

# 16th Annual Report 2019-20



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## Getting to IRM

IRM is situated in the footsteps of Margalla hills foot hills of famous Himalayan range and is within close proximity to the City Center. Owing to the perfect location of the Institute, it lies in commuting distance of airport and the places of interests.

Learn about IRM in Wikipedia:  
[en.wikipedia.org/wiki/institute\\_of\\_Rural\\_Management](https://en.wikipedia.org/wiki/institute_of_Rural_Management)

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Designed by: Kamran Ali  
Photography: Khalid Riaz  
Published by: IRM Press  
ISBN: 978-969-9814-74-7

## Library Membership

IRM Library is a flourishing tribute to, Akhtar Hameed Khan, participatory development legend in South Asia. This resource center holds extraordinary reading material based on actual case studies and experiences in published form. IRM Library is also offering membership service to professionals, students and researchers who want to benefit from its vast collection of books on nearly all topics. For more information contact: [maria@irm.edu.pk](mailto:maria@irm.edu.pk)

The report content was prepared with due diligence and integrity. This report is the property of IRM. We remained steadfast in the observance of our principles of transparency, gender inclusion and quality programming. This report is also available on our website([www.irm.edu.pk](http://www.irm.edu.pk)). For any inquiries regarding this report, please contact us at [info@irm.edu.pk](mailto:info@irm.edu.pk)

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**Dr. Roomi S. Hayat**  
Chief Executive Officer

## FOREWORD

Dear friends,

I am pleased to present IRM's Annual Report for the Year 2019-20. We have made efforts to increase our outreach and sustain ourselves despite numerous challenges especially in the wake of Covid-19. As our mission is to build capacities of rural communities and empower them to harness their potential for an improved quality of life, we played our part in building a prosperous Pakistan and through various capacity development interventions, we were able to train 15,703 individuals of which 70% were women.

The COVID-19 pandemic propelled a period of crisis and uncertainty. In a short span, our lives changed. Globally, there was a momentous loss of life and economic resources due to lockdown. Businesses, educational institutes and cultural centers were forced to close. The corollaries were severe, and called for concerted efforts from all players of society for a joint response, nationally as well as globally. IRM stepped forward, collected charity of PKR 9.5 Million and distributed cash grants and ration in Slum areas of Islamabad, Punjab and Sindh benefitting 733 families. Despite lock down and closure of offices, staff was retained. Through joint efforts of all stakeholders and Government of Pakistan, we have been able to minimize the negative impact of this pandemic, the situation is improving with each passing day.

This year IRM has been able to further expand its partnerships with Government of Punjab, Government of Sindh, European Union Delegation and U.S. Embassy in Pakistan, International Rescue Committee and many more. IRM also made efforts to help communities in breaking the vicious cycle of poverty through its innovative and job oriented programmes.

In the end, I would like to acknowledge the extraordinary efforts made by our staff during these difficult times. I strongly believe that with the continued support and involvement of our partners, IRM will be successful in ensuring that the poor people in Pakistan are given the opportunity to realize their true potential.

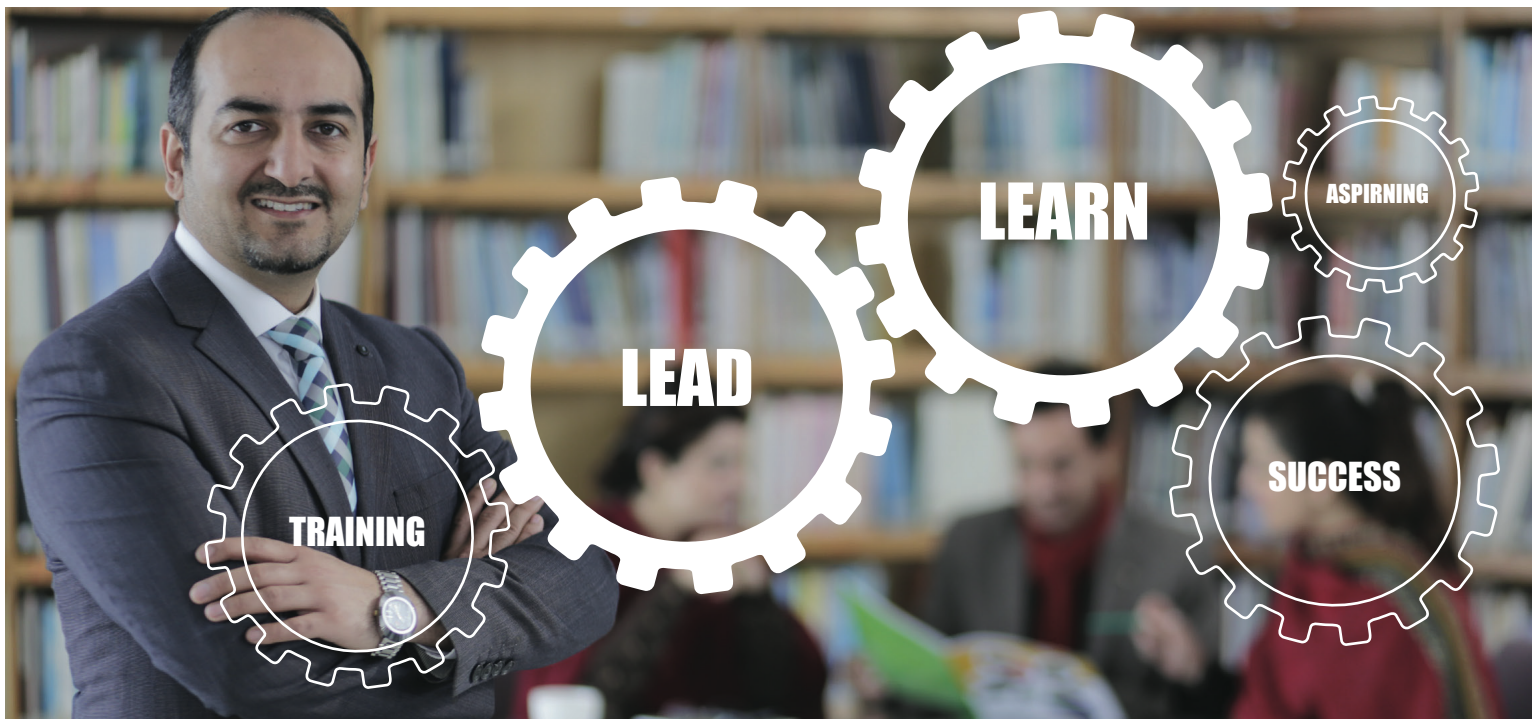
Thank you.



## About IRM

Institute of Rural Management (IRM) Registered under Section 42 of the repealed Companies Ordinance 1984 (now Companies Act 2017) is one of the largest training facilities in Pakistan focusing exclusively on capacity building and institutional development within the not-for-profit sector. Established in 1993, it is committed towards building the capacity and strengthening the efficacy and effectiveness of members of rural communities and professionals for unlocking their true human, social and economic potential. With extensive geographical coverage, ethnic understanding of the Pakistani

context, and the experience of nearly two decades, IRM offers more than 500 types of training with a capacity of an annual turnout of 50,000 trainees. Over the last 28 years, IRM has built the capacity of more than 1.1 million development professionals and community members across Pakistan and in many countries of Asia. IRM is an ISO 9001: 2015 and PCP certified with its Head office in Islamabad and sub offices in all provinces. i.e Peshawar - Khyber Pakhtunkhwa, Rawalpindi, Lahore, Bahawalpur-Punjab, Quetta - Balochistan, and Hyderabad- Sindh.

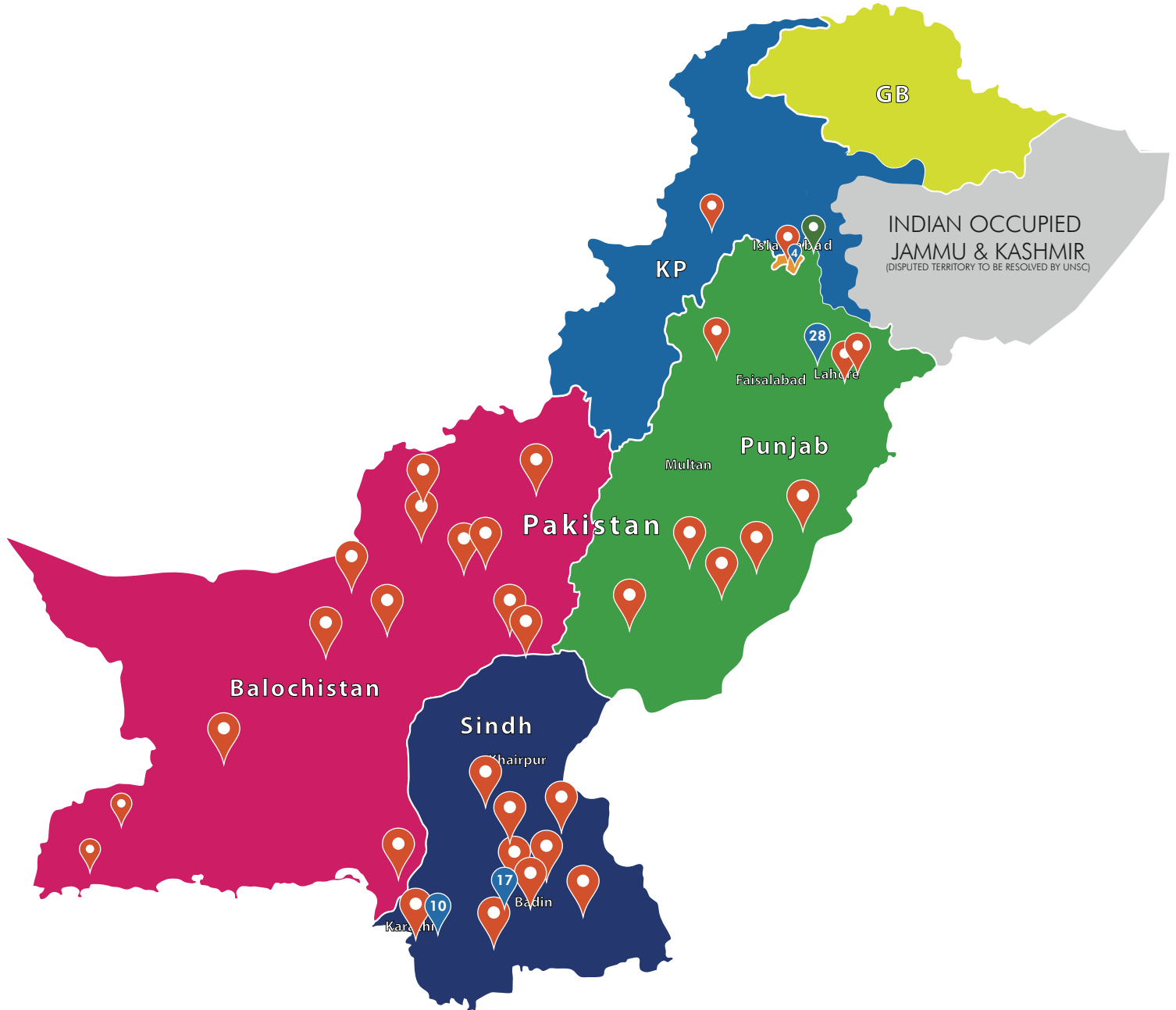


## History

Dr. Akhter Hameed Khan (AHK) used to advocate Raiffeisen's (Friedrich Wilhelm Raiffeisen 1885, a famous German cooperative pioneer) principles of community driven development namely, Organisation, Capital Generation and unleashing potential of the subsistence holders. AHK initially demonstrated the efficacy of these principles through his internationally renowned Comilla Project in the then East Pakistan now Bangladesh in the sixties of the last century. These principles subsequently inspired the Aga Khan Foundation to initiate Aga Khan Rural Support Programme (AKRSP) in Pakistan and was adopted by the South Asia Independent Commission on Poverty Alleviation and replicated in many

South Asian countries. In Pakistan AKRSP was replicated through eight Rural Support Programmes across the country. The largest being the National Rural Support Programme (NRSP) which created Institute of Rural Management in 1993 as the training arm of all the RSPs and other organisations. The IRM provides an invaluable knowledge asset to those participating in its programmes, which are singularly aimed at improving the human resource capital of the individuals and communities. The Institute's approach is focused on enabling young people to acquire new learning knowledge and technical skills and encouraging them to take advantage of the economic opportunities.

## IRM Presence in Pakistan



IRM Offices

IRM Smart Schools

IRM VTECs

### Year at Glance

01 **15,703**  
people trained

02 **70%**  
Women trained

03 **51**  
type of trainings

## Our Partners

 <p>Government of Pakistan</p>	 <p>Government of Punjab</p>	 <p>Government of KP</p>	 <p>Government of Balochistan</p>	 <p>Government of Sindh</p>
		 <p>National Rural Support Programme</p>	 <p>UMASS DONAHUE INSTITUTE University of Massachusettes, USA</p>	
	 <p>Agencia de Cooperación Internacional del Japón</p>	 <p>پی پی اے ایف</p>	 <p>CENTURY PAPER &amp; BOARD MILLS LIMITED</p>	
 <p>NAVTC</p>	 <p>WORLD CARE FOUNDATION</p>	 <p>IRM International</p>	 <p>HELVETAS</p>	 <p>Government of Sindh Sindh Education Foundation</p>
 <p>RSPN</p>	 <p>cemio Strengthening Communities Tackling Inequalities SCOTLAND</p>	 <p>Bahria University Discovering Knowledge</p>	 <p>WWF</p>	 <p>SAFWCO</p>
 <p>IUCN</p>	 <p>Capital University of Science &amp; Technology CUST Pakistan</p>	 <p>GBTI</p>	 <p>HRD network</p>	 <p>BRSP</p>



## COVID-19 Response

Institute of Rural Management (IRM) has a special concern for the distressed and downtrodden, especially in the times of natural calamities and step forward to support them in any way we can. While the world is struggling to fight an invisible enemy; IRM foresees the real enemy, i.e. hunger. Starvation is more lethal than the novel corona virus and has the propensity to kill the marginalized segments. During these difficult times, this deprived lot is facing the naked reality of malnutrition and food shortage as a result of losing their livelihood options.

The long lockdown sketched a worst picture of food insecurity for both skilled as well as non-skilled labor class in the country. IRM, started joining

hands to federal, provincial and district governments by contributing in Pakistan Preparedness & Response Plan COVID - 19. IRM distributed Roshan to SMART School students' families who are daily wagers. Awareness on COVID SOPs was raised to 1,780 men and women.

The Institute of Rural Management (IRM) facilitated 733 families / households with provision of basic monthly Ration who are committed to right to education to their children specially their girls. The distribution was held in different phases during the month of April, May and June 2020 in semi urban area of Punjab, Sindh and ICT. IRM distributed monthly Roshan in 360 families of Punjab, 330 families of Sindh and 43 families of Islamabad.



## What we do

### Community Training Programme



A vital constituent of the Community Training Programme is to ensure that rural men and women learn core work skills that equip them for wide variety of potential jobs. Training are designed with the aim of improving productivity and raising incomes thereby increasing access to equitable employment opportunities and better living standards. The main focus of these trainings is to build self-confidence and instill a sense of self-reliance in the community.

The Community Training Programme offers a wide range of training portfolios for the members of Community Organization who are either working with NRSP, RSP's or independently and various NGO's or are fostered by government agencies, UN or donor organizations.

## Professional Development Programme

The Professional Development Programme (PDP) at IRM offers programmes on evolving Leadership and Management concepts to the contemporary managers & professionals.



It prepares them to face emerging challenges of professional environment by interacting with experienced faculty and fellow participants. PDP also focuses on ethics and value-based management.

## IRM-TECH

IRM TECH for unemployed rural poor, is the key to income generation and better employment opportunities. Recent experiments in the developing world have proved that employable technical skills have a positive impact on the economic growth rate. Before initiating any TECH Programme, it is imperative that needs of the industrial and agricultural sector be studied in detail and courses pertaining to vocational training be defined in accordance with that, so as to benefit the economy and the individual.

## Social Sector Services Training Programme

### Health

Empowering the poor community members through enhancing their capacities in health has been an important initiative of IRM with the necessary guidance to enable them to develop and flourish sustainably in the longer run.

### Education

Education Sector of IRM focuses on the preparation and training of in-service teachers for both primary and secondary education.

### Water & Sanitation



Access to clean water and effective sanitation has a catalytic effect on many aspects of human development, being essential for a healthy population and environmental sustainability.

## Institutional Capacity Building



Training for Institutional Capacity Building at IRM consists of a series of planned events designed to improve performance at individual, organizational and sectoral levels.

Various workshops, seminars and exposure visits are designed for professionals from the non-profit sector, donor agencies, government organizations corporate sector and the staff of RSPs.

IRM has experience of imparting training in south Asian countries and has recently improved the organizational capacity of 22 CSOs representing all provinces of Pakistan.

## Value Chain

Institute of Rural Management is working on strengthening the value chain in rural areas to boost the household incomes and livelihoods. The programmes implemented by IRM are mainly focused to enhance the socioeconomic conditions of rural poor, particularly women in the Punjab and Sindh provinces.



IRM is connecting rural poor with the market and securing rural livelihoods by sharing environment friendly and audience centered knowledge. The primary beneficiaries are small scale manufacturers and their related actors, such as handlers, processors, wholesalers, retailers and exporters with a special focus on marginalized women and rural youth. The programme endeavor to maximize profit through management practices, better market linkages, rural entrepreneurship for community benefit and sustainable development.

## Environment and Natural Resource Management

It is a specialized programme enables the target group by enhancing their capabilities and understanding with focus on sustainable resource management for the protection and rehabilitation of the environment and the productive utilization of natural resources at the local level.

## Business Development Services

IRM has been conducting various training events through Entrepreneurship Skills / Business Development Services (BDS) on Entrepreneurship skills for the community as well as for the staff of various organizations working for the rural youth and is involved in assisting guiding the new entrepreneurs in developing effective and sustainable small-scale enterprises.



## Gender and Development

IRM identifies gender as a crosscutting theme. This requires gender to be integrated into policy planning, programming, implementation and evaluation of activities. IRM's Gender and Development Unit aims to provide gender based training at local, regional and global level. IRM believes that its efforts to reduce poverty cannot be achieved unless the organization addresses the constraints that limit the capabilities of men and women to improve their standard of living and quality of life.

IRM works to eliminate gender inequalities through targeted, women focused programmes across Pakistan. IRM aligned its work with SDGs as these SDGs provide a road map for elevating and integrating gender equality into all aspects of IRM's work on poverty reduction, resilience and peace. IRM's goals and objectives have the broader aim of accelerating progress on the 2030 Agenda for Sustainable Development.

## Disaster Risk Reduction

IRM is well experienced and renowned in designing and conducting of CBDRM/ DRR/ DRM training programme for UNDP, UNHCR, SRSO, NRSP, UN-HABITAT, UNICEF, World Bank and Diakonie in different district of Punjab, Sindh, Baluchistan, KP, GB and AJK to strengthen capacities of vulnerable and hazard prone communities through emergency response capacity building and training thus saving lives and minimizing the disaster impacts and involving the community members in policy development concerning the subject matter in a participatory manner. IRM specifically work on the pillar related to "CBDRM interventions to regain a discursive space through which multi-sectoral dialogues on local DRR can be encouraged to collectively achieve the vision of risk-informed development.





## Major Projects

# Pakistan Reading Project

Pakistan Reading Project is a United States Agency for International Development funded intervention being implemented in Pakistan through a consortium of implementing partner Creative Associates International, World Learning, and Institute of Rural Management led by International Rescue Committee.

IRM implemented this project in Balochistan and newly merged tribal districts from 2013 till March 2020, In Balochistan the two-year Continuous Professional Development (CPD) took into account improving the teaching of reading skills of 3702 teachers. In close coordination with the education department, 344 (Male: 215, Female: 129) government officials were notified as mentors, the project has involved 201 officials (Male: 142, Female: 59) as Academic Supervisors and 04 officials (Male: 3, Female: 1) as Reading Specialists. Being the administrative head of the school, the

project has fully understood the role of the Head Teacher in the process of improving student's reading skills and teacher's teaching capacity, therefore, in the project life, 1,429 (Male: 889, Female: 540) were also trained and utilized.

In Newly merged districts of KP, IRM started the initiative with the support & guidance of the DoE (Directorate of Education) NMDs in total 1526 teachers were trained across the project area and 458,914 Reading and learning material was distributed within the target schools, through the intervention the project reached to approximately 108,246 students of Grade I – II in targeted Districts. Besides, 337 mentors were selected as per the defined criteria and were provided training. To achieve the objective of enhancing the reading skills of the students 1724 corner libraries were also established by the project team within the PRP selected schools.

## SMART STEP

### Skill Training and Empowerment Programme (STEP)

IRM's Smart STEP is an initiative to provide an opportunity to marginalized women from slum areas of Pakistan. IRM believes that investment in women's empowerment is the only right and smart thing to do for improving the state of deprived families. The objective of the IRM Smart STEP is to mainstream unnoticed marginalized women (widows with dependent children, orphans, destitute, poor, and women with disabilities) through the provision of low-cost but quality vocational training, entrepreneurial skills, and life skills.

The consequence of not recognizing the importance of investing in women, girls and gender inequality have the long-term impacts of the crisis which may be deepened further into deeper levels of poverty. Evident suggests that women are more vulnerable to economic shocks across the globe, to mitigate the

effects of economic crises, we feel it's our collective responsibility to give back to the communities we are a part of and benefit from.

Primary goal of Smart STEP is to provide technical and vocational training that strengthen the agency, participation and give economic independence directly to underprivileged women in the urban and rural communities. These skills will enable them to avail opportunities for earning a decent livelihood to support their families.

Initially the "Smart STEP" for women is launched at IRM VTEC , Rawalpindi. However, it will be expanded to 10 more locations in Balochistan, GB, KP, Punjab, and Sindh. To accomplish this objective, IRM is seeking support from organizations and philanthropists to bring more women in the programme.

### Strengthening Civil Society Organizations Project

The Strengthening CSOs project in Pakistan was implemented by IRM with the financial support of U.S. Department of State and University of Massachusetts Amherst USA with an aim to build the institutional capacity of local non-profit /non-governmental organizations (NGOs) and Civil society organizations (CSOs) to develop and empower a more engaged and informed citizenry. Overall, the project aimed to enhance legal and effective protection of these vulnerable groups, as a first critical step towards their protection.



Improving the organizational capacity of Pakistani Civil Society Organizations, in a measurable and sustainable way, while at the same time improving ties between Pakistan and the United States through programming that highlights shared values and promotes bilateral cooperation. IRM implemented a series of jointly managed workshops in Pakistan, reinforced by a four-week training institute held at the University of Massachusetts during the Summer of 2019. Both the Pakistan institutes and the University of Massachusetts summer program included program continuity and meaningful organizational linkages.

This work produced standardized training modules and certified instructors that has been a beneficial addition to the entire CSO sector in Pakistan. The target audience included 22 non-profits and/or non-governmental organizations of all sizes and working in all areas of development sector across Pakistan. The timeframe for project was 14 months encompassing the period between November 2018 and January 2020.

## Sindh Union Council and Community Economic Strengthening Support Project



The Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Project builds upon the experiences of the Union Council Based Poverty Reduction Programme (UCBPRP) of Government of Sindh (GoS). The SUCCESS Programme is funded by the European Union (EU) and is being implemented by three-member RSPs working in Sindh, namely, Sindh Rural Support Organization (SRSO), Thardeep Rural Development Programme (TRDP), and National Rural Support Programme (NRSP). The SUCCESS Programme covers eight out of the 24 districts of the Sindh province for six years.

SUCCESS is aiming at supporting GoS in developing its local Community Driven Development (CDD) policy and allowing for a wider geographical outreach and providing financial means for important impact in rural Sindh. The specific objective of the SUCCESS Programme is to reduce poverty through undertaking CDD based on RSPs' proven social mobilization approach. Living conditions are expected to improve by building the local social capital for better access to basic social, economic services and providing access to income generating and diversification activities.

Institute of Rural Management is imparting vocational and technical training to 16,480 participants in Tando Muhammad Khan, Sujawal, Matiari, and Tando Allahyar.

So far in this project 465 Men and 2,735 Women have been trained in different trades of training which include Beautician, Adda work, Agriculture and crop Management, Applique work, Bakery Products, Burka, Hijaab making, Car Driving, Computer Skills training, Hand Embroidery, home based livestock farming, chips/kheecha making, Machine embroidery, Mobile phone repairing, motorcycle repairing and many other trades.

## Balochistan Rural Development and Community Empowerment (BRACE) Programme

Balochistan Rural Development and Community Empowerment Programme (BRACE), is a five-year European Union funded rural development programme, implemented by three implementing partners of grant component namely: RSPN, NRSP and BRSP in close collaboration with the Government of Balochistan.



IRM has vocational training component of the project through which residential trainings are being given in Hub and Rawalpindi. IRM has to train 616 participants, till date IRM has trained 228 participants in Motorcycle repairing, electrician, wood work, auto electrician, tailoring and Mobile phone repairing.

## Southern Punjab Poverty Alleviation Project Phase II

The Government of Punjab, with financial assistance of the International Fund for Agricultural Development (IFAD), launched Phase II of the project for three years titled South Punjab Poverty Alleviation Project (SPPAP) in districts Bahawalnagar, Bahawalpur, Muzaffargarh, Rajanpur, Rahimyar Khan and DG Khan in South Punjab. SPPAP is designed to assist the Government to achieve its objectives of economic growth and poverty alleviation. The overall goal of the project is to reduce rural poverty in Southern Punjab.



### Component 1: Vocational Training Organization (VTO)

The purpose of Vocational Training is to provide employable skills to men and women so that they could start their work or business or get wage employment to earn their living and contribute to reduce poverty. Vocational Training Programme arrange large number of vocational and technical skills trainings for community organizations and their youth contributing towards self-employment as well as wage employment. The organization gives great emphasis on ensuring that people are trained according to their needs, existing opportunities and market demands. Post training services is an important part of the vocational training programme where individuals after completing training are linked with public and private entities through apprenticeship and job placements.

Under Vocational Training Organization component of SPPAP 2,316 men and 4,809 women as of June, 2020 since Inception of the project.

### Component 2: Entrepreneurship Training Organization (ETO)

The purpose of Entrepreneurship Training Organization (ETO) is to create and expand economic opportunities for 9,081 trainees by giving them quality entrepreneurship training and making them able to establish or expand their micro-enterprises for themselves.

Secondly, ETO aims to train Entrepreneur Activists (EAs) who will support in entrepreneurship development activities in their communities. Under Entrepreneurship Training Organization Institute of Rural Management aims to train 791 men and 1,687 women as of June, 2020 since Inception of the project



## IRM Smart School

People are the real wealth of nations- and education enables them to lead a more productive life. IRM believes in the philosophy of “Investing in people’s knowledge to promote development”. Keeping this in view IRM has established Smart Schools to bring street children from vulnerable and disadvantaged families to impart them low cost but quality primary education.



IRM has currently established 60 smart schools in neglected regions of Sindh, Punjab and Islamabad. Currently more than 2000 students are enrolled in these schools. As part of social initiative fund, IRM is paying monthly salaries to teachers to make them earn decent livelihood for their families. In addition, IRM is training teachers in multi grade teaching methodologies. IRM is also raising donations to provide school uniform, books, bag and a monthly health check-up camp for students.

There are millions of children on the street which are unable to get proper education, it is a huge challenge to educate them all. However, with the support from donor like you there is a possibility that these children can lead a happy and prosperous life.



## Accelerated Action Plan

The Government of Sindh (GoS) recently adopted an Accelerated Action Plan for Reduction of Stunting and Malnutrition (AAP). The AAP has the ambitious goals of reducing stunting from 48% to 30% by 2021 and to 15% by 2026 by increasing and expanding coverage of multi-sectoral interventions proven to reduce stunting in the first five years of life.

It includes objectives and expected outcomes related to addressing the underlying causes (by sector) of stunting: health, population, sanitation and hygiene, agriculture (including livestock and fisheries), social protection, education, and behavioral change communication.

The Project Development Objective (PDO) is to contribute to the reduction of the stunting rate among children under 5 years of age by targeting the most affected 24 districts in the Province of Sindh. SAFWCO is the main lead in the project while IRM is developing Information communication material and monitoring the project.



## **IRM Care for its Staff**

Over 28 years, IRM has been evolved into a unique culture which is a fusion of eastern and western values. The culture is rooted in transparency, equality, gender inclusion, humanitarian ethos and professional development. Here are a few instances of the culture which IRM strives to preserve and evolve into cherished traditions and precedencies.

### **Open Door Policy**

IRM is credited to have developed a unique culture of Open Door Policy. Under this policy, management encourages open communication, feedback, and discussion about any concerns employees may have.

### **Day Care**

Caring for women's needs has always been a priority. IRM has a well-kept day care center for the lactating mothers and their babies, so that women staff can be motivated and work freely.

### **Maternity leave(3 months)**

IRM cadres the employee right at every forum and try to facilitate them as much as possible. When it comes to our own women staff, IRM provides three months paid maternity leave to the staff.

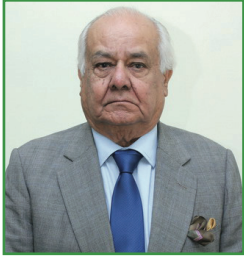
### **Zero tolerance on harassment issues**

In IRM, there is a no compromise on issues of harassment. We strictly observe zero tolerance in this regard. There is a committee to take up any such issue and make appropriate recommendations which are followed in true letter and spirit. IRM Grievance redressal mechanism is in place to handle grievances of staff and other related parties.

### **Encouraging staff to improve their education at all levels**

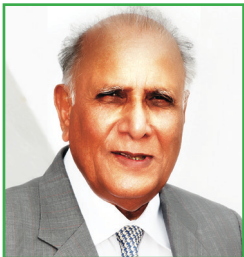
There are policy provisions for staff (at all levels) to improve their education and professional skills. They are provided financial support, study leave and other related facilities like flexi hours, library resources and the field research.

# Board of Directors



**Dr. Humayun Khan- Chairman IRM**

He is the Chairman of the Institute of Rural Management. He was educated at the prestigious Bishop Cotton School in Simla, India and later at Edwardes College Peshawar and at Trinity College, Cambridge. He holds an honours degree and an MA from Cambridge University, a Doctorate from the University of Southern California, Los Angeles. He joined the then Civil Service of Pakistan (CSP) in 1955 and served as Assistant Commissioner, Tank; Assistant Commissioner, Nowshera; Deputy Commissioner, Bannu; Political Agent, North Waziristan and Political Agent, Malakand. He has served as Pakistan's Ambassador to Bangladesh and India and also as the High Commissioner in London. After his retirement from the Government, he was appointed as the Head of the Commonwealth Foundation in London. After moving back to Pakistan in 2000, Dr. Humayun has been serving on the Boards of the National Finance Commission and the National Rural Support Programme and is also actively involved in a number of committees dealing with relations between the countries of South Asia.



**Mr. Shoaib Sultan Khan – Chairman RSPN**

He holds a Master of Arts in English from Lucknow University, a Bachelor of Law from Peshawar University and has also completed a Public Administration Course at the University of Cambridge, UK. Mr. Shoaib Sultan Khan has been closely associated with policy making and development planning in Pakistan and is currently serving as honorary Chairman, Board of Directors of the Rural Support Programmes Network (RSPN) As Senior Advisor, South Asia Poverty Alleviation Programme (SAPAP) of the UNDP, Mr. Khan has set up demonstration pilots in the six countries of the SAARC region, on the pattern of the AKRSP. He has also received the Global 500 award in 1989, the Sitara-e- Imtiaz in 1990, the Ramon Magsaysay Award in 1992, the WWF Conservation Medal in 1994 and Nishan-e-Imtiaz in 2019.



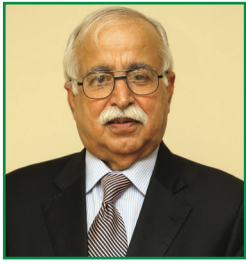
**Dr. Rashid Bajwa- CEO NRSP**

He is an eminent development professional and is leading the only countrywide development programme (National Rural Support Programme) in Pakistan. He holds an MPH degree from the UK and an MBBS from Pakistan. Dr. Bajwa is a founding member of the NRSP Microfinance Bank and also serves as a Senior Advisor to the Khushali Bank. He is also serving as the Chairman of the Pakistan Microfinance Network and is a member of Board of Directors of many organizations including Pakistan Poverty Alleviation Fund (PPAF), Punjab Rural Support Programme (PRSP), Sindh Rural Support Organization (SRSO), Rural Support Programmes Network (RSPN), Ghazi Barotha Taraqiati Idara (GBTI) and Fauji Fertilizer Bin Qasim Ltd. Dr. Bajwa has extensive experience in the fields of Management, Social Mobilization, Community Development, Microfinance and Policy.



**Dr. Shahida Jaffrey- Member BoD**

The first woman Vice Chancellor/Founder of the Sardar Bahadur Khan Women's University in Balochistan, Dr. Shahida Jaffrey holds a Master's Degree in English Literature from University of Punjab Lahore and PhD in Education. She is the Chairperson of Behbud Balochistan, which provides preventive health care to underprivileged women in the rural area of District Mastung Balochistan. She has also served as the Member of Board of Security and Exchanges Commission of Pakistan.



Mr. Fazalullah Qureshi- Member BoD

He holds MA Economics from the Sindh University and a Certificate in Development Economics from Glasgow University UK. He completed Fellowship in Development Economics from World Bank's Economic Development Institute (EDI) Washington. Mr. Qureshi was appointed as the Vice Chairman National Electric Power Regulatory Authority (NEPRA) in 2001 and has served as the Federal Secretary Planning & Development twice. He was also the Chairman of National Tariff Commission in 1999. He is an active BoD Member of various organizations including Sindh Rural Support Organization, Pakistan Poverty Alleviation Fund, Rural Support Programme Network, NRSF Microfinance bank, National Rural Support Program and Sindh Graduate Association. He is also a Member of Trust for Voluntary Organization.



Ms. Shandana Khan- Member BoD

She is Chief Executive Officer, Rural Support Programmes Network (RSPN) has over twenty two years of extensive grassroots and policy level experience in rural development, mainly in the Rural Support Programmes. She has a social sciences background, with a Masters degree in the Social and Political Sciences from Pembroke College, University of Cambridge as well as a Masters in International Public Policy from the School of Advanced International Studies (SAIS), Johns Hopkins University. Her strengths are in project management, their design and social assessment. She contributed strategic insights and inputs into the Pakistan Poverty Reduction Strategy Paper, the Local Government Ordinance 2001, gender mainstreaming policies, and inclusion of social mobilization in government programmes at all levels. She has been an advocate for meaningful, result-oriented partnerships between the poor communities and the government and private sector.



Mr. Nazar Memon- Member BoD

He holds MA in Economics from the University of Karachi and MA in Regional Planning, Clark University, USA. He has also obtained Diploma in Comprehensive Regional Planning from United Nations Center for Regional Development, Japan and Diploma Certificate in District Health Planning from Institute of Child Health, London UK. He was appointed as the Chief Executive Officer of Sindh Rural Support Organization (SRSO) till 2008. As a Consultant Capacity Building National Reconstruction Bureau (NRB) he has worked on the Capacity Building of elected representatives and government functionaries that came under the paradigm shift of Devolution in Pakistan. He has contributed to the final draft of Local Government Ordinance 2000.

He has served UNICEF in the area of Social Planning, with special focus on women and children. He has also worked in Tanzania and Uganda in the development of Area based programmes. As Head of Area Services in Kenya and South Africa, he extended his services in the areas of Programming, Planning, Implementation and Monitoring of community-based programmes/projects in collaboration with the local communities.



Dr. Noor Fatima- Member BoD

She is a Post-doctorate Fellow at Department of International Affairs, (Public Policy, Political economy of Terrorism) University of North Carolina, Wilmington, United States. She holds a PhD (Major Developmental Economics, Political Economy).

Previously she has been working as Chairperson of Department of International Relations and Political Science till June 2017 and presently She is working as Assistant Professor, Department of Political Science and International Relations, International Islamic University Islamabad.



Mr. Mukhtar Ahmad, - Member BoD

He has an M. Phil degree in Development Studies (with distinction) from the Institute of Development Studies (IDS), University of Sussex, UK; and over 18 years of work experience in areas like right to information, democratic development, legislative oversight and development, budget tracking, governance, local governments and decentralization, police reforms and consumer protection. He is currently working as CEO Consolidating Democracy in Pakistan (CDIP) Project.



Mr. Nadeem Akbar- Member BoD

He is Executive Director of the American Institute of Pakistan Studies (a bi-national academic and research institution) at Islamabad. He is a former Fulbright fellow and holds a Master's degree in Public Administration from University of Pennsylvania, Philadelphia, USA. He has over 20 years of work experience in the field of research and educational exchange management. Being Director of the Institute, he administers and promotes exchange of scholarship, organizing policy forums and facilitating collaborative programs between US and Pakistani institutions of higher learning.



Dr. Roomi S. Hayat- CEO Institute of Rural Management

He is Chief Executive Officer Institute of Rural Management, He has over 30 years of experience working in the Government and Non-Government sectors of Pakistan and his areas of expertise include rural development, women empowerment, and environment and poverty reduction. Dr Hayat holds multiple degrees including a Master's of Science in Mechanical Engineering from New Jersey Institute of Technology, USA and another Master degree in Rural Sociology from the NWFP University of Agriculture, Peshawar, Pakistan and Doctorate from Quaid-i-Azam University Islamabad Pakistan.

Dr. Hayat is the founding Chairman of an international think tank Human Resource Development Network (HRDN) and also serve as the Vice Chairman of Akhtar Hameed Khan Resource Center (AHKRC). He is Chairperson Pakistan National Committee IUCN). He is a member of the Board of Directors of the Rural Support Programmes Network (RSPN).

**INSTITUTE OF RURAL MANAGEMENT**  
**(A Company incorporated under Section 42 of the Companies Act, 2017)**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE, 2020**

	Note	2020 -----Rupees-----	2019
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Property and equipment	5	203,460,269	187,009,290
Intangible asset	6	245,208	272,708
Investment property	7	112,256,798	117,807,815
Long-term loans	8	130,285	-
		<b>316,092,560</b>	<b>305,089,813</b>
<b>CURRENT ASSETS</b>			
Receivables	9	20,096,324	24,215,406
Loans and advances	10	24,671,190	41,700,288
Deposits and short-term prepayments	11	2,086,960	3,259,092
Accrued interest	12	10,282,192	9,884,932
Other receivable		1,514,936	3,899
Tax refunds due from the Government	13	104,745,604	82,992,599
Short-term investment	14	200,000,000	200,000,000
Cash and bank balances	15	17,709,776	35,207,894
		<b>381,106,982</b>	<b>397,264,110</b>
<b>TOTAL ASSETS</b>		<b>697,199,542</b>	<b>702,353,923</b>
<b>FUNDS, RESERVE AND LIABILITIES</b>			
<b>FUNDS AND RESERVE</b>			
Capital fund		193,522,945	193,522,945
Endowment fund		200,000,000	200,000,000
Accumulated surplus		122,076,191	92,322,572
		<b>515,599,136</b>	<b>485,845,517</b>
<b>NON-CURRENT LIABILITIES</b>			
Deferred liabilities	16	71,623,025	102,098,445
Capital grants	17	-	6,978,965
Lease liabilities	18	854,706	-
		<b>72,477,731</b>	<b>109,077,410</b>
<b>CURRENT LIABILITIES</b>			
Accrued and other payables	19	99,689,723	88,121,072
Contract liabilities	20	6,217,325	19,235,924
Current portion of lease liabilities	18	3,215,627	-
Unspent restricted grants	21	-	74,000
		<b>109,122,675</b>	<b>107,430,996</b>
<b>TOTAL FUNDS, RESERVE AND LIABILITIES</b>		<b>697,199,542</b>	<b>702,353,923</b>
<b>CONTINGENCIES AND COMMITMENTS</b>			
	22		

The annexed notes, from 1 to 37, form an integral part of these financial statements.

  
**CHIEF EXECUTIVE OFFICER**

  
**DIRECTOR**

**INSTITUTE OF RURAL MANAGEMENT**  
**(A Company incorporated under Section 42 of the Companies Act, 2017)**  
**INCOME AND EXPENDITURE STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE, 2020**

	Note	2020 -----Rupees-----	2019 -----Rupees-----
<b>INCOME</b>			
Revenue from contracts with the customers / Training income	23	317,016,199	160,839,551
Amortization of capital grants	17	6,978,965	10,700,937
Income from restricted grants	21	195,983,880	438,979,930
Other operating income	24	85,867,764	113,508,138
		<b>605,846,808</b>	<b>724,028,556</b>
<b>EXPENDITURE</b>			
Programme expenses	25	(500,047,043)	(618,861,662)
Finance cost - lease liabilities	18	(721,922)	-
Operating expenses	26	(81,444,967)	(81,039,606)
		<b>(582,213,932)</b>	<b>(699,901,268)</b>
<b>SURPLUS FOR THE YEAR</b>		<b>23,632,876</b>	<b>24,127,288</b>
Taxation	27	-	-
<b>NET SURPLUS FOR THE YEAR</b>		<b>23,632,876</b>	<b>24,127,288</b>
<b>TRANSFERRED TO ACCUMULATED SURPLUS</b>		<b>23,632,876</b>	<b>24,127,288</b>

The annexed notes, from 1 to 37, form an integral part of these financial statements.

  
**CHIEF EXECUTIVE OFFICER**

  
**DIRECTOR**



One of Asia's Leading Capacity Development Institutes

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