

This Report was produced by an editorial team consisting of Nafeesa Mushtaq, Roomi S. Hayat and Agha Ali Jawad, with contributions from the NRSP Regions.

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**Ten Years**  
*of*  
**IRM**

1995 - 2005



# Contents

About NRSP .....	01
Overview of IRM .....	03
Organogram .....	06
Outreach of IRM Activities .....	07
AHK Resource Center .....	08
Social Change: Community Training Programme .....	09
Community Management Training Programme (CMTP) .....	10
Social Sector Services Training Programme (SSSTP) .....	13
Education .....	13
Health .....	14
Natural Resource Management Training Programme (NRMTP) .....	17
Gender Sensitization .....	20
Including People with Disabilities .....	20
Rejuvenating People's Potential .....	21
Vocational, Technical & Educational Center (VTEC) .....	21
Staff Training Programme (STP) .....	24
Management Development Programme (MDP) .....	25
Micro Finance Training Programme (MFTP) .....	26

Internship Training Programme (ITP).....	26
Crossing Boundaries (International Participation in IRM Trainings).....	28
Value Added Education .....	29
Year and Gender wise Staff & Community Training Graph .....	31
A Decade of Achievements.....	32
Information Services.....	39
Facilitating the Information Flow .....	41
Awards & Publications.....	42
Organizational Development .....	44
Special Projects & Collaboration .....	46
Reaching the Zenith .....	48
IRM People .....	50
External Faculty .....	53
IRM Graduate Sampler .....	55
Programme Partners.....	56

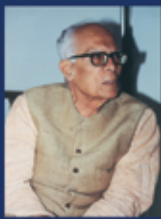
# Abbreviations

ADBP	Agricultural Development Bank of Pakistan
ACN	Advocacy Communication and Networking
AV	Audio Visual
AHK-RC	Akhter Hameed Khan Resource Centre
AKRSP	Aga Khan Rural Support Programme
BMST	Business Management Skills Training
BVDP	Barani Village Development Project
BRSP	Balochistan Rural Support Programme
CAAP	Community Activist Action Planning
CART	Credit Appraisal and Review Techniques
CHW	Community Health Worker
CMTF	Community Management Training Programme
CMST	Community Management Skills Training
CO	Community Organization
CTP	Community Training Programme
CSOP	Country Strategic Opportunity Paper
DTCE	Devolution Trust for Community Empowerment
GBTI	Ghazi Barotha Taraqiati Idara
GEF	Global Environment Facility
GFATM	Global Funds for Aids, Tuberculosis and Malaria
HRD	Human Resource Development
HRDN	Human Resource Development Network
HRIS	Human Resources Information System
HRM	Human Resource Management
IFAD	International Fund for Agricultural Development
IRM	Institute of Rural Management

ITP	Internship Training Programme
ILO	International Labour Organization
LPRP	Laachi Poverty Reduction Programme
LMST	Leadership Management Skill Training
LHW	Lady Health Worker
MIS	Management Information System
NRM	National Resource Management
NRSP	National Rural Support Programme
OTW	Orientation Training Workshop
PPAF	Pakistan Poverty Alleviation Fund
PRSP	Punjab Rural Support Programme
RSPN	Rural Support Programmes Network
SALT	Sloping Agriculture Land Technology
SAPAP	South Asian Poverty Alleviation Project
SMST	School Management Skills Training
SRSO	Sarhad Rural Support Organization
SRSP	Sarhad Rural Support Programme
STP	Staff Training Programme
TBA	Traditional Birth Attendant
TNA	Training Needs Assessment
TRUC	Teachers Resource Upgradation Center
TREE	Training for Rural Economic Empowerment
UNESCAP	United Nations Economic and Social Commission for Asia and Pacific
UNDP	United Nations Development Programme
VEC	Village Education Committee
VTP	Vocational Training Programme
VTEC	Vocational Technical and Educational Center
ZTBL	Zarai Taraqiati Bank Limited

# About ...

*"In Pakistan, development will not come from the top. It will come from the bottom, and it shall happen in pockets- one island formed here one there and one island will be made by you..."*



**Akhter Hameed Khan**

Beacon and Guiding Light of rural development in Pakistan  
Bangladesh & South Asia

*"Human Resource Development and economic growth cannot be viewed separately. We must work on both simultaneously so that the two can complement each other on the path towards sustainable development."*



**Shaukat Aziz**

Prime Minister of Pakistan  
(Inaugural Address at the International HRD Congress,  
June 2003)

## National Rural Support Programme

The National Rural Support Programme, registered under section 42 of the Companies Ordinance 1984, was established in 1991 as a non-profit organization to undertake development activities in the rural areas of Pakistan. It is operating in the Islamabad Capital Territory and in 31 districts of all the four provinces and the Azad Jammu & Kashmir. NRSP is also providing technical assistance to other Rural Support Programmes covering additional areas. The main objective of NRSP is to foster a countrywide network of grassroots level organizations to enable rural communities to plan, implement and manage developmental activities and programmes for the purpose of ensuring productive employment, alleviation of poverty and improvement in the quality of life.

Poverty alleviation strategies and programmes aim at increasing people's access to goods, services and opportunities; increasing people's ability to withstand the socio-economic shocks resulting from job loss, crop failure and illness and expanding the horizon of opportunities for improving the quality of life of the poor. NRSP can facilitate pooling of resources through social mobilization, income generation, accumulated savings, the establishment of profitable enterprises, creation of reliable and profitable market links, capacity building for better access to employment, reduced costs in health and the provision of educational services where they did not exist earlier, as its contribution to poverty alleviation.

[www.nrsp.org.pk](http://www.nrsp.org.pk)

## NRSP - Institute of Rural Management

NRSP considers Human Resource Development (HRD) to be a vital constituent of the process for achieving sustainable socio-economic development. Hence the very catalytic dimension of NRSP is its Human Resource Development component implemented by the Institute of Rural Management (IRM).

The NRSP - Institute of Rural Management is one of Pakistan's foremost training institutes in the non-profit sector, working with firm determination for the cause of poverty reduction through skill enhancement that instill a spirit of self-reliance as well as pave ways for securing gainful employment. This also enables the rural masses to achieve a sense of dignity. The building block of its



*"The focus of Human Resource Development initiatives has to encompass both human and technical skills, with accent on the former."*



**Shoaib Sultan Khan**  
Chairman NRSP  
(Founder of  
the RSP movement in  
Pakistan & South Asia)

*"Over the years NRSP-IRM has brought prosperity and hope to the lives of rural poor by imparting skills that ensure a secure future through encouraging self reliance".*



**Dr. Rashid Bajwa**  
CEO- NRSP

foundational premise is its objective "To harness people's potential to help themselves". Although an integral part of NRSP, it began its operations as a self-managed and autonomous institution in 1993. IRM combines a flexible organizational structure with integrated managerial control and provides technical support to NRSP and other partner organizations.



IRM has earned an outstanding recognition as a leading training facility that provides the utmost form of social guidance through formal training, on job technical advice and experience sharing seminars and workshops both for staff and community members of not only NRSP but also national and international organizations.

The institute holds a vast experience and expertise in arranging and conducting a wide range of skill enhancement programmes including both long and short term training programmes, field oriented research studies, symposiums, national and international workshops and exposure visits.

IRM serves as the training wing of all the Rural Support Programmes (RSPs) in Pakistan, as it equips the rural poor with the required competency in their chosen fields. The outreach of the IRM extends directly to almost 76 districts (in the four provinces as well as Azad Jammu and Kashmir) representing the presence of NRSP and the network of Rural Support Programmes.

Due to the diligent efforts and services of the institute in the field of rural development, it has been declared as the "Center of Excellence" by the United Nations Economic and Social Commission for Asia and Pacific (UN ESCAP). It has also been given the "Honourable Mention" for the UN ESCAP, HRD Award in the year 2001.

This global recognition was awarded to IRM for the capacity building and skill enhancement services that it has rendered to more than two hundred thousand people including community members, activists, social organizers and professionals of the private/ public and corporate sector during the last decade.

[www.irm.edu.pk](http://www.irm.edu.pk)

# Overview

## The Director of IRM looking back across the decade

One of the prime goals of the National Rural Support Programme is developing Human Resources. The Institute of Rural Management followed in the footsteps of its parent organization, NRSP, while evolving and finally attaining the status of the premier Human Resource Development training institute of Pakistan. Stretched over a period of 12 years, the evolutionary growth of the Institute of Rural Management has proved that with hard work and perseverance come great rewards and lasting success. It is now widely recognized and both appreciated at national and international level for the quality, innovation and the efficacy of its training workshops.

The driving force behind its tremendous success and mounting growth is its deep-rooted commitment to the cause of poverty reduction by harnessing the potent capacity of the rural population and effectively channelizing their energies for creating self-reliant opportunities that improve living standards. Thousands of men and women have benefitted from a wide variety of IRM training events and have been able to break the vicious circle of poverty for leading better lives. Moreover, a great number of young as well as experienced professionals have attended vigorous IRM training programmes for enhancing their productivity and capacities for ensuring successful careers. It has also produced a knowledgeable group of development practitioners who have sound theoretical knowledge as well as practical skills for carrying out sustainable development activities at grassroots level.

During its transitional phase, IRM faced innumerable challenges, undertook incredible tasks and made enormous contributions towards building and strengthening the human capital of the nation. The true spirit of the institute is the dedication and fortitude of its staff members and individuals who have been associated with IRM for varying periods of time.

By the grace of God we have been able to triumph over ten years. The year 2004 - 2005 was also a year of great achievements with the establishment of IRM Vocational Technical and Educational Center at Rawalpindi and attainment of financial self-sufficiency. We at IRM are geared up for the forthcoming years as in the near future IRM foresees itself as a highly acclaimed academic institute offering post graduate short and long term diploma courses as well as higher degrees in a variety of disciplines.

This first ever activity report of IRM is a snapshot of our long and progressive journey towards empowering human resource by investing in their potential. The first part of the report briefly describes the organizational structure, its various sections and their areas of operation. Whereas the second part summarizes the activities and projects undertaken by IRM over the last decade. Furthermore it highlights the training events and other initiatives of IRM. We at IRM strive hard everyday to achieve the future that is built on our passion to achieve.

Eleanor Roosevelt once said:

"The future belongs to those who believe in the beauty of their dreams".

*"IRM maintains its place as one of Asia's leading training centers in the development field."*



**Roomi S. Hayat**  
Director

NRSP - Institute of Rural Management

## Rationale and Mission of IRM

IRM is committed to building the capacities of rural communities, empowering them to harness their true human, social and economic potential for an improved quality of life.

The institute aims to reduce poverty prevailing among the rural masses through a variety of methods. This includes building their capacity through employable vocational skills training to enhance their income generation ability. Another objective of IRM training is to help rural communities develop linkages with necessary government line departments. Lack of financial resources can be resolved through a micro credit programme. Last but not least, through raising their awareness about their rights and empowering them to ensure a sustainable and positive behavioural and economic change in their lives.

To support this colossal target, IRM also focuses on building a strong team of development professionals not only within the RSPs but across the country and region including government staff, elected members of the local bodies, civil society and corporate sector to ensure that they have clear understanding of development objectives and methodologies.

In detail, to reach the ultimate goal of poverty reduction NRSP- IRM aims to

- Enhance human productivity
- Reduce poverty
- Efficiently use and conservation of resources and environment
- Upgrading the technical and managerial skill of rural poor
- Reduce dependency on external resources
- Improve utilization of local resources
- Build self confidence among trainees
- Innovate and develop courses to meet evolving community and staff needs
- Strengthen village infrastructure to support economic growth

## Programme Details

The institute has been running staff and community training portfolios for the past decade and both of them occupy an equally substantial place in the programme. Each portfolio has a long list of training events that are conducted under these specific programmes.



All the programmes follow the basic idea of fulfilling the stated objectives. Under the following programmes a number of training events are offered for civil societies, government organizations, RSPs and South Asian countries.

## Staff Training Programme

- Management Development Programme
- Micro Finance Training Programme
- Internship Training Programme
- Academics



## Community Training Programme

- Community Management Training Programme
- Vocational Training Programme
- Natural Resource Management Training Programme
- Social Sector Services Training Programme
- Enterprise Development Programme

## Advocacy Communication & Networking

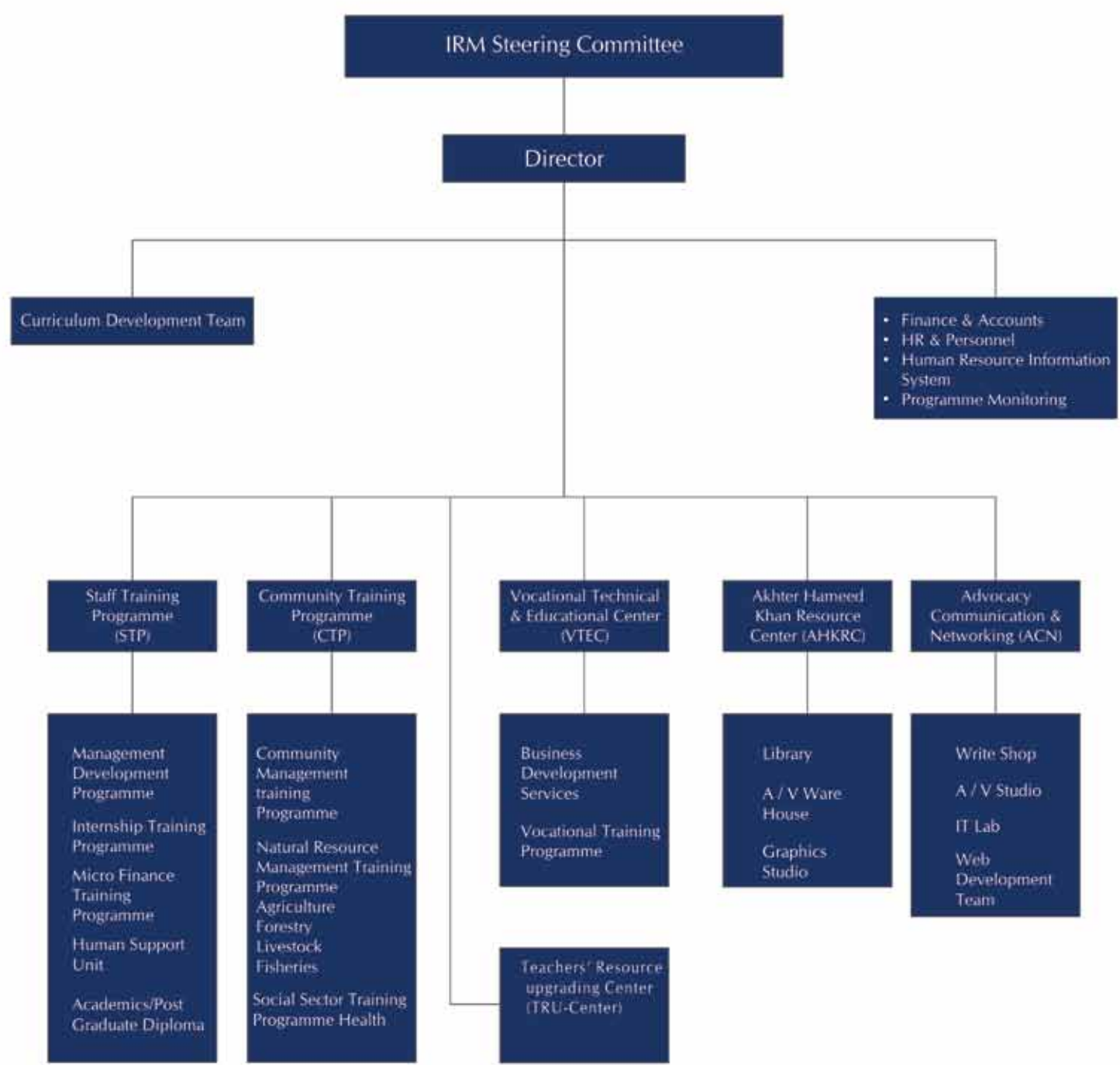
Advocacy Communication and Networking section is entrusted with the task of encapsulating all information of the institute whether it is related to training or concerned with the documentation and promotion of the institute. It provides tangible support to the activities of IRM in terms of communications and advocacy. Through its reports, brochures, leaflets and documentaries it propagates the development approach pursued by NRSP.

It also arranges and provides advocacy and consultancies in terms of training, seminars and documentation in response to requests. It is involved in producing reports on workshops/ training organized by IRM. Through its reports and newsletters it shares the best practices, from the field, with the outside world.

The section is divided in to the following subunits.

- Write shop
- Graphics studio
- AV Studio
- Information and Communication Technology (ICT) Center

# Organogram of IRM



# Outreach

of the training facilities

IRM has supported the following RSPs:

- Aga Khan Rural Support Programme (AKRSP)
- Balochistan Rural Support Programme (BRSP)
- Ghazi Barotha Taraqiati Idara (GBTI)
- Laachi Poverty Reduction Project (LPRP)
- National Rural Support Programme (NRSP)
- Punjab Rural Support Programme (PRSP)
- Rural Support Programme Network (RSPN)
- Sarhad Rural Support Programme (SRSP)
- Sindh Rural Support Organisation (SRSO)
- Thardeep Rural Development Programme (TRDP)

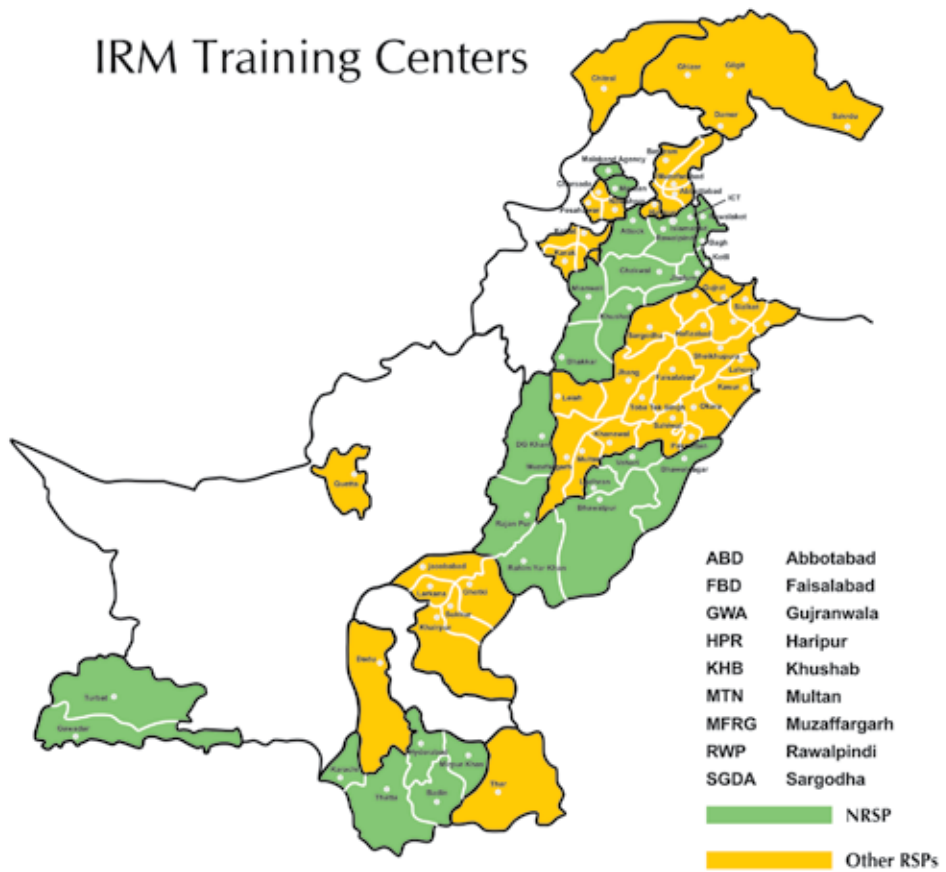
Vocational, Technical & Educational Centers

- VTEC - Bagh
- VTEC - Muzaffarabad
- VTEC - Rawalakot
- VTEC - Rawalpindi

In Pakistan IRM offers training facilities in the following Regions:

- Attock
- Badin
- Bagh - AJK
- Bahawalpur
- Bhakkar
- Chakwal
- D. G. Khan
- Gwadar
- Gujar Khan
- Hyderabad
- Jand
- Jhelum
- Khushab
- Kotli - AJK
- Lodhran / Vehari
- Nawabshah
- Malakand
- Mardan
- Mianwali
- Mirpurkhas
- Murree
- Quetta
- Pasni
- Rawalakot - AJK
- Rawalpindi - ICT
- Rahim Yar Khan
- Swabi
- Sukkur
- Thatta
- Turbat
- Talagang

## IRM Training Centers



# AHK Resource Center

## AHK Resource Center

Dr. Akhter Hameed Khan, an outstanding social scientist of our age and a legendary guru of social mobilization is recognized globally for his phenomenal contribution to the developmental endeavors for the rural masses. He firmly believed and exhibited, that Pakistan or any other nation could not prosper until the poor are made part of the developmental process. Individuals like Akhter Hameed Khan are born once in centuries. Paying tribute to this remarkable personality, foundation of a resource center was marked at NRSP- Institute of Rural Management, Islamabad. This resource center named as Akhter Hameed Khan Resource Center has now become a knowledge warehouse, housing a pool of information related to development issues, participatory development approaches and social mobilization with particular reference to Pakistan's scenario.

The AHK Resource Center offers the following facilities:

- Library
- Audio Visual Services
- Graphics Studio
- Xerox Facility

The library has over 6,000 titles covering a rich assortment of books, reports, journals, newsletters, magazines and manuals on a wide variety of subjects; particularly on topics of participatory and rural development. In addition to books it also includes an extensive audio visual collection of films and documentaries depicting the history of social mobilization in Pakistan. There are options for both individual and group viewing of audiovisual material. Moreover, the studio has in house equipments for filming / documentation of events and making audio/visual copies.



At graphics studio a number of activities relevant to designing are carried out. Titles for various books, manuals, modules and reports are designed and published. Similarly an entire range of brochures, jackets, flyers, newsletters and other material are designed and formatted here. It not only caters to the demands of NRSP-IRM but also provides services to other organizations including UNDP, World Bank, GEF and ILO.

At xerox facility a number of services are offered. These include photocopying and binding of different reports. It supplements the graphic section in re-producing copies of various reports.

The Rural Support Programme Network assisted the institute in strengthening the resource center to reach the required level. The RSP Network supplements the resources of AHK Resource Center through provision of books, videos and funding for essential equipments. This has given the resource center a new impetus for serving the needs of the students of development studies and general members.

# Social Change

## Community Training Programme (CTP)

This component of the programme aims at enhancing the managerial and technical capacity of CO members. The portfolio of Community Training Programme includes training in managerial, technical, vocational and social skills for effective management of the affairs of Community Organizations. Support to local government devolution process, health, education and enterprise development are other areas covered under the Community Training Programme. The main components of CTP are:

- Community Management Training Programme (CMTP)
- Social Sector Training Programme (SSTP)
- Natural Resource Management Training Programme (NRMTTP)
- Vocational Training Programme (VTP)
- Enterprise Development Programme (EDP)

Communication, mutual sharing and transfer of knowledge is the strategy that is considered vital by the CTP team for a more organized approach towards poverty alleviation through social mobilization at grassroots.

Community Organization is the focal point for sharing and transferring of all the knowledge and skills at the grassroots level. Therefore, the participants are trained to ensure the smooth functioning of the Community Organizations; strengthening and brushing up of the management capabilities of CO members is the core theme of the programme. These training are crucial not only for sustainable development but also for an increased efficiency of the COs.

Launching development initiatives, increasing the activists' capacity for the identification of needs, planning, identification of available indigenous resources and optimal resource mobilization at the grassroots level through this programme has been IRM's forte.

The institute also offers advanced courses to activists who want to enhance their capabilities further in order to make a marked improvement in the lives of the community members. It is ensured that the training conducted at field level are of the same quality as those conducted at the head office levels. Under this programme 250,000 members of the rural community have been trained.

"My conclusion is that our people are willing to be mobilized and it is in their interest. If they do not do the development work, they suffer. To save both their health and their property, they have to make only a small investment, which they do willingly."



Akhter Hameed Khan



## Social Change - Community Training Programme

### Community Management Training Programme (CMTP)

The Community Management Training Programme offers a wide range of courses, seminars, workshops and various training activities with the prime objective of harnessing the potential of the people equipping them with leadership and managerial skills. CMTP offers training in community management, leadership, financial management, book keeping, gender sensitization, gap analysis, participatory planning & monitoring and internal lending. All the capacity building activities carried out at CMTP are need based and focus on poverty reduction and income generation. No preconceived package of services is offered by NRSP. All the packages offered are tailored according to the needs of the community.

Only those capacity building activities are undertaken which focus on poverty reduction and income generation. These activities are identified by the community.

#### Participants' Profile

AMT	All CO members
CMST	Activists, presidents, managers of CO
CAAP	Activists, office holders
ACET	Activists, managers
LMST	Activists at Union Council level

Under the programme 36,255 participants have been trained till June 2005. The training portfolio of CMTP is listed at the right.

IRM has adopted a multifaceted approach for developing the management and leadership skills of the community activists. The multi-layered approach serves to build not only the capacities of the activists but also enhance their skills in a step by step manner. These activists graduate from the basic short term courses to more detailed ones. The activists having acquired the training that are part of the pyramid are in a better position to play a more defined role at the Union Council level.

#### Major Training Activities of CMTP

- Activist Capacity Enhancement Training (ACET)
- Activist Management Training (AMT)
- Business Management Skills Training (BMST)
- Citizen Community Board Mobilization (CCBM)
- Community Management Skills Training (CMST)
- Community Activist Action Planning (CAAP)
- CMST Advance
- CMST for Illiterate
- Credit Book Keeping
- Financial Management Training (FMT)
- Gender & Development (GAD)
- Leadership and Management Skills Training (LMST)
- Nazims and Councilors Training
- Skills for Rural Marketing (SRM)
- Village Development Committee Training

Community Management Training Pyramid



## Social Change - Community Training Programme

### Community Management Skills Training (CMST)

Community Management Skills Training is one of the most important and useful training that is conducted with an aim to train the participants in a number of areas including team building, conflict resolution, participatory decision making and participatory development approach which in turn ensures the smooth running of the community organizations. CMST is provided to the presidents, managers and activists of the community organizations. This is one of the most popular training and has been adopted by many non-profit and civil society organizations in Pakistan due to its effectiveness and usefulness.



The training has proved to be very effective in enabling the activists to manage the regular CO meetings, update and maintain the record of the COs, facilitate both short and long term planning of the CO activities, facilitate identification of available resources, establish linkages and explore the opportunities in their surrounding.

As part of the CMST the community members are trained in the following areas:

- Need analysis
- Financial management
- Book keeping
- Carrying out various activities
- Facilitating short and long term planning of CO
- Motivating CO members to initiate activities
- Need prioritization

### Leadership Management Skills Training (LMST)

The Leadership Management Skills Training is a 10-day advanced course exclusively designed for the activists having the potential to work beyond CO/village level. The training equips the activists with the tools required for networking, conflict resolution, situation analysis, linkages development with line agencies, identification, assessment, implementation and management of integrated project at community level. Moreover, it enables activists to conduct regular CO meetings, keeping them up to date on current knowledge and information and ensures equitable distribution of the benefits of social organization while increasing the beneficiary base of interventions through motivating the community member to get organized.



## Social Change - Community Training Programme

This Leadership Management Skills Training is quite popular it has been adopted by many organizations across the country due to its usefulness. LMST was designed and developed by IRM in 1994 to maintain the motivation of the activists belonging to the Community Organizations. These activists with enhanced communication, motivation and leadership skills, besides sharing the Community Organizations' responsibilities are in a better position to analyze situations, identify needs, organize, plan and execute their own plan of action and mobilize local resources. Many of the LMST graduates have succeeded in creating village level support organizations and have also participated in the Local Bodies Elections.



# Social Change - Social Sector Services Training Programme

## Social Sector Services Training Programme (SSSTP)

Edification of the community members through interventions in health and education...

The Social Sector Services cover the following areas:

- Education
- Health
- Sanitation

SSSTP is geared towards improving and strengthening the health and education components of the social sector through capacity building of the activists, community members and school teachers. Empowering the poor community members through enhancing their capacities in health and education has been an important initiative of NRSP-IRM.



## EDUCATION Enlightening minds...

### Teachers Training (Standard)



The institute is striving to build the capacities of the community school teachers by designing and implementing training activities. Through these training, community school teachers are enabled to use the joyful learning training techniques in class rooms that increases the students enthusiasm and motivation to improve their performance.

NRSP-IRM has designed a Teacher's Capacity Development Programme for educating the educators and for increasing the number of students and teachers in rural areas. The capacity building of teachers encourages them to practice innovative teaching methods consisting of interesting activities and to use three dimensional visual aids for promoting student participation and interactive learning. This training also aims at the formation of a Parents Teacher Association to ensure smooth functioning of the school and to effectively monitor the school activities. The purpose of the entire

endeavour is to ensure the provision of quality education to the children of the poor communities.



## Social Change - Social Sector Services Training Programme

The training steps involved in the overall process are spread over a period of one year, following a three-step approach. A Basic Teachers' Training of ten days duration has been specifically designed for the teachers (teaching primary classes I - III) who have not received any training previously. Joyful learning techniques are imparted through this training to ensure an environment that is more conducive to learning. Teachers who have received the Basic Teacher Training and have on-job-experience of about six months are called for a structured Refresher course.

This Refresher course facilitates in content improvement and setting up course curriculum in the light of the feedback received from the participants. The Advanced Teachers' Training is a step ahead and has been designed to impart advanced methods that are useful for teaching in higher primary classes. It involves subject oriented teaching techniques. Apart from these training a 4-day training on School Health Services is also conducted.

### Major Training Activities for Education

- Basic Teachers' Training
- Teachers Training Refresher
- Advanced Teachers' Training
- Adult Literacy Training
- Village Education Committee Training
- School Management Committee-SMC or
- Parent Teacher's Association (PTA)
- Training for School Monitors/ Monitoring

## Training of Village Education Committees (VEC)

The Village Education Committee comprises of CO members and the parents of students enrolled in community schools. Each VEC is a 5-7 member committee and its members are trained to manage and monitor the schools effectively. Almost half of the VEC members are women. It aims at ensuring quality of education and learning as well as encouraging greater students enrollment rates besides creating a greater accountability among the schools, administration and teachers. Sometimes VEC is also called (SMC) School Management Committee or (PTA) Parent Teacher Associations.

The training of VEC is meant for sensitizing the members of the Village Education Committee (VEC) regarding their roles and responsibilities. In this way they are trained to plan for the school and identify the prospects for fund generation. In addition, they are also trained to conduct and record the committee meeting and to undertake school monitoring activities.

## HEALTH Extending outreach to basic health facilities....

Just like any other developing country of the world, Pakistan too is facing a multitude of issues arising due to high levels of poverty, access and quality of health services is one such major issue that is adding to the



## Social Change - Social Sector Services Training Programme

misery of the poor communities. Due to limited resources and capacity the public health systems are unable to provide primary health care services and information to poor households.

To spread awareness about issues of primary, preventive health and reproductive health among the illiterate and rural population, NRSP- Institute of Rural Management has designed a number of comprehensive training programmes. The training portfolio of the health component of SSSTP offers training in three main areas which are as follows:

- 
- Primary Health Care (PHC)  
Reproductive Health (RH)  
Water and Sanitation (WatSan)

### Major Training Activities for Health

- Primary Health Care
- First Aid Training
- Epidemic Prevention
- School Health Services
- Medical Case History Taking Workshop
- Reproductive Health Activities
- Traditional Birth Attendant (TBA)
- Family Planning Orientation
- Lady Health Workers (LHW's)
- Water & Sanitation
- Flood Rescue Training
- Health & Sanitation Training

## Primary Health Care

This training is designed for community activists, school teachers who are in a position where they can mobilize their local communities to adopt healthier lifestyles and promote community level health education.

This particular training incorporates all aspects of primary health such as nutrition, immunization, hygiene etc. Awareness is created among the participants about various diseases that commonly spread through polluted environment, contaminated water and unhygienic living conditions. Moreover, First Aid training is imparted to the participants for handling emergency situations.

## Reproductive Health

For the purpose of creating awareness about reproductive health issues and to provide some technical know how to the community activists, a number of training events have been designed. These events not only create awareness, but have also improved the existing situation prevailing in the rural communities where women's mobility is limited due to great distances from health facilities and cultural limitations. The Traditional Birth Attendant (TBA) Training offered by the institute provides a cost effective and an efficient solution to a number of reproductive health problems faced by rural women. It is an area where IRM has taken a strong initiative through designing specialized modules and organizing various training events for community members. This training also helps create awareness about health and hygiene as well as establishing productive linkages with the existing service providers.

## Social Change - Social Sector Services Training Programme

NRSP - Institute of Rural Management responds to the lack of skilled and adequately trained professionals at the community level by identifying and utilizing the vast potential that lies with the communities in the form of untrained but practicing traditional birth attendants. These women, some of whom are already midwives, are chosen by the communities and trained in modern reproductive health practices. These birth attendants have been serving the local females and have gained substantial experience besides earning a livelihood for their families. For these practicing Traditional Birth Attendants TBAs an intensive training of 30 days duration is offered by IRM, which aims at enabling them to practice safe delivery techniques.

These training events organized in partnership with the existing government health centers are not only beneficial for the community but also facilitate the TBAs in earning a respectable livelihood in their respective villages by providing them with the required skills. Besides theoretical knowledge, the TBAs are also provided with practical exposure through attachment with the government maternal health care facilities.

### Water and Sanitation

Only 13.5% of rural households in Pakistan have any sewage collection and disposal system. Similarly an estimated 250,000 deaths occur each year due to water-borne diseases in Pakistan where the access to safe drinking water is as low as 19.4 %.

This abysmal condition is largely due to the lack of awareness and sensitization among the rural masses about the importance of a hygienic and safe environment and its direct relation to their health and economic condition. IRM conducts regular training of regional lead trainers who in turn sensitize the communities about the importance of water and sanitation. In a remarkably short time

many communities have employed self help method to build their drainage and sewage systems and have collectively hired personnel for the maintenance and upkeep of their neighbourhood. In these communities almost all the households contribute to such maintenance as they benefit from a healthier cleaner environment with improved living conditions.



#### Case Study

##### Lowering the Maternal Mortality Rate

Barkat Bibi started earning after undergoing the TBA training held under the Community Training Programme in 1996. She started interacting directly with all the households in the village, which were around 300-400 in number. She has examined 2000 pregnant women so far and has handled 350 delivery cases till date. She does not hesitate to refer cases to hospitals when there are complications. Having acquired this training she has become more aware about the modern methods of dealing with health problems. She has started advising women to get vaccinated against tetanus and take iron tablets regularly. She has also managed to sensitize around 200 people about family planning, and child immunization. She has also been successful in persuading them to use ORS for diarrhea infected children.

# Social Change - Natural Resource Management Training Programme

## Natural Resource Management Training Programme (NRMTP)

Promising farm productivity...

Natural Resource Management Training Programme of IRM strives to ensure optimal utilization of available resources at the local level and provision of assistance to reduce dependency upon external resources. This programme aims to develop and strengthen local capabilities for sustainable resource management through prevention of losses in natural resources, productivity enhancement and environmental rehabilitation.

The focus of the programme is to build the capacities of people in:

- Agriculture including Fisheries
- Livestock
- Forestry including sericulture

This helps to ensure sustainable management of resources along with improving production.

At IRM where HRD activities are promoted and valued highly, it is believed that a cadre of activists needs to be trained in various disciplines for the purpose of creating a culture of effective and sustainable management of natural resource at the grassroots level. Every year a large number of participants are trained under NRMTP and the duration of these training events ranges between one day to thirty days. The institute has responded to the issues related to NRM through adopting a comprehensive strategy involving:

- Training of master trainers for enabling them to train other community members at the local level
- Introduction and orientation to improved appropriate technologies
- Imparting knowledge and expertise to enable them to benefit from new and appropriate technologies
- Establishing strong and productive linkages for

### Major Training Activities for NRMTP

- Bee Keeping
- Bee Keeping (Advanced)
- Commercial Poultry
- Crop Seed Production & Protection
- Cotton Protection
- Date Post Harvest
- Fish Farming
- Food & Nutrition
- Forest Nursery Raising
- Fruit Nursery Raising
- Fruit Preservation
- Integrated Pest Management (IPM)
- Off Season Vegetable Production & Protection
- Orchard Development & Management
- Organic Farming
- Pest Scouting
- Plant Production & Protection
- Rice Cultivation
- Rodent Control
- Sloping Agriculture Land Technologies (SALT)
- Sugarcane Growing Technology
- Tobacco Production
- Use of Fertilizers
- Vegetable Production
- Wheat Production
- Wild Boar Management



## Social Change - Natural Resource Management Training Programme

- extending outreach of government and other line departments at the local level

A total of 22,329 participants with 7,712 female and 14,617 male have been trained under the programme till June 2004.

### Training for Livestock Specialists

Livestock is an important sector of agriculture in Pakistan, which makes 37% of value added agriculture and about 9% of GDP. The role of livestock in earning a livelihood may be realized from the fact that 30-35% of the population is engaged in livestock rearing.

Livestock yield in Pakistan is very low as compared to other developing countries. One of the main reasons that accounts for this fact is the scarcity of trained people in the country who can look after the sector and increase its production.

The training events carried out under the programme focus on imparting useful, practical and advanced knowledge about livestock to the community members who are willing to take up challenges for increasing production and reducing livestock losses at initial and preventive level.

In this connection NRSP-IRM has trained a total of 5,606 community activists for livestock production, first aid and disease preventive measures, out of which 4,932 were male and 674 were female community activists.



Daido Manghwar is a CO operating in Badin Sindh for improving the conditions of the local inhabitants. This part of Sindh is famous for the growth of cotton, as the climate is quite favorable. NRSP-IRM organized a seven day "Pest Scouting" training for the local farmers with the purpose of introducing the modern technologies and improvements in pest control.

The training aimed at imparting knowledge and information about the proper use of fertilizers to the farmers. During the training the farmers were also told about "Effective Micro-organism" (EM) technology and its impact on improving production. The new technique is not only cheaper but has also been helpful in preventing water logging. The use of EM technology ensures four times more production of a better quality that is less infected by pests. The local farmers have invested the increased income in modernizing their farms and equipment.

**Improvement in different varieties of seeds** NRSP - IRM trains the farmers in the rural communities to cultivate different crops in order to improve the varieties of seed. The improved varieties of seeds have a better market value resulting in an increased yield.



# Social Change - Natural Resource Management Training Programme



## Portfolio of Livestock Training

- Fresh Semen Collection & Placement
- Livestock First Aid & Preventive Measures
- Livestock Breed Improvement
- Livestock Pregnancy Diagnosis
- Livestock Production & Disease Prevention
- Livestock Management
- Livestock Management (Advance)
- Livestock Food & Nutrition
- Sheep & Goat Fattening
- Backyard Poultry,
- Commercial Poultry
- Community Livestock Extension Worker (CLEW)

## Case Study

Raja Tariq Mahmood, a 32-year-old resident of Village Pind Malkan situated in Islamabad Capital Territory is a member of NRSP's Community Organization named "Mehfooz Shaheed Dehi Taraqiati Tanzeem". Raja Tariq was nominated for First Aid Training for Livestock, arranged by IRM in collaboration with Barani Livestock Production Research Institute, Kherimurat (Attock) in September 1994. Having been trained Raja Tariq started providing vaccination and basic medication services at village level.

Since he had received a comprehensive training, his income escalated within a few days and he started visiting the farms in the neighbouring villages as well. Due to the preventive measures and medication provided by Raja Tariq, there was a marked improvement in the health of the animals of these villages that resulted in a significant increase in the milk production.

In June 2000, Raja Tariq decided to receive an advanced training named "Pregnancy Diagnostic (PD) Training" organized by IRM through National Agriculture Research Center (NARC), Islamabad.

After receiving this training, Raja Tariq became an expert practitioner in animal health. Since he had received his training from the top research faculty (NARC) of Pakistan, he remained in close contact with them, and consulted them from time to time. In this way he ensured that he was well informed about the latest research regarding disease, diagnosis and medication.

He has not only multiplied his own income, but has also caused an increase in the income of other farmers keeping animals, thus directly contributing to the national income through increased milk and meat production.

Raja Tariq is just one of the thousands of individuals trained by IRM, earning not only their livelihood, but also playing a vital role in the development of their communities and the war against poverty.

# Social Change - Special People's Capacity Building

## Gender Sensitization

IRM has adopted a gender sensitive organizational policy for a gender sensitive and empowering environment for its staff. This training programme for rural poor (women & men) is aimed at building their capacities for the purpose of income generation along with improving their socio-economic status.

A number of training events are organized for the community members, particularly focusing on women's health. The female community members are trained as health workers. A series of teachers' training is offered to the female school teachers as well as a number of other vocational, management and leadership skills training. Women's access to better health and education facilities and other improved services contribute to changing discriminatory attitudes towards women in the long run.

The institute is running its Gender and Development Programme for organizational staff for creating gender awareness and promoting a better workplace environment.

## Including People with Disabilities

According to a census in 1998 2.8% of our population suffers from one or more form of disability. These special people form an integral component of our society, but are often neglected and isolated, rarely given any encouragement to integrate in the normal course of life.

IRM's approach is to help them to move towards social inclusion through a comprehensive training programme which is backed by specialized learning approaches such as functional literacy, technical support, assessment, employment preparation and guidance IRM programmes are spread over three tiers which include income generation training, confidence building and counseling, business management and skills training.

### Gender and Reality Check Workshop

NRSP-IRM organized a 3-day "Gender and Reality Check Workshop" at Islamabad in collaboration with IFAD from September 12 to September 14, 2002. The goal of this exercise was to assess the progress of IFAD funded projects and to undertake a reality check of the interventions in terms of gender main streaming. Representatives from other IFAD funded projects were also invited to share the level of gender main streaming achieved as a result of activities in their programme area. An important aspect of the workshop was the review and suggestions invited by IFAD on its Country Strategic Opportunity Paper (CSOP) for Pakistan. This was an opportunity for the project implementers and other project staff to share their experience and suggest improvements in this draft document.



### Major Training Activities for Gender Mainstreaming

- Introduction to Gender Perspective
- Planning for Gender Perspective
- Gender Awareness & Analysis
- Gender Focal Person Training
- Gender Awareness Beyond the Stereotypes
- Gender & Development
- Gender Training for Project Staff
- Orientation on Gender Mainstreaming
- Uncapping the Glass Ceiling
- Gender & Reality Check Workshop
- Violence Against Women
- Gender Patriarchy Workshop

# Rejuvenating People's Potential

## Vocational, Technical & Educational Center (VTEC)

Breaking the vicious circle of poverty through fast track income generating prospects...

The fast track employable vocational training programme of IRM is linked with the development of the individuals and their families. The programme serves the twin objectives of imparting technical skills to the community and generating self-employment prospects. IRM has developed training in over 90 different trades and vocational skills, that matches the market's demand for specific skills based on an effective system of market survey and feedback from partners.



This programme was initiated on an experimental basis with the objective of providing fast track technical and vocational skills to the youth of rural areas who did not have access to regular government sponsored skill enhancement programmes which were predominantly located in the urban centers and were often too lengthy. IRM's fast track and diverse programme had many benefits because of which rural youth flocked to enroll and benefit from the vocational and technical programme. Due to its success the programme has now taken the shape of an Institute called Vocational,

### Case Study

A success story: Sheen Bagh Vocational Training Institute, Attock Gul Fareen, a woman from village Attock, is a member of the Community Organization of GBTI. In the year 2000, she received a comprehensive tailoring training from NRSP- Institute of Rural Management, Islamabad. Having received the training she started a tailoring training institute in her village. It was very difficult to manage the institute initially, as the people of the community were reluctant to send their girls to be trained at the institute, but with the passage of time, she won them over by her consistency, hard work and good reputation. Today she claims to have trained more than 1000 girls in knitting, cutting, machine embroidery, electric machine usage, making bedspreads and shawls using Vinta Wool products. These girls are making a significant contribution to their family income and their average income is Rs. 1200/- per month. Her center is now well equipped with all the necessary machinery. Gul Fareen is proud of having played an active role in changing so many lives and is now planning to start a tailoring factory in order to provide better employment opportunities to the skilled womenfolk of her village.



## Rejuvenating People's Potential

Technical and Educational Center, VTECH.

IRM's Vocational Training Programme (VTP) offers incentives for trainees from rural areas which include

- Full boarding and lodging
- Transport from hostel to training centers and back
- Emergency medical care
- Counseling services
- Business management training

Vocational training events are conducted in collaboration with certain government and non-government institutes and agencies as the government institutes are rich in resources and have competent

and experienced training staff. However, due to certain limitations these institutes fail to reach the required standards. The VTP provides additional inputs and effective linkages to overcome these impediments and facilitates these institutes to perform better.



The participants of the VTP come from diverse regional backgrounds and are inducted in a variety of courses. The portfolio of the Vocational Training Programme offered by NRSP-IRM is listed below:

### Fast Track Employable Skills & Income Generation Training (Long Duration 300 - 450 hours)

#### Technical Trades

- Auto Electrician
- Auto Mechanic
- Building Electrician
- Button Making
- Bicycle Repair & Maintenance
- Cable Jointer
- Computer Training (Basic)
- Computer Training (Advanced)
- Computer Aided Designing (CAD)
- Carpentry ( Wood Working )
- Civil Draftsman
- Civil Surveyor
- CNG Kit Installation and Maintenance
- Electric Motor Winding
- Fax Machine Repairing
- Handicrafts Making & Designing
- Household Appliances
- Industrial Electronics
- Light Engineering (lathe, sharper, etc.)

- Machinist
- Motorcycle Repair & Maintenance
- Mobile Phone Repairs
- Mason Training
- Mechanical Draftman
- Professional Photography
- Photo Framing/ Mounting
- Photo Copier Repairs
- Refrigeration & Air Conditioning
- Quantity Surveyor
- Radio & Tape Mechanic
- Shoe Making
- Shuttering/Carpentry
- Steel Fixer
- Tractor Repair
- TIG- MIG Welding
- Tractor Driving Training
- TV/VCR Repair
- Video Film Making
- Welding (Arc)
- Welding (Gas)

#### Non Technical Trades

- Beautician & Parlour Management
- Bakery Products
- Calligraphy
- Carpet Making
- Cooking
- Dress Designing
- Dry Cleaning
- Embroidery
- Football Stitching
- Greeting Card Making
- Glass Painting
- Hair Dressing
- Knitting & Sewing
- Light Vehicle Driving
- Paper Making
- Pottery
- Tailoring (Advanced)
- Tailoring (Professional)

## Rejuvenating People's Potential

### Heavy Machinery Training

- Road Driller
- Bulldozer Operator
- Chain Excavator Operator
- Doze Operator
- Grader Operator
- Shovel Operator
- Wheeled Excavator Operator

### Enterprise Development and Cottage Industry

- Business Management Skill Training
- Cotton Recycling Unit
- Candy Floss Unit
- Rope Making Unit
- Oil Seed Processing

### Vocational Training Programme

- Book Binding
- Beverage Making
- Candle Making
- Detergent Powder Making
- Fabric Painting
- Food Preservation
- Hand Pump Maintenance
- Jam, Jelly Making
- Macrame Making
- Peter Engine Repair
- Sharbat Making
- Soap Making Training
- Stamp Making
- Tie & Dye (Advanced)
- Tubewell Maintenance
- Vaseline Making

VTEC are located at:

- Bagh
- Muzaffarabad
- Rawalakot
- Rawalpindi



# Capacity Building

## Staff Training Programme (STP)

Capacity building for the purpose of developing expertise through fostering and upgrading the technical as well as managerial skills of professionals from divergent organizations is one of the prime objectives of IRM. At the institute, it is believed that well-trained and motivated staff members can better comprehend the organizational approach and philosophy and can make best use of their potential for the benefit of the organizations. Over the years, training organized by IRM, have received acclaim at international level for their quality, innovativeness and vivacity. The activities of the staff training programme are most pronounced in the field of social mobilization, participatory development, rural development, micro-finance, management development, human resource management/ development and organizational development.



The programme aspires to develop a cadre of highly skilled development practitioners and master trainers with specialization in the field of social mobilization, possessing a sound and practical knowledge of the situation at the grassroots. The innovative and updated training courses offered at the institute are designed with the objective of expanding the knowledge base of the participants in order to equip them with skills and tools needed for facing challenges in their professional fields.

Staff training events consist of a series of planned activities, designed to improve the performance of employees at individual, sectoral and organizational levels. The institute has organized numerous long and short duration training workshops, seminars and exposure visits with an aim to invigorate and accelerate the personal and professional growth of the participants.

In addition to the in-house training, On Job Training (OJT) facilities and opportunities for conducting field based study and research are also offered. Various professionals from the non-profit sector, donor agencies, government organizations, corporate sector and RSPs have benefitted from the vast spectrum of IRM training and human resource management services. Staff training workshops provide the participants with a forum for building synergies, exchanging ideas and learning from each others experiences. Continuous improvement and development of the training courses guarantee that participants benefit from the most up to date training.

The strength of the programme lies in the institute's enormous consortium of exceedingly proficient and knowledgeable professional trainers. These professionals have hands on experience in their respective areas including management, social mobilization, training methodology, project management, planning, research, monitoring & evaluation, education, business development and financial management.

Apart from the in-house expertise, the Institute maintains a portfolio of expert trainers from external organizations, such as academics, research and development professionals having expertise in an array of subjects.

# Capacity Building - Management Development Programme

## Management Development Programme (MDP)

The Management Development Programme of IRM aims to amplify the efficiency and effectiveness of the human resource of organizations and to prepare a cadre of professionals with expertise in areas like management and leadership. It focuses on the development of the management teams. Diversity in training portfolio, flexibility in programme design and cutting edge courses are some of the strengths of the MDP programme. The activities carried out at MDP include designing and delivering of specialized training events, organizing need based seminars/ workshops and conducting study exposure visits.



The programme focuses directly on the development of managers around paradigms pertaining to managing themselves, organizations, people and change.

During the year, 2004-05, a total of 1308 participants representing NRSP, RSPs, NGOs, INGOs, donors, government and other organizations have been trained under the programme. As per June 2005 the total number of people trained is 10,481 with 8,019 male participants and 2,462 female participants.

### Major Training Activities for MDP

- Calculating Sustainability Indicators
- Conflict Management
- Creating High Performance Teams
- Designing Training Modules
- Development Through Community Participation
- Effective Communication Skills (ECS)
- Effective Presentation Skills (EPS)
- Effective Communication & Conflict Resolution (ECCR)
- Effective Proposal Writing
- Film Making
- Gender & Development
- Institutional Building at the Grassroots (IDGR)
- Logical Framework Analysis (LFA)
- Management of WatSan Projects
- Monitoring & Evaluation of CPIs
- Financial Management
- NRM & Environment
- Office Equipment Training for Secretaries
- Office Management Training
- Profile for Achieving Creativity & Techniques ( PACT )
- Participatory Rural Appraisal (PRA)
- Planning Workshop
- Team Building Training
- School Monitors Training
- Sectoral Training
- Social Mobilization Training
- Social Organization Training (SOT)
- Study Visit To SAARC Countries
- Sustainable Community Management
- Strategic Human Resource Management
- Stress Management
- Situation Analysis Through PRA
- Training Need Assessment (TNA)
- Time Management
- Training Of Trainers (TOT)
- Train The Trainer (TTT)
- Training Of Monitors (TOM)



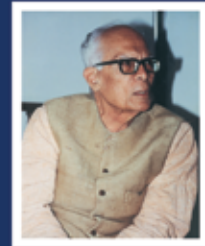
# Capacity Building - Micro Finance Training Programme

## Micro Finance Training Programme (MFTP)

Micro finance has recently emerged as an integral tool for poverty alleviation. Keeping in view the significance of the Micro Finance Training, NRSP-IRM has designed comprehensive training modules to meet the demands of the poor communities. The programme is continuously developing and is providing support to the micro finance institutes at national and international level through training and experiential learning.

Training events like Training of Trainers (TOT) in micro enterprise development, Management of Micro Finance Programme, Credit Appraisal Techniques, Islamic mode of financing and many others have been organized at IRM. The institute has also conducted tailor made training for various organizations like the Muslim Commercial Bank, Habib Bank Limited, United Bank Limited, Agriculture Development Bank of Pakistan and Khushhali Bank etc. Also included are international clients like government officials from Maldives and various private and non governmental organizations.

*"Monetary strength inevitably spells out a lot more than is commonly voiced! It is essentially a requirement that the rural poor, once they are organized, generate their own capital and channelize the micro credit provided into sustainable*



Akhter Hameed Khan

### Major Training Activities for MFTP

- Basic Accountancy & Book keeping at FU level
- Credit Appraisal
- Calculation of Service Charge / Mark-up
- Credit Appraisal & Recovery Techniques (CART)
- Finance & Accounts Management
- Internal Lending Techniques
- Loan Portfolio Management
- Management of Micro Finance Programme
- Micro Credit / OTW on Micro Finance
- Operational Risk Management
- Project Worth Decision
- Role of SOs in Credit Separation
- Social Appraisal Techniques
- Thematic ToT in Group Lending
- Thematic ToT in Micro Enterprise Development
- Thematic ToT in Skills in Rural Marketing
- Workshop on Credit Discipline (Record keeping & MIS)
- Workshop on Islamic Mode of Financing

## Internship Training Programme (ITP)

From the very onset, NRSP has adopted the policy of training and developing its own cadre of professionals. The six-month Internship Training Programme (ITP), implemented through the NRSP- Institute of Rural Management, is a hallmark in this regard. All the young university graduates, who join NRSP pass through this programme. The basic objective of the ITP is to identify and nurture such university graduates who have the right attitude and potential to become true development professionals over time.

Believing in the fact that a strong foundation provides a sound future, one of the main strengths of the RSP movement is

# Capacity Building - Internship Training Programme

its high caliber trained staff. As these young development professionals carry forward the norms, culture and the approach followed by the organization, this programme has been specially designed to provide them with the essential tools and techniques to groom them for optimum performance and best behaviour in the field.

ITP has proved to be instrumental not only in bringing out the team from varied backgrounds but also in providing them with conceptual clarity. The programme has been specifically designed to provide services selflessly for the betterment of the disadvantaged and poor people. The success of the programme is evident from the fact that graduates occupy key positions in NRSP and other development organizations.

*"ITP is the unique programme that transfuses vigor, motivation and skills in the young men & women of the RSP movement."*

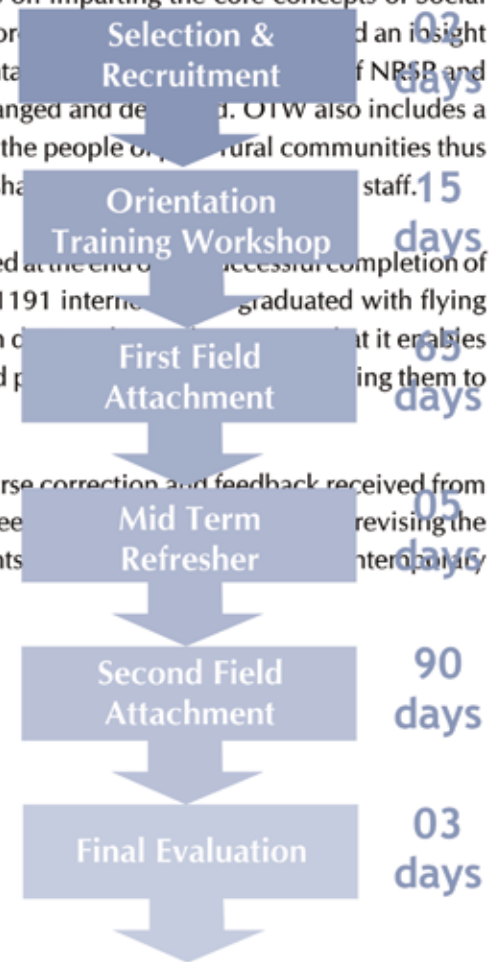


Shoaib Sultan Khan

The foremost training offered under this programme is the 15 day OTW module designed for the freshly recruited staff of RSPs. The OTW module focuses on imparting the core concepts of Social Mobilization and Participatory Development to the participants. Furthermore, it provides an insight into the organizational philosophy and practices. In order to provide orientation to the staff, introductory sessions about these sections are arranged and delivered. OTW also includes a field visit, which provides the trainees with an opportunity to interact with the people of rural communities thus giving them an opportunity to observe the proceedings of CO meetings and share their views.

In spite of the 70% pass percentage for the evaluation and refresher conducted at the end of six months period, the failure cases have been less than 1%. As many as 1191 internees have graduated with flying colours. This is particularly so, because this extensive programme has been designed to enable the internee to face all kinds of eventualities and tests both their mental and physical ability to handle any challenges that they may confront in their careers.

The programme has evolved and improved over the years as a result of course correction and feedback received from various development professionals and management experts. Participants' feedback is used for revising the course contents and designing the programme to meet the requirements of the contemporary challenges.



# Crossing Boundaries

Participants of IRM training programmes  
come mainly from these countries ■



# Value Added Education

## Post Graduate Diplomas

Setting standards for excellence and discovering new horizons has led IRM to expand its scale of intervention by entering into the field of academics. In 2003 IRM launched an Executive Diploma in English Language Proficiency. This innovative and flexible programme has been specially designed for professionals, who wish to enhance their inter-personal communication skills and their understanding of English language for improving their social and business associations.

In the year 2005, a comprehensive Post Graduate Programme, supported by the RSPs was launched at IRM. Under the programme the following disciplines were offered:

- Human Resource Management
- NGO Leadership & Management

The classes for the HRM and NGO Leadership & Management diplomas initiated in February 2005 continued till August 2005, while the courses in Social Development, Micro Finance, Monitoring and Evaluation and Gender and Development will be offered next year.

Each diploma course is spread over a period of six months. Classes were held twice a week in the evening to suit the convenience of both the participants and resource persons. The schedule for each course was arranged in such a way that it facilitates professionals to balance their hectic working schedule along with their aspirations for professional growth.

This diploma programme was designed to add value to existing university degrees making the prospects for gainful employment greater for students specifically in the civil society organizations.

## Shandana Khan

Chief Executive Officer - RSPN

IRM is constantly striving to introduce innovations in the fields of community and staff training and expanding its area of expertise, the introduction of English Language and Computer Diplomas, to quote a few examples. I would like to add here that it has shown that it has the potential to grow as an academic institution by establishing its reputation and by broadening its areas of working in rural development.



It not only trains RSP's but in fact it is the only institution in the country which makes a very strong impact, as it gives exposure to government policy makers in the working of the RSP's through field experiences, classroom training, visits to community and village organizations etc.

Specialized training are held through a strong network in the community training area as it activates government resources in the vocational training courses.

IRM has also facilitated PRSP in training its staff, management and field staff in its initial years for a period of nearly three years.

## Target Group

The diploma courses are designed with the aim of augmenting the existing skills and expertise of young as well as experienced professionals and mid level management staff from diverse organizations such as the government, non-government organizations, corporate sector and national and international development organizations.



### Executive Diplomas

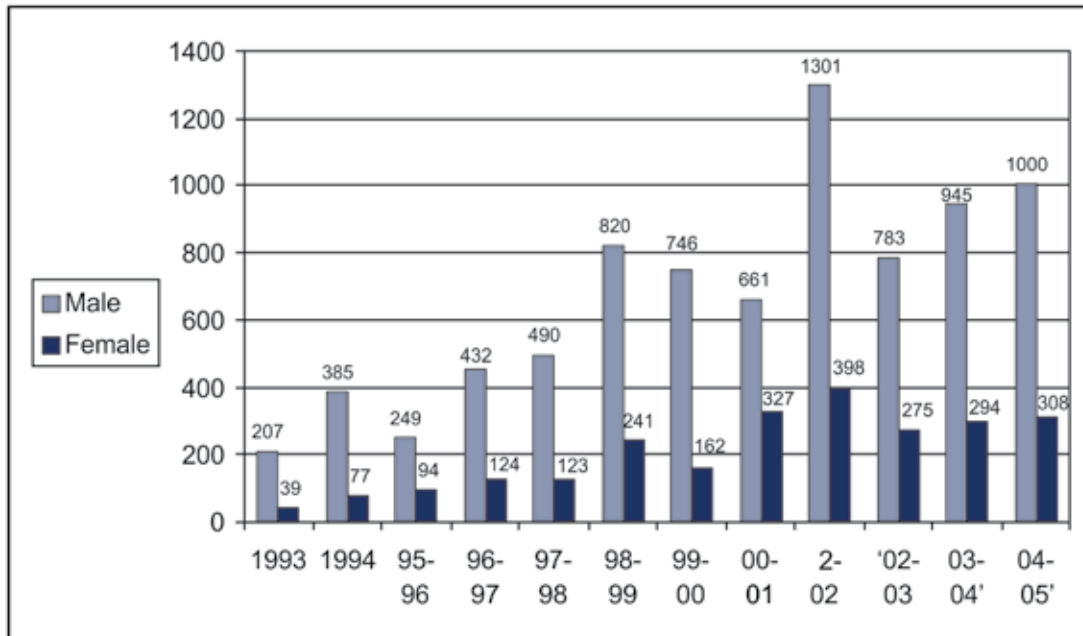
- English Language
- Secretariat Skills



# Staff & Community Training Graph

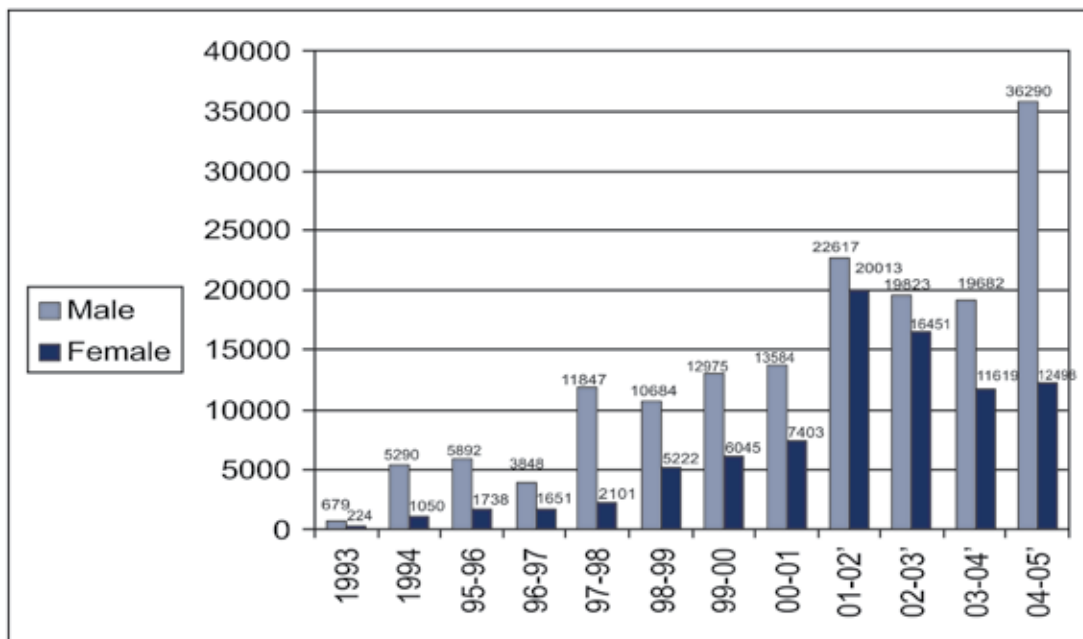
## STAFF TRAINING

Total Participants Trained 10,481



## COMMUNITY TRAINING

Total Participants Trained 249,226



# A Decade of Achievements

The period from 1993 to 2004 reflects the achievements of the institute in terms of realization of its objective

## 1993

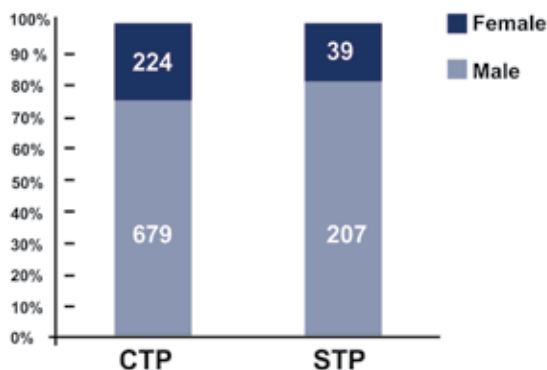
- IRM was established as a small HRD Unit within NRSP-Head Office
- The First Orientation Training was conducted to orient and familiarize the newly inducted staff with the concepts of social mobilization and poverty alleviation
- Training in Finance and Accounts were organized to enhance the capacity of the staff regarding micro credit
- Subject Specialist Workshops were organized at the local level for the CO members and activists. These one-day workshops were designed according to the changing needs of the community, demonstrating various techniques and methods for the prevention of losses and increase in production
- Foundation of a Resource Center was marked that was anticipated to be the knowledge depository and custodian of historical documents/ field experiences of National Rural Support Programme in particular and other rural support programmes in general
- A sectoral workshop for HRD professionals was held in order to review targets and achievements, report progress and plan training
- Training events on communication skills, presentation skills and conflict management skills were also conducted during this year

## 1994

- Capacity building of staff remained the focus of activities of the institute to scale up the training programme
- The first OTW was organized in cognizance with the need for capacity building of the staff
- Recognizing the need for clarity of gender roles and responsibilities, Gender and Development Training was organized for the staff of NRSP
- Profile for Achieving Creativity and Technique (PACT) training were organized in order to bring uniformity in the development of village profile and make it in line with the overall objectives of NRSP
- A series of training on Institutional Development at the Grassroots (IDGR) were also conducted
- Teachers Training Step I was designed and offered to the community school teachers. The training incorporated imparting joyful learning techniques to the teachers
- A Management Information System (MIS) was established for HRD representing the whole range of HRD data
- To respond to the need identified by community members Livestock Curative Measures Training was designed and offered. The purpose of the training was to enable the participants to utilize available resources in a sustainable and more productive manner
- Poultry Production and Management Training was offered to the community members
- Leadership Management Skills Training was designed and offered

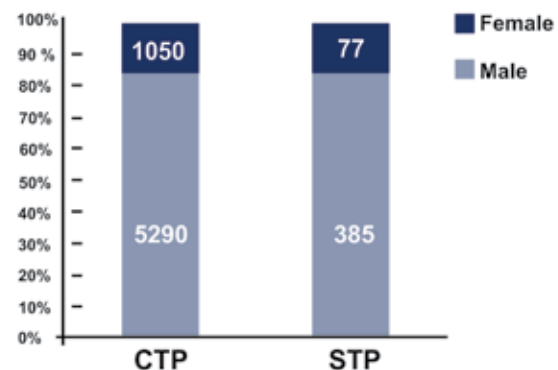
No. of participants trained during the period

	CTP	STP	Total
Male	679	207	886
Female	224	39	263
Total	903	246	1149



No. of participants trained during the period

	CTP	STP	Total
Male	5290	385	5675
Female	1050	77	1127
Total	6340	462	6802



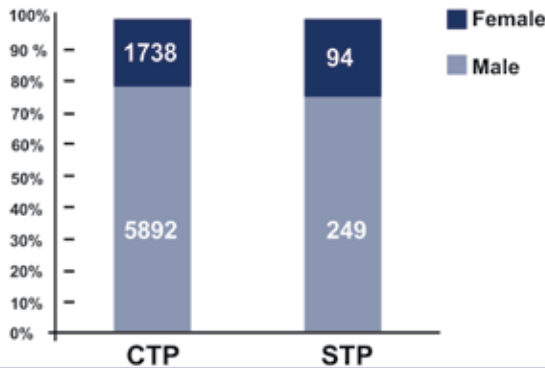
# A Decade of Achievements

## 1995 / 96

- Training of Trainers (TOT) was initiated in order to enable professionals to design, facilitate and evaluate training events in a better way
- Social Organization Training (SOT) was organized to build the skills of Social Organizers/ professionals in participatory development and social mobilization
- In order to enable professionals to identify, prioritize and select a specific action to be selected as part of training programme, Training Needs Assessment (TNA) workshops were initiated during the year
- Design and Organization of Training Events (DOT) workshop was initiated for producing professionals well conversant in the art of designing and organizing training events
- A series of Community Activist Action Planning ( C A A P ) workshops was organized and arranged with the objective of enabling the community activists to identify and prioritize community needs and plan for future. It further aimed at facilitating them in visualizing the most effective utilization of network of services at the local level
- Training events on Skills for Rural Marketing were initiated with the objective to impart essential marketing skills to CO members
- Training on Physical Infrastructure & Technology Development were initiated in order to equip the community members with the skills to operate and manage their infrastructure schemes on their own
- In order to provide occupational and vocational skills to the community members, Vocational Training were organized in collaboration with Punjab Small Industries Corporation

No. of participants trained during the period

	CTP	STP	Total
Male	5892	249	6141
Female	1738	94	1832
Total	7630	343	7973

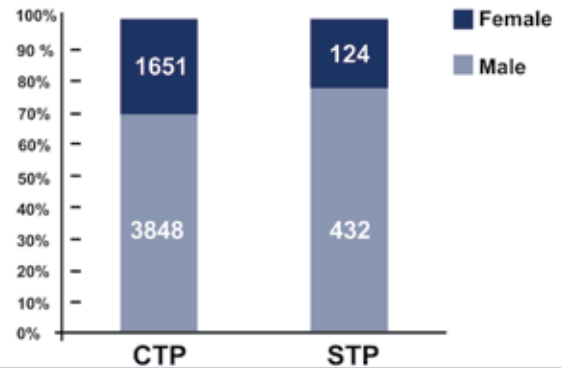


## 1996 / 97

- Training in PRA Techniques was initiated to enable the participants to analyze community resources, their needs etc
- Training of MCOs of ADBP was conducted under the Micro Finance Training Programme
- Taking a step forward, Training in Environment and NRM for staff was initiated to impart the techniques and strategies which will enable the professionals to enhance their existing knowledge, help them learn new techniques and create awareness about the available natural resources and their optimal utilization
- A new initiative "Networking for Sharing of Resources", to develop collaboration amongst training organizations was taken by IRM. A new organization "HRD Network" (HRDN) was established as a result of this effort
- Directed towards sustain ability and financial stability, IRM organized training for various NGOs and other organizations. The participants' fee was used for financing the community training which are usually subsidized for the community activists
- The number of LMST events declined over the years. The training cost and duration were the major impediments in this regard
- Under such circumstances to respond to the need identified by the community, the Community Management Skills Training (CMST) was initiated with the objective of training the community representatives, particularly the managers and the presidents, to enable them to manage the affairs of Community Organization independently in line with participatory management style

No. of participants trained during the period

	CTP	STP	Total
Male	3848	432	4280
Female	1651	124	1775
Total	5499	556	6055





# A Decade of Achievements

## 1997 / 98

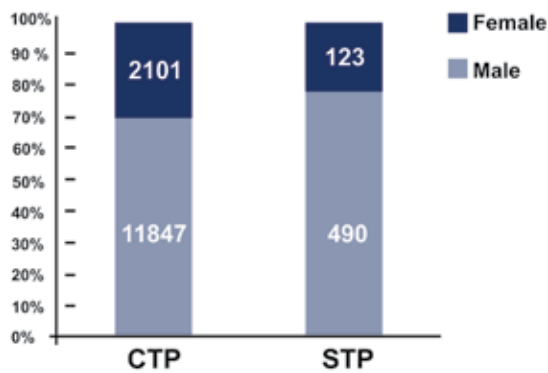
- After a wide gap the Vocational Training Programme was revitalized with new modules and training events for ensuring its sustainability. The performance of this section, in terms of individuals trained increased tremendously
- Advocacy, Communication and Networking (ACN) Section was established in order to provide tangible support to NRSP
- A number of post training utilization studies were undertaken by the institute
- This year witnessed a significant focus on LMST, Credit and record keeping training etc

## 1998 / 99

- RSP Orientation Visits were organized in order to orient the staff of other organizations to the philosophy of RSPs
- The Resource Center was named Akhter Hameed Khan Resource Center, as a gesture of recognition of the remarkable efforts of the guru of Social Mobilization and Participatory Development
- Basic Computer Training was offered to the community activists
- VTP scaled up this year as more than 2,000 participants were trained under this preface
- There was more focus on CMST & NRM Training too

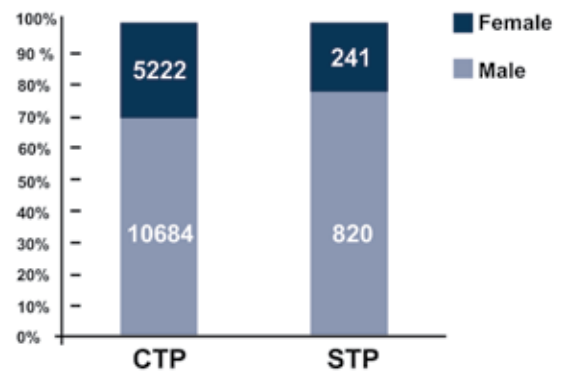
No. of participants trained during the period

	CTP	STP	Total
Male	11847	490	12337
Female	2101	123	2224
Total	13948	613	14561



No. of participants trained during the period

	CTP	STP	Total
Male	10684	820	11504
Female	5222	241	5463
Total	15906	1061	12267



# A Decade of Achievements

## 1999 / 2000

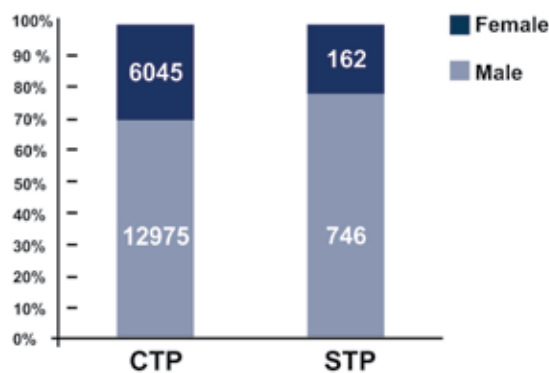
- The year 1999/2000 witnessed responsiveness towards the community needs in the area of natural resource management. Sloping Agriculture Land Technologies (SALT) Training were initiated in order to impart innovative methods for utilization of unproductive soil on the hilly terrain
- The secretariat of the newly established Human Resource Development network was fostered by the institute. IRM also provided all sorts of logistics and other facilitation. This support continued till 2002 when the HRDN secretariat moved to a separate building
- A comprehensive Training Needs Assessment (TNA) Exercise was carried out for the professional and support staff of NRSP
- Similar Training Needs Assessment (TNA) Exercise was conducted for the professional and support staff of PRSP

## 2000 / 01

- IRM was actively involved in building the institutional and professional capacities of Khushhali Bank. IRM recruited and trained regional managers, master trainers', social organizers and other staff of Khushhali Bank's countrywide programme
- Human Support Unit (HSU) was established at IRM in order to facilitate the institutional development.
- RSPN supported IRM in strengthening the AHK Resource Center by providing some equipment
- In response to the needs of the community, computer training were offered to the community members at the head office level
- Village Education Committee (VEC) training were initiated in order to create awareness, among the VEC members, regarding their role and responsibilities and the role of VEC in involving community for school sustainability
- Human Resources Information System (HRIS) was installed at Institute of Rural Management so that organizational analysis could be done, keeping the upscaling of the programme in view
- Enterprise Development Training was started for the first time

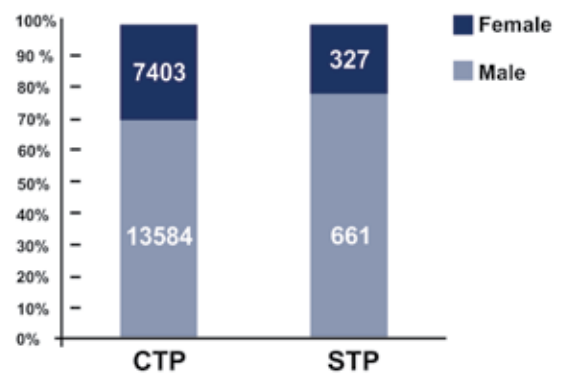
No. of participants trained during the period

	CTP	STP	Total
Male	12975	746	13721
Female	6045	162	6207
Total	19020	908	19928



No. of participants trained during the period

	CTP	STP	Total
Male	13584	661	14245
Female	7403	327	7730
Total	20987	988	21975



# A Decade of Achievements

## 2001 / 02

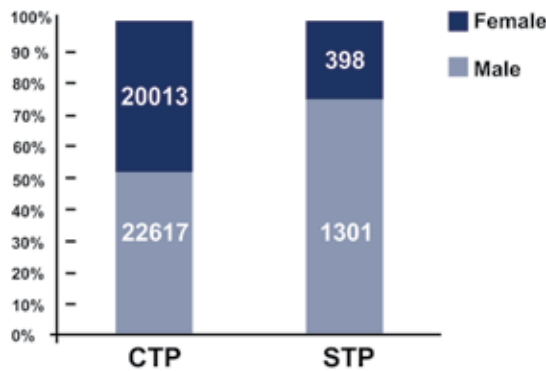
- Training on the "Concepts and Philosophy of Social Mobilization" was designed and organized for the officials of UNDP SAPAP-Nepal
- IRM undertook the selection, training and induction of the interns for the Rural Support Programmes Network (RSPN)
- Nazims, Naib Nazims and Councilors (elected under the devolution plan) were given training for preparing them for their new administrative roles under the new local government system
- IRM entered into a contract with Global Environment Facility (GEF) UNDP for capacity building and advocacy material development in three of its focal areas i.e. conservation of biodiversity, reduction in global warming and protection of international waters
- VTP showed a remarkable performance by training more individuals as compared to the previous year due to the developed infrastructure and collaboration with other training institutes
- This remarkable increase in the performance of the VTP was the consequence of the funding provided by BVDP and PPAF

## 2002 / 03

- Credit Appraisal and Review Techniques (CART) Training was initiated with the purpose to develop a skilled team of professionals well versed in credit appraisal techniques
- AutoCAD Training were initiated for the professional staff working in PITD section to enhance their capacity and improve service delivery Office Automation Training was offered to the community activists
- Water & Sanitation Training was organized
- A number of new vocational training were introduced

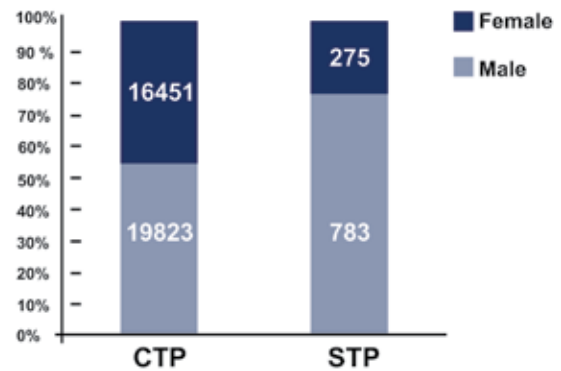
No. of participants trained during the period

	CTP	STP	Total
Male	22617	1301	23918
Female	20013	398	20411
Total	42630	1699	44329



No. of participants trained during the period

	CTP	STP	Total
Male	19823	783	20606
Female	16451	275	16726
Total	36274	1058	37332



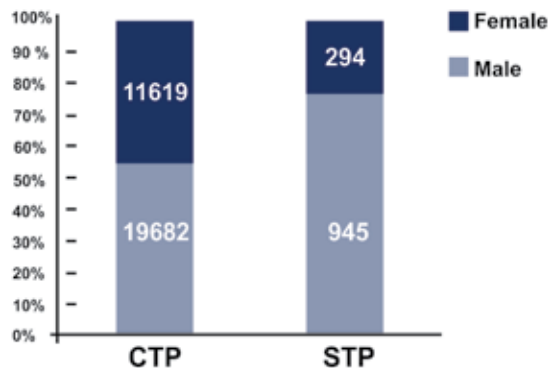
# A Decade of Achievements

## 2003 / 04

- Credit Appraisal and Review Techniques (CART) Training was conducted to develop a skilled team of professionals well versed in credit appraisal techniques
- AutoCAD Training were conducted for the professional staff working in PITD section of NRSP to enhance their capacity and service delivery skills
- Office Automation Training was offered to the community activists
- Project Implementation Methodology Workshop was designed and conducted for the staff responsible for implementing the NRSP-ILO Training for Rural Economic Empowerment (TREE) Project
- A ToT was conducted to ensure the smooth implementation of the project
- Training of Trainers on Appropriate Technology for NRM activists
- GFATM (Global Fund for Aids, Tuberculosis and Malaria) supported the training designed to orient the GFATM staff responsible for the implementation of the project for social marketing of insecticides and treated nets
- Workshop on Monitoring and Evaluation of CPIs was designed and conducted to train the field staff to enable them to actively monitor and implement the infrastructure schemes
- Credit Managers Conference was organized for credit managers and regional professionals of RCED and all those responsible to manage credit programmes in their respective working areas, with the objective of finalizing and refreshing the relevant credit skills for a more efficient system of microfinance
- Monitoring of microfinance programme was conducted to train participants to enable them monitor the progress and process of credit
- Community Empowerment through Social Mobilization (Advocacy) was held for the trained activists of mountainous areas to discuss the right and need based advocacy issues and possible solutions
- Training of Trainers Loan Portfolio Management was designed for credit managers to enable them to manage their portfolios in a better way
- Training of Trainers for Operational Risk Management was conducted to minimize the operational and financial risks
- Teachers Training for the government school teachers for PLAN Pakistan were conducted in Vehari and Mansehra with the objective to enhance their skills
- Parent Teacher Association for PLAN Pakistan were also formed during the year
- Lady Health Workers (LHW) training funded by DFID

No. of participants trained during the period

	CTP	STP	Total
Male	19682	945	20627
Female	11619	294	11913
Total	31301	1239	32540



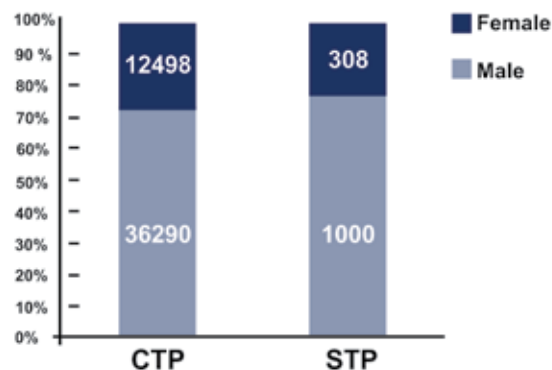
# A Decade of Achievements

## 2004 / 05

- As compared to last year more training were conducted this year and a target of training almost 0.25 million participants was achieved. Actually the number of training events conducted set a record. IRM conducted 55% of the training events and the reason for organizing these events was that IRM-NRSP took the responsibility of providing capacity building support to LGO 2001. About 20,000 participants were trained under the project
- A number of training events were conducted for ILO-TREE project staff
- A full fledged unit was established for organizing exposure visits of community activists
- This year VTP once again remained the focus of HRD activities as various training events on 'RAC', A/E, A/M, computer training, B/E, plumbing, TV/VCR, welding, tailoring both advanced and basics were conducted.
- In SSTP Teachers' Training, TBA training, PITD, training of PTAs and VECs were conducted. Two new training events i.e. Community Activists Action Planning for integrated projects and Community Infrastructure Management Training were designed and conducted
- A number of CMSTs focusing on credit /book keeping were conducted
- Activist workshops were arranged where about 8000 people were trained
- In STP about 1300 people were trained. 45% of the activity focused on Micro Finance Training. Keeping in view the expansion of credit programme regular and subject specific OTWs were arranged and 83 newly inducted professionals were trained
- In MDP about 197 participants were trained in eight different TOTs
- Two new post graduate diplomas on Human Resource Management were launched
- A couple of RSPs Orientation Workshops for international organizations from Iran and Tajikistan were conducted
- A series of workshops on 'Transformation at workplace' was designed and conducted by IRM for senior management, professional staff, DPOs and participants of the PGD courses. Faculty members from Manchester University were the resource persons for the workshops.

No. of participants trained during the period

	CTP	STP	Total
Male	36290	1000	37290
Female	12498	308	12806
Total	48788	1308	50096



# Information Services

## Advocacy, Communication & Networking (ACN)

Over the years this department has proven to be instrumental in advocacy and communication with the outside agencies and enhancing civil society's involvement in participatory development. ACN helps to manifest the function of IRM in a firm and tangible way.



Documentation of the on-going activities in IRM are initiated and finalized at ACN. It supports the programme by publishing reports, case studies, periodicals, newsletters, brochures and other visibility material. IRM professionals are linked to other organizations through ACN networking that generates opportunities to learn and share new approaches, technologies and updated information.

### **WRITESHOP** the scenario...

Write Shop can be rightly termed as the forte of IRM. It is here that reports; case studies, newsletters and other publication material are compiled, composed and produced. It performs a three pronged role of collecting, presenting and disseminating information through brochures, flyers, leaflets and booklets etc.

At Write Shop the data and experiences collected from the field is articulated into informative reports and shared with various organizations. Another important function of Write Shop is documentation of training events, bringing out participants valuable feedback. Moreover, Write Shop provides editing services to ensure quality of reports and resource reading material.

It is at the Write Shop that IRM's quarterly newsletter called the "HRD Communiqué" is compiled, composed and produced. The newsletter updates its readers about IRM initiatives and activities along with highlighting various contemporary themes and issues.

### **GRAPHICS STUDIO** Putting life to words...

Undoubtedly it is the Graphics Studio that is the hub of all artistic activity at IRM. It is known for capturing messages into eye catching and visually brilliant posters, brochures, flyers and leaflets by adding a kaleidoscope of colors, brightness and designs. The studio gives a complete make over to all the reports and documents processed at other sections of IRM by formatting them and making them more presentable.

Advocacy, Communication and Networking (ACN) Section aims to:

- Advocate the participatory method of social development through its training, seminars and publicity material
- Communicate the learning about participatory development from the field in a reader friendly colourful and graphic manner for publicity and educational material
- Develop working partnerships with government and non-government organizations through networking to work towards the common goal of rural development

### **AUDIO VISUAL (A/V) STUDIO** Catching the glimpses...

Over the years the A/V studio has visually captured all significant IRM events and activities in its ever-growing collection of audio and video archives. The studio also maintains a huge photographic bank depicting the gradual growth of NRSP, its achievements and the visible changes it has brought about in the lives of many poor rural men and women. The studio's video library contains historic documentaries on themes of social mobilization, participatory development, programme introduction and implementation. Besides providing basic A/V support the studio is equipped for filming, video copying and editing.



### **INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) CENTER**

Working in cognizance with the objective of spreading and promoting computer literacy at all levels, the ICT section of IRM offers an extensive training portfolio pertaining to a wide variety of IT related topics.

The short and long duration training courses are designed for increasing computer knowledge, awareness and functional IT skills of both the staff and community members. In addition to basic introductory programmes, the center also offers specialized courses such as AutoCAD and Microsoft Access.



It has two well equipped computer labs and networked PCs offering customized office software, including word processing, e-mail, Internet access and printing services. Moreover, the center houses excellent IT equipment, teaching facilities with special softwares and audiovisual aids.

In the near future, the center will offer short duration Executive Diploma Courses in "Office Automation" and "Graphic Design". The courses aim to enhance the computer skills of professionals working at various managerial and executive positions.

### **INFORMATION TECHNOLOGY UNIT**

The Information Technology Unit is part of the ICT-Center and is truly the technological backbone of IRM. It performs multiple IT related functions including Network Administration/ System support, Web / Intranet development as well as database maintenance and analysis. It also provides hardware support and facilitates user training and system installation along with troubleshooting. This unit offers customized web development and support services to other organizations as well.



# IRM WEBSITE (www.irm.edu.pk)

## IRM WEBSITE (www.irm.edu.pk)

IRM website provides the viewers with a brief introduction of the institute and updates them about the on going projects, training / workshops and current publications. The site also hosts a concise profile of IRM employees.

Past and current performance of the institute is highlighted along with the details of the upcoming events and activities. Press clippings and press releases are also placed on the site. Visitor feedback is encouraged through allocating a space for it on the website. The organogram of IRM, a photo gallery of staff and training programmes, registration forms and presentations are available for online viewing.

The first annual report of IRM will also be placed on the site to make it available online as there is an increased demand for information about the institute. A discussion forum where users can share information in addition to news and events has been developed to ensure that the information supplied to visitors is comprehensive.

It fully supports dynamic programming platforms like Cold fusion, ASP etc. and has an independent and customized e-mail system. Moreover, it supports robust database systems like the SQL Server.

**NRSP**  
Institute of Rural Management

HOME TRAINING COURSES PARTNER CONTACT

"Cold fusion emerges a unique space, where ideas are born, where realities are changed, and where the work of sustainable development doesn't just get talked about but gets done." - Kofi Annan, United Nations Secretary General

Updated: May 08, 2008  
Send us your feedback

The Institute of Rural Management is one of Pakistan's best-kept training secrets in the education sector, working with non-convicted towards the cause of socially-relevant to acquiring skills that build a spirit of self-reliance as well as pave way for securing gainful employment. This makes the new recruits to achieve a sense of dignity. The building block of its foundational premise is its objective "To harness people's potential to help themselves".

Although an integral part of NRSP, it began to operate as a well-managed and autonomous institution in 1982. It combines a flexible organizational structure with integrated management control, which provides technical support to NRSP and other partner organizations.

Visit More...

**Institute Details**

- Annual Calendar  
List of Current Events at IRM
- Profile  
Resource Persons Profile

**Projects**

- National Rural Development Council (NRDC)
- National Extension Workers and Development for Extension Development (NEWED)
- CGP Initiative
- E-CONTENT Project

**Organogram**

Click to view

**Services**

- Finance & Accounts
- HR & Personnel
- Human Resource Information System
- Progressive Working

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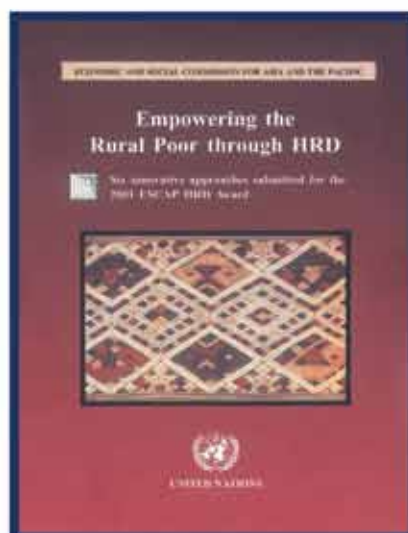
# Awards & Publications

## Awards

In recognition of the enormous services extended in the area of Human Development, IRM has been awarded with the following by United Nations:

Honorary Mention in HRD Award 2001 by Economic and Social Commission for Asia and Pacific (ESCAP),

Designated "Center of Excellence" in Asia & Pacific by ESCAP,



## Institute of Rural Management - National Rural Support Programme

### Pakistan

Honorary Mention for the 2001 ESCAP HRD

Award

**Address:** 6, Street 56, F-6/4,  
Islamabad, Pakistan  
**Telephone:** +92-51-282-2752,  
+92-51-282-2792  
**Fax:** +92-51-282-3335  
**E-mail:** info@irm.edu.pk

## Publications

### NAMES OF PUBLICATIONS

#### ENVIRONMENT

01. "Conservation of Biodiversity"
02. "Reduction in Global Warming"
03. "Protection of International Waters"

#### TRAINING MANUALS/REPORTS (ENGLISH)

01. Building Grassroots Institutions for Community Empowerment (BGICE)
02. Conflict Resolution
03. Design and Organization of Training Events  
DOT
04. Effective Communication Skills Training -ECS
05. Effective Communication and Conflict Resolution-II
06. Effective Presentation Skills-EPS
07. Workshop on Community Based Family Planning
08. Institutional Development at the Grassroots  
IDGR

09. Orientation Training Workshop-Intern (I-VII)
10. Orientation Training Workshop for Management Staff
11. Orientation Training Workshop for Field Staff (I-VI)
12. Thematic Workshop on Training Needs Assessment (TNA)
13. Time Management (I & - II)
14. Training of Trainers (TOT-I & II)
15. Training of Trainers Manual (TOT -Manual)
16. Training of Trainers (Learn to Train)
17. Training of Trainers Manual (TOT-Interactive)
18. Video Film Making Training Report (English & Urdu)
19. Workshop on Training Material Development

#### TRAINING MANUALS/REPORTS (ENGLISH)

01. Workshop on Drawing Lessons from the NCS-NGO Programme
02. Sloping Agriculture Technologies for Hill Farming Communities
03. Assessment & Review of Orientation Training Workshop

## Publications

04. Development Through Community Participation
05. Institutional Development at the Grassroots level (III)
06. GO NGO Collaboration in Training
07. Social Mobilization Training

### MICRO FINANCE

01. Credit Policy Brief
02. Micro Enterprise Credit

### PHYSICAL INFRASTRUCTURE AND TECHNOLOGY DEVELOPMENT (PITD)

01. Drinking Water Supply Scheme

### PUBLICATIONS ON DR. AKHTER HAMEED KHAN

01. Looking for the Man
02. Development Lessons Learnt by Experience
03. Talks of Akhter Hameed Khan at NRSP
04. A Booklet on Participatory Development

### EDUCATION & HEALTH

01. Traditional Birth Attendants (TBA)
02. TOT for Lead Trainers
03. Hand Book for Literacy and Post Literacy

### COMMUNITY MANAGEMENT

01. Activist Workshop (1-6)
02. Community Based Family Planning
03. Micro Enterprise Credit (Dr. Akhter Hameed Khan)
04. Rodent Control (Urdu)
05. Roberoo Ghazi Barotha (6th - 11th Meeting)
06. Planning with a Gender Perspective: Report

- of Workshop
07. Sachchi Kahanian (Different Regions)
08. Skills for Rural Marketing (I & II)
09. Community Management Skills Training (CMST)
10. Leadership Management Skills Training (LMST)

### NATURAL RESOURCE MANAGEMENT

01. Agricultural Development Component-Swabi Scarp Project (ADC-SSP)
02. Kitchen Gardening
03. Aaloo ke Kasht
04. Chawal ke Kasht
05. Mash ke Kasht
06. Masoor ke Kasht
07. Mong ke Kasht
08. Mosam Sama ke Kasht
09. Vegetables Calendar (District Kushab & Rawalpindi)
10. Care of the Animals
11. Rural Poultry



# Organizational Development

Utilizing the decade long experience, IRM has been diligently involved in providing capacity building services to various National and International organizations. NRSP-IRM has also supported many organizations in their induction processes and has offered services in Human Resource Management.

## Khushhali Bank

In August 2000, Khushhali Bank was established by the Government of Pakistan in collaboration with Asian Development Bank ADB, for rendering micro finance services to the rural poor as a tool for poverty alleviation. IRM was intensively involved in building the institutional and professional capacities of Khushhali Bank at the time of its initiation. The professional staff of Khushhali Bank was recruited through an intensive screening process devised by IRM. The comprehensive training programme comprised of a series of in house training events focusing on orienting the participants about various methodologies and best practices in micro finance that are suitable for poverty alleviation in Pakistan.

The trainees of Khushhali Bank were also provided with an opportunity to experience the ground realities through exposure visits and field attachments at various field offices of NRSP. A large number of Khushhali Bank Social Organizers, Regional Managers and Master Trainers underwent extensive training at IRM.

## Punjab Rural Support Programme (PRSP)

Punjab Rural Support Programme (PRSP) was established in 1998 with the prime objective of working for improving the living standard of the rural poor in the province of Punjab.



NRSP- IRM supported and facilitated PRSP in capacity building and human resource development right from its inception. This facilitation continued for the first few years but later on the internal capacity of PRSP developed so much that it was in a position to meet its own requirements.



## Organizational Development

### **GBTI** Ghazi Barotha Taraqiati Idara (GBTI)

Ghazi Barotha Taraqiati Idara is a non-profit, non-government organization working in the Gazi Barotha power project affected areas since 1995. As a part of its capacity building services IRM has been catering to the entire training needs of GBTI. IRM has conducted an extensive number of skill enhancement and capacity building training for the community and staff members of GBTI and has also assisted in setting up its management systems. IRM continues to play a constructive role in improving the GBTI programme and provides technical backstopping support to it from time to time.



### Human Resource Development Network (HRDN)



Human Resource Development Network (HRDN) is a not-for-profit organization which started its activities in March 2000 and has a membership of over 300 individuals and 65 organizations currently. Initially IRM provided premises for HRDN secretariat along with the funding for the recruitment of staff. The institute supported HRDN in arranging the first workshop on "Networking for Sharing of Training Resources". IRM is still partners with HRDN in orchestrating its various training

workshops, seminars, exposure visits etc.

**Vision:**

A dynamic Development Sector having state of the art HR policies, systems and practices.

**Mission:**

To improve HR policies, systems and practices to accelerate development.

**Objectives:**

- To sensitize organizational leadership on the importance of effective HRM;
- To facilitate CSOs in developing and improving HR systems;
- To enhance access of HRDN members to professional development opportunities for upgrading their skills and competence; and
- To provide HR services to development sector organizations

# Special Projects & Collaboration

## The Northern Areas Development Project



The Northern Areas Development Project (NADP) was started by UNDP for the development of the rural communities of Challas. Its focus areas include agriculture and community development; institutional strengthening; livestock development; natural resource management and infrastructure development. IRM supports NADP by providing capacity building services. IRM has delivered a series of Leadership Management Skills Training (LMST) for the CO members as well as conducted the Training of the Trainers (TOT) for developing the training teams for the project and continues to provide support to this project as and when required.

## DFID Ministry of Population Welfare and Department for International Development (DFID)

The DFID funded Lady Health Workers' Training Programme of the Government of Pakistan was evaluated by the Oxford Policy Management Institute, England. Specific areas which required improvement were pointed out by the evaluating team. NRSP - IRM was approached by the Ministry of Health, for changing and developing quality standards for the training methodology and improving the service delivery of the Lady Health Workers (LHWs).

A core group of 20 national level master trainers from the Ministry of Health were trained at Islamabad in May, 2003 by IRM. 20 LHWs nominated by the officials of the Department of Health District Khushab were also trained by IRM in June, 2003. A module for training of master trainers was also developed which focused on introduction to RSP approach; ToT and Adult Learning; situation analysis and need assessment; designing of training; communication and presentation; administration and management of training; motivational skills; preparing and using audio/visual aids during training; group dynamics; training evaluation process; role and responsibilities of LHWs; functions of Health Committees and gender sensitization.

The training emphasized on the importance of producing a cadre of trained professionals capable of imparting creative, result oriented and quality based training. This training enabled the participants to design and deliver articulate training. It also equipped them with skills required for coping with people of different attitudes and behaviours augmenting their communication and presentation skills.



### CCB Mobilization



Under Local Government Ordinance 2001, the participation of non-elected citizens in the development process is ensured through the Citizen Community Boards (CCBs). The Devolution Trust for Community Empowerment (DTCE and RSPN collaborated in a project for training and mobilizing

# Reaching the Zenith

## Future Plans

IRM is gearing up to become a state of the art “University of Poverty Studies” in the future. All this seems possible because RSPs experience in poverty alleviation and community development has built the theoretical and practical knowledge in this area of study. PG Diplomas offered by the institute mentioned in the previous section is a step in this direction. IRM maintains a high level of efficiency and quality standards in carrying out all its short and long term courses.

The Institute of Rural Management has reached a growth level where it can take a quantum leap to a higher level as it has the competency and manpower to accomplish this feat. IRM’s is in a position to house such an institute of higher studies as it has fostered links with government agencies, existing universities, RSP’s supplemented by IRM’s own wealth of training programmes providing tailor made courses to match the needs and conditions of the poor.

## Human Resource Information System (HRIS)

Fulfilling the information requirements...

The Human Resource Information System (HRIS) is an updated, efficient and reliable source of information. It has been developed in-house and is the outcome of a decade of experience in handling great volumes of data. The HRIS is able to record, maintain and process all training related information about the trainee, trainers, events etc. It also contains the details of participants and has certain built in checks for double checking of data. Generating automated invoices for accounting purposes and producing mailing lists for pre-training arrangements is also one of its strengths. It can provide different kinds of data analyses and interpretations. This function can be used as one of the performance indicators.

It is expected that HRIS would soon be made available at the regional level.

## Exposure Visits of Activists (EVA)

The idea of providing exposure to the activists was initiated by Dr. Mahmood Hassan Khan in July, 2004. Shoaib Sultan Khan (SSK) also showed great interest in this initiative as it aims to provide an opportunity for the activists of the newly formed Community Organizations (COs) to visit the existing and operational COs so that good practices can be shared for a multiplying effect. At the same time it is ensured that new COs will be able to acquire the community management skills which were practiced by the old COs. So far visits have been arranged in Chakwal, Kotli Sattian and Islamabad Capital Territory (ICT)



The main objectives of these visits encompass:

- Making the process of social mobilization stronger
- Enabling COs to achieve the state of self help
- Creating linkages with line agencies

# IRM People

## Faculty & Resource Persons



**Shoaib Sultan Khan**  
Social Mobilization &  
Institutional Development



**Dr. Rashid Bajwa**  
Micro Finance & Institutional  
Development



**Roomi S. Hayat**  
Capacity Building &  
Organizational Development



**Agha Ali Javad**  
Micro Finance and  
Institutional Programming



**Malik Fateh Khan**  
Social Mobilization



**Shandana Khan**  
Gender and Social  
Sector



**Aqeela Tahir**  
HR & Gender Specialist



**Ghias M. Khan**  
Finance & HR  
Proposal Development



**Mubashara Atif**  
Gender & Development



**Sohail Manzoor**  
Community Training &  
Business Development Services



**Anwar-ul-Haq**  
Social Mobilization &  
Participatory Development



**M. Abdul Bari**  
Vocational Training



**Robeela Bangash**  
Participatory Development  
& Gender



**Shah Ali Naeem**  
Finance & Accounts



**Ijaz Khaliq**  
Evaluation & Research



**Tanya Khan**  
Social Sector

## IRM People



**Shahida Kazmi**  
Staff Training



**Attiq Mirza**  
Micro Finance Training



**Kamran Malik**  
PRA & Capacity  
Building



**Rehan Ghazanfar**  
Teacher Training



**Saleem Chisti**  
Training, Advocacy  
& Networking



**Erum Wali Khan**  
Staff Training



**Riffat Shams**  
Community  
Management Training



**Afshan Tehseen**  
Staff Training



**Azam Khan Tareen**  
Natural Resource  
Management



**Najaf Khan**  
Community Staff  
Training



**Sajjad Ahmed**  
Staff Training



**Lubna**  
Report Writing



**Chaudary Rashid**  
Community and Staff  
Training



**Rizwana Akhtar**  
Community Training



**Khalid Saleem**  
Management &  
Staff Training



**Farah Nawaz**  
Community Training



## IRM People



**Naheed Asad**  
Community Training



**Shajee-ur-Rehman**  
Natural Resource  
Management



**Salma Khalid**  
Advocacy Communication  
& Networking



**Batool Akhter**  
Reproductive Health



**Hajira Pasha**  
Academics



**Tahir Khan**  
Management Information  
System



**Shahida Ahmed**  
Documentation  
& Communication



**Malik Qaiser Shehzad**  
Computer Training



**Dr. Farhana Zareef**  
Health



**Agha Asim**  
Finance & Credit  
Training



**Waqar H. Awan**  
Human Resource



**Mehvish Mehmoona**  
Staff Training Programme



**Tahir Waqar**  
Monitoring & Evaluation



**Dr. R.Y. Jalali**  
Community Management  
Training



**Fozia Malik**  
Micro Finance  
Training



**Nafeesa Mushtaq**  
Report Writing

# Governing Body

## IRM Steering Committee



**Shoaib Sultan Khan**  
Chairman - RSPN



**Mrs. Hamayun Khan**  
Chairperson - SRSP



**Dr. Rashid Bajwa**  
CEO - NRSP



**Farooq Haroon**  
CEO - PRSP



**Shandana Khan**  
CEO - RSPN



**Masood ul Mulk**  
CEO - SRSP



**Syed Mutahir Shah**  
CEO - GBTI



**Irfan Kasi**  
CEO - BRSP



**Sono Khangarani**  
Executive Director - TRDP



**Izhar Ali Hunzai**  
GM - AKRSP



**Agha Ali Javad**  
GM - NRSP



**Roomi S. Hayat**  
Director - IRM

# External Faculty



**Dr. Inam**  
Reproductive Health  
Education



**Manzoor Khaliq**  
Micro Enterprise Development &  
Micro Finance



**Dr. Nadeem Hassan**  
Health Management &  
School Health Services



**Dr. Syed Murtaza**  
Reproductive Health



**Dr. Raja M. Ayub**  
Health Management &  
School Health Services



**Ismat Ara**  
Health Education



**Dr. Malik M. Safi**  
Health Management,  
Nutrition & Education



**Muhammad Kashif Fida**  
Applied Psychology



**Muhammad Muneer**  
Vocational Curriculum  
Development



**Sahebzada Ghulam  
Mohyudin**  
Spoken English/Technical  
Writing



**Dr. Arshad Ali Khan**  
MBBS, MPH, Public  
Health Training



**Nasra Jameel**  
HRM, Diploma,  
Training

## External Faculty



**Ch. Israr-ul-Haque**  
Participatory Development  
Monitoring and Evaluation



**Jamil Asghar Bhatti**  
Inter Personal Skills



**Azhar Saeed**  
Human Resource  
Management



**Abdul Rab**  
Participatory Rural  
Management



**Anila Kiani**  
Early Childhood Care  
and Development



**Tayyab Jan**  
School Improvement  
Programme



**Dr. Nehmatullah**  
Livestock Management  
& Breed Improvement



**Muhammad Kashif Fida**  
Teacher's Training &  
School Improvement Plan



**Edwin Samson**  
Joyful Teacher Training



**Bushra Naz**  
Child Friendly School  
Training



**Bilal Mirza**  
Interpersonal Skills



**Wasiq Mahmood**  
Behavioral Change  
Communication

# IRM Graduate Sampler

## Shahida Ahmed

**A Graduate from Warrich - University of London, UK**

IRM has always encouraged the materialization of innovative ideas. Personally I am very grateful to it for enhancing my communication and conflict management skills. I think my attitude towards the poverty stricken masses became more humane after a year in IRM, as I became more aware of their problems. This knowledge and change in attitude helped me in my post graduate studies in Warrich, UK.



## Najaf Khan

**Management Executive - PPAF**

What makes IRM a unique organization is its enabling environment that grooms you professionally by providing you with exposure and an in-depth insight into the rural development in particular. Moreover, it enhances one's personal growth by equipping one with better communication, presentation and interpersonal skills. Needless to say, all this makes you a thorough professional.

While working at a training institute like IRM, one learns about the complete training cycle in addition to new ways of conducting different training, pre-training activities (including training need assessment, training module development, target group selection and the coordination of the training event, post-training activities (including reporting of different events, impact assessment of the training etc).



I am of the opinion that for the young professionals starting their career in the development sector IRM is the right place for bringing out the potential, lying latent in them.

## Sofia Iqbal

**Student Melbourne University - Australia**

As a team member of IRM I had the opportunity of working in all the sectors of the institute which enabled me to acquire a detailed and practical knowledge of the development sector, in a very short period.

The institute has helped me greatly in defining my goal as it was here that I discovered that I have an aptitude to work for the education sector. This realization dawned on me when I began conducting Teachers' Training. Since I gained ample exposure while working with the community, it was easy for me to assess the needs of community teachers. All this helped me a lot in developing myself as a good trainer. Currently I am studying in Melbourne University, Australia. Whatever I learnt at IRM is helping me in dealing with everything with a proactive and organized attitude in my professional life.



# Programme Partners

## International Organizations

- Action Aid (UK)
- Aga Khan Foundation - Tajikistan (MSDSP Project)
- Concern International
- Civil Society Human and Institutional Development Programme (CHIP) - Switzerland
- Common Wealth Foundation (UK)
- Islamic Relief (UK)
- International Center for Integrated Mountain Development (ICIMoD) - Nepal
- International Water Management Institute (IWMI)
- Learning for Life (LFL) - London (UK)
- Mercy Corps
- Oxfam (UK)
- Plan International - UK
- Save the Children (UK)
- Save the Children (USA)
- Social Development Foundation, Sudan
- Swiss NGO Programme Office (SNPO)
- Swiss Integrated Agriculture Project (SIAP)
- South Asia Poverty Alleviation Programme (SAPAP)
- The World Conservation Union (IUCN) - Geneva
- World Wide Fund for Nature (WWF)

## Donor Agencies

- Aga Khan Foundation
- Danish Committee for Aid to Afghan Refugees (DACAAR)
- Department for International Development (DFID)
- Food & Agriculture Organization (FAO)
- GTZ, Islamabad
- International Fund for Agricultural Development (IFAD)
- International Labour Organization (ILO)
- Pakistan Poverty Alleviation Fund (PPAF)
- Swiss Development Corporation
- United Nations International Children's Emergency Fund UNICEF
- United Nations Development Programme - Pakistan
- United Nations Development Programme - India
- United Nations Development Programme - Maldives
- United Nations Development Programme - Nepal
- United Nations Development Programme - Sri Lanka
- United Nations Development Programme - Bangladesh
- United Nations Development Programme - Philippines
- United Nations Development Programme - Iran
- United Nations Drug Control Programme (UNDCP)
- United Nations Economic and Social Commission for Asia & Pacific (UNESCAP)
- United Nations Educational Scientific and Cultural Organization (UNESCO)
- United Nations World Food Programme
- United State Agency for International Development
- World Bank

## Programme Partners

### NGOs

- Apna Sehat
- Aurat Foundation
- Behbood Foundation
- Bunyad (BLCC)
- Center for Women Cooperative Development
- Community Based Resource Management Project
- Development Action for Mobilization and Emancipation DAMEN
- Devolution Trust for Community Empowerment (DTCE)
- Environment Rehabilitation N.W.F.P- Punjab IUCN
- Environmental Protection Society
- Family Planning Association of Pakistan (FPAP)
- Forest and Range Watershed Management - FRWO
- Foundation of Integrated Development
- Human Resource Development Network (HRDN)
- Ibn-e- Seena
- Indus Resource Center (IRC)
- Khwendo Kor
- NGO Coordination Council
- Health And Nutrition Development Society (HANDS) Karachi
- Human Rights Commission of Pakistan
- Pakistan Institute of Environment Development Action Research (PIEDAR)
- Sahil
- Society for Community Organization and Promotion of Education (SCOPE)
- Sungi Development Foundation
- Sustainable Development Policy Institute (SDPI)
- Strengthening Participatory Organization (SPO)
- Social Welfare Foundation
- Taraqee Trust (TT)
- The Doer Trust-NGO
- Trust for Voluntary Organization (TVO)
- Youth Commission for Human Rights

### Government

#### Agencies/Departments

- Barani Livestock Production Research Institute
- Barani Village Development Project (BVDP)
- Bahawalpur Rural Development Project (BRDP)
- Department of Agriculture, Livestock - AJK
- Department of Education, AJK
- Department of Forestry, AJK
- Department of Education, Punjab
- Dir Area Support Programme
- Dera Ghazi Khan Area Development Project
- ESMA, Garhi Dopatta-AJK
- Faisalabad Area Upgradation Project (FAUP)
- Forest Sector Project-N.W.F.P
- Kalam Integrated Development Project (KIDP)
- Left Bank Outfall Drain Project (LBOD)
- Malakand Rural Development Programme
- National Agriculture Research Council
- National Institute of Public Administration (NIPA)
- National Education Foundation (NEF)
- Neelum Jhelum Valley Community Development Programme (UNDP/Govt.)
- On Farm Water Management
- Prime Minister Literacy Commission
- Suketar Water Management Project
- TB Control Programme
- Veterinary Hospital, Peshawar
- Veterinary Hospital, Turbat
- Water User Association (Mardan)

## Programme Partners

### Universities

- Allama Iqbal Open University (Islamabad)
- Agriculture University (Faisalabad)
- Bath University (UK)
- Boston College (USA)
- Fatima Jinnah Women University (Rawalpindi)
- Quaid-e-Azam University (Islamabad)

### Training Institutes

- National Institute of Science & Technical Education (NISTE)
- Technical Training Center (TTC)
- IQRA Center
- National Training Development Institute (NTDI)
- Sustainable Development Policy Institute (SDPI)
- Non Government Organization Resource Center NGORC (KHI)
- British Council
- Management Development Institute MDI (Thames)
- Pakistan Institute of Development Economics (PIDE)
- Poultry Research Institute - Rawalpindi
- Human Resource Development Institute (HRDI)
- Consult Us
- Pakistan Institute of Management (PIM)
- National Institute Of Public Administration NIPA (KHI-LHR-PER)
- Institute of Strategic Studies
- ASK Development Consultants
- Civil Society Human Institutional Development Programme (CHIP)
- Institute of Policy Studies
- KZR/Amal

- Human and Institutional Development, Pakistan Poverty Allievation Fund (HID-PPAF)
- AgriMall-LHR
- Rozan
- Sahil

### RSPS

- Aga Khan Rural Support Programme (AKRSP)
- Balochistan Rural Support Programme (BRSP)
- Ghazi Barotha Taraqiati Idara (GBTI)
- Laachi Poverty Reduction Project (LPRP)
- National Rural Support Programme (NRSP)
- Punjab Rural Support Programme (PRSP)
- Rural Support Programmes Network (RSPN)
- Sarhad Rural Support Programme (SRSP)
- Sindh Rural Support Organization (SRSO)
- Thardeep Rural Development Project (TRDP)

### Banks

- First Women Bank
- Khushhali Bank
- Micro Finance Bank
- Muslim Commercial Bank
- National Bank of Pakistan
- Zarai Taraqiati Bank Limited (ZTBL)



# IRM Team Over the Years



**Human Resource Development Team**  
February 15, 2005

#### Standing L to R

R.Y Jalali, Abdul Salam, Khawaja Tariq, Ahmed Khan, Shezad Mirza, M. Farooq, Waqar Haider Awan, Ijaz Khaliq, Salma Khalid, Imran Alvi, Sohail Manzoor, Muhammad Arslan Imran, Shajee ur Rehman, Abdul Aziz, Qaiser Shehzad, Akhter Hussain, Muhammad Arif, Kashif Raza, Zahid Lateef, Azher Lakwera, Muhammad Aqeel, Tahir Khan, Anwar ul Haq, Karam Elahi, Roomi S. Hayat, Abdul Bari, Fozia Malik, Batool Akhter, Aneela Khan, Mahvish Mehmoona, Shah Ali Naeem, Hajera Pasha, Qurat ul ain



**Human Resource Development Team**  
February 15, 2004

#### Sitting L to R

Shah Ali Naeem, Abdul Bari, Ijaz Kahliq, Aqeela Tahir, Roomi S. Hayat, Sohail Manzoor, Shajee ur Rehman, Waqar Haider Awan, Anwar ul Haq,

#### Standing L to R

Ahmed Khan, Rehan Syed, Aneela Khan, Hajera Pasha, Khawaja Tariq, Imad, Azhar Lakwera, Qaiser Shazad, Akhter Hussain, Muhammad Aqeel, Tahir Kahn, Zakir Hussain, Ayesha Iqbal, Quratulain, Abdul Salam

## IRM Team Over the Years



**Human Resource Development Team**  
February 15, 2003

**Sitting L to R**

Abdul Bari, Rehan Ghazanfar, Ijaz Khaliq, Aqeela Tahir, Roomi S. Hayat, Sohail Manzoor, Kamran Malik, Najaf Khan, Shajee ur Rehman,

**Standing L to R**

Batool Akhtar, Aneela Rehan, Syed Mansoor Abid, Tahir Khan, Akhtar Hussian, Qaiser Shahzad, Muhammad Aqeel, Shah Ali Naeem, R Y Jalali, Ahmed Khan, Zakir Hussain, Abdul Salam, Quratulain, Nafeesa Mushtaq



**Human Resource Development Team**  
February 15, 2002

**Sitting L To R**

Shahida Kazmi, Sajjad Ahmed, Rizwana, Attiq Mirza, Roomi S. Hayat, Sohail Manzoor, Kamran Malik, Farah Nawaz, Lubna

**Standing L To R**

Rehan Ghazafar, Khawaja Tariq, Fakhir Mehdi, Qaiser Shahzad, Najaf Khan, Ijaz Khaliq, Muhammad Aqeel, Shjee ur Rehman, Shah Ali Naeem, Abdul Salam, R Y Jalali, Ahmed Khan, Zakir Hussain

## IRM Team Over the Years



**Human Resource Development Team**  
February 15, 2001

**Sitting L To R**

Attiq Mirza, Shahida Ahmed, Azam Tareen, Roomi S Hayat, Aqeela Tahir, Sohail Manzoor, Sajjad Ahmed

**Standing L To R**

Asma Anjum, Rehan Ghazanfar, Rehan Syed, Qaiser Shahzad, Ijaz Khaliq, Najaf Khan, Kamran Maik, Muhammad Aqeel, Abdul Salam, R Y Jalali, Lubna



**Human Resource Development Team**  
February 15, 2000

**Sitting L To R**

Attiq Mirza, Erum Wali Khan, Azam Khan Tareen, Roomi S Hayat, Aqeela Thair, Sohail Manzoor, Waqar Haider Awan

**Standing L To R**

Aliya Tahir Kheli, Mohsin Jamal, Sajjad Ahmed, Khawaja Tariq, Qaiser Shahzad, Kamran Malik, Rehan Ghazanfar, Muhammd Aqeel, Shahida Ahmed, R Y Jalali, Ahmed Khan

## IRM Team Over the Years



**Human Resource Development Team**  
February 15, 1997

**Sitting L To R**  
Robeela Bangash, Chaudary Rashid, Roomi S Hayat, Aqeela Tahir, Sohail Manzoor  
**Standing L To R**  
Rehan Syed, Mohsin Jamal, Khawaja Tariq, Munawar Attiq, Ishtaq, Qaiser Shahzad, R Y Jalali, Pakeeza



**Human Resource Development Team**  
February 15, 1996

**Sitting L To R**  
Robeela Bangash, Saleem Chisti, Roomi S Hayat, Aqeela Tahir, Ahmareen Farah  
**Standing L To R**  
Rehan Syed, Azhar ul Haq, Khawaja Tariq, Mohsin Jamal, Khalid Saleem, Naeem Akhtar, Attique, R Y Jalali, Muhammad Saeed, Qaiser Shahzad

10  
Years

**NRSP**

NRSP - Institute of Rural Management

6, St # 56, F-6/4 Islamabad - Pakistan

Tel: (9251) 282 2752, 282 2792

Fax: (9251) 282 3335

Email: [info@irm.edu.pk](mailto:info@irm.edu.pk)

web: <http://www.irm.edu.pk>