

# **INSTITUTIONAL CAPACITY STATEMENT**

Complete Human Resource  
Solutions Pvt Ltd (CHRS)

**A Company Registered  
Under Companies Ordinance  
1984**

**Website: [www.chrs.pk](http://www.chrs.pk)**

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## EXECUTIVE SUMMARY

Complete Human Resource Solutions (Pvt) Ltd is a premier multidisciplinary consulting firm registered under the Companies Ordinance 1984 with the Securities and Exchange Commission of Pakistan (SECP). With over 17 years of continuous operations (2008-Present), CHRS has distinguished itself as a strategic partner and leading provider of institutional development, capacity building, technical vocational training, strategic planning, and development services for governmental agencies, multilateral organizations, international NGOs, national civil society organizations, and corporate sector entities.

### **Our proven institutional capacity is demonstrated through:**

- More than 50 completed development assignments with national and international organizations.
- Direct impact on 12,000+ women through comprehensive empowerment and employment programs
- 24,000+ community members trained in financial literacy and banking services
- 7,500+ youth and women trained in Technical and Vocational Education and Training (TVET) programs across multiple sectors
- Multi-sectoral expertise spanning 17+ years in human rights, gender equality, protection programming, and organizational development
- Strategic planning and organizational development expertise including formulation of 5-year strategic plans, institutional policies, and governance frameworks for NGOs and corporate entities
- Comprehensive geographic coverage across all provinces of Pakistan, AJK, and Gilgit-Baltistan
- UN Global Marketplace registered vendor with verified international development contracts and documented compliance track record



## INSTITUTIONAL PROFILE

### **Legal Entity and Governance**

**Corporate Structure: Complete Human Resource Solutions (Private) Limited - Multidisciplinary consulting company**

### **Legal Registration:**

- Securities and Exchange Commission of Pakistan (SECP)

- Corporate Universal Identification No: 0066947
- National Tax Number (NTN) Certificate: Issued under Section 181 of the Income Tax Ordinance, 2001

**Operational History:** 17+ years of continuous operations (2008-Present)

**International Vendor Status:** United Nations Global Marketplace (UNGM) Code: 257002

**Institutional Focus:** Industrial, commercial, and social sector development with specialized expertise in:

- **Strategic Organizational Development:** Formulation of 5-year strategic plans, institutional frameworks, and governance structures for NGOs and corporate entities
- **Technical and Vocational Education and Training (TVET):** Curriculum development, competency-based training, skills certification, and market-linked vocational programs
- **Human Rights and Gender Equality:** Protection programming, gender mainstreaming, and rights-based approaches
- **Capacity Building and Institutional Strengthening:** Organizational assessments, systems development, and performance enhancement



## CORE COMPETENCIES AND SERVICES

### Primary Service Portfolio

#### Training and Capacity Building:

- Training Need Assessment (TNA)
- Training Facilitation and Delivery
- Training Impact Evaluation
- Training of Trainers (TOT) Programs
- Refresher and Advanced Training Courses
- Teacher Training and Performance Improvement Systems

#### Strategic Development:

- Formulation of 5-Year Strategic Plans for NGOs and Corporate Organizations
- Institutional Strategic Planning and Roadmap Development
- Organizational Vision, Mission, and Values Articulation
- Strategic Goal Setting and Results Framework Development
- Formation of Training Strategies and Policies
- Development of Institutional Policies and Governance Frameworks

- Standard Operating Procedures (SOPs) and Operational Manuals
- Risk Analysis and Mitigation Strategy Development
- Personnel Development and Succession Planning
- Organizational Change Management Strategies
- Business Process Re-engineering and Optimization
- Performance Management Systems and Key Performance Indicators (KPIs)

#### **Research and Documentation:**

- Baseline Surveys and Research Studies
- End-Project Evaluations
- Market Surveys and Impact Evaluation Studies
- Case Study Development
- Data Collection, Management, and Analysis

#### **Material Development:**

- Development of Training Manuals (30+ comprehensive manuals developed)
- IEC Material Development and Design
- Policy and Procedural Manuals
- Guides and Handbooks
- Training Reports and Documentation
- Multimedia Content Development

#### **Technical and Vocational Education and Training (TVET) Expertise:**

- **TVET Curriculum Development:** Competency-based training curriculum aligned with National Vocational and Technical Training Commission (NAVTTTC) and Technical Education and Vocational Training Authority (TEVTA) standards
- **Skills Assessment and Certification:** Development of assessment frameworks and certification protocols for technical and vocational competencies
- **Market-Linked Training Programs:** Industry needs assessment and development of demand-driven vocational training initiatives
- **TVET Infrastructure Development:** Establishment and upgrading of training facilities, workshops, and skill development centers
- **Master Trainer Development:** Training of Master Trainers and Assessors in technical and soft skills domains
- **Employability Enhancement:** Comprehensive life skills training for employability, including communication, problem-solving, teamwork, and workplace ethics

- **Apprenticeship and On-the-Job Training Design:** Structured workplace learning programs and mentorship frameworks
- **TVET Quality Assurance:** Monitoring and evaluation systems for technical training programs ensuring national and international standards compliance
- **Sector-Specific Technical Training:** Specialized training programs in construction, textiles, agriculture, hospitality, IT, automotive, and other priority sectors
- **Digital and ICT Skills Training:** Computer literacy, e-commerce, digital marketing, and technology-enabled learning programs
- **Women and Youth in TVET:** Gender-responsive vocational training programs targeting women and youth for non-traditional trades and emerging sectors

#### **Strategic Planning and Organizational Development:**

- **Five-Year Strategic Plan Formulation:** Comprehensive strategic planning processes for NGOs, civil society organizations, and corporate entities including environmental scanning, stakeholder analysis, SWOT analysis, strategic goal articulation, and resource mobilization strategies
- **Organizational Capacity Assessments:** Systematic institutional assessment using internationally recognized tools (e.g., OCAT, COCA) to evaluate organizational strengths, gaps, and development priorities
- **Theory of Change Development:** Articulation of program logic models, results frameworks, and impact pathways aligned with organizational mission and strategic objectives
- **Governance Framework Development:** Board development, governance policies, conflict of interest protocols, and institutional accountability mechanisms
- **Human Resource Strategy and Policy Development:** Comprehensive HR manuals, recruitment and selection policies, performance management systems, compensation frameworks, and staff development plans
- **Monitoring, Evaluation, Accountability and Learning (MEAL) Systems:** Institutionalization of results-based management, data management protocols, and learning frameworks
- **Partnership and Network Development Strategies:** Strategic alliance building, consortium management, and collaborative programming frameworks
- **Resource Mobilization and Fundraising Strategies:** Donor mapping, proposal development systems, diversified funding strategies, and sustainability planning
- **Business Process Documentation:** Standard Operating Procedures (SOPs), workflow optimization, and operational efficiency enhancement

- **Change Management and Organizational Transformation:** Facilitation of organizational transitions, cultural change initiatives, and adaptive management approaches
- **Corporate Social Responsibility (CSR) Strategy Development:** CSR policy formulation, community engagement frameworks, and impact investment strategies for corporate sector entities
- **Digital Transformation Strategies:** Technology integration roadmaps, digital systems implementation, and e-governance frameworks

#### **Monitoring and Evaluation:**

- Monitoring, Evaluation, and Learning (MEL) Systems
- Project Cycle Management
- Quality Assurance and Impact Assessment
- Real-Time Monitoring and Dashboard Reporting

#### **Specialized Technical Areas**

**Strategic Organizational Development and Planning:** Five-year strategic plan formulation, institutional frameworks, governance structures, policy development, and organizational transformation for NGOs, civil society organizations, and corporate entities

**Technical and Vocational Education and Training (TVET):** Competency-based curriculum development, skills certification, employability training, master trainer development, and market-linked vocational programs across priority sectors

**Human Resource Development and Management:** HR policy frameworks, performance management systems, compensation strategies, talent acquisition, succession planning, and organizational capacity assessments

**Human Rights and Protection Programming:** Counter-trafficking, migrant protection, victim-centered assistance, legal aid systems, and rights-based programming

**Gender Equality and Women's Empowerment:** Gender mainstreaming, workplace equality, economic empowerment, GBV prevention and response, and women's rights advocacy

**Occupational Health and Safety:** Workplace safety standards, disease prevention (HIV/AIDS, Polio, occupational diseases), disability inclusion, and OHS compliance frameworks

**Enterprise Development and Economic Empowerment:** Business skills training, entrepreneurship development, financial literacy, value chain development, and SME capacity building

Community Mobilization and Social Development: Participatory development approaches, community organization strengthening, village development planning, and social capital building

Disaster Risk Reduction and Emergency Response: Community resilience programming, early warning systems, emergency preparedness, early recovery, and humanitarian response

Youth Engagement and Leadership Development: Positive youth engagement, civic education, global citizenship, leadership training, and youth economic empowerment

Digital Platforms and Technology Integration: E-learning platforms, management information systems (MIS), digital financial services, ICT training, and digital transformation strategies

Natural Resource Management (NRM): Environmental sustainability, climate change adaptation, water governance, agricultural innovation, and sustainable livelihoods

Good Governance and Rule of Law: Policy advocacy, institutional strengthening, accountability mechanisms, anti-corruption frameworks, and democratic governance

Monitoring, Evaluation, Accountability and Learning (MEAL): Results-based management, impact evaluation, data systems, quality assurance, and adaptive programming

Education Sector Development: Teacher training, curriculum development, education quality improvement, school management, and inclusive education

Financial Management and Systems Development: Financial policies and procedures, budgeting frameworks, internal controls, financial sustainability, and audit readiness



## TRACK RECORD OF INSTITUTIONAL PERFORMANCE

European Union and International Partnerships

### International Centre for Migration Policy Development (ICMPD) - 2019

- Funding Source: European Union framework
- Contract Value: EUR 5,735.25
- Project Scope: Development of multimedia content for safe migration awareness
- Technical Focus: Human rights protection, migration policy implementation, community engagement
- Performance: 100% deliverable completion within specified timelines



### **United Nations Office on Drugs and Crime (UNODC) - 2018-2025**

- Total Portfolio Value: PKR 66,522,500 across multiple implementation cycles
- Technical Specialization: Counter-trafficking programming, human rights protection, capacity building for Law Enforcement Agencies (LEAs)
- Geographic Coverage: Multi-provincial implementation across Pakistan
- Project Focus: Data Management Training, Modern Investigation Methods, Victim Protection and Assistance, Effective Border Management
- Performance Metrics: 100% contract completion rate, zero compliance violations

### **International Labour Organization (ILO) - Multiple Projects**

- Future of Work Report - ILO Pakistan (2016): PKR 2,486,000 - Conducted consultations across all provinces including AJK and Gilgit-Baltistan; presented national paper at 16th Asia and Pacific Regional Meeting (APRM) in Indonesia
- Capacity Development of Trade Unions (2013): PKR 2,706,500 - Interactive sensitization on occupational diseases including Polio, HIV/AIDS across Khyber Pakhtunkhwa
- Decent Transport for Working Women: Training of Trainers for National Highways and Motorway Police Officers nationwide
- Gender Equality & Mainstreaming Manual: Comprehensive training manual development for workplace implementation

### **National Development Finance Institution Partnership**

#### **Pakistan Poverty Alleviation Fund (PPAF) - 2018**

- Contract Value: PKR 2,350,000 for institutional capacity development
- Programme Scope: Organizational strengthening for 28 PPAF Partner Organizations in Baluchistan and Khyber Pakhtunkhwa
- Training Portfolio: 12 specialized capacity building modules
- Material Development: PKR 4,000,000 in training modules, manuals, and standard operating procedures

### **Punjab Rural Support Programw (Prsp) - Women Empowerment Program**

- **Contract Value:** PKR 48,273,700
- **Scale:** 12,000 women directly trained across Muzaffargarh, Layyah, and D.G Khan
- **Multi-Component Training:** Business development, employment skills, civic rights awareness, community management, financial literacy, savings mobilization

- **Impact:** Enterprise development enabling women to start and scale businesses, leadership positions achieved

## USAID and International NGO Partnerships

### USAID/CARE International - Women Empowerment through Employment (WEE)

- **Implementing Partner:** Human Resource Development Network (HRDN)
- **Contract Value:** PKR 38 million (TVET Sector Skills Training component)
- **Technical Focus:** Women's skills enhancement towards socio-economic uplift through comprehensive TVET programs
- **Sector Coverage:** Technical and vocational training for youth and women in Punjab and Khyber Pakhtunkhwa in priority sectors including textiles, hospitality, IT, and construction trades
- **Training Modalities:** Competency-based training with life skills integration, employability enhancement, and job placement linkages
- **Impact:** Enhanced employment outcomes through market-responsive technical training and workplace readiness programs
- **Objective:** Empowering women through skills and training for decent work with focus on non-traditional trades and emerging sectors

### Save The Children, World Vision, Oxfam

- **World Vision Pakistan:** Baseline Survey for Communities for Improved Child Wellbeing (CICWB) - Rawalpindi Area Integrated Program
- **Oxfam GB:** Case Studies for LISTEN Project - Stories of women overcoming challenges
- **Oxfam Novib:** Case Studies for "Save Water, Secure the Future" - Best practices in water governance and drip irrigation systems



## NATIONAL DEVELOPMENT PROJECTS

### Strategic Organizational Development and Planning Portfolio

CHRS has established distinguished expertise in strategic planning and organizational development, having successfully formulated comprehensive institutional strategies, governance frameworks, and operational systems for diverse organizations:

#### Five-Year Strategic Plans Developed:

- **National and Provincial NGOs:** Comprehensive 5-year strategic plans including vision articulation, strategic goal setting, results frameworks, resource mobilization strategies, and implementation roadmaps
- **Civil Society Organizations:** Institutional development strategies addressing governance, program expansion, financial sustainability, and impact scaling
- **Corporate Sector Entities:** CSR strategies, organizational transformation roadmaps, business process optimization, and human capital development plans
- **Rural Support Programs:** Organizational strengthening strategies, program diversification frameworks, and institutional sustainability planning
- **Community-Based Organizations:** Federation development strategies, network strengthening plans, and capacity enhancement roadmaps

#### **Institutional Policy and Governance Framework Development:**

- Human Resource Management Policies and Manuals for multiple organizations including HRDN, Mojaz Foundation, NRSP, government departments, and international NGOs
- Financial Management Policies and Procedures aligned with international standards and donor requirements
- Monitoring, Evaluation, Accountability and Learning (MEAL) Frameworks and Implementation Guidelines
- Organizational Governance Policies including board operations, conflict of interest protocols, and decision-making frameworks
- Program Quality Standards and Service Delivery Protocols
- Safeguarding and Child Protection Policies compliant with international standards
- Gender Equality and Social Inclusion (GESI) Policies and Action Plans
- Risk Management Frameworks and Business Continuity Plans

#### **Organizational Capacity Assessments Conducted:**

- Comprehensive institutional capacity assessments and development for 28 PPAF Partner Organizations in Baluchistan and Khyber Pakhtunkhwa
- Organizational capacity and needs assessments for multiple civil society organizations
- Systems and procedures gap analyses for governmental and non-governmental entities
- Human resource capacity assessments and skills gap analyses
- Financial management systems evaluations and strengthening recommendations

#### **Strategic Planning Methodologies Employed:**

- Participatory strategic planning processes with multi-stakeholder engagement

- SWOT analysis, PESTLE analysis, and environmental scanning
- Theory of Change development and results chain articulation
- Logical Framework Approach (LFA) and Results-Based Management (RBM)
- Stakeholder analysis and power mapping
- Strategic priority setting and resource allocation frameworks
- Key Performance Indicators (KPIs) and performance measurement systems

### **National Development Projects**

#### **National Rural Support Program (NRSP)**

- Community Organization Training on Banking Services (2012): Trained 24,000 participants
- Social Mobilization Manual: Designed comprehensive manual in Sindhi language

#### **Doaba Foundation**

- Enterprise Skill Development Training (2015): Over 6 months
- Location: Muzaffargarh and Multan
- Training Focus: Enterprise development for vegetable growers, food security promotion

#### **Food and Agriculture Organization (FAO)**

- **Advanced Management Training Program:** Designed for agricultural stakeholders in Baluchistan
- **Impact:** Sustainable progress in agricultural sector through advanced management skills

#### **Church World Service**

- Village Development Plan Preparation: District Thatta - Comprehensive survey and group exercises with Village Organizations (VOs)
- Three-Day Social Mobilization Training: Staff capacity building



## **ADDITIONAL MAJOR PROJECTS**

#### **International Organization for Migration (IOM)**

- Migrant Resource Centre (MRC) Outreach Program: Awareness sessions on safe migration across 12 hotspots for irregular migration nationwide
- Research Study: Countering Business Models of Migrant Smuggling in Pakistan

## UNESCO

- Global Citizenship Education Training: 3-day training program for 30 youth activists from across Pakistan in Islamabad

## City University Peshawar

- Faculty Development Programs: Assessment and Career Counseling, Entrepreneurship, IT Resources in Effective Teaching, Classroom Management

## Welthungerhilfe (WHH)

- **Capacity Building Project:** Strengthened 6 Implementing Partners in emergency response and early recovery in Sindh and South Punjab
- **Timeline:** 4 months
- **Technical Areas:** Organizational Development, Mentoring Techniques, Project Cycle Management, Proposal Writing

## EUROPEAN UNION - SUPPORTING INCLUSIVE DEVELOPMENT IN AJK

- **Pre-Project Baseline Survey:** Three districts of AJK
- **Focus:** Community-Government capacity building and partnership, establishing/revitalizing community structures (COs, VOs, LSOs)



## COMPREHENSIVE CLIENT PORTFOLIO

### United Nations System

- United Nations Office on Drugs and Crime (UNODC)
- United Nations Development Programme (UNDP)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- Food and Agriculture Organization of the United Nations (FAO)
- International Labour Organization (ILO)
- International Organization for Migration (IOM)
- UN Women

### European Union Framework

- International Centre for Migration Policy Development (ICMPD)
- European Research Institute

### Bilateral Development Agencies

- United States Agency for International Development (USAID)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

#### **International NGOs**

- Save the Children
- World Vision International
- Care International
- Oxfam GB
- Oxfam Novib
- Islamic Relief
- Danish Red Cross
- Community World Service (CWS)
- WWF (Worldwide Fund for Nature)
- KNH

#### **National Level NGOs**

- Pakistan Poverty Alleviation Fund (PPAF)
- National Rural Support Program (NRSP)
- NRSP Microfinance Bank
- Punjab Rural Support Program (PRSP)
- Institute of Rural Management (IRM)
- Pakistan International Human Rights Organization – PIHRO
- Human Resource Development Network – HRDN
- Doaba Foundation
- Ghazi Barotha Taraqati Idara (GBTI)
- Mojaz Foundation
- Sachet Pakistan
- Indus Consortium
- Sustainable Social Development Organization - SSDO

#### **Government Partnerships**

- Ministry of Human Rights
- Ministry of Planning, Development & Special Initiatives
- Ministry of Overseas Pakistanis & Human Resource Development
- Punjab Social Welfare Department
- Ministry of Human Rights and Minorities Punjab

- National Poverty Graduation Program (NPGP)
- National Highways & Motorway Police
- Federal Investigation Agency (FIA)
- Sindh And Khyber Pakhtunwa Judicial Academies
- Punjab Labour Department

### Academic and Research Institutions

- City University Peshawar
- National University of Sciences and Technology (NUST)
- University of the Punjab
- Peshawar University
- Bahria University - Islamabad
- Islamic International University
- University of Home Economics Lahore



## TRAINING MANUALS, STRATEGIC DOCUMENTS, AND IEC MATERIALS DEVELOPED

CHRS has developed an extensive portfolio of over 30 comprehensive training manuals, strategic documents, policy frameworks, and IEC materials demonstrating technical excellence and pedagogical innovation:

### Technical and Vocational Education and Training (TVET) Manuals

- **Life Skills for Employability Training Manual for TVET Master Trainers and Students:** Comprehensive curriculum integrating communication skills, problem-solving, teamwork, workplace ethics, time management, and professional conduct
- **TVET Curriculum Development Manuals:** Sector-specific competency-based training modules aligned with NAVTTC and TEVTA standards
- **Assessment and Certification Frameworks for Technical Training:** Evaluation protocols, assessment tools, and certification procedures
- **Entrepreneurship Development for Technical Graduates:** Business planning, financial management, market analysis, and startup development for TVET graduates
- **Career Counseling and Job Placement Guide:** Career pathway mapping, job search strategies, interview preparation, and employment facilitation

## Strategic Planning and Organizational Development Documents

- **Five-Year Strategic Plans:** Comprehensive institutional strategy documents for multiple NGOs and organizations including vision articulation, strategic goals, results frameworks, implementation roadmaps, and resource mobilization strategies
- **Organizational Assessment Reports:** Institutional capacity assessment findings, gap analyses, and capacity development recommendations
- **Human Resource Management Manuals and Policies:** Complete HR frameworks including recruitment and selection, performance management, compensation and benefits, staff development, and grievance mechanisms (developed for HRDN, Mojaz Foundation, NRSP, Corporate Sector and multiple other organizations)
- **Financial Management Policies and Procedures:** Comprehensive financial manuals covering budgeting, accounting, internal controls, procurement, asset management, and financial reporting
- **Monitoring, Evaluation, Accountability and Learning (MEAL) Frameworks:** Results-based management systems, indicator development, data collection protocols, and learning mechanisms
- **Governance Frameworks and Board Operations Manuals:** Board composition, roles and responsibilities, meeting procedures, conflict of interest policies, and oversight mechanisms
- **Standard Operating Procedures (SOPs):** Operational procedures for program implementation, service delivery, administrative functions, and quality assurance
- **Strategic Communications and Advocacy Plans:** Communication strategies, advocacy frameworks, stakeholder engagement plans, and media engagement protocols

## Gender and Social Development

- **Training Manual on Gender Equality & Mainstreaming at Workplace (ILO):** Comprehensive framework for workplace gender equality, discrimination prevention, and inclusive organizational culture
- **Training Manual on Gender Sensitization:** Gender awareness, stereotypes, gender-based discrimination, and gender-responsive programming
- **Training Manual on School-Related Gender Based Violence:** Prevention, response, and referral mechanisms for educational settings
- **Training Manual on Gender Based Violence:** GBV types, survivor-centered response, legal frameworks, and psychosocial support
- **Community Mobilization in Adolescent Sexual Reproductive Health (ASRH):** Training manual and IEC material for parents, teachers, and religious leaders



## Health and Safety

- **Occupational Health and Safety Handbook (English and Urdu versions for ILO):** Comprehensive guide covering occupational diseases, HIV/AIDS, Polio, disability inclusion, workplace safety, and prevention measures
- **IEC Material on Health and Hygiene (ILO and PRSP):** Behavior change communication materials on sanitation, hygiene practices, and disease prevention
- **Training Manual on Decent Transport for Working Women (ILO-Pakistan):** Safe commuting, harassment prevention, and women's mobility rights

## Community Development and Social Mobilization

- **Social Mobilization Manual in Sindhi Language (NRSP):** Comprehensive social mobilization techniques, community organization processes, and participatory development approaches
- **Training Manual on Social Mobilization:** Community engagement strategies, participatory planning, and collective action frameworks
- **Training Manual on Village Development Plan:** Participatory rural appraisal, needs assessment, prioritization, and village-level planning
- **Manual on Community Management Skills Training:** Community organization governance, financial management, record-keeping, and sustainability

## Skills and Enterprise Development

- **Training Manual on Enterprise Development:** Business opportunity identification, feasibility analysis, business planning, financial management, and market linkages
- **Training Manual on Leadership Management Skills:** Leadership styles, decision-making, conflict resolution, team building, and organizational leadership
- **Training Manual on Communication Skills:** Effective communication, public speaking, interpersonal communication, and professional correspondence
- **Training Manual on Group Dynamics:** Team formation, group processes, facilitation skills, and collaborative problem-solving

## Disaster and Development

- **Training Manual on Disaster Risk Reduction:** Hazard assessment, vulnerability analysis, community-based disaster risk management, early warning systems, and resilience building
- **DRR Messages, Pamphlets, Posters, Calendars:** Behavior change communication materials for disaster preparedness and risk reduction
- **IEC Material on Safer Schools and Disasters:** School safety protocols, emergency preparedness for educational institutions, and child-centered DRR

### Education and Advocacy

- **Development of Advocacy Materials on Education Themes:** More than 250 illustrations covering importance of education, child rights, decision-making by minors, child protection, gender, disaster risk reduction (for Pakistan Paindabad Education Program - World Vision Pakistan)
- **Training Manual on Project Proposal Development:** Proposal writing, logical framework approach, budget development, and donor engagement

### Other Professional Materials

- **Annual Reports and Quarterly Reports:** Comprehensive reporting frameworks for multiple clients
- **Programs and Projects Design Documents:** Project design, implementation plans, and operational frameworks
- **Newsletters, Brochures, and Information Materials:** Communication products for diverse audiences and purposes
- **Policy Briefs and Position Papers:** Evidence-based policy recommendations and advocacy documents
- **Case Studies and Success Stories:** Documentation of best practices, lessons learned, and impact stories
- **Research Reports and Baseline Studies:** Comprehensive research documentation, data analysis, and evidence generation



## HUMAN RESOURCE CAPACITY

### Senior Management Team

- **Chief Executive Officer:** Mr. Waqar Haider Awan - Demonstrated leadership in international partnership management

- **Programme Director:** 15+ years' experience in program design and implementation with project management capabilities
- **Technical Managers:** Specialized expertise in SME development, policy development, human rights programming, civil society strengthening, and advocacy development
- **Training Coordinators:** Advanced qualifications in adult education, curriculum development, and capacity building methodologies
- **Finance Manager:** Certified professional with extensive experience in EU financial compliance and donor reporting

### Implementation Team Structure

- **District Coordinators:** Field-based management with local knowledge and stakeholder networks
- **Technical Specialists:** Subject matter experts in gender, human rights, economic empowerment, and organizational development
- **Community Mobilizers:** Grassroots engagement specialists for beneficiary outreach and support
- **Monitoring & Evaluation Officers:** Data collection, analysis, and results measurement specialists
- **Content Developers:** IEC material design and training resource development
- **Event Coordinators:** Logistics and training event management



## TEAM CREDENTIALS AND PROFESSIONAL DEVELOPMENT

### Professional Qualifications:

- Phds and subject matter experts, Master's and bachelor's degrees in development studies, Business Administration, Education, Social Sciences, Engineering, and Technical Fields
- Professional certifications including Project Management Professional (PMP), Certified Trainers, HR certifications, Finance certifications, and MEAL credentials
- Many team members are internationally recognized in specialist fields with publications, conference presentations, and technical contributions to development sector

### Institutional Capacity Building:

- Comprehensive staff training on safeguarding, child protection, and gender-based violence prevention

- Data protection and GDPR compliance training for all personnel handling sensitive information
- EU compliance standards training ensuring adherence to European Union regulations and donor requirements
- Technical skills enhancement through continuous professional development programs
- Exposure visits, international training programs, and knowledge exchange initiatives

#### Language Competencies:

- English (professional working proficiency across all staff)
- Urdu (national language - native proficiency)
- Regional languages: Punjabi, Sindhi, Pashto, Balochi, Saraiki, Pahari, kashmiri, shina, broshiski, wakhi (field teams)
- Translation and interpretation services available for program implementation

#### Team Mobilization Capacity:

- Permanent core team of 15 professionals
- Extended network of 100+ consultants, trainers, and technical specialists available for rapid mobilization
- Sector-specific expert roster covering 20+ technical and thematic areas
- Flexible staffing model ensuring appropriate team composition for diverse project requirements



## GEOGRAPHIC PRESENCE AND OPERATIONAL CAPACITY

- **Islamabad Capital Territory:** Head office and coordination hub
- **Punjab:** Sialkot, Gujrat, Gujranwala, Faisalabad, Rawalpindi, Muzaffargarh, Layyah, D.G Khan, Rajanpur, Sahiwal, Okara, Ba Multan, Lodhran, Narowal, Shakargarh, Chakwal, Attock
- **Khyber Pakhtunkhwa:** Peshawar, Mardan, Charsadda, Nowshera, DI Khan, Swat, Bunair, Nowshahra, Abbottabad, Haripur, Chitral
- **Sindh:** Karachi, Thatta, Badin, Sajawal, Hyderabad, Sukkur, Dadu, Tharparkar
- **Baluchistan:** Multiple districts
- **Azad Jammu & Kashmir (AJK):** Mirpur, Muzaffarabad, Poonch, Bagh, Bimber
- **Gilgit-Baltistan:** Gilgit, Hunza, Skardu, Nagar, Ghizar

## Infrastructure Assets

- **Training Facilities:** Access to 30+ certified training venues across operational districts
- **Technology Infrastructure:** Comprehensive IT systems supporting digital literacy programming and e-learning platforms
- **Transportation Network:** Dedicated vehicle fleet for field operations and beneficiary support
- **Communication Systems:** Multi-platform outreach capabilities including digital and community-based channels
- **Field Offices:** Coordination offices in key operational areas with permanent staffing



## MONITORING, EVALUATION, AND LEARNING (MEL)

### Results Measurement Framework

- **Theory of Change Development:** Comprehensive results frameworks aligned with EU logical framework approaches
- **Digital Data Collection:** Advanced data management using KoBo Toolbox and mobile technology platforms
- **Real-Time Monitoring:** Dashboard-based reporting systems for transparent stakeholder engagement
- **Participatory Evaluation:** Beneficiary-centered assessment methodologies ensuring accountability

## Research and Evidence Generation

- **Impact Assessments:** 12 completed independent evaluations demonstrating sustainable development outcomes
- **Knowledge Products:** 50+ case studies, policy briefs, SOPs, and best practice documentation
- **Learning Systems:** Systematic capture and dissemination of lessons learned and adaptive management practices

## Quality Assurance

- **Quality Assurance Plan:** Detailed plan developed timely for measuring progress of project activities
- **Data Gathering:** Monthly and quarterly reports prepared and shared with stakeholders and donors

- **Lead Consultant Oversight:** Execution of project activities with overall guidance and direction
- **Compliance Monitoring:** Adherence to work plans and project timelines



## COMPLIANCE AND SAFEGUARDING STANDARDS

### EU Compliance Framework

- **Data Protection:** GDPR-compliant data management systems and procedures
- **Financial Transparency:** Adherence to EU financial regulations and audit requirements
- **Anti-Corruption:** Zero-tolerance policy aligned with EU anti-corruption standards
- **Human Rights Safeguarding:** Comprehensive safeguarding policies meeting EU standards

### Safeguarding Policies

- **Child Protection:** Zero tolerance policy with mandatory staff training and certification
- **Gender-Based Violence Prevention:** Survivor-centered approach with trauma-informed response protocols
- **Do No Harm Principles:** Conflict sensitivity and cultural competence in all programming
- **Inclusion Standards:** Accessibility measures for persons with disabilities and marginalized communities

### Risk Mitigation Framework

- **Operational Security:** Comprehensive security protocols for field implementation
- **Financial Risk Management:** Diversified banking arrangements and comprehensive insurance coverage
- **Political Risk Assessment:** Systematic analysis and mitigation strategies
- **Environmental and Social Safeguards:** Climate-sensitive programming approaches



## INNOVATION AND TECHNOLOGICAL CAPACITY

### Digital Integration

- **E-Learning Platforms:** Development and implementation of digital training delivery systems
- **Mobile Technology:** Field data collection and beneficiary communication through mobile applications
- **Digital Financial Services:** Integration of mobile banking and digital payment systems

- **Remote Implementation:** Proven capability for virtual training delivery and remote stakeholder engagement
- **Hybrid Programming:** Seamless integration of in-person and digital programme components
- **Health Protocol Compliance:** Comprehensive health and safety measures



## INSTITUTIONAL ENDORSEMENTS

CHRS has received formal recognition and endorsements from leading development organizations:

### **Institute of Rural Management (IRM) - August 24, 2025**

Recognizes CHRS as a professional and competent organization with demonstrated strengths in training design, delivery, and project implementation, consistently reflecting high standards of quality, efficiency, and innovation (Collaborative Area: Development of Training Materials, Development of TVET Manuals, Design and Delivery of Soft Skills Training, Training Project Management and Evaluation, Design, Development, and Implementation of Training Projects)

### **Human Resource Development Network (HRDN) - August 23, 2025**

Acknowledges CHRS as a dependable and professional partner in training, capacity development, and project implementation since April 20, 2018.

### **Partnership Projects:**

- Capacity Building on Community Resilience and Disaster Risk Management (PKR 12.5 million)
- TVET Sector Skills Training for Youth and Women under WEE Project with Care International (PKR 38 million)
- Soft Skills and Life Skills Training for Workforce Development Projects (PKR 19 million)

### **Pakistan International Human Rights Organization (PIHRO) - August 21, 2025**

Recognizes CHRS as a credible, professional, and dependable partner in advancing capacity-building initiatives and development programs since August 05, 2017, with contributions adding significant value to promoting human rights, inclusion, and sustainable community development.



## COMMITMENT TO SUSTAINABILITY AND IMPACT

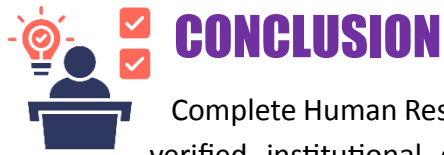
### Sustainability Approach

- **Local Ownership:** Programme design ensuring gradual transition to local partner leadership
- **Systems Strengthening:** Focus on institutional capacity rather than direct service provision
- **Knowledge Transfer:** Comprehensive training-of-trainers and mentor development programs
- **Resource Mobilization:** Support for partner organizations in developing independent fundraising capacity

### Documented Impact Evidence

- **Alumni Networks:** 15,000+ programme graduates maintaining active professional and advocacy networks
- **Policy Influence:** Documented contributions to 8 legislative and policy improvements at provincial and national levels
- **Institutional Transformation:** 45 partner organizations demonstrating enhanced service delivery and organizational effectiveness





Complete Human Resource Solutions (Pvt) Ltd presents a compelling combination of verified institutional capacity, proven international partnership experience, and comprehensive technical expertise essential for successful development programme implementation. Our demonstrated track record of delivering complex, multi-component development programmes while maintaining the highest standards of compliance, transparency, and impact positions us as an exemplary implementing partner.

With over 17 years of continuous operations, partnerships with major UN agencies, European Union frameworks, bilateral donors, and national institutions, CHRS has consistently delivered quality results across diverse sectors including human rights, gender equality, capacity building, counter-trafficking, youth empowerment, and economic development.

We affirm our institutional commitment to advancing democracy, human rights, and gender equality through evidence-based, participatory, and sustainable development programming that creates lasting positive change for women, girls, youth, and marginalized communities across Pakistan.

## ANNEXES



### TO WHOM IT MAY CONCERN

August 24, 2025

This is to formally acknowledge that Complete Human Resource Solutions Pvt. Ltd. (CHRS) has been providing specialized training-related services in collaboration with the Institute of Rural Management (IRM), Islamabad since July 15, 2019.

During this period, CHRS has successfully contributed to the following areas of expertise:

- Development of Training Materials
- Development of TVET Manuals
- Design and Delivery of Soft Skills Training
- Training Project Management
- Training Evaluation
- Design, Development, and Implementation of Training Projects

IRM recognizes CHRS as a professional and competent organization with demonstrated strengths in training design, delivery, and project implementation. Their work has consistently reflected a high standard of quality, efficiency, and innovation, adding value to capacity-building initiatives in diverse sectors.

We are confident in endorsing CHRS as a reliable partner for training and development assignments, based on their proven track record and professional approach.

Sincerely,

Samia Imran  
Manager Services  
Institute of Rural Management (IRM)  
Islamabad



IRM Complex #7, Sunrise Avenue,  
Park Road near COMSATS University,  
Islamabad Pakistan.

Tel: +92 51 8742201-7

A company set up under section 42 of the Companies Act, 2017



Date August 21, 2025

## TO WHOM IT MAY CONCERN

This is to certify that Complete Human Resource Solutions Pvt. Ltd. (CHRS) has been associated with the Pakistan International Human Rights Organization (PIHRO) since August 05, 2017, providing specialized services in the field of training, capacity building, and project implementation.

Over the course of this collaboration, CHRS has successfully supported PIHRO in the following domains:

- **Training Materials & TVET Manuals**  
Development of context-specific manuals and learning resources, aligned with national standards and industry needs, ensuring quality, relevance, and inclusivity.
- **Soft Skills Training**  
Design and delivery of programs on communication, leadership, teamwork, and workplace ethics, using interactive and practical approaches for lasting impact.
- **Training Project Management & Evaluation**  
Comprehensive management of training initiatives with strong monitoring, evaluation, and quality assurance mechanisms to achieve measurable results.
- **Training Projects: Design to Implementation**  
End-to-end development of training projects, from concept and proposal writing to execution, ensuring effectiveness, efficiency, and sustainability.

CHRS has partnered with PIHRO in a number of initiatives focused on youth development and positive engagements in economic sector. In these engagements, CHRS has exhibited professional excellence, subject-matter expertise, and strong project management capacity, ensuring that outcomes aligned with both organizational goals and donor requirements.

PIHRO acknowledges CHRS as a credible, professional, and dependable partner in advancing capacity-building initiatives and development programs. We recognize their contributions as adding significant value to our efforts in promoting human rights, inclusion, and sustainable community development.

Sincerely  
HABIB MALIK ORAKZAI  
President



Issue Date: August 23, 2025

### TO WHOM IT MAY CONCERN

This is to certify that Complete Human Resource Solutions Pvt. Ltd. (CHRS) has been associated with the Human Resource Development Network (HRDN), Islamabad, since April 20, 2018, providing specialized training and capacity development services.

During this period, CHRS has successfully extended its expertise to HRDN in the following areas:

- Development of Training Materials on Life Skills for Employability for TVET staff (Training Master Trainers) and students
- Design and Delivery of Soft Skills Training Programs
- Training Project Management and Evaluation
- Design, Development, and Implementation of Training Projects

In partnership with HRDN, CHRS has contributed to the successful execution of several initiatives, such as:

- Capacity Building on Community Resilience and Disaster Risk Management – approximately PKR 12.5 million
- TVET Sector Skills Training for Youth and Women in Punjab and Khyber Pakhtunkhwa – Under WEE Project with Care International approximately PKR 38 million
- Soft Skills and Life Skills Training for Workforce Development Projects – approximately PKR 19 million

In all these engagements, CHRS has consistently demonstrated a high level of professionalism, technical competence, and effective project implementation skills. Their contributions have been instrumental in ensuring quality outcomes and timely delivery in line with both organizational objectives and donor expectations.

HRDN acknowledges CHRS as a dependable and professional partner in the field of training, capacity development, and project implementation. We value their expertise and look forward to continued collaboration in future initiatives.

Sincerely,

Mrs. Robeela Bangash

Chief Executive Officer

Human Resource Development Network (HRDN)

Islamabad





**CBR**  
PAKISTAN

Revenue Division  
**Central Board of Revenue**  
Government of Pakistan

**NATIONAL TAX NUMBER CERTIFICATE**  
(Issued under section 20 of the Finance Act, 1999)

**National Tax Number (NTN):** 3161871-5

**Name:** COMPLETE HUMAN RESOURCE SOLUTIONS (SMC PVT) LTD

**Address:** G-6 BLOCK SUPER MARKET ISLAMABAD

**Status/Nature:** Company

**CNIC/Firm Reg./Company Inc. Number:** 0026947

**Date of Issue:** 28/07/2008

**This Certificate shall be prominently displayed at a conspicuous place of the premises in which business or work for gain is carried on. It is also required to be indicated on the signboard where it is affixed.**

**NTN**

Part of the Pakistan Revenue Service  
CBR Helpline 111-227-207  
111-227-207

B005465

 SECURITIES AND EXCHANGE COMMISSION OF PAKISTAN  
SECP  
**CERTIFICATE ON CHANGE OF STATUS OF A SINGLE MEMBER  
COMPANY INTO A PRIVATE COMPANY**

Corporate Universal Identification No. **0066947**

I hereby certify that pursuant to the provisions of rule 4 of the Single Member Companies Rules, 2003, **COMPLETE HUMAN RESOURCE SOLUTIONS (SMC-PRIVATE) LIMITED** has complied with the requirements precedent and incidental to the change of status of a single member company into a private company and converted into a private company with effect from **26.07.2016**.

Given under my hand at Islamabad this 29th day of September two thousand and Sixteen.

  
(Muhammad Anas Noman)  
Additional Registrar of Companies  
Islamabad

Fee Rs. 2,500/-



No. ADI 19090  
Dated 29/09/16

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/completehumanresource



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