



# Annual Report

2020-2021

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# Institute of Rural Management



## Building a Prosperous Pakistan

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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](http://en.wikipedia.org/wiki/institute_of_Rural_Management)

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### 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: [library@irm.edu.pk](mailto:library@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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### Board of Directors

# Foreword

Dear Friends,

It gives me immense pleasure to present IRM Annual Report 2020-21. During 29 years, IRM has continued to maintain its status to be one of the largest training facilities and project management organization in the not for profit sector in Pakistan and has empowered more than 1.1 million individuals.

COVID-19 propelled an economic crisis in the country due to which the poverty incidence in Pakistan increased from 4.4 % to 5.4 % (excerpts from World Bank economic update and outlook). IRM made tireless efforts to bridge the gap and trained 10,919 individuals during the year, among which 62% were women. IRM continued its interventions in vocational training, professional development, climate change, education, value chain, social protection, gender and development. Besides IRM provide free education

through its SMART School programme by establishing 74 schools in Islamabad, KP and Sindh. This year IRM Smart STEP programme was launched in slum areas of Rawalpindi to provide economic opportunities to marginalized women. Through the vaccination drive situation is improving in the country, IRM takes pride to get its 100% staff vaccinated and raised awareness regarding COVID-19 and its vaccination to its trainees. I hope that the world will heal and soon we will witness a better and healthy world.

This year we were able to further extend relations with our donors and partners. Like our previous journey of 29 years, IRM played an important role in eradicating poverty, reduce inequality and improve the quality of life of the rural communities by empowering them to harness their true human, social and economic potential through innovative programmes.

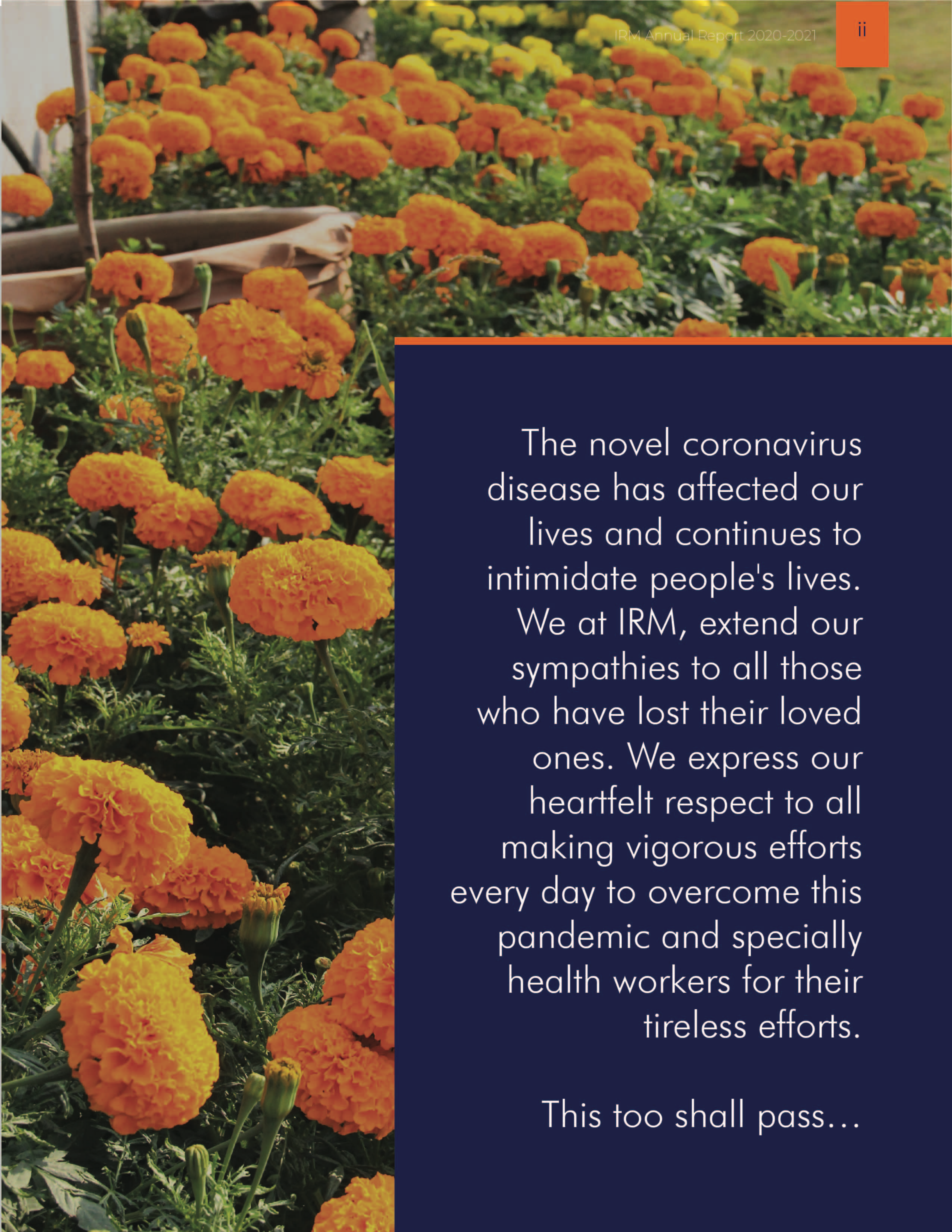
I want to acknowledge the extraordinary support of our Board of Directors and tremendous efforts made by all staff members. I have a strong belief that with the continuous support of our partners and donors with the same zeal we would be able to give a better tomorrow to our next generations.

Thank You

Dr. Roomi S. Hayat



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



The novel coronavirus disease has affected our lives and continues to intimidate people's lives. We at IRM, extend our sympathies to all those who have lost their loved ones. We express our heartfelt respect to all making vigorous efforts every day to overcome this pandemic and specially health workers for their tireless efforts.

This too shall pass...

# About IRM

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The Institute of Rural Management registered under section 42 of Companies Act 2017 is one of the largest training facility in the not-for-profit sector in Pakistan. IRM was established in 1993 and during the last 29 years IRM has trained more than 1.1 Million rural communities and professional staff. IRM is committed towards unlocking the true human, social and economic potential of rural communities and professional staff. IRM offers 500 types of training with a capacity of annual turnout of 50,000 trainees, with geographic outreach all across Pakistan through its partners and ethnic understanding of Pakistani context.

IRM is an ISO 9001:2015 and PCP certified entity, it has efficiently organized internal controls and systems in place including financial procedures, staff service rules and gender policy.

IRM has Head office in Islamabad and sub offices in Rawalpindi, Lahore, Bahawalpur-Punjab, Quetta - Balochistan, and Hyderabad- Sindh.



# History

Nobel laureate Prof. Yunus wrote about Akhter Hameed Khan (AHK) when he passed away in 1999 "He was one of the great men of the last century. Much ahead of his time. We have a lot to learn from him". AHK used to advocate Raiffeisen's (Friedrich Wilhelm Raiffeisen 1885, a famous German cooperative pioneer) principles of community driven development namely, Organization, 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 resulting in launching of the UNDP funded South Asia Poverty Alleviation Programme in India, Bangladesh, Nepal, Sri Lanka, Maldives and Afghanistan under the guidance of Mr. Shoaib Sultan Khan. In India, an organization; "Society for Elimination of Rural Poverty" (SERP) was established leading to initiation of one of the largest programme of poverty reduction, according to World Bank, in 2011 called National Rural Livelihoods Mission impacting the livelihood of 300 million rural poor of India.

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 RSP now have an outreach of over 8 million rural households.

The IRM provides innovative learning programmes which are mixture of innovative learning techniques and traditional methods to provide innovation to its trainees, our programmes are aimed to improve the human resource capital of the individuals and communities. The Institute's approach is focused on enabling communities to acquire new learning knowledge and technical skills and encouraging them to take advantage of the economic opportunities.



Dr. Akhter Hameed Khan visiting AKRSP

# Our Presence



## Year at Glance





# Our Partners

 <p>Government of Pakistan</p>	 <p>Government of Punjab</p>	 <p>Government of KPK</p>	 <p>Government of Balochistan</p>	 <p>Government of Sindh</p>
		 <p>National Rural Support Programme</p>	 <p>UMASS DONAHUE INSTITUTE University of Massachusetts, USA</p>	
	 <p>Agencia de Cooperación Internacional del Japón</p>	 <p>پی پی اے ایف</p>		
				
		 <p>Bahria University Discovering Knowledge</p>		
				

# What We Do

## Community Training Programme



Community Training Programme objective is to design and organize Managerial, Leadership, Technical Vocational, Entrepreneurship, Institutional Development, Financial Management for communities across the country. Technical Vocational Skill Training is one of the essential market based 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. Life skills and self-grooming is the essential part of community training activities. 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 ,NGO's , INGOs, government agencies, and UN or donor organizations.

## Professional Development Programme



Capacity building of professionals has always retained core significance at the IRM. We believe that well-trained and motivated professionals are the driving force behind achieving organizational objectives and its subsequent growth. Information and knowledge is an important intervention which builds confidence, enable people to make informed choices (economic and social) and help them to deal with change as agents rather than subjects. The Professional Development Programme endeavors to develop a cadre of highly qualified development practitioners and master trainers who are not only specialized in the field of social mobilization, but are also well trained in a variety of subjects. IRM's training courses are internationally recognized for their quality and innovative course designs aimed at expanding the knowledge base of the participants and for equipping them with necessary skills and tools needed for facing all types of challenges in their respective professional fields. The main components of professional development programme are Management Development Programme (MDP), Internship Training Programme (ITP) and Center for Executive Education (CEE).

IRM-TECH is an innovative initiative of IRM as it imparts market driven technical skills to the underprivileged rural community and empower them economically.

## IRM Tech

IRM trains young women and men into professionally equipped craftsmen. IRM Vocational, Technical and Educational Centres are established in South Punjab, Quetta-Balochistan, Khyber Pakhtunkhwa, Sindh and Rawalpindi along with Mobile Field Training Centers (FTCs) in far flung field areas of all provinces of Pakistan with an aim of providing employable vocational, technical and educational skills to the vulnerable and marginalized men and women of rural areas, and persons with disabilities.

The success of IRM's Technical Vocational Skills Training programme is based upon an amalgam of a few essential factors. One major factor is the accurate and quality identification and selection of the intended trainee and trade selection according to market demand is crucial to achieve project objectives. Another important feature is the conduction of a labour market study or a market assessment to identify the needs of the target community as well as the market driven trades required for providing abundant employment opportunities in the future.





## 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 also has the experience of training participants from Nepal, Maldives, Tajikistan, and other South Asian regional countries.

## Social Sector Services



### Water & Sanitation

IRM works on aspects of water, sanitation and hygiene where the health burden is high, where interventions could make a major difference and where the present state of knowledge is poor. Our Training work is focused at following areas:

- Water supply system installation and management.
- Sanitation facility installation and management.
- Water resources management.
- Facilitation for increased access to safe water and basic sanitation that results in the provision of universally accessible facilities.
- Capacity building to bring about sustainable behavior change in rural communities.

IRM leads the Water, Sanitation and hygiene projects in partnership with RSPs, provincial governments, and USAID and UN agencies.



### Health

Health Section of IRM aims to identify and implementing solutions to the health care problems of remote rural communities.

The poor and underserved, particularly women and children, need basic and better-quality health services. Health section of IRM is continuously striving to meet this gap by training a workforce to ensure provision of quality health services with special focus on reproductive health of mothers. The main objective of the programme is to provide healthcare solutions to the remote rural communities as well as to improve and expand the existing base of health workforce in these communities.



### Education

IRM is committed to enhance the efforts at community level in order to show real impact of lifelong learning policies. Our Education Sector focuses on participation and persistence in education, enrolment and other measures of achievement i.e. the environment for learning and training facility, educational resources and material development.

The core objective of our Education Sector is to improve access to all forms of learning - formal, non-formal, and informal.

Education sector offers services in various projects which initiates from Training Need Assessment (TNA) of the project. Later stages cover the areas of Material Development (modules and guide books), Teacher Training, Village Education Committee Training, School Management Committee Training, School Councils Training and Training of Parent Teacher Associations.

Education Sector offers training for public and private sector teachers, teacher training staff and officials in education sector.

## Environment and Natural Resource Management

Environment & Natural Resource Management Programme 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.

Every year a large number of participants are trained under ENRMTP and the duration of these training events range one day to thirty days. The institute has responded to the issues related to ENRM through imparting knowledge and expertise to enable them to benefit from new/time tested and environment friendly technologies. These courses are beneficial for community workers, field professionals, district managers and farmers who are working directly with crops, soil/water management and livestock management.

## Business Development Services

During the years that IRM has imparted market driven technical skills to the underprivileged rural communities, it has been observed that the trained community members do not immediately gain employment by utilizing the learned skills. A majority of graduates/trainees can be hesitant and timid to approach the market for promotion of their skills/products or booking orders. To bridge this marketing gap, IRM hires Business Development Officers (BDOs) who survey the local markets for linkage development between the graduates and



local employers for utilization of their products/skills. The BDOs regularly follow up with the graduates to assess their level of commitment, nature of work and required assistance for promotion of their work. The BDOs also sign MoUs with different local employers to help attach the graduates with their relevant fields for income generation and business support.

IRM Business Development Services (BDS) motivates, supports & provides guidance to the trainees to enable them to adopt a positive approach towards entrepreneurship and increase their inclination to establish their own businesses which lead to income generating activities. The business development unit also provides knowledge and practice of the required attributes and challenges for starting and operating a successful enterprise, particularly a small business. In the long-term, the BDS is expected to alleviate poverty, as the target group increases their employability through wage employment, their capability to create gainful self-employment, or setup their own businesses in their locale.

## 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.

## Gender & Development

IRM identifies gender as a crosscutting theme. IRM's Gender and Development Unit aims to provide gender based training at local, regional and national level. IRM believes that its efforts to reduce poverty cannot be achieved unless the organization addresses the constraints that limit the capabilities of women and to improve their standard of living and quality of life. IRM works to eliminate gender inequalities through targeted, women focused programmes across Pakistan. IRM has 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 programmes 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

## Southern Punjab Poverty Alleviation Project Phase II and III

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. The target for VTO component is 15,000 while the target for ETO component is 5,000 beneficiaries.

During this financial year, 5059 participants graduated in multiple trades under the VTO component of Phase II, while 1759 graduated in the ETO component and the targets of the ETO component were achieved in March, 2021.

Phase III of SPPAP project is being carried out in 10 districts of South and North Punjab. Target for the VTO component for phase-3 is 10,000. The districts include; Bahawalpur, Bahawalnagar, Muzaffargarh, DG Khan, Rajanpur, Rahimyar Khan, Layyah, Bakhar, Khushab and Mianwali. Implementation for Phase III kicked-off in September, 2020 and will continue till March, 2023. During the financial year 115 participants graduated in multiple vocational trades.





## Sindh Union Council Community Economic Strengthening Support Programme

The Sindh Union Council and Economic Strengthening Support (SUCCESS) Programme 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. Till date 10,789 participants have been trained in this project.

During this financial year 468 Men and 784 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 Quetta and Rawalpindi. IRM has trained 111 participants in Motorcycle repairing, electrician, wood work, auto electrician, tailoring and Mobile phone repairing.

### 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 Smart 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.

## IRM Smart Schools



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 2500 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.

# IRM Care For It's Staff

Over 29 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.



## 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.



## 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.



## 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.

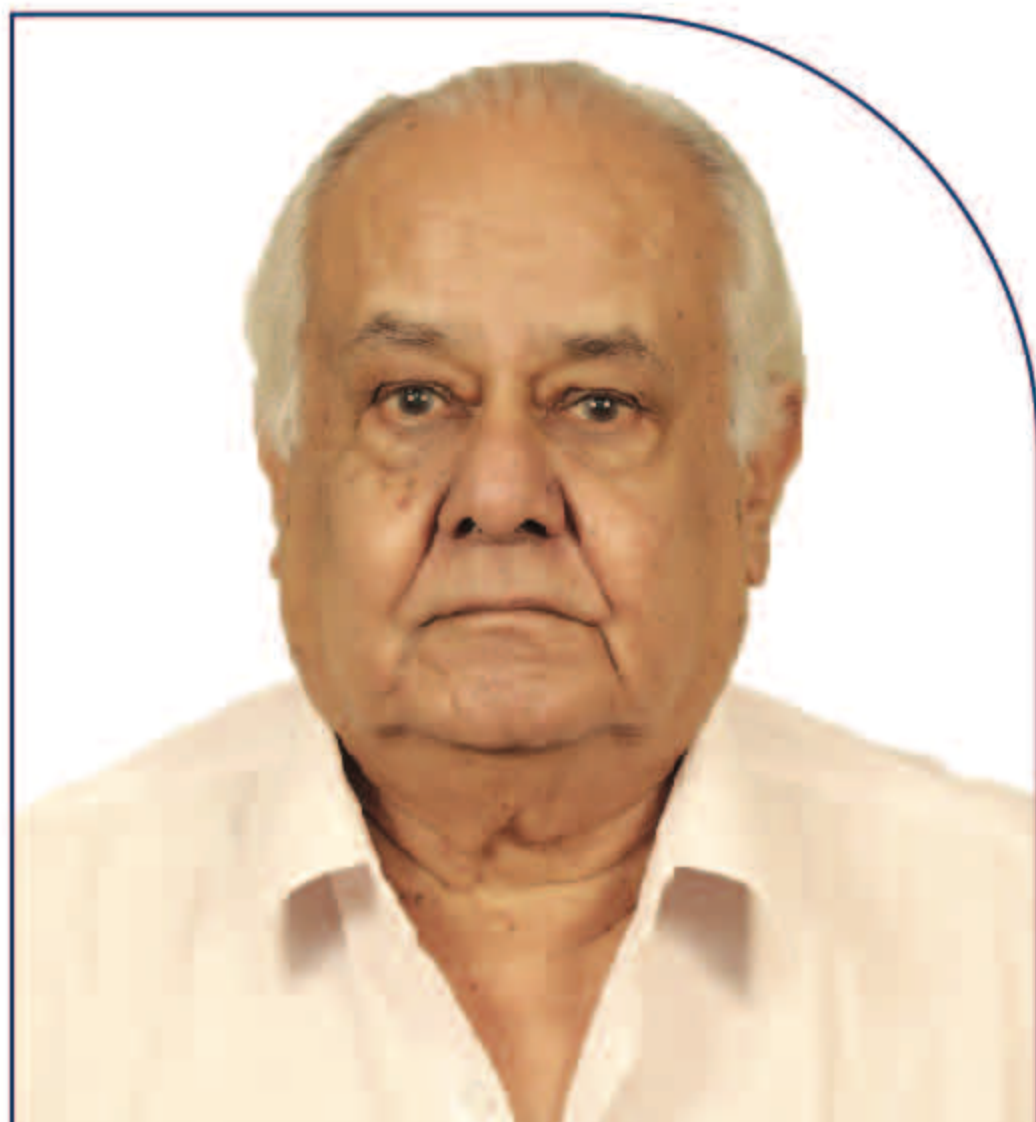


## Day Care

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 they women staff can be motivated and work care free.



# Board of Directors

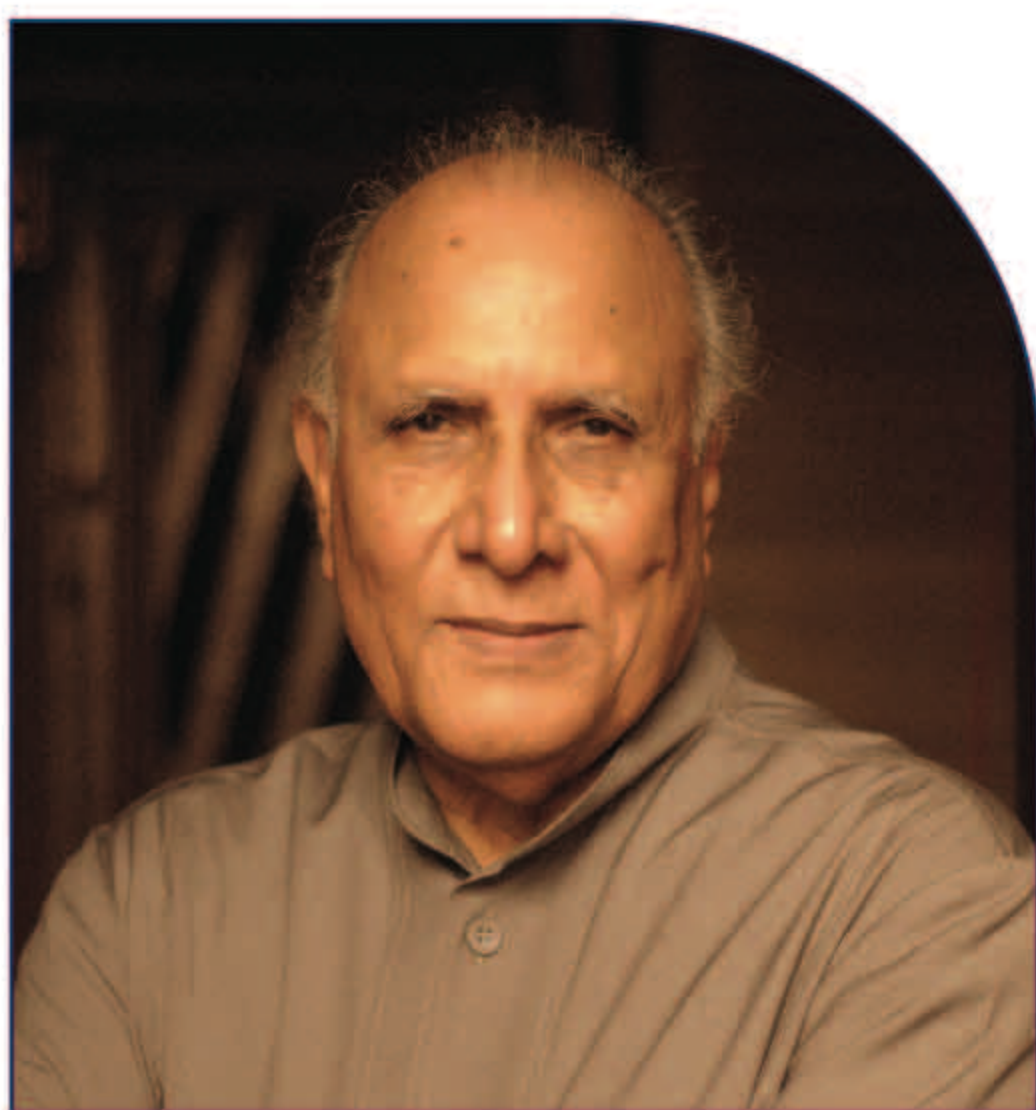


## Dr. Humayun Khan

### Chairman IRM / Ex-Federal Secretary

Dr. Humayun Khan 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. 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 / NRSP

Mr. Shoaib Sultan Khan 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 Tamgha-i-Imtiaz in 2019.



## Dr. Rashid Bajwa

### CEO-NRSP / Chairman NRSP Microfinance Bank

Dr. Rashid Bajwa 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 Making.



## Mr. Nazar Memon

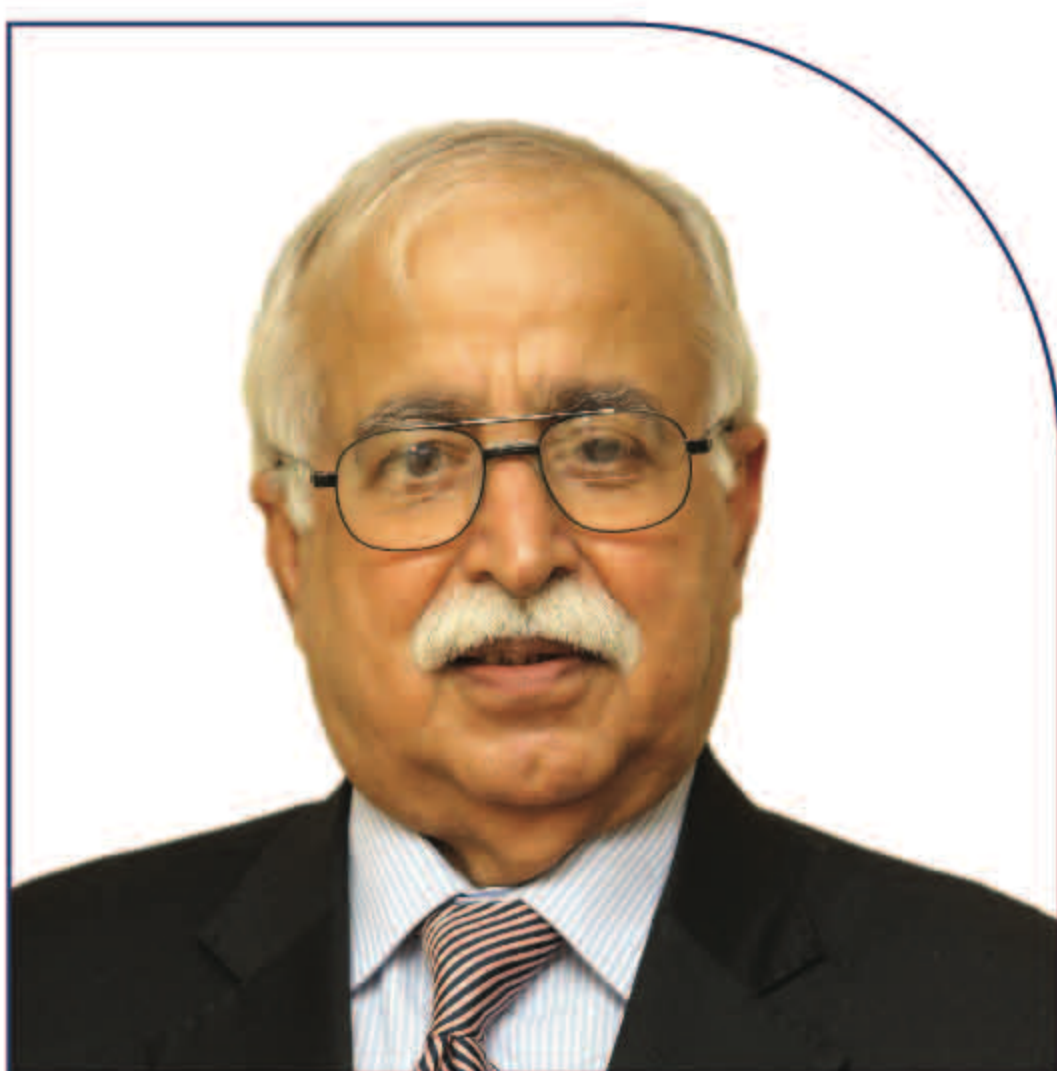
### Member BoD / Deputy Head UNICEF Karachi

Mr. Nazar Memon 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.



## Mr. Fazalullah Qureshi

### Member BoD / Ex-Federal Secretary

Mr. Fazalullah Qureshi holds MA Economics from the Sindh University and a Certificate in Development Economics from Glasgow University UK. He has 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, NRSP Microfinance bank, National Rural Support Program and Sindh Graduate Association. He is also a Member of Trust for Voluntary Organization.



## Dr. Shahida Jaffrey

### Member BoD / Ex-VC Sardar Bahadur Khan Women's University

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.



## **Ms. Shandana Khan**

### **Member BoD / CEO RSPN**

Ms. Shandana Khan, Chief Executive Officer, Rural Support Programmes Network (RSPN) has over eighteen 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. Mukhtar Ahmad**

### **Member BoD / ED CPDI**

Experienced Chief of Party/ Team Leader; Served on committees that drafted the Punjab RTI law and Whistle-Blowers Protection Bill; Has served in the government as Information Commissioner (Punjab) as well as on the Federal Tax Ombudsman's Advisory Committee; M. Phil degree in Development Studies (with distinction) from the Institute of Development Studies (IDS), University of Sussex, UK; Over 18 years of work experience in Pakistan in areas like elections, local governments, capacity building, empowering the excluded groups, youth development, right to information, democratic

development, legislative oversight, budget tracking, governance, decentralization, police reforms and consumer protection. Board members of the Institute of Rural Management (IRM) and Centre for Peace and Development Initiatives (CPDI); Visiting faculty member of, among others, the National Institute of Management (NIM), Lahore; NIM, Quetta; and National Management College (NMC), Lahore.



## **Mr. Nadeem Akbar**

### **Member BoD / CD AIPS**

Mr. Nadeem Akbar is Country 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. Noor Fatima**

**Member BoD / Ex-Chairperson Dept. of IR & Political Science IIUI**

Dr. Noor Fatima 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 had 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.



## **Dr. Roomi S. Hayat**

**CEO Institute of Rural Management**

Dr. Roomi S. Hayat 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, 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, Executive Education from Harvard University, and Doctorate from Quaid-i-Azam University Islamabad Pakistan.

Dr. Hayat is the founding Chairperson of international think tank Human Resource Development Network (HRDN), Chairperson Pakistan National Committee IUCN. and Vice Chairman of Akhtar Hameed Khan Resource Center (AHKRC). He is Directors of the Rural Support Programmes Network (RSPN), Director IRM International, London, Member IUCN CEC, Geneva, and member PCP Certification Committee for Non-Profit Organizations.



# Directors Report

INSTITUTE OF RURAL MANAGEMENT  
STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2021

	Note	2021 ------(Pak Rupees)-----	2020
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Property and equipment	5	203,390,273	203,460,269
Intangible asset	6	217,708	245,208
Investment property	7	105,763,787	112,256,798
Long-term loans	8	2,093,726	130,285
		<b>311,465,494</b>	<b>316,092,560</b>
<b>CURRENT ASSETS</b>			
Receivables	9	33,983,591	20,096,324
Loans and advances	10	29,106,172	24,671,190
Deposits and short-term prepayments	11	2,092,553	2,086,960
Accrued interest	12	6,049,315	10,282,192
Other receivable		8,924,438	1,514,936
Tax refunds due from the Government	13	122,377,349	104,745,604
Short-term investment	14	200,000,000	200,000,000
Cash and bank balances	15	14,060,697	17,709,776
		<b>416,594,115</b>	<b>381,106,982</b>
<b>TOTAL ASSETS</b>		<b>728,059,609</b>	<b>697,199,542</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		141,321,043	122,076,191
		<b>534,843,988</b>	<b>515,599,136</b>
<b>NON-CURRENT LIABILITIES</b>			
Deferred liabilities	16	73,681,015	71,623,025
Lease liabilities	18	3,917,704	854,706
		<b>77,598,719</b>	<b>72,477,731</b>
<b>CURRENT LIABILITIES</b>			
Accrued and other payables	19	106,107,214	99,689,723
Contract liabilities	20	4,818,481	6,217,325
Current portion of lease liabilities	18	4,691,207	3,215,627
		<b>115,616,902</b>	<b>109,122,675</b>
<b>TOTAL FUNDS, RESERVE AND LIABILITIES</b>		<b>728,059,609</b>	<b>697,199,542</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  
INCOME AND EXPENDITURE STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 ------(Pak Rupees)-----	2020
<b><u>INCOME</u></b>			
Revenue from contracts with the customers / Training income	23	247,362,221	317,016,199
Amortization of capital grants	17	-	6,978,965
Income from restricted grants	21	977,154	195,983,880
Other operating income	24	71,340,898	85,867,764
		319,680,273	605,846,808
<b><u>EXPENDITURE</u></b>			
Programme expenses	25	(222,602,003)	(500,047,043)
Finance cost - lease liabilities	18	(829,943)	(721,922)
Operating expenses	26	(81,635,955)	(81,444,967)
		(305,067,901)	(582,213,932)
<b>SURPLUS FOR THE YEAR</b>		<b>14,612,372</b>	<b>23,632,876</b>
Taxation	27	-	-
<b>NET SURPLUS FOR THE YEAR TRANSFERRED TO ACCUMULATED SURPLUS</b>		<b>14,612,372</b>	<b>23,632,876</b>

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

  
CHIEF EXECUTIVE OFFICER

  
DIRECTOR

# Data Sheet

## Community Training

S/N	Training Name	Men	Women	Total
1	AC & Refrigerator	18	0	18
2	Adda Work	0	146	146
3	Adda Work	0	29	29
4	Adda Work Advance	0	17	17
5	Agriculture and Crop Management	0	35	35
6	Applique Work	0	395	395
7	Bakery Products	19	28	47
8	Basic Computer Skill	16	0	16
9	Basic Tailoring	12	0	12
10	Beautician	0	423	423
11	Beautician Advance	0	44	44
12	Building Electrician	211	0	211
13	Car Driving	575	0	575
14	Chappal Making	15	0	15
15	Commercial & Poultry Management	0	28	28
16	Computer Application	11	0	11
17	Computer Software	45	0	45
18	Cooking	26	0	26

S/N	Training Name	Men	Women	Total
19	Dress Designing	32	2,949	2,981
20	Dress Designing Advance	128	0	128
21	Electrician Advance	37	0	37
22	Excavator Operator	5	17	22
23	Hair Dresser	13	0	13
24	Hand Embroidery	0	44	44
25	Hand Embroidery Advance	0	148	148
26	Home Base Livestock Farming	13	132	145
27	Krotia Work Advance	0	35	35
28	Male Tailoring	242	0	242
29	Mehandi Design	0	29	29
30	Mobile Phone Repairing	193	0	193
31	Motor Cycle Repairing Advance	37	0	37
32	Motor Winding	23	0	23
33	Motorcycle Repairing	371	0	371
34	Plumbing and Pipe Fitting	21	0	21
35	Professional Car Driving	8	0	8
36	Refrigeration and Air Conditioning	21	0	21
37	Rilli Making Advance	0	17	17
38	Sheep & Goat Farming	0	45	45

S/N	Training Name	Men	Women	Total
39	Shop Business Management & Promotion Skills	950	814	1,764
40	Tailoring & Dress Designing	20	0	20
41	Tailoring Advance	13	0	13

### Staff Training

1	ToT Refresher	20	12	32
2	Project Cycle Management - PCM	13	1	14
3	Basic Communication Skill With Livestock	18	2	20
4	Smart School	1,130	1,273	2,403

	<b>Total</b>	<b>4,256</b>	<b>6,663</b>	<b>10,919</b>
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