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ANNUAL REPORT

2021-22

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Getting to IRM

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

Learn about IRM in Wikipedia:
en.wikipedia.org/wiki/institute_of_Rural_Management

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Picture of the title page is of the mural placed in the lobby of IRM Complex Islamabad. It depicts the 40 years journey of RSPs in Pakistan. It is painted by Mr. Kaleem Khan, Head of Fine Arts Department University of Balochistan.

Library Membership

IRM Library is a tribute to, Akhtar Hameed Khan, the 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

The report content was prepared with due diligence and integrity. 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). For any inquiries regarding this report, please contact us at info@irm.edu.pk



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Foreword



I am delighted to present to you our Annual Report for the FY 2021-22. This year has been a remarkable year for all of us at IRM. We emerged stronger and more strengthened, and our confidence in our abilities is reflected not only in our numbers but also in the trust that our partners have placed in us. I am grateful to our partners, team members, our clients and other stakeholders for their persistent confidence that they have reposed in us.

Last year, we were again put to test by the difficult conditions in various contexts, including pandemic. This being further exacerbated by inflation, stagnant economy and unrest across the borders, resulting in damaging the livelihood activities across Pakistan. However, we were able to steer through the challenges effectively and achieve strong growth. The Annual Report 2021-22 provides a glimpse of our role in the betterment of the marginalized communities across Pakistan, as well as the milestones achieved this year.

Our provision of skills enhancement and capacity building initiatives have been instrumental in securing employment opportunities for thousands of individuals and members of the marginalized communities. Various new projects were undertaken, aiming at reducing poverty, promoting healthy practices, and building capacities. Our CSR activities, are focused on delivering our social responsibilities. I am proud of the progress we have made so far in provision of primary education through non-formal Smart Schools, where more than three thousand street children are enrolled through 102 schools. Similarly, free skills enhancement for women and clean drinking water initiatives are ongoing. However, we still have a long road ahead to ensure a better and brighter future for our next generations.

Against the backdrop of these achievements, it is imperative to acknowledge the support and guidance of our Board members, and the relentless efforts of our staff in these challenging times.

With this support, I pledge that IRM will continue to contribute in making this beautiful country of ours, a better place for everyone!

Dr. Roomi S. Hayat



About IRM

The Institute of Rural Management is one of Pakistan's largest training facilities in the non-profit sector, registered under section 42 the Companies Act of 2017 (formerly known as Companies Ordinance 1984). IRM is dedicated to maximizing the social and economic potential of rural communities and professionals. With its outreach all across Pakistan, IRM provides 500 different types of training programs with a capacity for 50,000 trainees annually. Since 1993, IRM has trained more than 1.1 million community members and professionals over the last 30 years. It is an ISO 9001:2015 and PCP-certified entity and has effective internal controls and systems, including financial procedures, employee service regulations, and a gender policy.

IRM's head office is located in Islamabad, and it also has regional offices in Rawalpindi, Lahore, Bahawalpur, Peshawar, Quetta and Hyderabad.

History

Akhter Hameed Khan was a renowned social scientist and development practitioner who received an honorary doctorate of law from Michigan State University and the Ramon Magsaysay Award for his work, who encouraged community engagement and campaigned for participatory rural development in Pakistan and other developed nations. He used the three concepts of community-driven development established by Friedrich Wilhelm Raiffeisen (1885), namely organization, capital generation, and maximizing the potential of subsistence farmers. Through his globally recognized Comilla Project in East Pakistan (now Bangladesh) in the 1960s, AHK would prove the effectiveness of these ideas.

After the South Asia Independent Commission on Poverty Alleviation adopted these principles, the Aga Khan Foundation launched the Aga Khan Rural Support Programme (AKRSP) in Pakistan. Under the direction of Mr Shoaib Sultan Khan, the UNDP then funded the South Asia Poverty Alleviation Programme, which was launched in India, Bangladesh, Nepal, Sri Lanka, the Maldives, and Afghanistan. The Society for the Elimination of Rural Poverty (SERP) in India was also founded, which would eventually launch the National Rural Livelihoods Mission in 2011, affecting the livelihood of 300 million rural people in India.

8 Rural Support Programs were implemented throughout Pakistan to follow the AKRSP, the largest being the National Rural Support Programme (NRSP), which would then establish the Institute of Rural Management (IRM) in 1993. Over 8 million rural homes are currently served under the RSPs across the country.

IRM offers unique learning programs that combine cutting-edge learning strategies with traditional teaching methods. Our programs are designed to increase the human resource capital of both the people and their communities. IRM's strategy is centered on empowering local communities to gain new information and technical skills which will help motivate them to seize new economic opportunities.



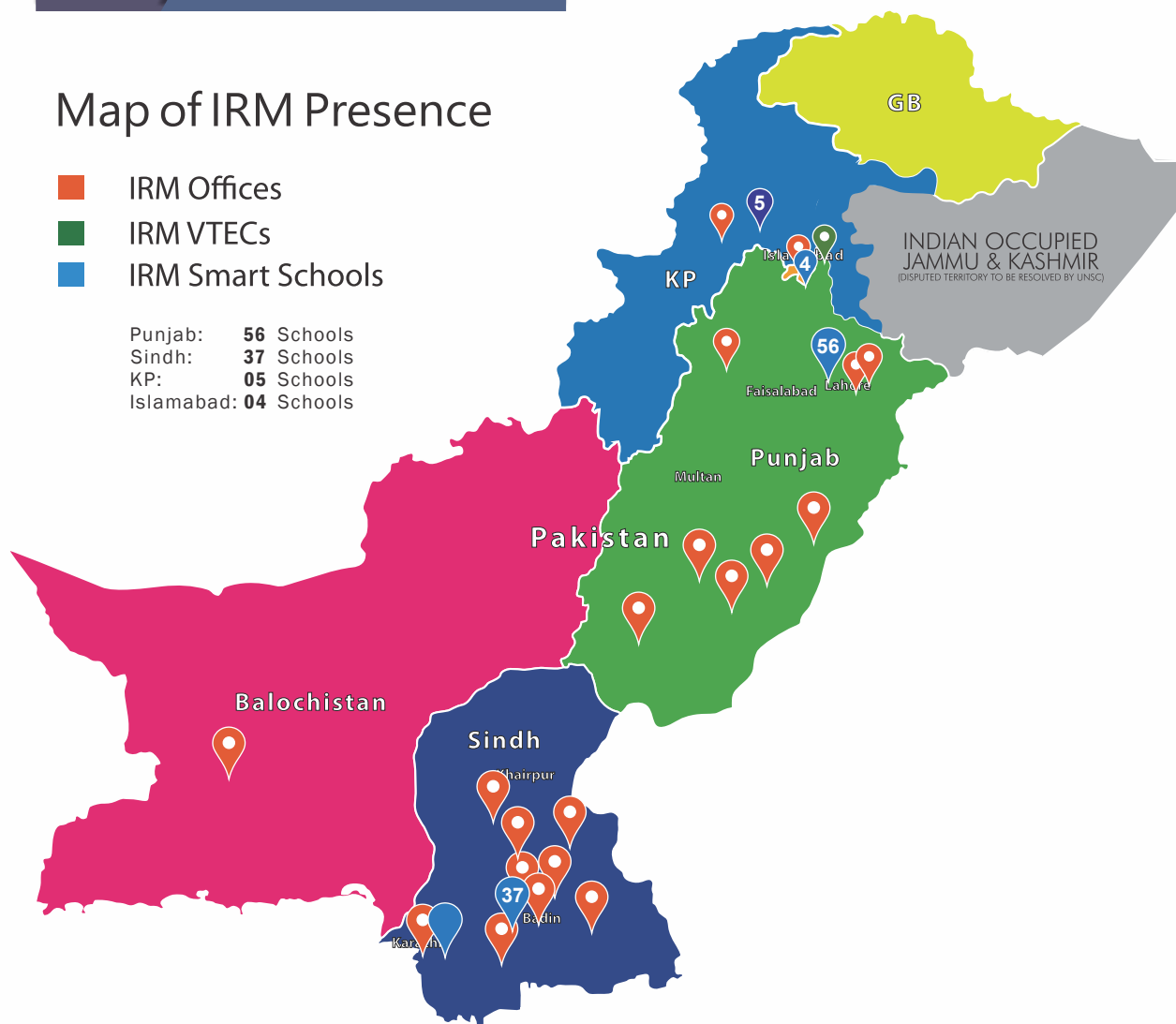
Dr. Akhter Hameed Khan Visiting AKRSP

Our Presence

Map of IRM Presence

- IRM Offices
- IRM VTECs
- IRM Smart Schools

Punjab: **56** Schools
 Sindh: **37** Schools
 KP: **05** Schools
 Islamabad: **04** Schools



Year at Glance

37,446
People Trained

70%
Women Trained

54
Types of Trainings

Smart Schools

102
Schools

54%
Girls

3250
Students

Assets Distributed

10,388
Assets Transferred

100%
Young Couple

04 Districts
of South Punjab

Our Partners

 Government of Pakistan	 Government of Punjab	 Government of KP	 Government of Balochistan	 Government of Sindh
 Department of State	 UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT	 National Rural Support Programme	 UMASS DONAHUE INSTITUTE University of Massachusetts, USA	 IFAD
	 Japan International Cooperation Agency	 P P A F پپی پی اے ایف	 CENTURY PAPER & BOARD MILLS LIMITED	 UN DP
 NAVTC	 WORLD CARE FOUNDATION	 Google	 HELVETAS	 UKaid from the British people
 RSPN	 cemio SCOTLAND	 Bahria University Discovering Knowledge	 WWF	 British Asian Trust
 IUCN	 Capital University of Science & Technology CUST Pakistan	 GBTI	 HRD network	 BRSP

What We Do

Livelihood and Entrepreneurship Programme

The livelihood & Entrepreneurship Programme is focused on equipping the community to plan and implement managerial, leadership, technical vocational, entrepreneurial, institutional development, and financial management skills for the communities throughout the nation. One of the fundamental market-based skills that prepare trainees for a wide range of future jobs in new technological skills. These training are designed to increase employment rates and living standards by improving overall productivity and income, as well as to increase the community members' self-confidence and instil a sense of independence. The program offers a wide range of training portfolios for the members of community organizations who are independent or working with RSPs, NGOs, INGOs, government agencies, and UN or donor organizations.



Professional Development Programme

At the IRM, capacity building for professionals has always been of utmost importance. IRM's training programs are renowned worldwide for their high standards and creative course designs that aim to broaden participants' knowledge bases and give them the skills and tools they need to handle a variety of challenges in their respective fields of expertise. Knowledge and experience are crucial elements that boost self-assurance, empower people to make sensible decisions (both economically and socially), and enable them to manage change as agents rather than passive recipients.

We firmly believe that the achievement of an organization's goals and its ensuing growth is driven by highly qualified and motivated professionals. The program aims to build an elite group of trainers and development practitioners who are both experts in the field of social mobilization and are well trained in various other subjects. The Management Development Program (MDP), Internship Training Program (ITP), and Center for Executive Education are the program's main components.



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 Vocational Training 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.

IRM-TECH is an innovative initiative of IRM as it imparts market driven technical skills to the underprivileged rural community and empower them economically. With the establishment of zonal VTECs (Vocational and Technical Education Centers) and Mobile Field Training Centers (FTCs) are established in far-flung field areas throughout all provinces of Pakistan. IRM trains young women and men into professionally equipped craftsmen



Institutional Capacity Building

At IRM, training for institutional capacity building involves various activities intended to improve the output at the individual, organizational, and sectoral levels. For experts from the non-profit or business sectors, donor agencies, government organizations, and the employees of RSPs, a variety of workshops, seminars, and exposure visits are planned. Through this unit, IRM also successfully trained people from Tajikistan, the Maldives, Nepal, and other South Asian nations.



Social Sector Services

Health

Our health section works to develop and implement solutions to the health care issues of distant rural areas. The poor and underserved, particularly women and children, require basic and higher-quality health services. The program's primary goals include bringing healthcare options to isolated rural areas as well as strengthening and expanding their local health staff. By providing high-quality health services, with a particular focus on mothers' reproductive health, the health division of IRM is consistently working to close this gap.



Water & Sanitation

In collaboration with RSPs, provincial governments, USAID, and UN organizations, IRM implements Water, Sanitation, and Hygiene initiatives. IRM focuses on issues where there is a high health burden, or where interventions might have a significant impact, and the current level of knowledge is lacking. The interventions are focused on :

- ▶ Water supply system installation and management
- ▶ Water resources management
- ▶ Sanitation facility installation and 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 has also installed water hand pumps in the water scarce areas of Sindh and KP to meet the demand of clean drinking water.





Education

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

The core objective of Education sector is to improve access to all forms of learning; formal, non-formal, and informal. It offers some of the services which include Training Need Assessment (TNA), Material Development, Teacher Training, Village Education, Committee Training, School Management, Committee Training, School Councils Training and Training of Parent Teacher Associations. It envisions primary schools offering quality education to fulfill the gaps to achieve SDG 4 i.e. universal education. Education sector strives to build the capacities of school teachers by designing and implementing training activities enabling them to use joyful learning techniques in classrooms to increase students' enthusiasm and motivation.

Education sector also offers training for public and private sector teachers, teacher training for the staff and officials of education department.

Environment & Natural Resource Management

Environment and Natural Resource Management Program works to guarantee optimal usage of local resources while helping to decrease reliance on outside resources. It strives to increase local capacity for sustainable resource management by preventing the reduction of natural resources, improving production, and restoring the environment. Community workers, field professionals, district managers, and farmers who deal directly with the crop, soil/water, and animal management can greatly benefit from this training. A large number of participants receive training each year through the ENRMTP, and the length of these training programs ranges from 1 day to 30 days. The institution has addressed the ENRM-related concerns by spreading information and raising awareness to inspire people to take advantage of the environmentally friendly, tested solutions.



Business Development Services

To help the trainees develop an interest in entrepreneurship and boost their confidence, IRM's Business Development Services (BDS) encourages and supports the trainees to start their own, and offers counselling if needed. BDS also gives necessary information regarding the qualities and requirements needed to launch and run a successful firm, particularly a small one.

However, it has been noted that during the years that IRM trained such underserved rural communities, the trained community members do not instantly find work, as most may be hesitant to approach potential customers to promote their newly developed abilities, goods, or services. Thus, IRM employs Business Development Officers (BDOs) who conduct market research to identify opportunities for potential connections between graduates and local enterprises for the use of their goods or skills. BDOs also routinely check in with the grads to inspect the nature of their work, their dedication to their field, and whether they need any help promoting it.

The BDS is anticipated to reduce poverty over time as the target demographic becomes more employable through wage work, capable of setting up their enterprises locally, or more capable of finding meaningful self-employment. This component is the built in part of all vocational training projects.



Value Chain

To improve household incomes and means of subsistence, the IRM is working to develop the value chain in rural areas. The program aims to maximize profit through managerial techniques, improved market connections, rural entrepreneurship, and sustainable development to benefit the community. IRM's programs are primarily intended to improve the socioeconomic circumstances of rural poor people, especially women in the provinces of Punjab and Sindh. By distributing knowledge that is environmentally beneficial and audience-focused, IRM helps the rural poor access the market and secure rural livelihoods. Small-scale producers and related businesses, including handlers, processors, wholesalers, retailers, and exporters, benefit from this greatly, as well as underprivileged women and young people from rural areas.



Gender and Development

Gender-based training is something that IRM's Gender and Development Unit offers at the local, regional, and national levels. IRM recognizes gender and gender equality as an extremely crucial subject matter and believes that the organization's efforts to eliminate poverty cannot be successful unless it confronts the barriers that restrict women's potential to work and raise their standard of living. IRM uses targeted, women-focused programs all across Pakistan to fight gender inequality. IRM has aligned its work with the Sustainable Development Goals (SDGs) to achieve the goals of the Gender and Development Unit and others, the main one being to speed up the implementation of the 2030 Agenda for Sustainable Development

Disaster Risk Reduction

IRM has expertise in designing and executing CBDRM/DRR/DRM training programs for UNDP, UNHCR, SRSO, NRSP, UN-HABITAT, UNICEF, World Bank, and Diakonie in various districts of Punjab, Sindh, Baluchistan, KP, GB, and AJK to strengthen the capabilities of vulnerable and hazard-prone communities through emergency response capacity building and training to save lives, lessen the effects of disasters. IRM also works on "CBDRM interventions to reestablish a discursive space through which multi-sectoral discussions on local DRR may be fostered to jointly accomplish the goal of risk-informed development".



Major Projects

Southern Punjab Poverty Alleviation Project Phase III

Vocational training for youth

The Government of Punjab, with financial assistance of the International Fund for Agricultural Development (IFAD), launched Phase II of the project for three years till March, 2021 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 was 5,000 beneficiaries. 750 participants under the VTO component of Phase II were merged with trainees of VTO phase III. Training of these participants is ongoing along with VTO phase III.

Phase III of SPPAP project has been carried out in 10 districts of South and North Punjab. 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. As of June 2022; 4713 women and 1353 men have completed the trainings in different market driven vocational trades.



Punjab Human Capital Investment Project (PHCIP)

Assets transfer for economic inclusion

The Punjab Social Protection Authority (PSPA) received financial support from World Bank through Government of Punjab for execution of Punjab Human Capital Investment Project (PHCIP). The project aims to increase the access to quality health services, economic/social inclusion of the poor households and social protection service delivery platform in selected districts of Punjab. IRM in collaboration with National Rural Support Programme (NRSP) has been awarded the rights to carry out the Economic Inclusion (EI) component of the project in district Bahawalpur & Muzaffargarh (Package 1) and district Rajanpur & Rahim Yar Khan (Package 2).

During the period, In Package I, 631 mentors have been trained and 12,599 project beneficiaries have been provided Labor market readiness training and 5,212 tangible and intangible assets has been transferred.

During the period, In Package II, 385 mentors have been trained and 8,077 project beneficiaries have been provided Labor market readiness training and 5,176 tangible and intangible assets has been transferred.



Human Development Activity – NPI Expand

Improved access and quality of education

New Partnerships Initiative (NPI) Expand initiative funded by USAID to improve access and quality of formal education services with a focus on capacity building of selected teachers, head teachers, academic supervisors and parent teacher council members of targeted schools in district Buner, KPK. The NPI EXPAND is a three-year (2021-2024) initiative that aims to support the Government of KP by increasing the availability and use of quality education, health, and family planning services.

IRM being the foremost capacity development training facility has been assigned the responsibility to increase capacity of intended project beneficiaries under this program. The project will run through from February 2022 to March 2023, during which IRM will capacitate more than 450 primary & middle school teachers with special emphasis on female teachers, dispense Pakistan Reading Project (PRP) supplementary material to selected teachers & schools and provide follow-up support to assess the outcomes of the intervention.

The contract for execution of aforementioned activities was signed on January 27, 2022 with a follow-up meeting with Palladium Team. Till June 2022, 171 primary and middle school teachers have been trained which include 58 women and 113 men.



Driving Women Economic Empowerment (DWEE)

Women empowerment through economic development and financial independence

Institute of Rural management (IRM) in partnership with British Asian Trust is implementing a 3-year programme "Driving Womens Economic Empowerment (DWEE)" in Hyderabad, Sindh. The project is focused on the women empowerment and development seeks to improve the quality of life of the marginalized strata of society by stimulating and diversifying livelihood opportunities. The program is aligned with the sustainable development goals which intend to contribute towards poverty alleviation and inclusive economic growth. It aims to up lift the women from extreme poverty by ensuring them inclusion in decision making process, financial literacy and gender equality which will lead our society towards financial stability and economic sustain ability.

The goals of the project is to promote economic development and financial independence of women to mitigate the following drivers of women's poverty in the selected areas: Low educational attainment and lack of skills development, Poor access to markets and jobs, Social and cultural gender norms affecting women's agency and mobility while the objectives are to ensure women are economically empowered and have resilience against poverty, to enhance women's capacity in vocational, business and life skills, to ensure women placed in jobs, (in better jobs or self-employment), to promote access to financial services and financial literacy for women and to improve social status of women through access to economic opportunities (decision-making, etc.).



Sindh Union Council And Community Economic Strengthening Support Project (SUCCESS)

Vocational training for youth

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. 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.

IRM has implemented EU/NRSP funded SUCCESS project in four Districts of Sindh Matiari, Tando Allah Yar, Tando Muhammad Khan, and Sujawal. The project was closed on 30th June 2022 with successful completion of the targets 16,725 trainees graduated in Car Driving, Machine Embroidery, Building Painting, Beautician Advance, Electrician Advance, Solar Fitting, Air Conditioner & Refrigerator Repair, dress designing and applique work and many other trades



Smart School

Bringing street children to schools

People are the real wealth of any nation- 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 SMART schools aim to bring street children back to school and currently 102 schools are operational in Punjab, Sindh, KP and Islamabad with a total of 3,250 students enrolled having a gender ratio of 54% girls and 46% boys.

There is still a lot to be done for out of school children IRM is making efforts to make a dent and bring more children to schools



Smart STEP

Women empowerment through skills training

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.

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.

During the current financial year with the generous support of individuals training was imparted to 16 Women and through the funding of Khushali Microfinance Bank as part of their corporate social responsibility training was imparted to 20 women in beautician and tailoring trade.



Other Activities

Training of trainers on Social Mobilization for the staff of Balochistan Livelihood and entrepreneurship project, 77 participants were trained in ToT.



Training was imparted to 50 Madrassa students with the funding of German Federal Foreign Office at IRM Tech Rawalpindi.

The Eight-week IRM Summer Internship Programme 2021 was conducted. 14 interns from different universities of Islamabad and Rawalpindi were inducted in the programme through a competitive application and selection process.



During the programme, various capacity building sessions including research methodologies, communication and media ethics, interview skills and financial budgeting were organized. In addition, exposure visits to VTEC Rawalpindi, IRM Smart Schools, NRSP HO, RSPN, NRSP Limb Center Sihala and NRSP LSO Chirah were conducted to acquaint the interns about the fabric of the development sector.

IRM Cares of its Staff

Over the last 30 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 values its staff. Under this policy, CEO, management and supervisors encourage open communication, feedback, and discussion about any concerns they have. Staff can meet without any appointment.

► **Day Care**

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

► **Maternity leave (3 months)**

IRM tries to facilitate its employee as much as possible. When it comes to our own women staff, IRM provides three months of 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 that are followed in true letter and spirit.

► **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 field research.



Board of Directors Profile

Dr. Humayun Khan

Chairman IRM/ Ex-Foreign Secretary



Dr. Humayun Khan is the Chairman of 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.

Board of Directors Profile

Dr. Rashid Bajwa

CEO NRSP/Chairman NRSP Microfinance Bank



Dr. Rashid Bajwa is the CEO of NRSP which is Pakistan's largest rural development organization. Dr. Bajwa has successfully set up the NRSP Micro Finance Bank. He has also successfully established an Agriculture Value Chain company that integrates small and poor farmers into a vertical value chain in Sugar cane and Rice. Dr. Bajwa was Chairman of Pakistan Mercantile exchange (PMEX). He remained on the State Bank of Pakistan's committee on rural finance. He has been Chairman Pakistan Micro Finance Network (PMN). He was also on the Boards of Fauji Fertilizer Bin Qasim and Fauji foods. He is an ex-member of the Pakistan Administrative Service (PAS). He holds a Master's degree in Public Health (distinction) from the Nuffield Institute of Health, Leeds UK and MBBS from King Edward Medical University.



Mr. Nazar Memon

Member BoD/Ex- Deputy Head UNICEF

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 the chief executive officer of SRSO. 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 of Devolution in Pakistan. He also contributed to the final draft of Local Government Ordinance 2000.

Mr. Memon 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.

Board of Directors Profile

Mr. Fazalullah Qureshi

Member BoD/ Ex-Federal Secretary



Mr. Fazalullah Qureshi holds a Masters of Economics degree 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 Pakistan Poverty Alleviation Fund, Rural Support Programme Network, NRSP Microfinance bank and Sindh Graduates Association. He is also a Member of Trust for Voluntary Organizations.

Dr. Shahida Jaffrey

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



Dr. Shahida Jaffrey is the founder and the first Vice Chancellor of Sardar, Bahadur Khan Women's University – SBKWU, Quetta, Balochistan. She holds a Masters degree in English Literature from University of Punjab, Lahore and a PhD in Education from the University of the Philippines, Diliman, Manila, Philippines. She was the First Women Chief Executive Officer of Balochistan Rural Support Programme (BRSP), one of the largest rural support programme in Balochistan. She has been part of a number search committees for appointment of Vice Chancellor for different universities of Pakistan. She was Chairperson of All Pakistan Women's Association- APWA Balochistan, and Behbud Balochistan, working for underprivileged women and children of Balochistan. She also served as a Director on the Policy Board of Securities and Exchange Commission of Pakistan – SECP. She was awarded Tamgha-i-Imtiaz by President of Pakistan. She was nominated for Accolade of Excellence and honored in Balochistan for being a Role Model for the people of Balochistan, especially women, her work and life was recognized as a Success Story, by Decentralization Support Programme, PPSO Balochistan, She was awarded Woman of the Year for Education, 15th Star Awards, by South Asia Publications, and she was also nominated for the Magsaysay Award. Currently, She serves as Director of Rural Support Programmes Network and Advisor to the board of National Rural Support Programme and Balochistan Rural Support Programme.

Board of Directors Profile



Ms. Shandana Khan

Member BoD/CEO RSPN

Shandana Khan is the Chief Executive Officer of the Rural Support Programmes Network. She has over twenty years of extensive grassroots and policy level experience in rural development, mainly in the Rural Support Programmes. Her strengths are in project management, their design and social assessment. Her work involves undertaking policy advocacy with donors as well as with the highest levels of government and associated institutions.

She has a social sciences background, with a Master's degree in the Social and Political Sciences from Pembroke College, University of Cambridge as well as a Master's in International Public Policy from the School of Advanced International Studies (SAIS), Johns Hopkins University.



Mr. Mukhtar Ahmad

Member BoD/ ED-CPDI

Mr. Mukhtar Ahmad Ali 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 remained senior research fellow at Area Study Center Quaid-i-Azam University Islamabad and Independent Bureau for Humanitarian Issues. He worked as Team Leader with Development Alternatives Incorporated (DAI) on the Consolidating Democracy in Pakistan (CDIP) Project. Currently he is Executive Director of the Center for peace and development initiatives.

Board of Directors Profile



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 and Pol. Science International Islamic University Islamabad

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.

Board of Directors Profile



Dr. Roomi S. Hayat

CEO Institute of Rural Management

Dr. Roomi S. Hayat is the Chief Executive Officer of the 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. 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 of IUCN. He is Member of the Board of Directors of the Rural Support Programme Network (RSPN), Director IRM International (England), Member IUCN CEC, Geneva, and member PCP Certification Committee for Non-Profit Organizations, and Fellow of LEAD Inc.

Financial Statement



Directors Report

INSTITUTE OF RURAL MANAGEMENT STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

	Note	2022	2021
		(Pak Rupees)	
ASSETS			
NON-CURRENT ASSETS			
Property and equipment	5	207,403,831	203,390,273
Intangible asset	6	190,208	217,708
Investment property	7	102,677,385	105,763,787
Long-term loans	8	1,947,357	2,093,726
		312,218,781	311,465,494
CURRENT ASSETS			
Receivables	9	225,536,949	33,983,591
Loans and advances	10	18,165,456	29,106,172
Deposits and short-term prepayments	11	2,527,909	2,092,553
Accrued interest	12	8,126,812	6,049,315
Other receivable		-	8,924,438
Tax refunds due from Government		133,072,474	122,377,349
Short-term investment	13	200,000,000	200,000,000
Cash and bank balances	14	74,008,638	14,060,697
		661,438,238	416,594,115
TOTAL ASSETS		973,657,019	728,059,609
FUNDS, RESERVE AND LIABILITIES			
FUNDS AND RESERVE			
Capital fund		193,522,945	193,522,945
Endowment fund		200,000,000	200,000,000
Accumulated surplus		236,877,686	141,321,043
		630,400,631	534,843,988
NON-CURRENT LIABILITIES			
Deferred liabilities	15	78,155,345	73,681,015
Lease liabilities	16	1,490,616	3,917,704
		79,645,961	77,598,719
CURRENT LIABILITIES			
Accrued and other payables	17	249,318,024	102,336,619
Payable to provident fund	18	5,267,942	3,770,595
Contract liabilities	19	1,682,868	4,818,481
Current portion of lease liabilities	16	6,376,700	4,691,207
Unspent restricted grants	20	964,893	-
		263,610,427	115,616,902
TOTAL FUNDS, RESERVE AND LIABILITIES		973,657,019	728,059,609
CONTINGENCIES AND COMMITMENTS			
	21		

The annexed notes, from 1 to 33, 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 2022**

		2022	2021
	Note	(Pak Rupees)	
INCOME			
Revenue from contracts with the customers / Training income	22	312,841,074	247,362,221
Income from restricted grants	20	431,109,628	977,154
		<u>743,950,702</u>	<u>248,339,375</u>
EXPENDITURE			
Programme expenses	24	(647,020,466)	(222,602,003)
Finance cost - lease liabilities	16	(814,105)	(829,943)
Operating expenses	25	(99,096,198)	(81,635,955)
		<u>(746,930,769)</u>	<u>(305,067,901)</u>
Other income	23	95,677,291	71,340,898
Surplus before tax		<u>92,697,224</u>	<u>14,612,372</u>
Taxation		-	-
Net surplus for the year transferred to accumulated surplus		<u>92,697,224</u>	<u>14,612,372</u>

The annexed notes, from 1 to 33, form an integral part of these financial statements.


CHIEF EXECUTIVE OFFICER


DIRECTOR

Data Sheet

Community / Vocational Training

S/N	Project Title	Donor	Women	Men
1	Vocational Skill Training under GFFO	BRSP-GFFO	50	0
2	BRACE-QUETTA	BRSP	76	0
3	SUCCESS	EU through NRSP	1,790	3,986
4	SMART-STEP	Self	0	16
5	SMART-STEP	KMFB	0	20
6	SPPAP-VTO	IFAD Through GVT of Punjab	1,353	4,713
7	PHCIP-I (LMR Training)	World Bank Through gvt Punjab	3,570	9,029
8	PHCIP-I (Mentors Training)	World Bank Through gvt Punjab	453	178
9	PHCIP-II (LMR Training)	World Bank Through gvt Punjab	1,400	6,677
10	PHCIP-II (Mentors Training)	World Bank Through gvt Punjab	215	170
Total			8,907	24,789

PDP/ Staff Training

S/N	Project Title	Donor	Women	Men
1	ToT on Social Mobilization	BLEP	11	66
2	Staff Capacity Building training	WWF	0	119
3	ToT Refresher	AALTP	0	117
4	Improving Quality of Formal Education Services in Buner, KPK – Human Development Activity – NPI Expand	USAID through Palladium	58	113
5	SIP	PRIVATE	11	3
Total			80	418

SMART SCHOOL

S/N	Project Title	Donor	Women	Men
1	Smart School	Self	1761	1489
Total			1761	1489
Grand Total			10,748	26,696



One of Asia's Leading Capacity Development Institutes

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Peshawar, KP

TF-308, Deans Trade Center
Peshawar.