

# Annual Report

i-Care Foundation 2017-2020





I-CARE FOUNDATION



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## In memory of Mr. Farrokh K. Captain

The sad passing of The i-Care Foundation's founding Chairman in November 2019 was truly a heartbreaking time for our team. It was his vision, which led to the inception of a unique organization like i-Care, connecting Pakistan to the global donor community through a bridge of philanthropic giving.

A graduate of MIT, Mr. Captain worked as a management consultant for Arthur D. Little First in Massachusetts and went on to establish their practice in Pakistan. From 1978 till 1994, he led the chemical manufacturing business, Captain PQ Chemical Industries, that saw significant growth under his supervision. He did not have it easy: from a life-changing accident in his late teens to having multiple health scares, he persevered through challenges of life gracefully, and excelled in every venture he became a part of. His grit still inspires the people who had known him in his life, regardless of how long they had known him for.

At the age of 50, he retired from active business, turning his attention to social work. He was a true visionary who believed in using private philanthropy to solve public problems. His mission to improve the lives of underprivileged Pakistanis through increased charitable support to deserving institutions officially materialized when he formed Pakistan's first donor-advised fund in 2008 – The i-Care Foundation. He also founded The i-Care Fund America, which serves as the vehicle for aggregating donations from the Pakistani diaspora to remit charitable contributions to their home country. A relentless supporter of social development, he not only dedicated his time to helping those in need in a dignified manner, but he also mobilized resources to do the same, making a difference in the lives of millions.

He was a patron of many organizations, including but not limited to, The American Business Council of Pakistan, Layton Rahmatulla Benevolent Trust, Pakistan Human Development Fund, Shell Pakistan Limited, Pakistani Board of Acumen Fund, to name a few.

We are all better for having known him and we take pride in continuing his legacy. Our work at i-Care follows the amazing path he set up for us even after his passing – Farrokh Captain himself used to say: “The show must go on!”

The smallest act of kindness is worth more than the grandest intention.

-Oscar Wilde

## WHO WE ARE



## Our Vision

To significantly improve the quality of life of a large number of underprivileged Pakistanis by funding and collaborating with organizations that can help bring about this change.

## Our Mission

The mission of i-Care is to improve the quality of life of underprivileged Pakistanis, by enhancing the level of philanthropic support to deserving charities and by working with them to improve their capacity to deliver more, with greater impact.

## Our Values

- Transparency
- Trust
- Innovation
- Inclusiveness
- Collaborative Action
- Uniqueness
- Thought Leadership

## WHO WE ARE

# Donor-Advised Fund

The i-Care Foundation Pakistan is a not-for-profit, tax-exempt trust, established in 2008 as Pakistan's first donor advised fund. As a donor advised fund, we offer a hassle free, low cost, flexible vehicle for donating to charity – an alternative to direct giving or setting up and running a private foundation. i-Care provides a professionally managed service for directing and administering charitable giving by donors to non-governmental organizations (NGOs), non-profit organizations (NPOs) and charities in Pakistan. i-Care undertakes the management, mentoring and monitoring of donations to over 100 charities on behalf of donors.

We provide a platform for organized and intelligent giving for donors of all levels – individuals, corporations, aid agencies and other non profit organizations – with the goal of maximizing the impact and effectiveness of their donations. In addition to channeling donations, i-Care works with its partner organizations to improve their financial controls, governance and program delivery. In Pakistan, the i-Care Foundation is a registered trust with tax exemption status under Income Tax Ordinance 2001, and Income Tax Rules, 2002

## WHO WE ARE

# Our Board

## The i-Care Foundation Pakistan:

Dr. Zeelaf Munir – Chairperson

Dr. Feriha Peracha – Trustee/Vice Chairperson

Ahsan Jamil – Trustee

Aftab Saeed Raja – Trustee

Mohsin Ali Nathani – Trustee

Spenta Kandawalla – Trustee

Waqar Malik – Trustee

Haroon Rashid – Trustee

Shahzad Qasim- Trustee

## Lawyers:

Khalid Anwer & Co.

## Auditors:

A.F. Ferguson & Co. - PwC

Chartered Accountants a member firm of the PwC network

## WHO WE ARE

# Chairperson's Message

For over a decade now, The i-Care Foundation has been providing development and humanitarian assistance to the people of Pakistan. As Pakistan's first and only donor-advised fund we strive to provide thought leadership in the field of giving. As we embark on the journey of the organizational transformation, this report celebrates some of our groundbreaking work over the last four years. It is indeed my honor and privilege to succeed our founding Chairman Farrokh Captain - the philanthropist par excellence whose memories and legacy will live with us forever. We started our journey in 2008 and since then, have disbursed almost PKR 2.8 billion to 100+ partner charities in Pakistan, impacting and changing the lives of more than 2 million beneficiaries nationwide.

In 2020, the entire World was struck by an unprecedented crisis when the Covid-19 outbreak happened. Karachi was also struck by the worst monsoon floods it experienced in the past 90 years. That said, our patrons came together to help, and we were able to raise more than US \$278,000 for coronavirus relief. Additionally, we received more than \$60,000 to rehabilitate those particularly affected and displaced by the flooding disaster.

Last year alone, Pakistan-based donations saw an increase of nearly 450% and overseas digitals payments that of approximately 200%. All this was only possible because of our generous donor community which has placed its faith in the i-Care platform as a reliable and trustworthy vehicle for philanthropic giving. The i-Care Foundation is a seamless and low-cost pathway to donating to various charitable organizations nationwide. The foundation not only provides transactional value to partners and donors but also works on vetting and monitoring associated organizations diligently, ensuring transparency, as well as strengthening the structures of said institutions in order to uplift them and improve their governance.

## WHO WE ARE

# Chairperson's Message

Our partner, The i-Care Fund America holds a tax exempt 501-c-3 status in the United States and is therefore privileged to collect funds from the Pakistani diaspora based there. We are driven, more than ever, to continue to provide support for underprivileged communities across Pakistan while remaining as accountable and transparent as possible.

Lastly, we would like to remind our donors and supporters that we are a team, and we could not be more grateful for you for choosing i-Care as your means to give back. We would also like to extend a huge thank you to our trustees for their guidance and involvement in meeting the objectives of all our donors, small and large.

Your support and encouragement have helped us achieve the great impact highlighted in this report. We are just getting started and hope to continue to work towards realizing our shared goal of a more developed and prosperous Pakistan, where everyone is given equal opportunity, access to medical care and a chance at upward social mobility.



**Dr. Zeelaf Munir**  
Chairperson

## WHO WE ARE

# CEO's Recap

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2020 was a record year for The i-Care Foundation and its US-based partner, The i-Care Fund America. For the first time in the history of the two organizations, we raised almost \$3.6 million in a given year to be disbursed to over 90 nonprofit organization (NPO) partners in our network, supporting the sectors of health, education, livelihoods, social protection, and disaster relief.

This milestone is a testament to the commitment and compassion of our donors, partner NPOs, volunteers, Board of governors, and staff. Sustaining a donor-advised fund (DAF) and a partner network in an environment characterized by crucial development challenges and a fragile regulatory regime is not an easy task. This is why the combined role played by all stakeholders deserves commendation. What keeps us up at night is not only the idea of sustaining the unique position of being a DAF in Pakistan, but the never-ending desire to do more, and do better. Therefore, we find ourselves faced with the question: where do we go from here?

Building on the legacy of our late founding Chairman, Farrokh Captain, the new leadership is poised to be placing significant emphasis on a meaningful strategic direction for the next five years. We want to move away from merely being a donor-advised fund to become an institution that enables the NPO ecosystem in Pakistan as well. This new direction will manifest itself in the Vision 2025 plan of i-Care which will be unveiled soon to all its stakeholders.

We envision ourselves playing a three-fold role for the NPO ecosystem in Pakistan: financing, enabling, and marketing. These three functions will help us, and our partners really maximize the value of philanthropic giving and incorporate the much-needed long-term sustainability approach in our work. Speaking of sustainability, I am also pleased to share through this report, the particularly important work our partners are doing in the areas of United Nations Sustainable Development Goals (SDGs).

## WHO WE ARE

# CEO's Recap

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The alignment of our activities with SDGs is also a manifestation of our network's commitment to addressing development challenges faced by Pakistan that also contribute to global development objectives. While we strive to set ambitious targets for ourselves and our partners, we are also excited to take you along on this journey. The time to act is always NOW, and we hope that together we can make Pakistan and this World a better place!



**Wasiq Ismail**  
CEO

# IMPACT



## Key Achievements

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### **Deaf Reach implements digital learning tools for its students**

To ensure the safety of students and staff during the pandemic, Deaf Reach introduced its Distance Learning Program. A digitized curriculum in sign language for all grade levels was loaded on low-cost laptops, and a device given to each student. With a robust teacher support program for both in school learning and at home study, students have the help required to continue learning. In addition, all parents have undergone training to assist their children in using the laptops and accessing the content.

This valuable digital curriculum will also be available online to be accessed by schools, teachers, organizations and families of deaf children nationwide.

### **Patients' Aid Foundation's Stroke Unit**

After bringing cutting-edge cyber knife technology to Pakistan for cancer treatment and becoming the only medical center in the world providing the costly treatment free of charge to deserving patients, Patients' Aid Foundation is all ready to launch their dedicated stroke unit tentatively in the next two years.

The department, which had a project cost of Rs400 million, has the capability to manage all types of hemorrhagic and infarcted brain lesions and is run jointly by neuro-medicine, interventional radiologists and neurosurgeons.



Al Murtaza Academy by Aga Khan Development Network



Doctors at Patient's Aid Foundation

# Key Achievements

## Al Murtaza Academy by Aga Khan Development Network

Al-Murtaza Academy, which from its humble beginnings, was converted into a state-of-the-art campus with 13 classrooms, a library, science and ICT laboratories - by Mrs Diana MacArthur, in memory of her late daughter Elizabeth "Leeza" Tschursin, who having completed her university degree in the United States, travelled to Hunza and taught science at the school.

The building, which has been made to be one of the safest in the area, one that is affected by earthquakes, has the capacity to serve 600 students, both boys and girls.



A digitized curriculum in sign language for all grade levels was loaded on low-cost laptops, and a device given to each student at FESF, accompanied by a robust teacher support program for both in school learning and at home study.

# CSR CORNER

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*The i-Care Foundation realizes the importance of its corporate social responsibility efforts. After all, focus on community good is a fundamental component of that and therefore, a natural fit for the work we do.*

## **Bringing electrification to rural Pakistan with Hilton Pharma and G-Solar**

25% of Pakistan's population, over 50 million people is off the national grid, having no access to electricity, rural areas being the worst affected with over 40% of the population living without electricity. In collaboration with Hilton Pharma and G-Solar, The i-Care Foundation assisted in launching a nationwide CSR initiative titled Roshni Say Zindagi to provide solar electricity to 10,000 households in marginalised rural communities throughout the country over a 3-year period. So far, 1000 households have achieved electrification through solar panels, creating an alternate energy model to mitigate this national crisis.

## **Fighting the pandemic alongside English Biscuit Manufacturers**

Pakistan's fragile economy and healthcare system were severely affected by the Covid-19 outbreak in 2020. English Biscuit Manufacturers continued their donations in cash and kind to many notable charities including a PKR 1 million donation to Sindh Institute of Urology and Transplantation's corona cleaning which provided free screening to the public at large.

# CSR CORNER

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## **Bringing clean water to communities, thanks to Ubiquity Trading Limited**

Successful rural community development calls for an integrated and comprehensive approach and Ali Hasan Mangi Memorial Trust has been working tirelessly on integrated development projects since 2008. Through its family assistance program, of which Ubiquity Trading Limited is a generous benefactor, AHMMT partnered with farmers and labourers to help them build homes, toilets and kitchens and install water handpumps, cooking gas and solar electricity kits.

The trust has helped over 1000 families in 80 villages build toilets at home in areas where women previously used makeshift toilets that needed to be manually emptied or had to go out into the fields, compromising both their safety and dignity.

Almost 600 families have received access to clean water through the installation of hand pumps. Almost 250 families have built brick homes to replace the mud-and-straw huts they were previously living in. And nearly 800 families have received solar fans and lights.



# Goals

*The i-Care Foundation is committed to leveraging the power of its network and partnerships to contribute to global goals, by ensuring healthy lives and well-being of beneficiaries of all age groups. We are proud to share our partner's work that contributes to United Nations Sustainable Development Goals (SDGs)*

**1** NO POVERTY



Kashf Foundation, Human Empowerment and Welfare Trust (HEWT) and multiple i-Care partner organizations work tirelessly towards ending poverty for example, through providing access to finance and economically empowering disenfranchised communities.

**2** ZERO HUNGER



Karachi Relief Trust, Moawin Foundation and others reduce food insecurity, especially when many families in Pakistan are routinely displaced by natural disasters and left without access to food and water.

**3** GOOD HEALTH AND WELL-BEING



Karwan-e-Hayat, Patients Aid Foundation, and other partners ensure healthy lives and promote well-being for all ages through improving the health infrastructure and access to health care.

**4** QUALITY EDUCATION



Kiran Foundation, READ Foundation and other partners ensure quality and inclusive education for all and promote lifelong learning opportunities.

**5** GENDER EQUALITY



Panah, The Hunar Foundation, and other partners empower women and girls through their work on ending gender discrimination.

**6** CLEAN WATER AND SANITATION



Green Crescent Trust of Pakistan, Hisaar Foundation, and other partners ensure availability and sustainable management of water and sanitation for all.

# Goals

7 AFFORDABLE AND CLEAN ENERGY



Hilton Pharma is increasing access to renewable energy. They are supporting electrification through solar panels, creating an alternate energy model through i-Care CSR initiative with Hilton Pharma.

8 DECENT WORK AND ECONOMIC GROWTH



AmanTech, SEED Pakistan and others promote sustained economic growth. Their work to support skills training and entrepreneurship contributes to productive employment and decent work for all.

11 SUSTAINABLE CITIES AND COMMUNITIES



Rashidabad Memorial Welfare Organization's flagship project "Rashidabad" is a manifestation of making cities and human settlements efficient, resilient and safe.

13 CLIMATE ACTION



Indus Earth Trust, Hisaar Foundation and others are taking urgent action to combat climate change and its impact, such as with drought mitigation and adaptation and alternative energy solutions.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Legal Aid Society and WAR provide access to justice for underserved beneficiaries and strengthen accountability of institutions on all levels.

17 PARTNERSHIPS FOR THE GOALS



This is an all-encompassing area for i-Care and its partners as we strive to make the NPO ecosystem a vibrant space for all stakeholders involved with one common goal: helping the underprivileged people of Pakistan. E.g MOU with the Economic Affairs division, partnerships with over 100 organisations, collaboration with American Pakistan Foundation.

# SUCCESS STORIES



Take a few moments to read through just some of the real-life feel good stories to see the impact your donations have made. None of this would be possible without our fantastic network of partners and supporters.

## Aisha's dream comes true

Aisha is a little girl who always dreamt of going to school. But she belongs to a village in Tharparkar where little girls are expected to help with household chores and especially accompany their mothers to fetch water. Instead of spending her time studying, reading books and learning about the World, she had to spend her time walking long distances to fetch water. This is no longer the case.

When Hisaar Foundation with the help of its supporters installed a solar powered borewell and a water storage tank in her village, Aisha no longer has to make the trek to do so. She can go to the solar bore in her village and just open a tap. Gone are the days of carrying water on matkas over her head, gone are the days of backaches and lost dreams. Now Aisha has enough time to help her mother fetch water and also attend school.

## Empowered Women like Farhana empower others

Farhana Mehmood, a graduate of Aman Tech, was nervous and scared when she arrived there on her first day. She had never stepped out of her house primarily due to her handicapped daughter. With her husband's support, she enrolled at Aman Tech to learn stitching. Her husband, a rickshaw driver, is unable to work on most days due to his diabetes so she had to support her family financially.

Her dedication and hard work landed her a job at Mehran Commercial Enterprises as an intern, but soon enough, she was offered a permanent position as a sewing machine operator with a starting monthly salary of Rs 15,000. She is now able to pay back her debts and is hopeful that she will be able to pay her children's school fees so that they can be successful in life. Today, she is not only earning her own livelihood and educating her children but also saving for their bright future.



## Nosheen cooking food for others helped her feed her family

After Nosheen Nadeem's husband's operation, he was unable to work and she soon realized that in order for her family to survive, she had to create a source of income. She thought of starting a canteen stall. However, in order to do so, she needed an initial investment. It was at this time that Nosheen got acquainted with Kashf Foundation and their interest free loan schemes.

As soon as her business was established, Nosheen fell prey to her relatives' taunts and envy but in spite of this, she remained steadfast in her cause. Gradually, as her business grew, she saw a complete change in their behaviour. Through her venture, Nosheen was able to provide a constant income for her family and educate her children.

Today, Nosheen's business has grown massively and has acted as a source of employment for other women. Currently, she has employed 8 women to work with her and gives them support to stand up for themselves and shun society's stigmas regarding working women.



## Javeeda's Triumph

One in every three children in Pakistan is malnourished. Javeeda's fate would have been the same, if not for Marie Adelaide Leprosy Centre.

Her mother shared, "My daughter, Javeeda, our second youngest child was severely malnourished at 18 months. We couldn't do much to improve her diet. Putting our resources towards her would mean neglecting our seven other children. Feeding her the nutritional supplements obtained free of charge at MALC was a blessing, as in 5 months I could feel her weight increasing when I carried her. When the staff told me she is in the safe zone now, I had tears of joy."



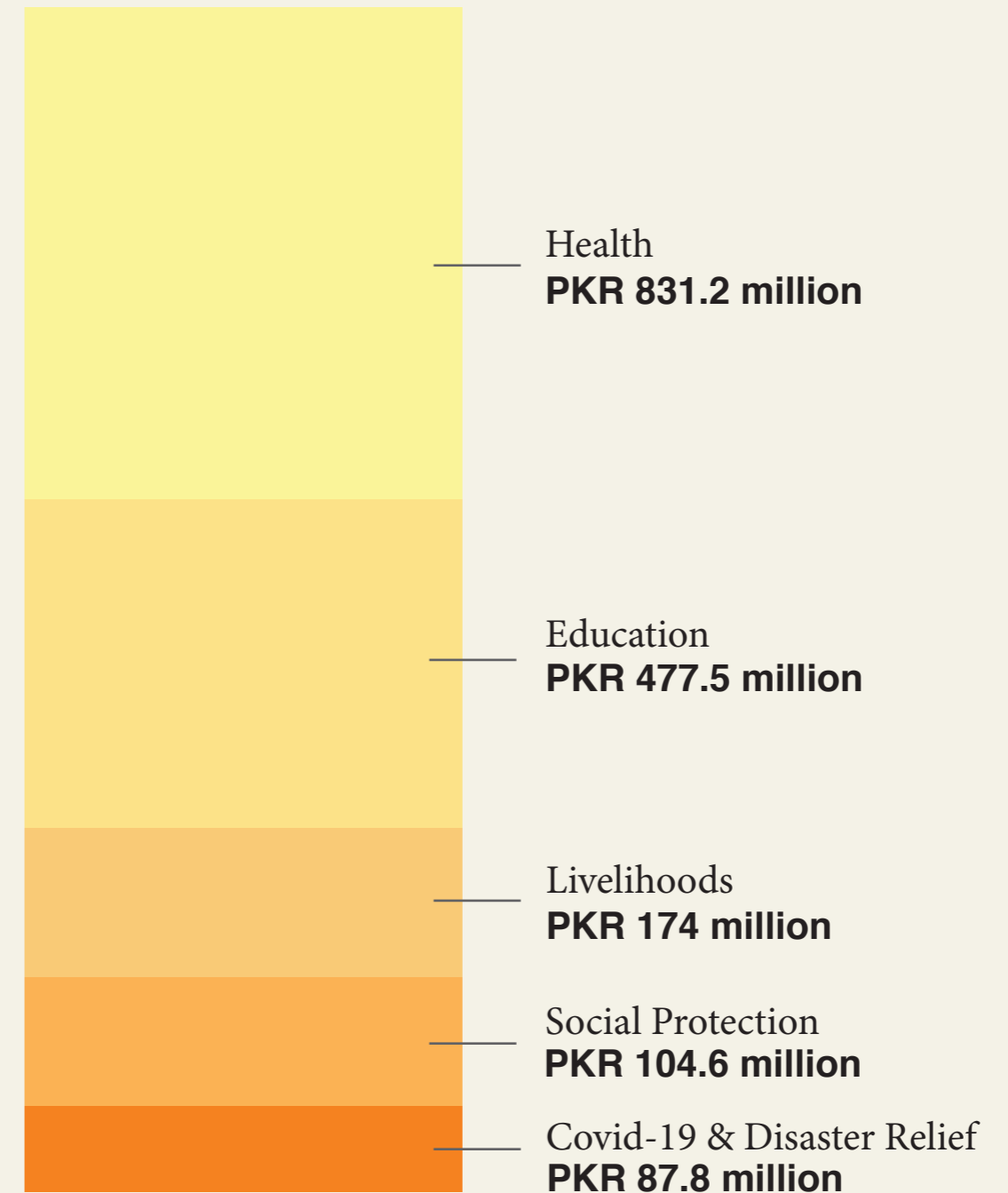
# 2017-2020

## HIGHLIGHTS

**PKR 1.7Billion** **105** **1.5 Million**  
DISBURSEMENTS CHARITIES BENEFICIARIES

HIGHLIGHTS

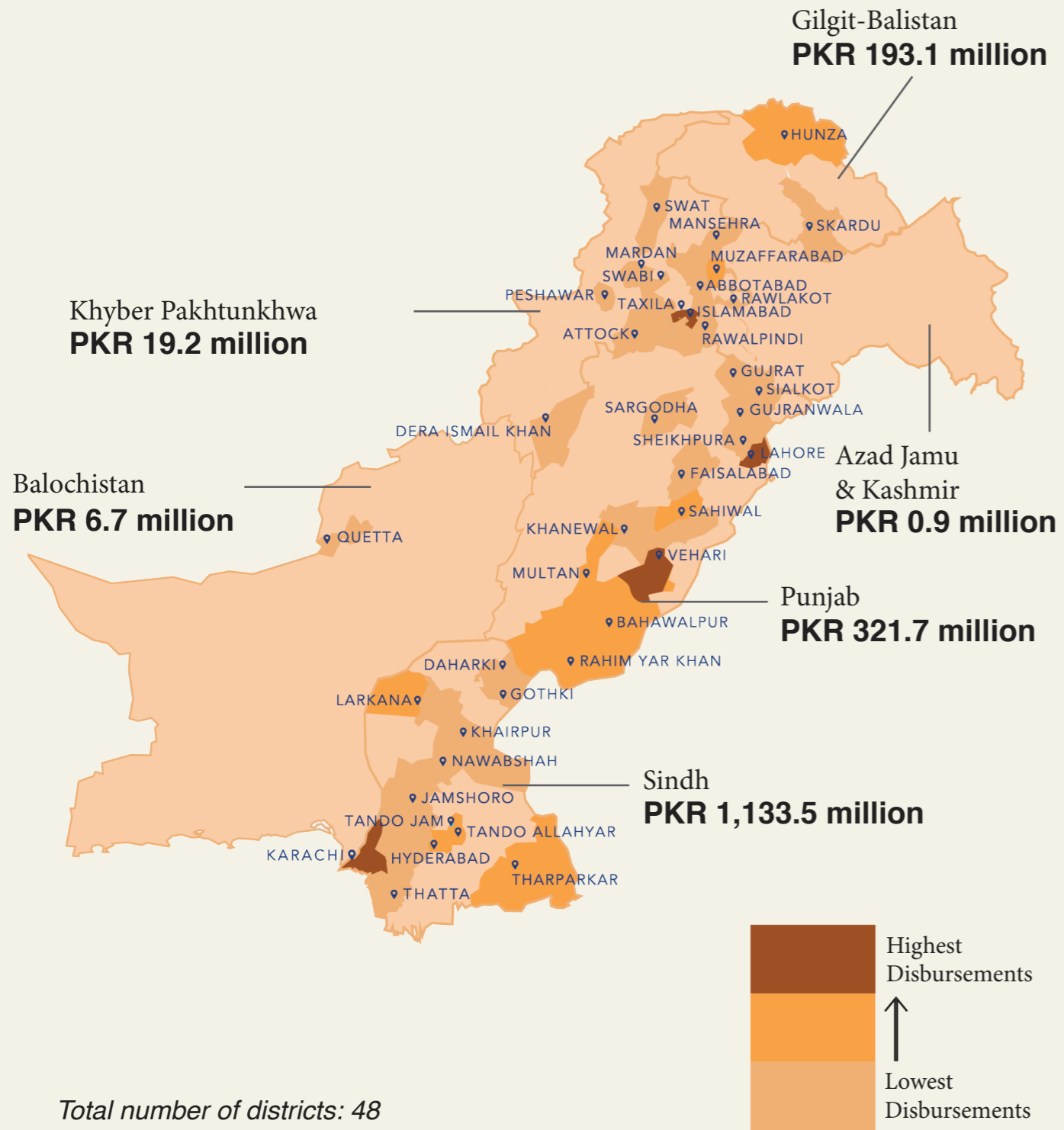
## Sector Donations



HIGHLIGHTS

# Geographical Distribution

Since 2008, The i-Care Foundation has disbursed almost PKR 2.8 billion



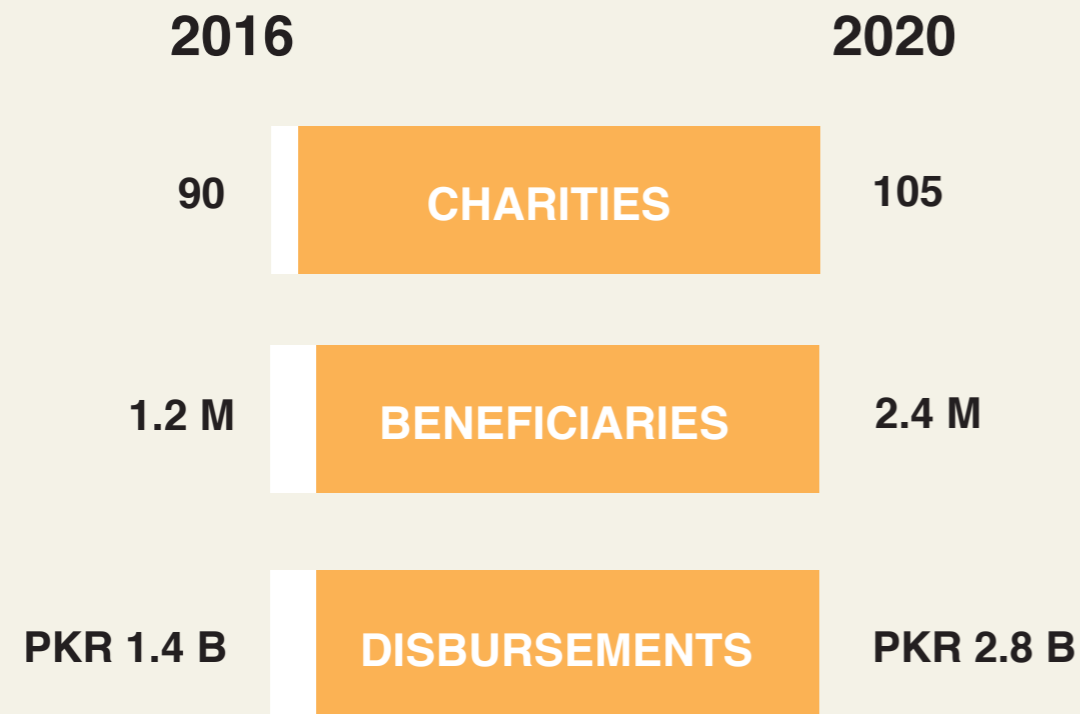
Total number of districts: 48  
Total disbursements 2017-2020 1.67B



# DISBURSEMENTS OF FUNDS...

# Now and Then 2016-2020

Aggregated impact numbers in 2016 and as of 2020



# Top 10 Recipients of The i-Care Foundation

2017-2020 ●●●

 <b>RMWO</b> Service to Humanity	 <b>PATIENTS' AID FOUNDATION</b>	 <b>ROUHA WELFARE TRUST</b>	 <b>ZUBEDA KHALIQ MEMORIAL HOSPITAL</b>
Rashidabad Memorial Welfare Organization	Patients' Aid Foundation	Rouha Welfare Trust	Zubeda Khaliq Memorial Hospital
PKR 275,525,157	PKR 239,993,209	PKR 183,851,200	PKR 85,007,970
 <b>AMESWO</b>	 <b>G SOLAR</b> PAKISTAN'S LARGEST SOLAR COMPANY	 <b>FAMILY EDUCATION SERVICES FOUNDATION</b>	 <b>TAMEER-E-MILLAT FOUNDATION</b>
Al Murtaza Educational & Services Welfare Organization	Greenewable Solar	Family Education Services Foundation	Tameer-e-Millat Foundation
PKR 81,722,651	PKR 62,555,200	PKR 56,076,353	PKR 48,593,519
 <b>PEF</b> PROFESSIONAL EDUCATION FOUNDATION	 <b>KARWAN-E-HAYAT</b>		
Professional Education Foundation	Karwan-e-Hayat		
PKR 43,766,103	PKR 40,277,915		

# Beneficiaries & Disbursements

2017-2020 ●●●

**TOTAL FUNDS**

PKR 1.7 Billion

**TOTAL  
BENEFICIARIES**

1.5 Million

# EXPERTISE



## Top Beneficiaries in Health

2017-2020 ●●●

Patients Aid Foundation	231,718,209
Rouha Welfare Trust	183,851,200
Zubeda Khaliq Memorial Hospital	85,007,970
Rashidabad Memorial Welfare Organization	68,881,289
Karwan-e-Hayat	40,277,915
Patients' Welfare Association	31,623,755
The Patients' Behbud Society for AKUH	29,418,619
Childlife Foundation	28,245,026
Fatimiyah Hospital	15,000,000
Aziz Jehan Begum Trust	11,551,847

## Top Beneficiaries in Education

2017-2020 ●●●

Rashidabad Memorial Welfare Organization	96,433,8042
Al Murtaza Educational & Welfare Organization	81,722,651
Family Education Services Foundation	56,076,353
Tameer-e-Millat Foundation	48,593,519
Professional Education Foundation	43,766,103
Green Crescent Trust	32,976,883
Sargodhian Spirit Trust	20,137,724
Burki Institute of Public Policy	19,772,695
Kiran Foundation	10,257,459
GIKI Alumni Association	9,274,261

# Top Beneficiaries in Social Protection

2017-2020 ●●●

Rashidabad Memorial Welfare Organization	55,105,031
Ayesha Chundrigar Foundation	21,561,372
Dar-ul-Sukun	11,730,484
Social Welfare & Academic Trust	7,963,286
Panah Shelter Home	4,513,885
War Against Rape	1,805,856
Al-Umeed Rehabilitation Association	1,789,898
Legal Aid Society	80,100

# Top Beneficiaries in Livelihoods

2017-2020 ●●●

Greenewable Solar	62,555,200
Rashidabad Memorial Welfare Organization	55,105,031
Human Empowerment & Welfare Trust	33,867,581
Karachi Relief Trust	7,387,849
Hisaar Foundation	3,215,577
Vital Pakistan Trust	2,637,331
Hunar Foundation	2,350,346
SEED Pakistan	1,900,121
Acumen Fund	1,600,000
Khoja Pirhai Shia Asheri Jamaat	1,000,000

EASY WAYS TO HELP

# WAYS TO DONATE

## For Donors in Pakistan

Zakat:

Kindly write a cheque in favour of “The i-Care Foundation” and deposit it in any branch of Habib Metro Bank (AC # 6-1-90-20301-714-101654)

General Donations:

Please write a cheque in favour of “The i-Care Foundation” and deposit it at any branch of Standard Chartered Bank (AC #08-5596920-01) To receive a receipt for your donation, email us your name, postal address, phone number, donation amount, name of charity you want to support, bank name and cheque number at [finance@i-care-foundation.org](mailto:finance@i-care-foundation.org)

You can also mail your cheques at:

The i-Care Foundation  
F-192/1, Block 5, Kehkashan,  
Clifton, Karachi

EASY WAYS TO HELP

# WAYS TO DONATE

## For Donors in the US and Other Countries

### STEP 1:

**VISIT OUR WEBSITE AND CHOOSE FROM OVER 100 PARTNER ORGANIZATIONS**

<https://i-care-foundation.org/donation/>



### STEP 2:

#### DONATE THROUGH:



Credit/Debit card



Pay Pal



Cheque



Wire Transfer

#### OR:



You can mail your cheque at,  
139 Charles Street, Suite 348  
Boston, MA 02114, USA

### STEP 3:

**THANK YOU! YOU WILL RECEIVE A CONFIRMATION FROM US.**



# Collaboration

## List of Partner Organizations ●●●

AAHUNG  
AAS Trust  
Acumen Fund  
Achievement Plus Trust  
Afzaal Memorial Thalassemia Foundation  
Agha Khan Agency for Habitat  
APPNA projects  
Aziz Jehan Begum Trust  
AMESWO  
Al Mehrab Tibbi Imdad  
Al Noor Special Children School and College  
Al-Umeed Rehabilitation Association  
Ali Hasan Mangi Memorial Trust  
Aman Foundation  
Arthritis Care Foundation  
Ayesha Chundrigar Foundation  
Bait-ul-Sukoon Cancer Hospital  
Basic Needs Pakistan  
Brig. Sahib Dad Khan Welfare Trust  
Behbud Association Karachi  
Burki Institute of Public Policy  
Centre for Development of Social Services  
Child Aid Association  
Citizen Education Development Foundation  
Dairy & Rural Development Foundation  
Dar-ul-Sukun  
Dream Foundation  
Dawood Global Foundation  
Developments in Literacy  
Dua Foundation  
Elza Retina Welfare Organization  
Family Educational Services Foundation  
Fatimid Foundation  
GEAR  
GIKI Alumni Association  
Green Crescent Trust  
HANDS  
Health Oriented Preventive Education  
Heart File  
Hisaar Foundation  
Human Empowerment and Welfare Trust  
Idara Al- Khair Welfare Society  
Ihsan Trust  
Ikhlaf Welfare Society, Karachi  
Imkaan Welfare Organization  
Institute of Business Administration, Khi  
Indus Earth Trust  
Indus Resource Centre  
Karachi Relief Trust  
Karwan-e-Hayat  
Kashf Foundation  
Kiran Foundation  
Kohatians Foundation  
Lady Dufferin Hospital  
Layton Rahmatulla Benevolent Trust  
legal Aid Society  
Mahvash and Jahangir Siddiqui Foundation  
M. Hashim Memorial Trust  
Marie Adelaide Leprosy Centre  
MASHAL  
MIT Enterprise Forum of Pakistan  
Moawin Foundation  
Murshid Hospital  
National Epilepsy Centre – Jinnah Hospital  
Omar Medicare and Welfare Services OMWS  
Pakathon  
Pakistan Association of the Deaf  
Pakistan Association for Mental Health

Pakistan Chemical and Energy (PCESSDC)  
Poor Patients Aid Society, Civil Hospital  
Professional Education Foundation  
Rahnuma Trust  
Rashid Memorial Welfare Organization  
READ Foundation  
Rouha Welfare Trust  
Safi Benevolent Trust(The Garage School)  
Sargodhian Spirit Trust  
SEED Pakistan  
Shaukat Khanum Memorial Trust  
SIUT  
SOS Children's Villages Pakistan  
Special Olympics Pakistan  
Subh-e-Nau  
SWAAT  
Tameer-e-Millat Foundation  
Teach for Pakistan  
The Cancer Foundation  
The Education Enrichment Foundation  
The Hunar Foundation  
The Kidney Centre  
The Patients' Behbud Society for AKUH  
Transformation International Society  
Usman Memorial foundation  
Vital Pakistan Trust  
Vision Foundation  
War Against Rape  
Zubeda Khaliq Memorial Hospital

# I-CARE FOUNDATION

STATEMENT OF FINANCIAL POSITION  
AS OF JUNE 30, 2020

	2020 PKR	2019 PKR
<b>Non - current assets</b>		
Property and equipment	103,101	255,548
Intangible assets	189,470	43,208
Loan to employee	137,500	212,500
	<u>430,071</u>	<u>511,256</u>
<b>Current assets</b>		
Short-term investments	51,596,904	46,002,678
Donation receivable	59,172,113	273,275,969
Administrative fees receivable	6,749,402	11,506,357
Prepayments	193,169	64,495
Loan and advances	225,000	75,000
Accrued mark-up	130,442	441,471
Other receivable	-	1,968,000
Taxation - payments less provision	974,467	775,342
Cash and bank balances	186,406,415	64,788,237
<b>Total assets</b>	<u>305,447,912</u>	<u>398,897,549</u>
	<u>305,877,983</u>	<u>399,408,805</u>
<b>Less: current liabilities</b>		
Other payables	414,000	347,511
<b>NET ASSETS</b>	<u><u>305,463,983</u></u>	<u><u>399,061,294</u></u>
<b>REPRESENTED BY:</b>		
Restricted funds	204,724,098	304,083,802
Un-restricted funds	100,739,885	94,977,492
	<u><u>305,463,983</u></u>	<u><u>399,061,294</u></u>

# I-CARE FOUNDATION

INCOME AND EXPENDITURE ACCOUNT FOR  
THE YEAR ENDING JUNE 30, 2020

	2020 PKR	2019 PKR
<b>Income</b>		
Donations	639,126,796	273,022,665
Return on investments and savings accounts	8,865,582	4,719,461
Administrative fees	15,738,230	15,685,082
Exchange (loss) / gain	(6,368,985)	25,583,250
	657,361,623	319,010,458
<b>Expenses</b>		
Disbursements to charities	636,876,853	270,628,727
General administrative expenses	14,722,377	15,673,344
	651,599,230	286,302,071
<b>Surplus for the year</b>	5,762,393	32,708,387

# I-CARE FOUNDATION

STATEMENT OF CASH FLOWS FOR  
THE YEAR ENDING JUNE 30, 2020

	2020 PKR	2019 PKR
<b>Cash Flows From Operating Activities</b>		
Surplus as per income and expenditure account	5,762,189	32,708,387
Adjustment for non-cash charges and other items:		
Depreciation and amortisation	280,578	228,899
Return on savings accounts	(3,801,693)	(3,116,006)
	(3,521,115)	(2,887,107)
Surplus before working capital changes	2,241,074	29,821,280
<b>Effect On Cash Flows Due To Working Capital Changes</b>		
Decrease / (increase) in current assets		
Donation receivable	214,103,856	(138,787,125)
Prepayments	(128,674)	1,706
Loan to employees	(75,000)	75,000
Other receivables	1,968,000	(1,000,000)
Tax deducted at source	(199,125)	(237,524)
Administrative fees receivable	4,756,955	(4,924,782)
	220,426,012	(144,872,725)
Increase in current liabilities		
Other payables	66,489	34,178
Net cash used in operating activities	222,733,575	(115,017,267)
<b>Cash Flows From Investing Activities</b>		
Capital expenditure	(274,393)	-
Return received on saving accounts	4,112,722	3,032,475
Net cash generated from investing activities	3,838,329	3,032,475
<b>Cash Flows From Financing Activities</b>		
(Decrease) / increase in restricted donations	(99,359,500)	127,188,325
Net increase in cash and cash equivalents	127,212,404	15,203,533
Cash and cash equivalents at the beginning of the year	110,790,915	95,587,382
Cash and cash equivalents at the end of the year	238,003,319	110,790,915

# I-CARE FOUNDATION

## STATEMENT OF CHANGES IN ACCUMULATED FUND FOR THE YEAR ENDING JUNE 30, 2020

	Endowment Fund	Restricted Fund General Fund - For Disbursement	Sub-total	Un-restricted Fund General Fund - Operation	Total
			PKR		
<b>Balance as at July 1, 2018</b>	21,385,000	155,510,477	176,895,477	62,269,105	239,164,582
Donations received during the year	-	397,817,052	397,817,052	-	397,817,052
Donations disbursed during the year	-	(270,628,727)	(270,628,727)	-	(270,628,727)
Surplus for the year ended June 30, 2019	-	-	-	32,708,387	32,708,387
<b>Balance as at June 30, 2019</b>	21,385,000	282,698.802	304,083,802	94,977,492	399,061,294
Donations received during the year	-	537,517,149	537,517,149	-	537,517,149
Donations disbursed during the year	-	(636,876,649)	(636,876,649)	-	(636,876,649)
Surplus for the year ended June 30, 2020	-	-	-	5,762,189	5,762,189
<b>Balance as at June 30, 2020</b>	<u>21,385,000</u>	<u>183,339,302</u>	<u>204,724,302</u>	<u>100,739,681</u>	<u>305,463,983</u>

## Donor Advisory Form

### Disclaimer:

Regardless of how you choose to donate, filling out the following 'Donor Advisory Form' is mandatory. No donation will be processed without i-Care receiving the following details. (This form is available on our website)

Donor Type: Individual/Organization/Couple/Family

Title: Mr/Mrs/Ms/Dr

First Name: \_\_\_\_\_

Last Name: \_\_\_\_\_

Email Address: \_\_\_\_\_

Currency: \_\_\_\_\_

Type of Donation: Zakat  Other Donation

Name of Charity you want to support: \_\_\_\_\_

Contact Number: \_\_\_\_\_

Address: \_\_\_\_\_

Country: \_\_\_\_\_

City: \_\_\_\_\_

Zip Code: \_\_\_\_\_

# Donor Advisory Form

## Payment details

Personal Info	Donations	Payment Details	Review	
<b>Payment Method *</b>				
<input type="radio"/> Debit/Credit Card	<input type="radio"/> Cheque	<input type="radio"/> Wire Transfer	<input type="radio"/> Paypal	<input type="radio"/> Other
<b>Payment Cycle *</b>				
<input checked="" type="radio"/> One Time <input type="radio"/> Monthly				
<b>Card Holder Name *</b> Mr. Holder Khanzada	<b>Credit/Debit Card Number *</b> 1111222233334444	<b>Expiry Date MM/YY *</b> 31/30	<b>CVC *</b> 666	

To avoid transaction charges made through credit card, debit card, American Express or PayPal, you may consider donating directly through cheque or wire transfer.

# Fund Utilization Plan

*i-Care places significant emphasis on monitoring & evaluation (M&E) of its partners projects. These sections highlight some of the M&E tools and frameworks used to achieve this objective.*

The Fund Utilization Plan (FUP) describes estimated technical and financial data provided to the i-Care Foundation to request project related funds disbursement. An FUP needs to be submitted for i-Care review and approval prior to project commissioning for each tranche of funds requested. Funds will be disbursed based on coherent documentation and completeness of FUP submitted. FUP needs to be submitted every time funds are requested from i-Care Foundation. Multiple FUPs can be submitted for multiple projects.

Organization Name: \_\_\_\_\_

Project Title: \_\_\_\_\_

Duration: \_\_\_\_\_

Location: \_\_\_\_\_

Project Start Date: \_\_\_\_\_

Total Budget (in PKR): \_\_\_\_\_

Budget requested from i-Care (in PKR) \_\_\_\_\_

Zakat:    Yes     No

Project Manager and/or Finance Manager contact details:

Email: \_\_\_\_\_    Cell: \_\_\_\_\_

Email: \_\_\_\_\_    Cell: \_\_\_\_\_

# Fund Utilization Plan

## 1. Rationale

Explain what is the ultimate goal of project? Provide details of the social, economic issues the project will address.

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## 2. Project Objectives & Intended Impact

Provide key details of project outputs for every objective(in case of multiple objectives) along with a list if indicators which will lead towards your project goal.

Some key definitions to keep in mind:

1. Goals – long term such as Sustainable Development Goals
2. Outcomes – in the intermediate time frame for example 5 – 10 years
3. Outputs / Targets – short range in the frame of 1 – 3 years
4. Activities – specific action items that you will take to ensure desired objectives are met

	Indicators	Baseline	Target
Objective 1:		What is the current value?	What is the target value?
Goal			
Outcomes			
Outputs			
Activities			

# Fund Utilization Plan

	Indicators	Baseline	Target
Objective 2:		What is the current value?	What is the target value?
Goal			
Outcomes			
Outputs			
Activities			

## 3. Implementation Methodology:

How will your organization implement the project – (5 W's: who, what, why, when, where)? Please provide clear description of implementation broken down by components, including direct projects resources, costs and implementation support.

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## 4. Project Implementation work Plan

Provide a time-bound implementation plan for all project activities. Distribute the targets on monthly basis and highlight or tick the timeline accordingly. The timeline must be consistent with the budget.

## Fund Utilization Plan

Activity	Monthly Implementation Timeline											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Program Launch												
Marketing & Communication Activities												
Application Period												
Selection & Recruitment												
Training & Capacity Building												
Pilot Testing												
Graduation Ceremony												

### 5. Beneficiaries details and targeting methodology

5a. Elaborate how the proposed beneficiaries/households will be selected/targeted?

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5b. Provide gender disaggregated details of the project beneficiaries.

Please add tables as necessary for each location you are planning your intervention in. If the intervention is in Karachi only, please fill one table for Karachi. If the intervention is planned for Karachi and Islamabad, please fill individual tables for Karachi and Islamabad.

## Fund Utilization Plan

Location of Beneficiaries:						
Total number of Direct Beneficiaries:						
Total number of Direct Beneficiaries disaggregated by age:	<5	5-12	13 - 20	21 - 35	36 - 50	51+
Total number of Direct Beneficiaries disaggregated by gender:	MALE			FEMALE		
Estimated Indirect Beneficiaries:						

Location of Beneficiaries:						
Total number of Direct Beneficiaries:						
Total number of Direct Beneficiaries disaggregated by age:	<5	5-12	13 - 20	21 - 35	36 - 50	51+
Total number of Direct Beneficiaries disaggregated by gender:	MALE			FEMALE		
Estimated Indirect Beneficiaries:						

### 6. Monitoring & Evaluation

How will you monitor the project? Please provide details. How will communities/beneficiaries be involved in participatory monitoring?

Objective 1: Capacity building of 12 climate & social impact startups	Indicator	Data Source	Data Collection Method	Who will Collect Data?	Frequency to Collect Data	Cost & Difficulty to Collect	Who will Analyze Data?	Who will Report Data?	Who will Use Data?
Goal									
Outcomes									
Outputs									
Activities									

# Fund Utilization Plan

## 7. Communications and Media

7a. Provide details of the communication strategy for the activities. How you will brand i-Care Foundation in your communications?

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7b. Please tick at least three of the following communication product/content you will share with i-Care (at least quarterly).

Project Write Up	<input type="checkbox"/>	Case Studies	<input type="checkbox"/>
Press release	<input type="checkbox"/>	Social Media Posts	<input type="checkbox"/>
Photographs	<input type="checkbox"/>	Video	<input type="checkbox"/>

## 8. Sustainability

a. Describe how your organization plans to ensure benefits will be sustained after the completion of project?

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b. Will the project be sustainable? If not, what measures will you take in the post-project period to monitor interventions and to provide assistance to beneficiaries?

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# Fund Utilization Plan

## 9. Budget

Please provide details of the funds requested from The i-Care Foundation. This must be consistent with the Activity/Implementation Plan. Add as many rows as needed in line with project duration. Please carefully read the instructions before preparing the budget.

Budget Head	Description	Unit Type	Per Unit Cost	Time period of implementation (in months, please use info from section 4 above) (B)	Quantity	Total Project Budget	Budget requested from i-Care	Cost Share (How much of the cost is being contributed by partner or other sources) (D-E)*
Personnel								
Program Costs								
Obj. 1 Activities								
Obj. 2 Activities								
Obj. 3 Activities								
Direct Overhead Costs (e.g. consulting fees for external vendors, rent of project-sponsored buildings/equipment, etc.)								
Travel								
Supplies								
Construction o Material cost estimate o Labor estimate								
Communications								
M&E								
Equipment								
Indirect Costs								
Total								

\*Note: Please use the figures quoted in the beginning of the FUP for total budget and funds requested from i-Care.

# Fund Utilization Plan

## Instructions for preparing the Budget:

- The budget must be prepared in Pakistani rupees.
- Provide detailed breakdown of budget, do not give a lump-sum budget.
- Provide detailed breakdown of the activities and provide budget for each activity separately.
- Salaries, benefits, and travel and per diem rates must be consistent not only with the organization's overall policies covering these items but also with local norms.
- The i-Care Foundation will only fund the direct project activities cost relating to direct delivery of goods and services to beneficiaries.
- Use additional sheets for detailed budget while strictly following this template.

## 10. Attachments to be provided to the i-Care Foundation with the Fund Utilization Plan:

1. Please provide baseline surveys/assessments justifying the need for the project.
2. Please provide NOCs/permissions/other relevant documents if applicable.
3. If project involves civil works, please attach designs, bill of quantity & cost estimate details.
4. Please provide drafts of the activities and work plans including locations, venues, agendas, expenses sheet, invitations, number of organization members or any other proof of activity) together with verifiable beneficiaries list.

**Note: Please return the completed FUP within three (3) business days of receiving from i-Care. In case of delay beyond three (3) business days, your payment for this FUP will be deferred to the next month's disbursement cycle. In case you are submitting a new FUP in the subsequent month, the requested funds and details from the deferred FUP shall be added to the new FUP. The i-Care Foundation will disburse the funds by 15th date of each month.**

To the best of my knowledge, I declare that all the above information is true and accurate.

Sincerely,

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

*(To be signed by the head of organization)*

# Fund Utilization Plan

## For i-Care

### Checked by:

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### Approved by:

Name: \_\_\_\_\_ Designation: **Chief Executive Officer**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# Fund Utilization Report

A Fund Utilization Report (FUR) needs to be submitted to the i-Care Foundation by the partner organization corresponding to every Fund Utilization Plan (FUP) submitted for funds disbursement.

Name of Organization: \_\_\_\_\_

Project Title: \_\_\_\_\_

Duration of Project: \_\_\_\_\_

Location: \_\_\_\_\_

Funds received from i-Care: \_\_\_\_\_ Fund Utilized: \_\_\_\_\_

1. Provide the following documents to the i-Care Foundation with this report in soft and hard form:

Please attach as annexures and provide both digital and hard copies of:		
1	Please attach as annexures and provide both digital and hard copies of:	
2	NOCs/permissions/other relevant documents if applicable.	
3	If project involves civil works, attach designs, bill of quantity & cost estimates.	
4	Attach work plans for activities including locations, venues, agendas, expenses sheet, invitations, number of organization members or any other proof of activity)	
5	GPS information (GPS information should be provided for i-Care Project sites, including offices and locations of all sites benefitting from project resources (communities, schools, hospitals, water projects)	
6	Verifiable beneficiaries list.	
7	Fundraising and Communications Materials	
	Project Write Up/Press release	
	Success Stories	
	Photographs	
	Video clips	
8	Organisation Annual Report	
9	Annual Audited Accounts	

# Fund Utilization Report

## 2. Results Monitoring

Provide details of activities against each objective of your organization (in case of multiple objectives). What are the means of verification?

Project Objectives	Intended Activities & Targets (As per FUP)	Achieved Activities & Targets (As actual)	Data Source (Where and From Whom Data Obtained)	Technique (How was data measured)	Frequency (How often was data measured)	Responsible (Who measured data?)
Objective No. 1:						
Objective No. 2:						

## 3. Summary of main activities

How was the project implemented, what activities were carried out, what are key results?

\_\_\_\_\_

\_\_\_\_\_

## 4. Beneficiaries details

Provide gender disaggregated details of the project beneficiaries who were targeted in this Project.

Location of Beneficiaries:						
Total number of Direct Beneficiaries:						
Total number of Direct Beneficiaries disaggregated by age:	<5	5-12	13 - 20	21 - 35	36 - 50	51+
Total number of Direct Beneficiaries disaggregated by gender:	MALE			FEMALE		
Estimated Indirect Beneficiaries:						

# Fund Utilization Report

## 5. Monitoring & Evaluation

a. How did you monitor the project?

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b. Briefly describe the impact of the project.

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c. What were the lessons learnt?

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d. What were the key challenges?

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# Fund Utilization Report

## 6. Upholding and Endorsing with ICF Values

6a. During the course of project implementation, how did you uphold and endorse ICF values? Please share specific examples?

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6b. Which ICF values resonate most dominantly in your project efforts?

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## 7. Communications and Media

What was the communications strategy for the project? Describe how you acknowledged and branded i-Care? As per the FUP, what communications material has been developed for the Project?

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## 8. Stakeholder participation and involvement

Explain how your organization partnered with different stakeholders indicated in the table below. Please describe details of relevant engagement strategies, outcomes and challenges.

Stakeholder Type	Engagement & Involvement
Beneficiaries	
National & sub-National Governments	
Regional Organizations	
NGOs	
Private Sector	
Academia	
Civil Society	
Other Donors	

# Fund Utilization Report

## 9. Sustainability

9a. Please describe comprehensively indicating short-term, medium-term and long-term future sustainability plans for this project?

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9b. Where do you see i-Care playing a role?

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9c. What follow-ups will be made and how will i-Care be kept in the loop with progress and development updates?

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# Fund Utilization Report

## 10. Financial Management

Please provide details of the funds utilized received from The i-Care Foundation. Add as many rows as needed in line with project duration. The amount must be in Pakistani rupees. Use additional sheets for detailed fund utilization while strictly following this template.

Budget Head	Description	Budget as per FUP	Costs	Reason for variance (if any)
Personnel				
Program Costs				
Obj. 1 Activities				
Obj. 2 Activities				
Other Direct Costs				
Travel				
Supplies				
Contractual				
Construction				
Communications				
M&E				
Equipment				
Indirect Costs				
Total				

## Fund Utilization Report

- Provide details of cost as per mentioned in the FUP.
- Salaries, benefits, and travel and per diem rates must be consistent not only with the organization's overall policies covering these items but also with local norms.
- The i-Care Foundation will only fund the direct project activities cost relating to direct delivery of goods and services to beneficiaries.
- Please note that i-Care reserve the right to request any additional supporting documents.

**Please note that if the information provided in Fund Utilization Report not suffices the i-Care requirements, delays may be caused to disburse the next donation.**

To the best of my knowledge, I declare that all the above information is true and accurate.

Sincerely,

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

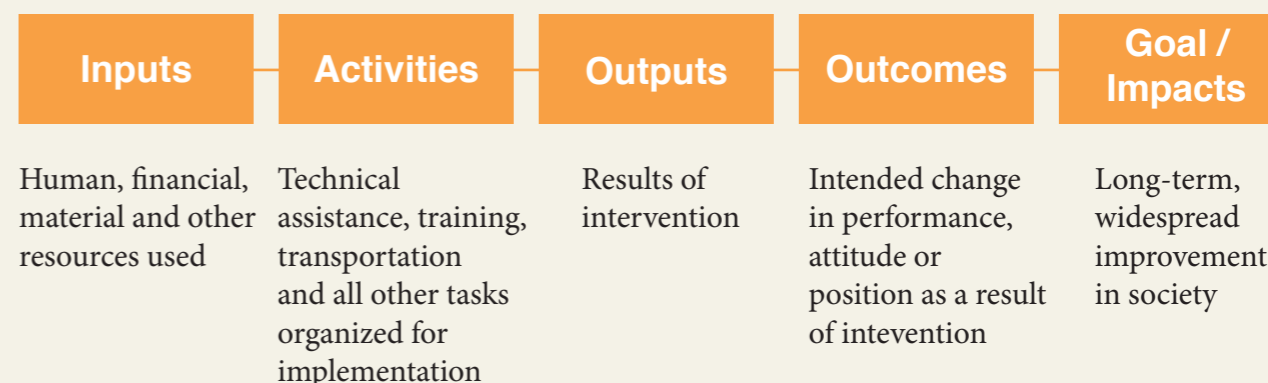
**(To be signed by the head of organization)**

## Monitoring & Evaluation Framework

Building an M&E system essentially supports governance function by providing the information that addresses accountability concerns of stakeholders and indicates progress towards achieving stated targets and goals. The M&E framework for the i-Care Foundation is closely aligned with the Vision, Mission and Values for the organization. Further, we strive to implement the results and expect that our partner:

- Formulates outcomes and goals
- Selects outcome indicators to monitor
- Gathers baseline information on the current condition
- Sets specific targets to reach and dates for reaching them
- Regularly collects data to assess whether the targets are being met
- Analyzes and reports the results

The results framework is based on:



Some key definitions to keep in mind:

1. Goals – long term such as Sustainable Development Goals
2. Outcomes – in the intermediate time frame for example 5 – 10 years
3. Outputs / Targets – short range in the frame of 1 – 3 years

Further, it is essential to have explicit information for critical data that can be achieved using the guiding steps below:

- Identify the key stakeholders: Who are the key parties involved around an issue area? How are they categorized for example NGO, government, donor, beneficiaries?

### Step 1: Establishing Outcomes

Establishing outcomes is critical to indicate what success would look like and are based on strategic priorities. In order to setup and agree on outcomes, it is imperative to:

Identify the key stakeholders: Who are the key parties involved around an issue area? How are they categorized for example NGO, government, donor, beneficiaries? Whose interests and views are to be given priority? Identify major concerns of stakeholder groups through brainstorming, focus groups, surveys and interviews

- Translate problems into Statements of Possible Outcome Improvements
- To capture key desired outcomes, the following need to be answered:
  - a For whom?
  - b Where?
  - c How much?
  - d By when?

### Step 2: Selecting Key Indicators to Monitor Outcomes

Setting indicators to measure progress in inputs, activities, outputs, outcomes, and goals is important in providing necessary feedback to the management system. It will help identify those parts of an organization that may, or may not, be achieving results as planned. Good performance indicators need to be:

- Clear – precise and unambiguous
- Relevant – appropriate to the subject at hand
- Economic – available at reasonable cost
- Adequate – provide a sufficient basis to assess performance
- Monitorable – amenable to independent validation

Indicator	Data Source	Data Collection Method	Who will Collect Data?	Frequency to Collect Data	Cost & Difficulty to Collect	Who will Analyze Data?	Who will Report Data?	Who will Use Data?
1								
2								
3								

### Step 4: Selecting Results Targets

Targets are quantifiable levels of the indicators that we want to achieve by a given a time. Identifying desired level of results requires selecting performance targets:



## The Overall M&E Framework

The matrix below represents the framework for M&E to be implemented at i-Care Foundation. Similarly, the same should be followed by the partners / beneficiaries in preparing their interim and project completion reports.

	Indicators	Baseline	Target	Data Source	Technique	Frequency	Responsible	Reporting
		What is the current value?	What is the target value?	Where / from whom will the data be obtained?	How will it be measured?	How often will it be measured?	Who will measure it?	Who will measure it?
Goal								
Outcomes								
Outputs								
Activities								

### Notes

1. Give a picture of an ideal scenario in terms of what should be there
2. Identify what needs to be in place to achieve the ideal scenario
3. Updated report templates to be shared with i-Care

## Partner Assessment Criteria

### Values Alignment Assessment

Once a potential partner approaches I-Care for funding support and submits the requisite documents (Letter of Introduction and Request for Partnership, Registration documents as proof of legal status with Government of Pakistan, List of Board of Directors and Trustees), the first step is to explore alignment between I-Care Foundation and the potential partner.

Value	Give an example of how the value has been implemented within your organization (internal stakeholders, process implementation)	Give an example of how the value has been implemented outside your organization (external stakeholders, project implementation)
Transparency		
Trust		
Innovation		
Inclusiveness		
Collaborative Action		
Uniqueness		
Thought Leadership		

Upon satisfactory completion of the initial Risk Assessment, the potential partner should complete the questionnaire that follows.

### Governance

1. Does your organization have documented policies in place?  
Can you name the policies that are explicitly defined? Please list  
Please provide the policy documents  
Are the policies followed to the last word and implemented? Share an example to demonstrate implementation

## Organizational Information and Structure

- 2a. Are the organization vision, mission and values clearly laid out?  
Can you describe the vision, mission and values with ease?  
Please share the written vision, mission and values document.  
Please share an example where the organization vision, mission and values were upheld.
- 2b. Is there a clear hierarchy and organogram to support the organization?  
Please share the organogram for the organization.  
Is the organogram followed and revised as required by the organization?
- 2c. Is the organization profile compiled?  
Is the profile ready to share?  
Please provide a copy of the organizational profile.  
Does the profile include examples of past and current projects & experiences?
- 2d. Are Standard Operation Processes in place?  
Can you name the SOPs that are in place? Please list.  
Please provide written documents of the same.  
Can you share an example of how the SOPs have been implemented within the organization?
- 2e. Is the organization website in place?  
Does website depict comprehensive information about the organization?  
Is the website current and updated?  
Are details including legal form and registration number clearly indicated on website?

## Financial Management & Accounting / Auditing Capacity

- 3a. Is there an internal accounts / book keeping process in place? Please describe.
- 3b. Is there an internal auditor / financial officer deployed for the organization?  
Please submit profile of internal auditor / financial officer.
- 3c. Is there an external auditor deployed for the organization?  
Please submit profile or letter of support from external auditor.
- 3d. Are audited accounts in place for last 3 years?  
Please provide relevant files.

## Procurement Policies and Procedures

- A. Are well defined procurement policies in place?  
B. Please provide written document.  
C. Can you share an example that demonstrates how policies are implemented?

## Qualified and Reliable Human Resources

- A. Are relevant and qualified people hired as part of the team?  
B. Please share list and profiles of team members / staff.  
C. Are their clear job descriptions for all employees / roles?  
D. Are job descriptions followed specifically?  
E. Please share job descriptions.  
F. Can you share an example that demonstrates job descriptions are implemented and updated regularly within your organization.

## Access to Priority Locations & Community Relations

- A. Are you located in the community / target beneficiary location?  
B. Please provide contact details of your local office.  
C. Can we visit the premises as required?  
D. If you do not have a local office, please explain how you operate in the target location.  
E. Please describe how you engage with the beneficiary communities?  
F. Can we visit the beneficiary communities as required?

## Past Experience and Reputation

- A. Can you indicate 3 strong references (other project partners or funders)?  
B. Please share contact details.  
C. Can the referees be contacted for reference checks?  
D. Can random feedback be collected from beneficiaries?  
E. Please provide a list of beneficiaries.  
F. Can we contact beneficiaries any time we require?

## Monitoring and Evaluation Capacity

- A. Are M&E policies in place?  
B. Please share details of M&E policies.  
C. Share an example that demonstrates how the policies have been implemented.  
D. Is there a separate M&E team?  
E. Does the M&E team only focus on M&E or they have other functions and roles assigned as well? Please share details.  
F. Is there any 3rd party monitoring of projects?  
G. Can the result of 3rd party audits be verified?

# Due Diligence Checklist

## Documents

1. Audited accounts (last three years or less if org in existence for less years)
2. Organization chart and brief resumes of key staff
3. Brief profiles of board members
4. Budget for next year
5. Annual reports, brochures, public information, etc
6. Letter of references
7. List of all financial institutions
8. Copy of organization's registration certificate
9. Tax exemption from FBR
10. NTN
11. Other certifications (PCP, ISO 9000, etc)
12. Memorandum and articles of incorporation or trust deed or charter or bylaws

## Forms, Affidavits and Certificates

1. Disbursement form
2. Signed due diligence affidavit
3. Signed debarment and suspension certificate
4. Signed anti-terror certification
5. Signed non-discrimination certificate
6. Established for non-profit charitable purposes
7. Does not propagate and/or act on the views of any political party, religious sect and ethnic, extremist or terrorist group
8. Governing documents don't allow improper private benefit
9. Governing documents don't allow anyone to have proprietary interest in organization's income or assets
10. Governing documents restrict indulging in activity that is other than charitable
11. Governing documents restrict indulging in activity that might influence legislation
12. Organization is controlled by other organization(s)
13. Governing documents mandate distribution of assets on dissolution to another charitable organization
14. Accounts are audited by independent reputable auditor
15. All bank accounts (in scheduled banks) and assets are in the charity's name
16. Has capacity to do projects
17. Has processes to ensure money and assets are not misused
18. Has processes to ensure resources are used efficiently

**The i-Care Foundation:**  
F-192/1, Block 5, Kehkashan,  
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