conrad N. Hilton Foundation.



## OUR ONGOING COMMITMENT AFGHANISTAN

Afghanistan is facing one of the world's most critical humanitarian crises. Drawing on decades of partnership and engagement at the community level, AKF is working to help over three million women, men, boys, and girls in Afghanistan access emergency relief, food, medicine, and health services with a focus on locally-led initiatives. Through a new funding partnership, the Conrad N. Hilton Foundation and AKF are working to achieve this goal and remain committed to supporting Afghan people.



## LIGHTING THE WAY TAJIKISTAN

For the past 18 years, families in Tajikistan's Roshorv village have lived without consistent electricity, relying on firewood to cook and heat their homes. Niyozbegim, like other women in the area, walked long distances to collect firewood, and years of cutting down trees for firewood has led to deforestation. AKF's Thrive Tajikistan program worked with Pamir Energy to construct a hydropower plant in 2020, which helped community members improve their lives and businesses in 2021. Niyozbegim now has more time to run her sewing business and enjoy leisure activities. "The supply of electricity changed my life and the life of Roshorv residents," she shared. "I hope with the new access to electricity, small businesses will continue appearing and growing in our remote area."



## DRIVING EARLY LEARNING INDIA AND PAKISTAN

Giving children a strong start in life drives AKF's evidence-based approach to early childhood development (ECD). With support from the Bezos Family Foundation, AKF is working to improve ECD outcomes in India and Pakistan. This project sends caregivers user-friendly and locally-relevant tips and tools through Vroom, a free ECD platform, to help them nurture children as they grow, develop, and learn from birth to five years.

LEARN MORE ABOUT AKF'S WORK AT [WWW.AKFUSA.ORG](http://WWW.AKFUSA.ORG).



AGA KHAN FOUNDATION

# YOU PLANT THE SEEDS

AKF USA can continue to help big ideas grow because of our passionate supporters across the United States.

THANK YOU.

**ABOVE:** Karimkol runs a nursery in Ala-Buka in Jalalabad region of the Kyrgyz Republic. AKF supported Karimkol by providing him weeding equipment to increase his productivity.

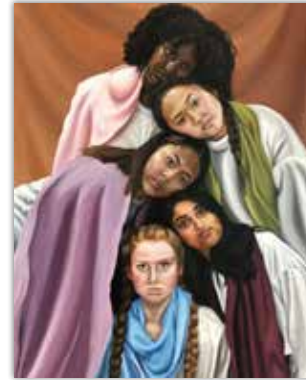
# EMPOWERED TO CREATE CHANGE

YOUTH AMBASSADORS FIND  
INSPIRATION IN AKF'S WORK

Globally-inspired art, innovations, and local initiatives were at the heart of the 2021 Youth Festival.

Hosted by Youth Ambassadors, the virtual showcase invited youth to explore how they can make a difference while adapting to a changing world.

The winning art entries in the 2021 Youth Festival focused on embracing diversity for a more equitable future. Pictured are winners "Lean In" by Claire Song, "Unity in Diversity" by Ananya Subramaniam, and "Noise" by Sannidhi Udayagiri.





Youth Ambassadors are high school students who volunteer with AKF in the Dallas area. Since 2011, the volunteer-run Youth Ambassador program has worked to cultivate future leaders who will drive global development.

Ambassadors raise awareness of AKF's work and encourage youth to engage with issues of local and global importance through artistic expression, innovative solutions, and partnering with local communities.

For years, Youth Ambassadors have organized an arts and innovation competition to inspire student participants to express their passion to make a difference. In March 2021, the festival moved online to exhibit arts and culture projects, local outreach initiatives, and innovative solutions.

The art and spoken word competitions asked youth participants to create awareness and promote AKF's mission—a better quality of life for all. Entries to the festival examined the social, environmental, and political challenges of the past few years and challenged youth to action.

"We are the help, we are the future, we all are the solution," wrote Shruthi Dandamudi in her poem *Hold on to More Hands*, which won first-place in the spoken word competition.

The Local Project component of the Youth Festival highlighted community outreach led by Youth Ambassadors working with Dallas-area schools with a significant percentage of students from low-income families. Several of the Local Project initiatives were inspired by current AKF USA partnerships in Central Asia and

East Africa, from encouraging student skills through designing a rock garden, drawn from Thrive Tajikistan's work with student councils, to creating leveled libraries, inspired by the Yetu Initiative's "Start a Library" work.

The Youth Festival also included an Innovative Solutions challenge competition, which brought together teams of high-school students to address local and global problems through research, exchanging ideas, and creating sustainable solutions. The 2021 Innovative Solutions Challenge winners presented ideas that speak to the challenges heightened by the COVID-19 pandemic, from technology for disinfection to resources for women facing increased rates of domestic violence.

Through the Youth Ambassador program, young people are gaining confidence and skills that prepare them to be global changemakers. Co-presidents Sarah Khoja and Eunbi Chung spoke at the festival, reflecting on their experiences with the program.

## INNOVATIVE SOLUTIONS WINNERS



**FIRST PLACE:** Team TechnoGreen (Aarian Dhanani, Pranav Mukund, and Kaden Nathani) for CubeUV, a product that disinfects and provides light to combat the lack of personal protective equipment during the COVID-19 pandemic.

**SECOND PLACE:** Team NexTech (Christopher Dycus, Azal Amer, Pranav Joshi, Daniel Walker) for the Port Stove, a solar-powered cooking surface.



**THIRD PLACE:** Team Jamila (Nandita Kumar, Sarosh Ismail) for Jamila, an app that provides a domestic violence help hotline, local services, and other resources for South Asian women.

We are the help, we are the future,  
we all are the solution.

EXCERPT FROM *HOLD ON TO MORE HANDS*,  
A SPOKEN-WORD POEM BY SHRUTHI DANDAMUDI



When I joined as a volunteer,  
I initially wasn't very confident.  
But as the years passed...my  
passion only grew."

EUNBI CHUNG, CO-PRESIDENT, YOUTH AMBASSADORS

"When I joined as a volunteer, I initially wasn't very confident," Eunbi said. "But as the years passed, and as I saw more and more students my age make a difference in our local community, my passion only grew."

Sarah added, "Throughout the six years that I have been with the Youth Ambassador program, I have been able to grow as not only a leader, but an experimenter and a problem solver."

I have been able to grow as  
not only a leader, but an  
experimenter and a  
problem solver.



SARAH KHOJA, CO-PRESIDENT, YOUTH AMBASSADORS

As Youth Ambassadors graduate, pursue further education, and enter the workforce, what they learn about leadership and finding solutions to global challenges sticks with them. After seeing the impact of the program as a participant from 2013 to 2016, alum Inaara Shakur Jamal has stayed involved by serving as a mentor. Now a consultant at Deloitte, Inaara created the virtual platform used for the 2021 Youth Festival and supported the Youth Ambassadors with planning, marketing, and logistics.

"To me, the Youth Festival is a celebration of young talent and their passion for social change," she said. "It's incredible to see how brilliant artists depict societal challenges to inspire change, and the creativity of our challenge competition participants is just a glimpse into the potential these students have to solve global challenges."

# FINANCIALS

The Aga Khan Foundation USA's overall FY 2021 financial performance continued to be strong. Operating expenses are funded by generous support from His Highness the Aga Khan, sponsorship income, and recoveries from federal and other institutional 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.

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.

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.



ABOVE: The tools of a Community-Based Savings Group in Guliston, Tajikistan supported by AKF through the ESCOMIAD program with funding from USAID. Christopher Wilton-Steer/AKDN



AS OF DECEMBER 31, 2021 AND DECEMBER 31, 2020

Dollars in Thousands

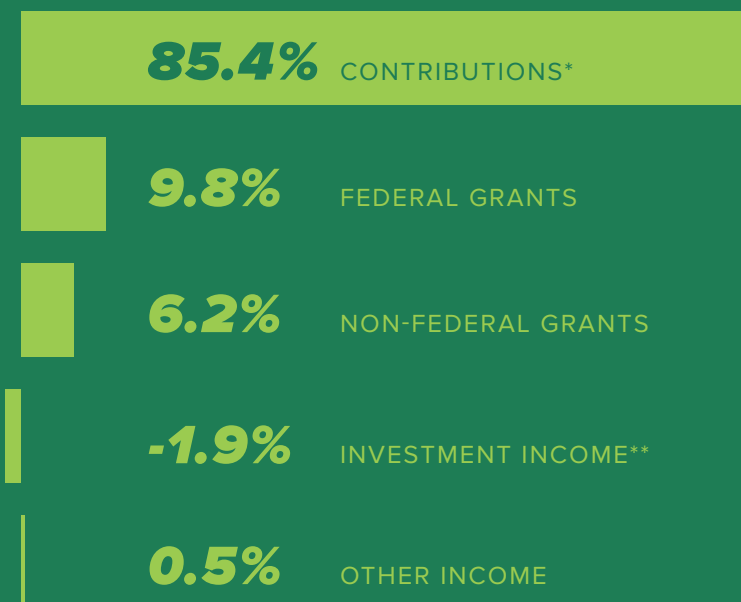
<b>ASSETS</b>	<b>2021</b>	<b>2020</b>
Cash and cash equivalents	\$ 49,338	\$ 24,782
Notes receivable	14,707	15,224
Investments	207,603	181,848
Accounts receivable and other current assets	1,902	972
Donor agency receivables	2,440	126
Receivables from affiliates	3,681	4,401
Contributions receivable, net	98,639	131,463
Fixed assets, net	136,274	114,126
<b>TOTAL ASSETS</b>	<b>\$514,584</b>	<b>\$472,942</b>
<b>LIABILITIES</b>	<b>2021</b>	<b>2020</b>
Accounts payable and accrued liabilities	\$ 7,393	\$ 2,315
Payable to affiliates	9,677	5,294
Deferred rent	108	103
Refundable Advances	990	815
<b>TOTAL LIABILITIES</b>	<b>18,168</b>	<b>8,527</b>
<b>NET ASSETS</b>	<b>496,416</b>	<b>464,415</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$514,584</b>	<b>\$472,942</b>

AS OF DECEMBER 31, 2021 AND DECEMBER 31, 2020

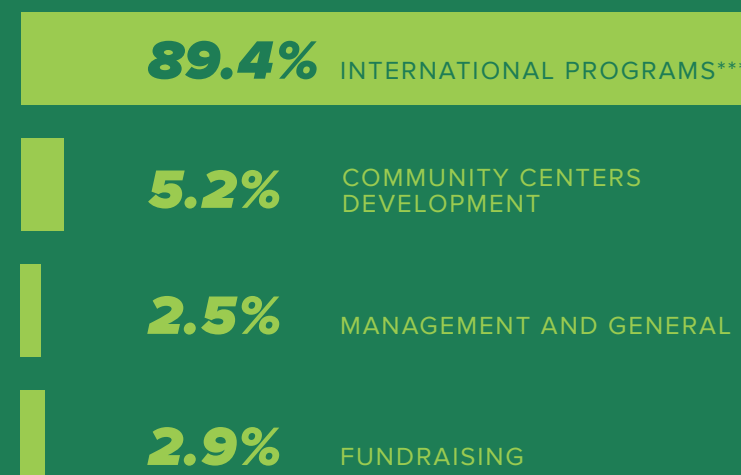
Dollars in Thousands

<b>REVENUES</b>	<b>2021</b>	<b>2020</b>
Contributions*	\$ 67,894	\$ 43,096
Federal grants	7,824	4,841
Non-federal grants	4,922	1,126
Investment income**	(1,514)	2,413
Other Income	383	381
<b>TOTAL REVENUES</b>	<b>79,509</b>	<b>51,857</b>
<b>EXPENSES</b>	<b>2021</b>	<b>2020</b>
International Programs	\$ 42,463	\$ 69,634
Community Centers Development	2,482	2,009
Management and General**	1,168	760
Fundraising	1,396	1,216
<b>TOTAL EXPENSES</b>	<b>47,509</b>	<b>73,620</b>
<b>CHANGE IN NET ASSETS</b>	<b>32,000</b>	<b>(21,763)</b>
Net assets at beginning of year	464,415	486,178
Net assets at end of year	\$496,415	\$464,415

## 2021 SOURCES OF FUNDS



## 2021 USES OF FUNDS



\* Increase in contributions resulting from the increase in pledges towards the new fundraising campaign in 2021

\*\* Investment loss resulting principally from unrealized losses on fixed-income securities due to market conditions in 2021 and impairment of equity investment in micro-finance institution

\*\*\* Decrease in International Programs is related mainly due to one-off expenditures incurred in 2020 for COVID-19

Learn more about our work in  
Africa and Asia by visiting  
our website **[www.akfusa.org](http://www.akfusa.org)**



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Enjoy our Instagram **[@akdn](https://www.instagram.com/akdn)**

**COVER:** Greenhouse business, Mehrgon, Tajikistan.  
Christopher Wilton-Steer/AKDN.



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