

Omar Asghar Khan Foundation is a public advocacy organization helping build a state responsive to its citizens. It seeks to strengthen the resilience of citizens - particularly the most vulnerable- so that they can claim their rights from the state, counter violent extremism, and reduce the burden of poverty. The Foundation fundamentally understands how to engage citizens and civil society in demanding and promoting a functioning democracy, in which government is accountable, citizens are active participants, and civic space is effectively used to promote tolerance. The Foundation works across Pakistan, with its strongest fieldbase in Khyber Pakhtunkhwa. It has offices in Islamabad and Abbottabad.

Omar Asghar Khan

Annual REPORT 2017



Omar Asghar Khan Foundation

Acronyms

AAN	Awaz-e-Niswan
ADP	Annual Development Programme
BISP	Benazir Income Support Programme
CDLD	Community Driven Local Development
CGAPs	Center for Gender & Policy Studies
COMSATS	Commission on Science & Technology
CSO	Civil Society Organization
DVEC	District Voter Education Committee
ECP	Election Commission of Pakistan
ERRA	Earthquake Reconstruction & Rehabilitation Authority
FY	Financial Year
KP	Khyber Pakhtunkhwa
MMfD	Media Matters for Democracy
MOU	Memorandum of Understanding
M-TAP	Multistakeholder Territorial Action Plan
NADRA	National Database & Registration Authority
NIC	National Identity Card
NPA	National Plan of Action
OGP	Open Government Partnership
PTI	Pakistan Tehreek-e-Insaf
SAP	Social Accountability Action Plan
SOPs	Standard Operating Procedures
UC	Union Council
VCDP	Village Council Development Plan

Contents

Summary	2
Accountability	
• People, Priorities & Public Funds <i>Analysis of Khyber Pakhtunkhwa's Budget FY2017-18</i>	4
• Wider Public Access to Budget Analysis <i>Innovations in Creative Communications</i>	8
• Fiscal Transparency <i>National Action Plan for Open Government Partnership</i>	14
Governance	
• Capacities for Citizen Monitoring <i>Training CSOs in Social Accountability</i>	16
• Citizen Engagement for Improved Governance & Better Public Services <i>Social Accountability Action Plans</i>	18
• Community-Driven Development <i>Multistakeholder Territorial Action Plans</i>	20
• Women & Politics <i>Closing the Gender Gap in Voters Registration</i>	21
Tolerance	
• Aman Ittehad: United for Peace <i>Solidarity Day 2017</i>	22
• Women & Peace <i>Gender-Based Situational Analysis</i>	22
• Citizens Against Violent Extremism <i>Public Calls for Tolerance & Justice</i>	22
Poverty Reduction	
• 2005 Earthquake <i>Taking Stock: 12 Years Later</i>	23
• Pathways Out of Poverty <i>Partnerships with the Very Poor</i>	23



The Foundation signed an MOU with the Government of Pakistan on 8 November 2017.

*Picture shows Dr. Yasmin Zaidi, Member of the Foundation's Board,
at the signing ceremony with the Joint Secretary-EAD*

Summary

Accountability

The Foundation's analysis of Khyber Pakhtunkhwa's Budget FY2017-18 showed that transport received the largest share, i.e., 21 per cent. Of this, 98 per cent was set aside for Peshawar's Mass Transit project. The assessment of district development funds indicated uneven distribution. The Foundation used this analysis to expand support for a fair and inclusive Provincial Finance Commission so that funds are fairly and transparently allocated. The identification of pro-women allocations helped advocate funds for women in each sector, and, sex-disaggregation of budget data. A declining trend in funds for local government helped reiterate the importance of fiscal decentralization for an effective system of devolved governance.

Peoples assemblies, press conferences, op-ed articles, social media, posters and billboards were innovatively used by the Foundation to project its budget analysis to a wider audience, helping them better understand the impact of government priorities and spending on people's lives. This increased the broad-based backing for open, transparent and fair public finance decisions. With a partner, Media Matters for Democracy, the Foundation helped CSOs project their actions to hold governments to account through a specially designed digital app Awam (people).

Consolidation & expansion were key themes for Omar Asghar Khan Foundation in 2017.

The Foundation intensified its advocacy for fiscal transparency. It created capacities & conditions for greater citizen engagement to make governance more responsive. It increased the political participation of women, youth & other disadvantaged. It celebrated diversity, reaffirming the imperative for peace. It designed ways to help the very poor find pathways out of poverty.

The Foundation continued to focus its field presence in Khyber Pakhtunkhwa, while its advocacy for policy & institutional reform extended across Pakistan.

The Foundation actively contributed to the national action plan for making governments more open, accountable, and responsive to citizens. Its preparation was required after Pakistan joined the multilateral Open Government Partnership in 2016. The Foundation worked intensely with the federal Ministry of Finance and the Economic Affairs Division as well as their provincial counterparts and other stakeholders to recommend measures to promote fiscal transparency.

Governance

The Foundation expanded citizen engagement in public services and decisions. It trained 64 CSOs from Khyber Pakhtunkhwa's districts Abbottabad, Battagram, Haripur, Kohistan, Mansehra, Mardan, and Peshawar to monitor public satisfaction with services and engage governments in improving it.

The trained CSOs prepared 99 Social Accountability Action Plans. Each specifying public grievances with local public services, and ways of engaging with governments to address them. 14 of the 64 CSOs were further trained in uploading social accountability stories on a digital app Awam (people) developed with a partner, Media Matters for Democracy. Five media houses confirmed an interest in using the stories as news content.

The Foundation worked with the Election Commission of Pakistan, District Voters Education Committees & NADRA in Abbottabad and Haripur to support the political participation of women and other disadvantaged groups. It organized visits of NADRA's mobile vans in poor rural areas assisting women to get their NICs and register as voters. These efforts will be scaled up in the lead up to the 2018 elections.

Tolerance

Aman Ittehad (United for Peace) organized its signature annual Solidarity Day on 1st January 2017. Public events in different parts of Pakistan called for implementing the national action plan against terrorism formulated after the chilling massacre of young students and staff of an army public school in Peshawar on 16 December 2014.

The Foundation joined civil society protests against rising incidence of intolerance and demanded protection of civil liberties. It also worked with 16 civil society representatives to explore gender-sensitive frameworks for analyzing conditions that lead to enduring peace.

Poverty

The Foundation continued its relentless focus on the plight of people affected by the 2005 earthquake. On its 12th anniversary, on 8th October 2017, It presented data on prime time media to remind policy makers and the public that post-earthquake rehabilitation is an unfinished agenda.

Drawing on recent best practices, the Foundation designed an innovative initiative to assist at least 8,000 very poor families in Kohistan to combine consumption support received under the Benazir Income Support Programme with assets and skills to move to the next level of well-being with better food security and resilience to climate change.

Accountability

The Foundation helps citizens engage with governments and hold them to account for the affect of their public finance decisions, especially on the poor. It assists citizens in understanding how governments are managing public money, and to sift reality from rhetoric. The Foundation's budget work includes assessment of provincial (sub-national) budgets and off-budget funds, the timely production and availability of federal budget documents, and, citizen monitoring of government services. It advocates new spaces for citizen engagement in public budgets and more ways to make budget information available and accessible to citizens.

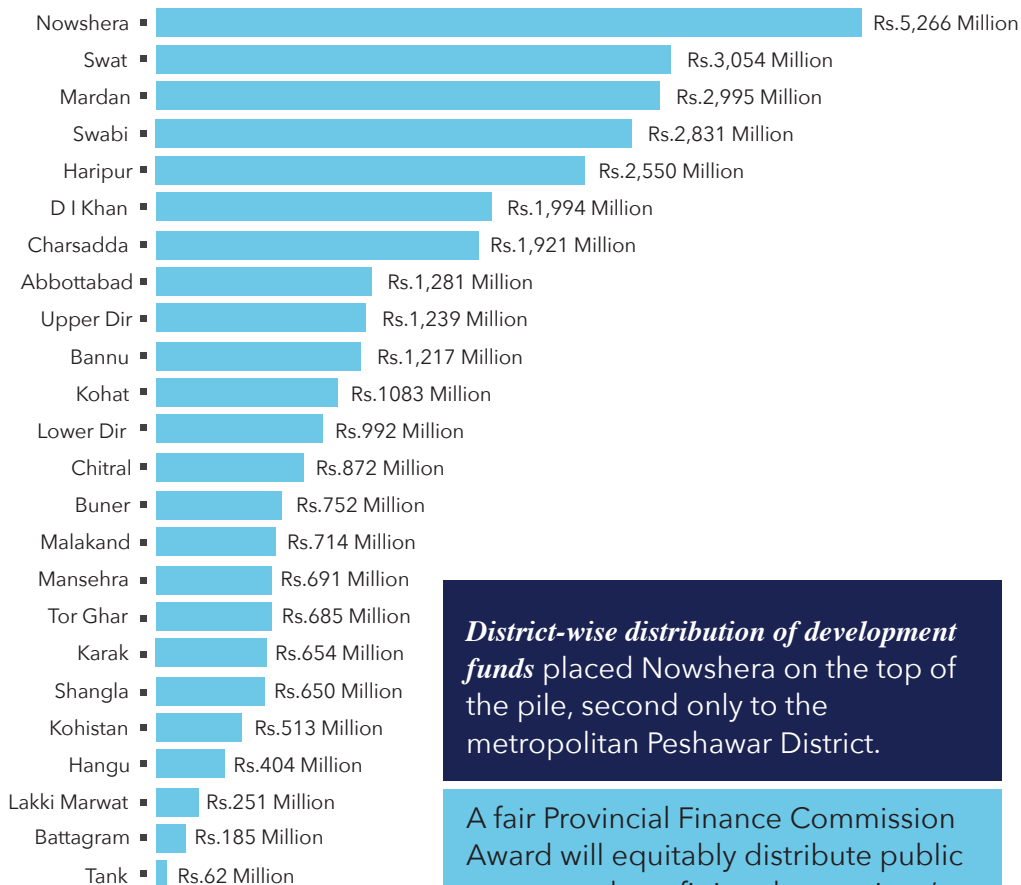
People, Priorities & Public Funds

Analysis of KP Budget FY2017-18

The Foundation's analysis of Khyber Pakhtunkhwa's budget FY2017-18 focused on government priorities, pro-women investments, and distribution of development funds. It assessed trends in fiscal decentralization and "block" allocations. The Foundation's analysis helped recommend measures to reform public finance management.

Government priorities A sectoral analysis of the budget showed that transport got a major share, i.e., 21.91 per cent of total development funds. The capital city of the province is likely to entirely benefit from this, as its Peshawar Mass Transit project is allocated Rs.44.60 billion, funded by foreign assistance. In other words, this single project dominates the sector by receiving about 98 per cent of total funds for transport. The allocation for health reduced from Rs.17.48 billion or 10.86 per cent in FY2016-17 to Rs.16.47 billion or 7.92 per cent. Aside from this dip, health has received an average allocation of 8.48 per cent over the past five fiscal years. Double than this is 16.57 per cent allocated for education over five years.

Trends in block allocations In FY2017-18, Rs.114 billion or 54.69 per cent of total funds are retained under "umbrella" or block allocations. It represents a marked reduction from the preceding year's staggering 73.56 per cent. This significant reduction must be applauded, as block funds compromise transparency and give unlimited discretionary powers to move amounts around within the purpose stated for the block. However, retaining more than half of total development funds is still too high.



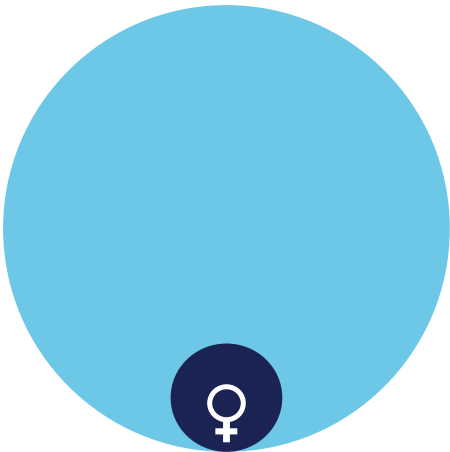
*all districts of KP except urban Peshawar

District-wise distribution of development funds placed Nowshera on the top of the pile, second only to the metropolitan Peshawar District.

A fair Provincial Finance Commission Award will equitably distribute public resources, benefitting the province's poorer districts and its people.

Fiscal decentralization The new local government in Khyber Pakhtunkhwa is bold and progressive. It gives elected councillors in districts, tehsils and even villages and neighbourhoods greater control over development decisions and the delivery of essential social services. The law ensures fiscal decentralization by stipulating the allocation of at least 30 per cent of total development funds for local government. However the province's budget for FY2017-18 includes Rs.32.5 billion, i.e., only 26 per cent of total development funds for local government.

Pro-women allocations Limited sex-disaggregation of budget data makes it difficult to assess pro-women funds. Of the total development outlay of Rs.208 billion, only Rs.12.7 billion or 6.11 per cent is clearly identifiable as pro-women allocations. Nearly 63 per cent of this amount or Rs.8 billion is for education. About half of this, i.e., Rs.4.2 billion is for health, and, Rs.0.23 billion for social welfare.



Pro Women Allocations
Rs. 12.70 Billion

Total Budget
Rs. 208 Billion



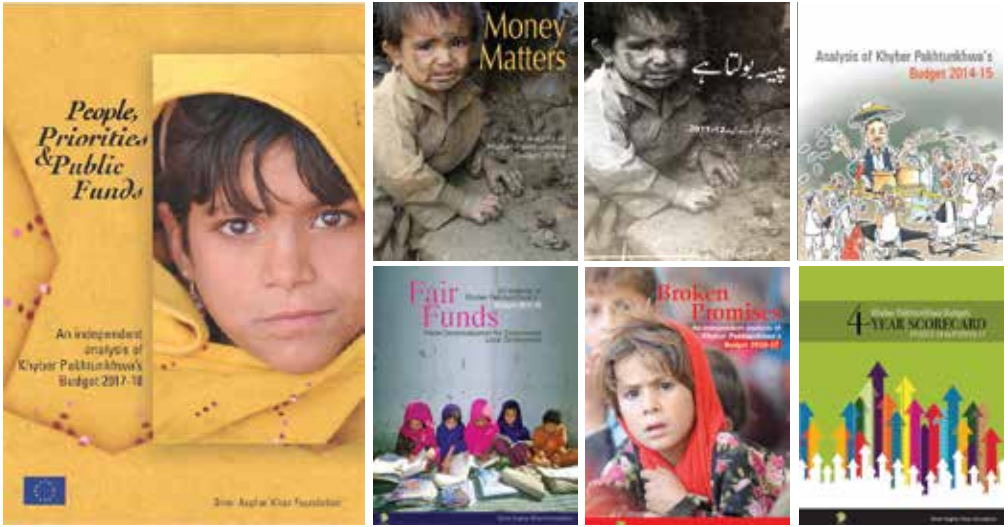
Rs. 8 Billion
Education



Rs. 4.2 Billion
Health



Rs. 0.23 Billion
Social Welfare



The Foundation regularly analyzes KP's budgets since 2010 and documents its findings in bite-sized publications.

*Mr. Shakeel Qadir,
KP's Secretary Finance
reviews the Foundation's
publication*



Wider Public Access to Budget Analysis

Innovations in Creative Communications

Using innovative communications, the Foundation projected its budget analysis to a wider audience generating broad-based backing for fiscal reform.

An attractive byte-sized publication, using easy-to-follow infographics, animations and pictures, was produced by the Foundation to document its findings and suggestions.

The Foundation used its wide contacts to share the publication with key stakeholders including: Minister of Finance, Secretary Finance and other senior officials of Khyber Pakhtunkhwa's Finance Department. Parliamentarians representing Pakistan Tehreek-e-Insaf, Awami National Party, Qaumi Watan Party, Pakistan Muslim League (N), etc. were also provided copies of the publication.

Press conferences were held in Peshawar on 18 October and in Abbottabad on 20 October 2017 -- syncing with the official inaugural of the Peshawar Mass Transit project. The timing increased media interest in the Foundation's analysis of government priorities reflected in the dominant allocation to this mega project for the province's capital city. The Foundation's analysis was widely covered. It also featured in articles and news reports of national and regional journalists.



The shei

Zaigham Khan



Politics has no shame. Why should the PTI be an exception only because it claims to be as pious as a Sheikh Sahab in Ghalib's verse? There is no point in reminding the PTI that a metro-bus project used to be a sinful idea just a few months ago; its wizards had offered to build Islamabad's Metro in seven billion rupees only, while its government intends to spend Rs48 billion on a similar project in Peshawar; PTI leaders used to swear by holy names that a Metro in Peshawar could be constructed only over their mass graves.

Peshawar is getting clogged and requires a decent public transport system. Bus Rapid Transit (BRT) is a relatively cost effective model, tested and tried in dozens of world cities, including three in a province ruled by the hated dynasty of the Sharif family.

Road infrastructure consumes a good part of our development budget, both at the national and

Bus Transit (BRT), called Metro in Punjab, has reversed this trend to some extent, providing relief to millions of urban commuters.

Unfortunately, the Punjab government has built metro-bus projects as monuments, overspending on its air-conditioned terminals and providing a heavy subsidy to its users at the cost of a large majority of public transport users in the rest of the province who remain deprived of the basic facilities. I hope that the PTI government has had a chance to correct some of the mistakes made in Punjab's BRT.

Unfortunately, it is not just metro-buses that Khyber Pakhtunkhwa is trying to emulate in a desperate bid to woo the KP voter, known for never electing a government twice. It is the whole model of development adopted by the Shahbaz Sharif government that is being replicated in KP. The PML-N has excelled in patronage-based governance, spending excessively on favourite constituencies and districts, ignoring the less privileged areas. This is exactly what the PTI government has done in KP.

To be fair, this model was not

ical leadership. These areas receive a huge chunk of public goods at the cost of less developed areas.

During the last financial year, the Punjab government allocated Rs134 billion for 445 schemes of Lahore out of a total district-based allocation of Rs229 billion. The second highest allocation for development schemes went to southern Punjab's Multan which got only a three percent share with

division. Within the Hazar son, Haripur District, with a lation of one million, has re 14 times more budget than poor Battagram district a population of half a million.

The six least develop districts, mostly located in the (Bannu, Hangu, Karak, Lakki Marwat and Tank) population of 4.7 million received a mere Rs3.67 billion persons in these district

Respected journalist, Mr. Zaigham Khan, drew on the Foundtion's analysis for his op-ed piece published in The News on 23 October 2017.

Rs2.2 billion for such projects. The Omar Asghar Khan Foundation (OAKF), a leading development sector organisation working in KP, has carried out an excellent analysis of the province's current budget which reveals the real policies of the PTI government.

Now when the home district of Chief Minister Perviz Khattak, has

barely equal to a single per the district of the chief mini According to a government assessment of multiple poverty in Pakistan, 30 percent of households were poor in 2017, reduced to 30-40 percent. Comparatively, poverty has remained con

Citizen Charter of Demands for Fair & Transparent Public Budgets

Government Priorities

Sync government priorities with people's needs and wants.

Focus on planning and not on projects.

Introduce more mechanisms to capture diverse public perceptions on budget matters.

Promote increased transparency by making terms of loans publicly available.

Equitable Distribution of Development Funds

Devise a fair Provincial Finance Commission Award by extensive consultations with stakeholders.

Expand the PFC membership by including elected nazims (mayors) from 24 districts.

Apply the PFC Award to the entire divisible pool – not just local government funds.

Legislate for enforceability – PFC Law.

Promote Transparency

Reduce and eventually eliminate “block” funds.

Expand mechanisms for proactive disclosure of budget information.

Fiscal Decentralization

Strictly comply with legal stipulation to allocate not less than 30 per cent funds for local government.

Devise a fair PFC Award.

Pro-Women Allocations

Provide sex-disaggregated data.

Include pro-women allocations in each sector.

For a public discussion of the budget analysis, the Foundation organized a Peoples Assembly at the Abbottabad Press Club on 20 November 2017. 108 women and 248 men from eight districts of the province participated in the event. They discussed the Foundation's findings and presented a Charter of Demands to Khyber Pakhtunkhwa's Deputy Secretary-Finance and other senior officials attending the Assembly.



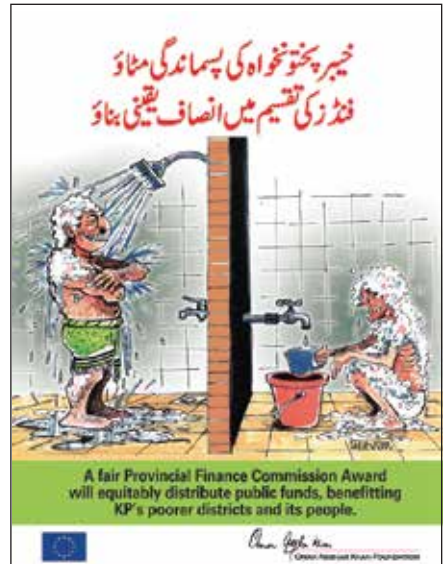
KP's Deputy Secretary Finance responding to public questions at the Assembly.



“The government must have more scientific mechanisms to document people’s needs so that public budgets respond to them.”

Dr. Abda Khalid, Assistant Professor, COMSATS

A series of posters and billboards were used to display key messages from the budget analysis at strategic locations. Social media was also used to project these messages to a wider audience.



The Foundation and a partner, MMfD, helped CSOs upload stories of citizen actions to hold governments to account for the delivery of quality services through a digital app, Awam (people).

Android users can simply download Awam from Playstore or access it at <http://www.awam.news/>

For authentic content, the app has filters like use of real name, mandatory profile picture and SIM verification. It has inbuilt restriction that allows upload of only photos and videos shot through Awam to the web platform.



-- a digital app designed to promote citizen actions for social accountability.



Awam was introduced to leading TV channels -- Geo News, Express News, Aaj TV, 24 News, Khyber TV -- and their interest confirmed in using news content from stories filed on it by CSOs.

“Awam is a game-changer in citizen journalism.”

Mr. Fahad Hussain
Director News, Express News

Pakistan National Action Plan for OGP

The Foundation's Recommendations for Fiscal Transparency

Improve Budget Transparency

Publish a Pre-Budget Statement and make it publicly available at least one month before the budget is presented to the legislature. Include in it key parameters like total expenditure, forecast for total revenues and debts to be incurred in the upcoming budget year.

Publish a Citizens Budget and make it publicly available. It should be a simplified version of the budget providing information on revenue, expenditure, specific sectors & targeted programmes. It should explain economic assumptions upon which the budget is based, describe the budget process and provide contact information for citizens interested to know more.

Publish a Mid-Year Review and make it publicly available no later than three months after the reporting period ends. It should contain a comprehensive update on budget implementation and forecast of its outcome for the current year.

Increase the comprehensiveness of the Executive Budget Proposal & In-Year Reports.

Improve Participation

Establish credible and effective mechanisms (i.e., public hearings, surveys, focus groups) for capturing a range of public perspectives on budget matters.

Hold legislative hearings on the budgets of specific ministries, departments, and agencies at which testimony from the public is heard.

Establish formal mechanisms for the public to assist the supreme audit institution to formulate its audit program and participate in audit investigations.

Improve Oversight

Establish a specialized budget research office for the legislature.

Ensure the executive receives prior approval by the legislature before implementing a supplemental budget.

Establish a system of quality control for the supreme audit institution.

Fiscal Transparency

National Action Plan for
Open Government Partnership

Launched in 2011 the Open Government Partnership is described as a multilateral initiative to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance.

Extensive national consultations were initiated by the Government of Pakistan for its national plan of action after joining the Open Government Partnership in December 2016. The Foundation actively participated in it, and was included in its sub-group of Fiscal Transparency.



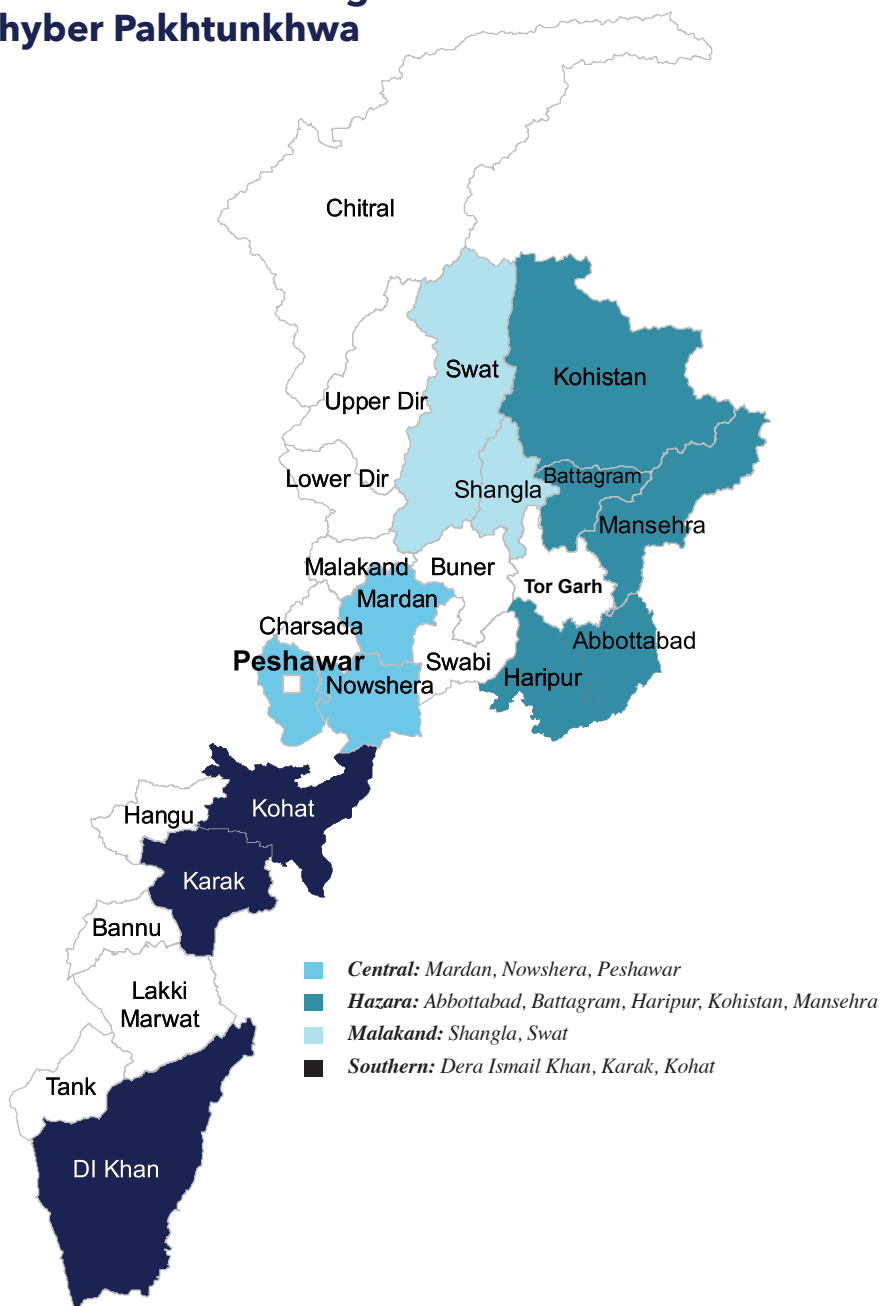
The OGP Secretariat appreciated the Foundation's inputs in Pakistan's NPA and invited it to the Asia Pacific Leaders Forum on Open Government hosted by the Government of Indonesia in Jakarta in December 2017. 750 participants including heads of governments, ministers, local government leaders, civil society, business, development partners, and other opinion leaders from the region and beyond attended the event and shared their experiences in encouraging open government to promote economic growth, reduce poverty, and deliver quality services.

"Meaningful participation of people, robust analysis, and the ability to seize opportunities are critical to the success of citizen actions for open budgets."

Rashida Dohad
Jakarta, December 2017



13 districts in four regions of Khyber Pakhtunkhwa



Governance

The Foundation helps citizens organize and engage in politics, governance and public policy. It assists them to know and claim their right to access quality basic services and participate in democratic processes. It assists them to be more informed, skilled, organized and confident in engaging with elected and non-elected duty-bearers, to influence and contribute to making governance responsive to citizens' interests. The Foundation also strengthens the supply side of the governance equation by assisting public representatives and government officials to better engage with citizens and realize the benefits of working together. The Foundation's strong commitment to equity is reflected in the priority it places on working with and for marginalized groups like the poor, women and the youth.

Capacities for Citizen Monitoring

Training CSOs in Social Accountability & Citizen Journalism

The Foundation plans to build capacities of at least 100 CSOs in 12 districts of Khyber Pakhtunkhwa. In 2017, 64 CSOs from Abbottabad, Battagram, Haripur, Kohistan, Mansehra, Mardan and Peshawar were trained. They included rural community-based organizations of women & men, advocacy organizations working on civic rights, and journalist associations.

The Foundation's training has three phases. In the first, social accountability is introduced to CSOs in district meetings and their consent to apply it reaffirmed. This is followed by a participatory assessment of public satisfaction with government services and its impact on local people. Based on their analysis, CSOs prioritize three issues/grievances and present each as a Problem Statement, to be addressed through citizen actions for accountability.



Participatory assessment of public services, DI Khan



Group work & certificate distribution

The participants become familiar with social accountability and its four pillars:

- *organized, capable & responsible citizens*
- *responsive & effective government*
- *reliable, relevant & available information*
- *context appropriateness*

Three case studies from Pakistan help participants better understand application in real situations. The training uses a learner-centered, interactive methodology including group work and the effective use of pictures/video clips.

In the second phase of training, activists from selected CSOs are brought together in a workshop. They are assisted in better understanding key concepts like active citizenship and politics helping them place social accountability within a rights-based framework.

Social accountability is not just a process of collecting data. It also helps to assert citizenship rights.

Citizen Engagement for Improved Governance & Better Public Services

Social Accountability Action Plans

64 CSOs trained in social accountability developed 99 Social Accountability Action Plans to address grievances with public services. These were categorized by district and sector and documented in a specially designed database, which serves as baseline data and a tool to track citizen actions and their impact.



Planning citizen actions for better governance SAPs

The most common public demand expressed in 30 per cent of SAPs concern availability and access to clean drinking water. This was followed by basic facilities in schools, accounting for 27 per cent of total SAPs. Only one grievance related to Women's Protection, and is concerned with limited application of SOPs at the local women's shelter.

According to the Foundation's capacity building strategy it continues to provide mentoring support to local working groups, including trained CSOs, as they implement SAPs by collecting data and engaging with the government.



Women walk long distances to fetch water

Community-Driven Development

Multistakeholder Territorial Action Plans

The Foundation will strengthen local government by assisting at least 3,000 councilors (including 900 women) in 12 districts of Khyber Pakhtunkhwa to engage with constituents through khuli kutcheries and bringing multiple stakeholders together to plan & resource poor-poor development.

Profiles of the 12 districts were drawn up with maps and contact details of elected councillors (including women, peasants/labour, youth & non-Muslims). A framework was designed for khuli kutcheries to enable councillors to interact with constituents in a town-hall setting. These will be held in 2018.

The Foundation initiated multi-stakeholder territorial plans (M-taps) in two union councils of District Nowshera by bringing together stakeholders and assisting them in identifying priority needs. Those meeting the criteria of another project, Community-Driven Local Development (CDLD) were documented using its Village Council Development Plan format. These were conveyed to CDLD for inclusion in its database. M-tap's subsequent steps will be undertaken in 2018.



“Linking M-Tap & CDLD will give local people access to more sources of funds to meet their development needs.”

Mr. Riaz Tanoli
M-Tap Session, Nowshera

Women & Politics

Closing the Gender Gap in Voters Registration

Extensive assessments conducted by the Election Commission of Pakistan in 2017 show there are 12.17 million fewer women registered as voters as compared to men. Extraordinary institutional, political and civil society efforts are urgently required to close the gender gap.

The Foundation as part of Awaz-e-Niswan (National Network of Women Voters in Pakistan) worked with the Election Commission of Pakistan and NADRA in Districts Abbottabad and Haripur to assist women to obtain their NICs and register as voters.

The Foundation also designed a more extensive voters' registration campaign that will benefit more than 17,000 women, youth, and those that are differently abled in Districts Abbottabad, Haripur and Mansehra, in the lead up to the 2018 elections.



AAN team meets with senior ECP officials in Islamabad

Tolerance

The Foundation is connecting citizens, especially the young, to popularize counter narratives to hatred and intolerance.

Aman Ittehad: United for Peace Solidarity Day 2017

Formed in 2009, Aman Ittehad is a citizen platform striving for peace, democracy and justice in Pakistan. Its signature event, Solidarity Day, is observed each year on 1st January. It amplifies people's voices for peace from across Pakistan. Aman Ittehad's Solidarity Day 2017 called for effective implementation of the national action plan to counter terror developed after the chilling massacre of young students and staff of an army public school in 2014.

Women & Peace

Gender-Based Situational Analysis

The Foundation worked with 16 peace-builders (7 women and 9 men) representing different geographical contexts and civil society organizations in a two-day workshop to use a systems approach for analyzing situations from a gender perspective to plan citizen contributions for enduring peace.

Citizens Against Violent Extremism

Public Calls for Tolerance & Justice

The Foundation joined civil society protests against rising incidence of intolerance and demanded protection of civil liberties.



Poverty Reduction

The Foundation is primarily a public advocacy organization. It also engages citizens in some of the poorest regions of Khyber Pakhtunkhwa to develop essential cost-effective community infrastructure including, drinking and irrigation water schemes, bridges, roads, and pavements. The terms of partnership between the Foundation and local people also builds local capacity to work together, reduce burdens of poverty by removing barriers to accessing water, schools, hospitals & jobs.

Pathways Out of Poverty

Partnerships with the Poor

Drawing on recent best practices, the Foundation designed an innovative initiative to assist at least 8,000 very poor families in Kohistan to combine consumption support received under the Benazir Income Support Programme with assets and skills to move to the next level of well-being with better food security and resilience to climate change.



2005 Earthquake

Taking Stock: 12 Years on

On the 12th anniversary of the 2005 earthquake the Foundation continued its efforts to focus attention on unfulfilled rehabilitation promises.

“According to ERRA, as of January 2017, nearly half of the total 5,723 schools are yet to be rebuilt.”

Ms. Rashida Dohad on primetime TV show



The Foundation is a learning organization committed to excellence. It organizes periodical internal stock-taking on actions and their immediate & long-term impacts. Best practices are drawn and course correction taken, if needed. These events and regular team meetings help build capacities and improve interpersonal interactions. Core values and purpose are also reaffirmed.

