Friends of Pakistan Fellowship — 2027 application

This is an offline copy of the online application, for drafting. Applications are only accepted through the online form at /apply/form — paste your answers in when you are ready. Character limits below are hard limits online.

Before you start, gather:

- How many people you reached in the last 12 months, and your own definition of "reached".
- The month and year the first person outside your organisation used or received your product, service or programme.
- Your three largest delivery sites or partners, with people reached in the last 12 months and start dates.
- Your total programme cost for the last 12 months (to work out the cost per person).
- Your primary outcome metric and how you measure it.

G3 (the path to 1M users) is the one long answer — plan five to eight minutes for it.

Eligibility (answer yes or no)

[ ] Yes [ ] No Are you the founder, a co-founder, or the senior-most leader with real decision-making power?

[ ] Yes [ ] No Is your organisation past the pilot stage, with real delivery or reach numbers from the last 12 months?

[ ] Yes [ ] No Does your work serve people in Pakistan?

[ ] Yes [ ] No Do you keep basic financial records, such as annual accounts?

[ ] Yes [ ] No Are you fluent in English?

[ ] Yes [ ] No Can you spend seven consecutive days fully present — no email or calls during sessions?

Section A — Organisation

A1. Organisation name
Legal registered name.

A2. Name you operate under, if different (optional)
Leave blank if the same.

A3. Organisation type
[ ] For-profit
[ ] Non-profit
[ ] Hybrid (both entities)
Choose one.

A4. Legal registration
[ ] Pvt. Limited
[ ] Section 42
[ ] Trust
[ ] Society
[ ] SMC-Pvt Ltd
[ ] US 501(c)(3)
[ ] Other
[ ] Registration in progress
Choose one.
If Other: please specify.

A5. Year first registered
YYYY. The entity that runs the programme you are applying with.

A6. Headquarters city and country

A7. Where you currently operate
Only places where you have active users today. Not places you plan to enter.
[ ] Punjab
[ ] Sindh
[ ] KP
[ ] Balochistan
[ ] ICT
[ ] AJK
[ ] GB
[ ] Outside Pakistan
Choose all that apply.
If Outside Pakistan: please specify.

A8. Sector
Pick the one where your primary outcome sits.
[ ] Education & ECD
[ ] Health
[ ] Mental health
[ ] Disability & inclusion
[ ] Justice, legal aid & women’s rights
[ ] Livelihoods & Employment
[ ] Financial Inclusion
[ ] Water & Sanitation
[ ] Agriculture & Food
[ ] Energy
[ ] Climate & Conservation
[ ] Other
Choose one.

A9. Website
Enter "none" if you do not have one.

A10. Total annual budget, most recent complete financial year, USD
Total expenditure, not income, in US dollars (convert from rupees at today's rate). Whole numbers only — no commas or decimals.
Digits only. Or tick: [ ] We don't track this.

A11. Full-time staff today
Full-time equivalents on your payroll. Exclude volunteers and government staff. Whole numbers only — no commas or decimals.
Digits only.

A12. Part-time, contract and field staff today
Whole numbers only — no commas or decimals.
Digits only.

Section B — Applicant

B1. Full name

B2. Role title (and whether you founded or co-founded the organisation)
For example, "Co-founder & CEO".

B3. Email

B4. Phone, with country code

B5. LinkedIn
Enter "none" if you do not have one.

Section C — Where you actually are today

C1. Which single statement is true of your product, service or programme today?

Choose the highest statement that is fully true today, not the one you expect to be true in three months. If two feel true, choose the lower one.

[ ] It is in pilot: real people use it, in a small number of sites, under our direct day-to-day supervision.
[ ] It runs at steady state in one geography, without the founder involved day to day.
[ ] It runs at steady state in more than one geography.
[ ] Someone other than us — a government body or partner organisation — delivers it using our model or tools.

Choose one.

C2. The month and year the first person outside your organisation used or received your product, service or programme

Not the month you registered, not the month you started building. The first real person served.

C3. Complete this sentence

The number of different people reached in the last 12 months — not a cumulative total and not a target. "Who" is the person you serve directly: if you train teachers and their students benefit, your answer is teachers. Give the definition of "reached" you really use.

In the last 12 months, we reached [number] [who: the people you serve directly] through [your product, service or programme] . We count someone as reached when [your definition] .

C4. Your three largest delivery sites or partners

Name them, for example "Government girls' schools, Rawalpindi district", rather than "a government partner in Punjab". Up to 3 rows. Columns: Name of the site, district or partner | People reached there in the last 12 months | Working with them since (MM/YYYY).

C6. What does it cost you to serve one person for a year?

In US dollars. Total programme cost in the last 12 months, divided by the people you reached. A rough figure is fine, e.g. "$18". Write "not tracked" if you do not know.

Section D — The problem

D1. Who are the people you serve?

Demographics only — do not describe the problems they face here. Cover age range, gender split, income level, rural/peri-urban/urban, occupation, education, language. If you serve organisations rather than individuals, describe those organisations and the people they serve.
Max 120 words.

D2. Name the problems you address

Only what you are addressing today. "Lack of empowerment" is not a problem a person experiences. "A mother walks 4km to the nearest clinic and is turned away twice out of three visits" is.
Up to 3 rows. Columns: The problem, as something a person experiences | How many people in Pakistan face it | Where that number comes from ("we don't track this" allowed for counts).

Section E — The intervention and how it works

E2a. Walk one user through it — first contact

How does a user find out about you and get started?
Max 120 words.

E2b. Walk one user through it — the core interaction

What does the user do, how often, for how long each time?
Max 120 words.

E2c. Walk one user through it — the end

What is different for that user when they are done?
Max 120 words.

E3. Complete this chain

The last blank should name the same thing as your primary metric in Section F.

We do [what you do] !’ which causes [the user] to do [what they do] differently !’ which produces [the outcome] !’ which we measure as [your measure] .

Section F — Evidence

F1. Which statement describes your strongest evidence today?

A study in progress is not a study completed, and a study you are running yourself is not an independent one. We select organisations at every level on this list. What we cannot work with is a claim we cannot place on it.

[ ] 1. User testimonials and anecdotes
[ ] 2. Usage or output data only — how much we delivered, and to whom
[ ] 3. Before-and-after outcome data on our own users, with no comparison group
[ ] 4. Outcome data with a non-randomised comparison group
[ ] 5. A randomised or quasi-experimental study we are running ourselves, in progress
[ ] 6. A randomised or quasi-experimental study we ran ourselves, completed, results in hand
[ ] 7. An independent third-party evaluation, completed — not an RCT
[ ] 8. An RCT by an independent third party, in progress
[ ] 9. An RCT by an independent third party, completed, results in hand

Choose one.

F3. What is your primary metric?

One number, not a list. An outcome, not an output — "teachers trained" is an output; "percentage of Grade 3 students reading at grade level" is an outcome. State the unit. If your primary metric is currently an output, say so plainly and give it anyway.

F4. How do you measure it?

Instrument or method; frequency; who collects it, by name; the sample or population; whether you have a baseline. Max 150 words.

Section G — Scale: who does it, who pays for it

G2. What will be your primary mechanism for reaching 1M+ users by 2030?

Examples: Digital Platform (App/SMS/Voice), Government Partnership/Adoption, Training of Trainers, Human Delivery, B2B Partnerships, Enterprise Sales.

G3. Scale. What is your path or strategy to reach 1M users by 2030? Ideally, who would pay for user #1,000,001 — a government, a market, or a donor?

The longest answer we ask for anywhere. Spend it on specifics rather than ambition: the institutions you need by name and where each relationship actually stands today; what has to happen for the next one to say yes; the numbers you expect by 2027, 2028 and 2030; and who pays once donor money is out of the picture. "We will partner with government and scale nationally" tells us nothing.
Max 250 words.

Section H — How you found us

H1. How did you hear about the fellowship?

[ ] Website
[ ] Social media
[ ] Referred by another organisation
[ ] Email from Taleemabad
[ ] Friends of Pakistan
[ ] A funder
[ ] A previous fellow
[ ] Other

Choose one.
If Referred by another organisation / Other: please specify.

H2. Anything we should know that no question above let you tell us? (optional)

Optional. Not a place to restate your case; it is for context that has no home in the questions above.
Max 200 words.

Confirmation

[ ] Every number in this application is one I can show you the source for. I understand that shortlisted applicants have a 45-minute conversation with the Friends of Pakistan Fellowship team, and that the conversation starts from these answers.